



**State-Owned  
Enterprises(SOE)**

**Global  
Conference**

**April 27-30, 2026**  
**Seoul, Republic of Korea**







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# State-owned Enterprises (SOE) Global Conference

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## ✿ Location

[The Westin Seoul Parnas - 524, Bongeunsa-ro,  
Gangnam-gu, Seoul 06164, South Korea](#)

## ✿ Program Overview

- **April 27, 2026** : Welcome Reception (hosted by KIPF)
- **April 28-29, 2026** : SOE Global Conference
- **April 30, 2026** (half-day): Site Visits to Korean SOEs  
(bus transport & lunch provided)

## ✿ Objectives & Topics

The SOE Global Conference provides a platform for peer learning, knowledge exchange, and partnership development on state-owned enterprises (SOE) reform. In the spirit of the World Bank Group Knowledge Bank, it aims to contribute to the best global knowledge on what works, where, and why, moving from insights to impact and lasting change. The event will highlight global SOE reform trends, the Republic of Korea's SOE reform experience, and specific topics identified by participating countries to directly support their ongoing and envisaged SOE reforms. In addition, site visits to select SOEs will complete the hands-on learning experience.

### ✿ **Participation**

The event welcomes SOE reform leaders from governments and SOEs from around the world to share their experience. International development partners, researchers, private sector experts, and other Korean and international SOE practitioners will complement the audience. Participation in the conference is by-invitation-only subject to space restrictions. All participants are kindly requested to [register via this link](#). Please refer to the logistics note for additional practical information.

### ✿ **Organization**

The SOE Global Conference is organized, financed, and hosted as part of the [Financial Management Umbrella Program \(FMUP\)](#) by the Government of Korea (Ministry of Finance and Economy - MOFE and Korea Institute of Public Finance - KIPF), the World Bank Group (WBG), and FMUP partners. The Global Knowledge Exchange & Development Center (GKEDC) of the Korea Development Institute (KDI) and several Korean SOEs will share their experience and host participants during the site visits. The Asian Development Bank (ADB) is generously sponsoring the participation of select country delegations, while multiple other partners including the Organization of Economic Cooperation and Development (OECD), Coalition of Finance Ministers for Climate Action, European Bank for Reconstruction and Development (EBRD), New Development Bank (NDB), KfW Development Bank, and others are contributing their expertise to this global gathering.

### ✿ **Contact**

Please reach out to [soe\\_global\\_conference@worldbank.org](mailto:soe_global_conference@worldbank.org) with any questions on the conference and the FMUP partnership and any suggestions for future cooperation on the SOE reform agenda.



**Agenda**

# State-owned Enterprises (SOE) Global Conference

## Welcome Reception hosted by KIPF – Monday, April 27

### Setting the Stage

Venue: Mocha (LL), [The Westin Seoul Parnas](#)

18:00-20:00	<p><b>Participants:</b> Government officials and delegates from client countries and Republic of Korea, WBG team, and FMUP partners.</p> <p><b>Welcoming Remarks:</b></p> <ul style="list-style-type: none"> <li>• <b>Republic of Korea, Ministry of Finance and Economy (MOFE):</b> Ms. Junghyun Park, Director, Development Finance Division</li> <li>• <b>Korea Institute of Public Finance (KIPF):</b> Mr. Chang Oh Moon, Acting Executive Director</li> <li>• <b>World Bank Group (WBG):</b> Mr. Arturo Herrera Gutierrez, Governance Global Director</li> </ul> <p><b>Introduction of Country Delegations</b></p> <p><i>Country delegations representing all world regions will briefly introduce themselves with a headline message of their main SOE reform challenges which they would like to address with support of the international SOE community.</i></p>
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## Day 1 – Tuesday, April 28

### Foundations of SOE Reform: Experience, Ownership, Governance

Venue: Atlas Hall (LL), [The Westin Seoul Parnas](#)

08:30-09:00	<b>Registration</b>
09:00-09:30	<p><b>High-Level Opening Session and Welcome Remarks</b></p> <ul style="list-style-type: none"> <li>• <b>MOFE:</b> Mr. Joung Jin Jang, Director General</li> <li>• <b>WBG:</b> Mr. Arturo Herrera Gutierrez, Governance Global Director</li> <li>• <b>KIPF:</b> Mr. Young Lee, President</li> </ul>
09:30-10:50	<p><b>Session 1 Korea's SOE Reform Experience and New Policy Directions</b></p> <p>The session will present Korea's SOE reform experience and lessons, with a focus on reform design and sequencing, implementation, and impact.</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>• <b>MOFE:</b> Mr. Joung Jin Jang, Director General, Public Institutions</li> <li>• <b>Korea Electric Power Corporation (KEPCO):</b> Ms. Seoyoung Lee, General Manager, Budget Planning Office</li> <li>• <b>Incheon International Airport Corporation:</b> Ms. Eun Jeong Seo, Executive Director, AI Innovation Group</li> </ul> <p><b>Moderator:</b> Mr. Jason Allford, WBG Country Manager for Republic of Korea</p>

