

*Department of Public Enterprises in collaboration with Performance Management Division, Cabinet Secretariat,
And Institute of Public Enterprise as the Knowledge Partner*

International Workshop on ‘Performance Evaluation and Management of State Owned Enterprises’
14-15 (Wednesday-Thursday) January, 2015 at Jacaranda Hall, India Habitat Centre, New Delhi, India

Schedule

Date	Time	Particulars
14.01.15	09.30 – 10.00 hrs	Registration
	10.00 – 11.00 hrs	Inaugural Session
	11.00 – 11.30 hrs	<i>Tea / Coffee Break</i>
	11.30 – 13.00 hrs	Plenary Session – 1: Existing Models of Governance of SOEs
		<i>Chairman</i> Mr. Anil Razdan, former Secretary to Government of India, Ministry of Power
		<i>Speakers</i> <ol style="list-style-type: none"> 1. <i>‘SOEs: A Global Overview’</i> – Mr. Alexandre Arrobbio, Practice Manager, Governance, South Asia Region, World Bank 2. <i>‘Brazilian Federal State Owned Enterprises’ (SOEs) Governance Structure and the Use of Participation in Profits and Results (PLR) to Increase Performance’</i> – Mr. Bruno Cirilo Mendonça de Campos, COPAR, Brazil 3. <i>‘Global Models of Governance of SOEs’</i> – Dr. Ravi Ramamurti, D’Amore-McKim Distinguished Professor of International Business & Strategy; Director, Center for Emerging Markets, D’Amore-McKim School of Business, Northeastern University, Boston, USA.
		<i>Discussion</i> Open house
		<i>Summing up</i> Chairman
	13.00 – 14.00 hrs	<i>Lunch Break</i>
	14.00 – 15.15 hrs	Plenary Session – 2: Existing Models of Governance of SOEs (Contd.)
	<i>Chairman</i> Mr. R.C. Panda former Secretary to Government of India, Ministry of Heavy Industries & Public Enterprises	
	<i>Speakers</i> <ol style="list-style-type: none"> 1. <i>‘Current model of Korean SOE Governance’</i> – Prof. Junki Kim, Professor of Public Policy, Graduate School of Public Administration, Seoul National University 2. <i>‘Governance Structure of Indian SOEs (CPSEs)’</i> – Mr. Rajan S Katoch, Secretary, Department of Heavy Industry, Government of India 3. <i>‘Existing Models of SOE Governance - Lessons from the Bangladesh Experience’</i> – Prof. Rehman Sobhan, Director, Centre for Policy Dialogue, Bangladesh 4. <i>‘A Critique of the Hybrid Model of Governance’</i> – Dr. K.R.S. Murthy, former Director, Indian Institute of Management, Bangalore 	

