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Modernized State Ownership Laws; 2.10 The Philippines Government-Owned and Controlled Corporation Governance Act; 2.11 Decree for Improving the Governance of State-Owned Banks in Tunisia; 2.12 New Legal Framework for Chile's Codelco; Tables; 2.1 Examples of SOE Ownership Policies; 2.13 Summary of Norway's Ownership Policy 2.14 Summary of Bhutan's Ownership Policy 2.15 Corporate Governance Scorecard in the Philippines; 2.16 Steps in Developing an SOE Governance Code; 3. State Ownership Arrangements; Key Concepts and Definitions; Overview of Ownership Arrangements; Improving Traditional Ownership Arrangements; Creating Advisory or Coordinating Bodies; 3.1 Examples of SOE Advisory and Coordinating Bodies; 3.1 Challenges and Constraints of Advisory Bodies in India and the United Kingdom; Centralizing the State's Ownership Functions; 3.2 Separation of Ownership and Regulation 3.2 Types of Centralized Ownership Arrangements 3.3 A Separate Ministry for State-Owned Enterprises in Indonesia; 3.4 The Mission of the French Government Shareholding Agency; 3.5 A Specialized Ownership Agency in China; 3.6 A State Holding Company in Hungary; 3.7 An Investment Company in Malaysia; 3.8 A Sovereign Wealth Fund in Bahrain; Ensuring the Effectiveness of Ownership Arrangements; 3.9 Key Lessons from GCC Countries in Achieving Political Insulation; 4. Performance Monitoring; Key Concepts and Definitions; Objectives of a Performance-Monitoring System; Obtaining Baseline Information Setting Mandates, Strategies, and Objectives

Sommario/riassunto

This Toolkit provides an overall framework with practical tools and information to help policymakers design and implement corporate governance reforms for state-owned enterprises. It covers the key elements of corporate governance, including legal and regulatory framework, state ownership arrangements, performance management systems, financial and fiscal discipline, boards of directors, transparency and disclosure, and protection of shareholders in mixed ownership companies. Experience shows that no one approach is universally applicable and the choice of measures depends on country and enterp

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