## Day 1 – Tuesday, April 28

### Foundations of SOE Reform: Experience, Ownership, Governance

Venue: Atlas Hall (LL), [The Westin Seoul Parnas](#)

10:50-11:10	<b>Coffee Break</b>
11:10-12:50	<p><b>Session 2 SOE Reform - Global Trends &amp; Country Experiences</b></p> <p>This session will share global trends and country experiences in SOE reform from the perspective of both government and SOE reform leaders.</p> <p><b>Speakers</b></p> <ul style="list-style-type: none"> <li>• <b>Democratic Republic of Congo:</b> H.E. Ms. Julie Shiku, Minister of Portfolio</li> <li>• <b>Kazakhstan:</b> Mr. Marat Omarov, Chairman of the Agency for Protection and Development of Competition</li> <li>• <b>Morocco:</b> Mr. Mustapha Ouhadi, Secretary of the Board, Groupe OCP</li> <li>• <b>OECD:</b> Ms. Sara Sultan, Head of SOE Unit (video message)</li> </ul> <p><b>Moderator:</b> Mr. Serdar Yilmaz, Global Manager Governance, WBG</p>
12:50-13:05	<b>Group Photo Session</b>
13:05-14:30	<b>Networking Lunch</b>
14:30-15:50	<p><b>Session 3 Being a Strategic Owner of SOEs</b></p> <p>The session will present how governments can act as effective, transparent, and accountable owners through centralized ownership arrangements, state ownership policies, and a strategic approach to portfolio optimization.</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>• <b>Indonesia:</b> Dr. Rabin Hattari, President Commissioner, Danantara Indonesia Asset Management</li> <li>• <b>Morocco:</b> Ms. Fatima Bargach, Chief of Staff of the Director General, ANGSPE (SOE ownership agency)</li> <li>• <b>Nigeria:</b> Mrs. Oluwakemi Babalogbon, Executive Director, Risk Management and National Coordinator of the National Assets Register (NAR), Ministry of Finance Incorporated (MOFI)</li> <li>• <b>Vietnam:</b> Mrs. Thi Thu Thuy Nguyen (Thuy), Deputy Head of Division, State-owned Enterprise Development Department, Ministry of Finance</li> <li>• <b>WBG:</b> Mr. Fabian Seiderer, Governance Manager, Europe and Central Asia</li> </ul> <p><b>Moderator:</b> Mr. Luis Almeida, Senior Public Sector Economist, Public Sector Management and Governance Sector Group, Asian Development Bank</p>
15:50-16:10	<b>Coffee Break</b>

## Day 1 – Tuesday, April 28

### Foundations of SOE Reform: Experience, Ownership, Governance

Venue: Atlas Hall (LL), [The Westin Seoul Parnas](#)

16:10-17:30	<p><b>Session 4 Building Effective SOE Boards and Leadership</b></p> <p>The session will present how SOE capacities can be strengthened through merit-based selection of SOE boards and senior management, accountability mechanisms, and targeted leadership training.</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>• <b>Bhutan:</b> Mr. Dorji Nima, Chief Operating Officer, Druk Holding and Investments (DHI)</li> <li>• <b>Ghana:</b> Mr. Samuel Obeng Ankomah, General Manager, Finance &amp; Administration, State Interests and Governance Authority (SIGA)</li> <li>• <b>Kazakhstan:</b> Mr. Ussen Galym, Deputy Chairman of the Management Board of Baiterek National Investment Holding JSC</li> <li>• <b>Montenegro:</b> Mr. Minas Trubljanin, Director General, Ministry of Finance</li> <li>• <b>WBG:</b> Ms. Sarah Cuttaree, Senior Corporate Governance Officer, IFC</li> </ul> <p><b>Moderator:</b> Mr. Henri Fortin, Global Lead, SOE Governance, WBG</p>
18:00-20:00	<p><b>Networking Dinner</b></p>