Date	Time	Particulars	
		<i>Discussion</i>	Open house
		<i>Summing up</i>	Chairman
	15.15 – 15.45 hrs	<i>Tea / Coffee Break</i>	
	15.45 – 17.30 hrs	Plenary Session – 3: Structure of Performance Contracts in SOEs	
		<i>Chairman</i>	Dr. Ajay Dua, former Secretary to Government of India, Ministry of Industry & Commerce
		<i>Speakers</i>	<ol style="list-style-type: none"> 1. <i>'Performance Contracting, Measurement and Improvement Systems in Selected African Countries'</i> – Mr. Richard Ndubai, former Head, Public Sector Reforms Unit, Office of the President, Kenya and currently Consultant – implementing Performance Management System in the government of the Kingdom of Lesotho 2. <i>'Changing Patterns of State Owned Enterprises Governance Arrangements in East Africa'</i> – Prof. Gelase Mutahaba, Professor of Public Administration, Department of Political Science and Public Administration, Tanzania 3. <i>'Structure of Performance Contracts in SOEs - The Journey and Lessons'</i> – Dr. V. Gopal, Dean, Indian Institute of Management, Tiruchirappalli 4. <i>'Corporate Governance and Performance Management Systems in State Owned Enterprises: Experiences From Bhutan'</i> - Dr. Damber S Kharka, Director, Corporate Performance Department, Druk Holdings and Investments (DHI), Bhutan
		<i>Discussion</i>	Open house
		<i>Summing up</i>	Chairman
18.00 – 19.30 hrs	<i>High Tea</i>		
15.01.15	09.30 – 10.45 hrs	Plenary Session – 4: Measurement of the Performance of the SOEs vis-à-vis targets given in Performance Contracts	
		<i>Chairman</i>	Prof. Junki Kim, Professor of Public Policy, Graduate School of Public Administration, Seoul National University
		<i>Speakers</i>	<ol style="list-style-type: none"> 1. <i>'Performance Evaluation system on SOE in Korea'</i> – Prof. Wonhee Lee, Director, Research Center for State-Owned Entities, Korea Institute of Public Finance (KIPF) 2. <i>'Some Concepts on Performance Measurement and Governance Models'</i> – Dr. G.P. Pokhariyal, Professor of Mathematics, School of Mathematics, University of Nairobi 3. <i>'Exploration and Practice of Performance Assessment vis-à-vis EVA In Chinese Central SOEs'</i> – Mr. Liu Yuan, Deputy Director General, Bureau of Performance Assessment, SASAC/China
		<i>Discussion</i>	Open house
		<i>Summing up</i>	Chairman
	10.45 – 11.15 hrs	<i>Tea / Coffee Break</i>	

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	11.15 – 12.30 hrs	<p>Plenary Session – 5: Methods of Progressive yet Realistic Target Setting</p> <table border="1" data-bbox="537 228 1915 618"> <tr> <td data-bbox="537 228 716 305">Chairman</td> <td data-bbox="716 228 1915 305">Mr. Richard Ndubai, former Head, Public Sector Reforms Unit, Office of the President, Kenya and currently Consultant – implementing Performance Management System in the government of the Kingdom of Lesotho</td> </tr> <tr> <td data-bbox="537 305 716 521">Speakers</td> <td data-bbox="716 305 1915 521"> <ol style="list-style-type: none"> 1. <i>‘SOE Governance and Realistic Performance Target Setting: Issues and Challenges’</i> – Dr. A.K. Rath, Chairman & Professor, Centre for Corporate Governance & Social Responsibility, IMI 2. <i>‘Corporate Governance and Performance at the State level: The case of Indian Power Utilities’</i> – Ms. Sheoli Pargal, Lead Economist, World Bank Group 3. <i>‘Target Setting Process: Looking back and looking forward’</i> – Dr. R.K. Mishra, Director, Institute of Public Enterprise, Hyderabad </td> </tr> <tr> <td data-bbox="537 521 716 570">Discussion</td> <td data-bbox="716 521 1915 570">Open house</td> </tr> <tr> <td data-bbox="537 570 716 618">Summing up</td> <td data-bbox="716 570 1915 618">Chairman</td> </tr> </table>	Chairman	Mr. Richard Ndubai, former Head, Public Sector Reforms Unit, Office of the President, Kenya and currently Consultant – implementing Performance Management System in the government of the Kingdom of Lesotho	Speakers	<ol style="list-style-type: none"> 1. <i>‘SOE Governance and Realistic Performance Target Setting: Issues and Challenges’</i> – Dr. A.K. Rath, Chairman & Professor, Centre for Corporate Governance & Social Responsibility, IMI 2. <i>‘Corporate Governance and Performance at the State level: The case of Indian Power Utilities’</i> – Ms. Sheoli Pargal, Lead Economist, World Bank Group 3. <i>‘Target Setting Process: Looking back and looking forward’</i> – Dr. R.K. Mishra, Director, Institute of Public Enterprise, Hyderabad 	Discussion	Open house	Summing up	Chairman
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	12.30 – 13.15 hrs	Lunch Break								
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	15.50 onwards	High Tea								