## Day 2 – Wednesday, April 29

### Delivering Results and Sustaining Reform

Venue: Atlas Hall (LL), [The Westin Seoul Parnas](#)

09:00-09:10	<p><b>Recap of Day 1 and Introduction to Day 2</b></p> <p>Ms. Emana Shumon, FMUP Program Officer, WBG</p>
09:10-10:30	<p><b>Session 5 Monitoring and Strengthening SOE Performance</b></p> <p>This session will discuss SOE performance monitoring frameworks, including of state-owned financial institutions (SOFIs), performance contracts, digital dashboards, and incentives and sanctions mechanisms.</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>• <b>Azerbaijan:</b> Mr. Farid Bakhshiyev, Director, SOE Monitoring Agency, Ministry of Finance</li> <li>• <b>Egypt:</b> Mr. Ashraf Shokry, Director of Inventory, Classification, and Decision Support (SOE Unit) (video message)</li> <li>• <b>India:</b> Mr. Kashipri Moses Chalai, Secretary, Department of Public Enterprises</li> <li>• <b>Republic of Korea:</b> Mr. Hee Chan Cho, Visiting Fellow, KIPF</li> <li>• <b>Zimbabwe:</b> Mr. Ernest Denhere, Deputy Chief Investment Officer, Mutapa Investment Fund</li> <li>• <b>WBG:</b> Ms. Atiyah Curmally, Principal E&amp;S Specialist, IFC</li> </ul> <p><b>Moderator:</b> Mr. Henri Fortin, Global Lead, SOE Governance, WBG</p>

## Day 2 – Wednesday, April 29

Delivering Results and Sustaining Reform  
Venue: Atlas Hall (LL), [The Westin Seoul Parnas](#)

10:30-10:50	<b>Coffee Break</b>
10:50-12:10	<p><b>Session 6 Managing SOE Fiscal Risks and Financial Discipline</b></p> <p>The session will discuss challenges related to SOE fiscal risk and ways in which countries can identify, measure, and manage SOE-related fiscal risk, including through transparency, reporting standards (IFRS), and management of SOE debt and contingent liabilities.</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>• <b>Fiji:</b> Mr. Semesa Masau, Acting Director Monitoring, Ministry of Public Enterprises</li> <li>• <b>Pakistan:</b> Mr. Majid Soofi, Director General, Central Monitoring Unit</li> <li>• <b>Switzerland:</b> Mr. Martoni Ariadirja, Deputy Head, Swiss Economic Cooperation and Development, Embassy of Switzerland in Indonesia, Timor-Leste and ASEAN</li> <li>• <b>WBG:</b> Mr. Ibrahim Chowdhury, Senior Economist, Fiscal Policy and Growth and Ms. Kaushiki Singh, Senior Governance Specialist, Governance</li> </ul> <p><b>Moderator:</b> Mr. Richard Sutherland, Senior Governance Specialist, WBG</p>
12:10-13:40	<b>Lunch</b>
13:40-15:00	<p><b>Session 7 SOEs as Drivers for Innovation and Sustainability</b></p> <p>The session will discuss how SOEs—especially in energy, transport, and water—can support decarbonization, climate resilience, and green investment.</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>• <b>Brazil:</b> Ms. Maria Abadia, Director of Budget and Quality of Spending of State-Owned Enterprises, Secretariat for Coordination and Governance of State-Owned Enterprises (SEST)</li> <li>• <b>China:</b> Mr. Xie Hui, Bureau of International Cooperation, SASAC</li> <li>• <b>Vanuatu:</b> Mr. Trevor Trief, Manager, Commercial Investment Unit, Ministry of Finance and Economic Management</li> <li>• <b>Coalition of Finance Ministers for Climate Action:</b> Ms. Ana Zorić, Director, Directorate for Economic Affairs and Financial Systems, Ministry of Finance, Croatia – Co-Chair of Coalition (video message)</li> <li>• <b>WBG:</b> Mr. Peter Ladegaard, Senior Governance Specialist, Europe and Central Asia and Ms. Maria Arnal Canudo, Governance Specialist</li> </ul> <p><b>Moderator:</b> Mr. Fabian Seiderer, Governance Manager, Europe and Central Asia, WBG</p>
15:00-15:20	<b>Coffee Break</b>

**Day 2 – Wednesday, April 29****Delivering Results and Sustaining Reform**Venue: Atlas Hall (LL), [The Westin Seoul Parnas](#)

15:20-16:40	<p><b>Session 8 Public-Private Partnership and Private Capital Mobilization</b></p> <p>The session will present how governments and SOEs can mobilize capital from development finance institutions (DFI) and private capital as well as reforms that are critical from an investor perspective.</p> <p><b>Speakers:</b></p> <ul style="list-style-type: none"> <li>• <b>European Bank for Reconstruction and Development (EBRD):</b> Mr. Gian Piero Cigna, Head of Financial Law Unit</li> <li>• <b>New Development Bank (NDB):</b> Ms. Mandy (Wenjie) Ying, Senior Professional, Environment, Social and Governance (ESG) Division</li> <li>• <b>WBG:</b> Mr. Fabio Aparecido Da Silva, Senior Financial Officer, Treasury; Mr. Kyoung-ho Park, Senior Underwriter, MIGA</li> </ul> <p><b>Moderator:</b> Mr. Charles (Chuck) Travis Canfield, Manager, Corporate Governance, IFC</p>
16:40-17:20	<p><b>Session 9 Next Steps—Moving Forward</b></p> <p>The session aims to start translating conference discussions into concrete follow-up actions and partnerships, providing a preview of future support opportunities for countries undertaking SOE reform.</p> <p><b>Speakers/Panelists:</b></p> <ul style="list-style-type: none"> <li>• <b>Asian Development Bank (ADB):</b> Ms. Ganzul Erdenebal, Public Sector Specialist, Public Sector Management and Governance Sector Group</li> <li>• <b>European Development Bank (EBRD):</b> Mr. Gian Piero Cigna, Head of Financial Law Unit</li> <li>• <b>KfW Development Bank:</b> Ms. Milica Knezevic, Regional Project Coordinator, Energy Sector and Ms. Rebekka Edelmann, Senior Portfolio Manager</li> <li>• <b>New Development Bank (NDB):</b> Ms. Mandy (Wenjie) Ying, Senior Professional, Environment, Social and Governance (ESG) Division</li> <li>• <b>WBG:</b> Mr. Sokbunthoeun So, FMUP Program Manager, Mr. Immanuel Steinhilper, Program Leader SOE Global Program, Mr. Jaejin Park, Senior Governance Specialist/SOE, regional WBG SOE staff.</li> <li>• <b>Other interested FMUP &amp; international partners</b></li> </ul> <p><b>Moderator:</b> Mr. Richard Sutherland, Senior Governance Specialist, WBG</p>
17:20-17:30	<p><b>Closing Remarks</b></p> <ul style="list-style-type: none"> <li>• <b>KIPF:</b> Mr. Chang Oh Moon, Acting Executive Director, KIPF</li> <li>• <b>WBG:</b> Mr. Arturo Herrera Gutierrez, Governance Global Director, WBG</li> </ul>

## Day 3 – Thursday, April 30 (Optional)

### Learning from Korea's Experience

**Location:** Departure from and return to Westin Seoul Parnas by bus to select SOEs and KDI Global Knowledge Exchange and Development Center (GKEDC)

#### Site Visits and Knowledge Exchange (Optional)

**Objective:** Complementing the conference, the study visits to select SOEs and the KDI Global Knowledge Exchange and Development Center will provide hands-on learning on Korea's SOE and institutional reform experience. Participants will be organized into thematic groups. *Lunch boxes and bus transport to and from the hotel will be provided.*

**Additional details on logistics will be provided once confirmed.**

- **Group 1: KDI Global Knowledge Exchange & Development Center (GKEDC)**

*Visit the Korea Economic Development Exhibition – spanning Korea's economic development trajectory, future innovation, and the Commonwealth Hall – and then engage in two separate follow-up discussions: (i) the fiscal impact of SOEs and (ii) performance evaluation and KPIs for SOEs.*

- **Group 2: Incheon Port Authority**

*Experience SOE operations in port infrastructure and logistics through a guided visit to the historic Lock Gate PR Hall, followed by an onboard harbor cruise on the Eco Nuri – Asia's first LNG-powered guide vessel – for a field observation of the Incheon Inner Port. The program also features a guided visit to the National Incheon Maritime Museum, highlighting the port's role in Korea's low-carbon maritime transition.*

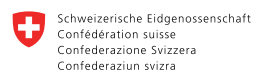
- **Group 3: Korea Midland Power (KOMIPO)**

*Explore SOE operations in urban power generation through a tour of the world's first urban underground power plant in Mapo, Seoul. The plant tour includes visits to the observatory, control room, and public relations center, offering an in-depth look at plant operations and KOMIPO's broader urban integration and ESG strategy*

09:00-13:00



**Financial Management Umbrella Program (FMUP) Partners**



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