11th Meeting of the Asia Network on Corporate Governance of State-owned Enterprises

6-7 September, 2018
Hyderabad Marriott Hotel, India

With the support of the
Korea Institute of Public Finance
Day I: Welcoming Remarks

Dr. Madhukar Gupta, Additional Secretary, Department of Public Enterprises, Ministry of Heavy Industries, India

Mr. Madhukar Gupta is an Electrical Engineer, MBA and a law graduate. He was selected as a Mason Fellow by Harvard for a Master’s in Public Administration in 2006. The Government of India sent him for a Master’s in Public Policy at Maxwell, Syracuse. Mr. Gupta has been awarded a PhD in Development Economics in 2010. He focused on Public Policy in US and China working with experts on economic growth, urban development, infrastructure, corporate finance and cluster development at the Harvard, MIT and Fletcher School. He has won many national awards from National Productivity Council and National Bank for Agriculture and Rural Development. Indian and international Universities have hosted him as a visiting faculty and scholar. Mr. Gupta has worked in Government of India, governments of Rajasthan and Tamil Nadu, as Team Leader in United Nations Development Program, consultant to ADB and Sri Lankan government, non-profit sector, cooperative sector, as Managing Director in State Road Transport Corporation and State Cooperative Dairy Federation, as Principal Secretary Higher Education and Transport Departments and also, as Vice Chancellor of University of Rajasthan and Rajasthan Agriculture University. Mr. Gupta has spent thirteen years as a practitioner as Divisional Commissioner in four Divisions (regions), District Magistrate in three districts and Sub Divisional Magistrate in two places.

Mr. K Madhava Rao, President, Institute of Public Enterprise, India
Dr. Si Kyung Seong, Head of Evaluation Research Team, Research Center for State-Owned Entities, Korea Institute of Public Finance

Si Kyung Seong is the Head of Evaluation Research Team at the Research Center for State-Owned Entities of Korea Institute of Public Finance (KIPF). He has been Professor of Public Administration at Dankook University. He taught public policy, policy analysis & evaluation, public financial management, management of state-owned enterprises, etc. He received a Ph.D. from Graduate School of Public Administration, Seoul National University in 2012. The title of his dissertation is "Factors Influencing the Adoption of Budgeting Innovation: The Case of Performance Budgeting in U.S. State Governments in the 1990s". His research interests include public financial management, performance evaluation, policy analysis & evaluation, and government accounting. He engaged in many government-sponsored projects and most of them were consulting on public finance and performance management issues. Also, he has participated in several government evaluation committees, for instance, Performance Evaluation Team for performance evaluation of SOEs in Korea (2015-2017) and Regulation Reform Evaluation Committee (2014-2017).

Mr. ESL Narashmhan, Hon’ble Governor of Telangana State
Ms. Anne Molyneux, Director, CS International & Vice Chair, International Corporate Governance Network (ICGN)

Anne Molyneux, is a Director of CS International, a global consulting firm. She is an experienced director and former trustee of pension funds and is a Chartered Accountant. She advises in corporate governance and reporting, banking and securities regulations. She is Vice-Chair of the International Corporate Governance Network (ICGN) – the global investor network. Mrs. Molyneux has developed public and private sector corporate governance practices, including for companies, banks, regulators and stock exchanges. Her work includes the development of corporate governance codes, policies and practices, board charters and evaluations, audit committee advice and support, scorecards for national and company assessments and capacity building in sustainability and corporate governance monitoring and enforcement mechanisms. In addition to private clients, her clients include the OECD, the World Bank, the International Finance Corporation (IFC), and the Asian Development Bank (ADB). She has wide experience in Asia, South Asia, Africa, Australia and Europe. She is a business representative and contributor to the OECD Corporate Governance Steering Committee. She is an invited member of the OECD Asian Corporate Governance Roundtable. She represents the ICGN, the global investor community with some $26 trillion under investment, the International Auditing and Assurance Standards Board (IAASB) Consultative Advisory Group, the International Ethics Standards Board for Accountants (IESBA) Consultative Advisory Group and the International Integrated Reporting Council (IIRC). She is a fellow member of the Australian Institute of Company Directors, has a Master of Management and a former member of the IFRS Advisory Council.

Representative of the Department of Public Enterprises, India

Dr. U.D. Choubey, Director General, Standing Conference of Public Enterprises (SCOPE), India

Dr. U.D. Choubey, former Chairman & Managing Director of GAIL (India) Limited (a State-Owned Maharatta Enterprise) is presently Director General of Standing Conference of Public Enterprises (SCOPE) – An Apex Body of Public Sector Enterprises in India. With double Ph.D., MBA & LL.B., Dr. Choubey has more than forty years of rich experience in management, energy, oil & gas and economic issues dealt in State-Owned Enterprises. Dr. Choubey has authored four books : (1) “Text Book on Natural Gas” (2) “Untold Story of the Indian Public Sector”, (3) “The Last Inning and Beyond” and (4) “Future of Indian Public Sectors (Will the Titan Fall?)” . Dr. Choubey is actively associated with the OECD, particularly Asia Network on Corporate Governance of SOEs.
Dr. Ram Kumar Mishra, Director, Institute of Public Enterprise (IPE), India

Dr Mishra has studied, researched and taught at the University of Rajasthan, London Business School, SDA Bocconi, University of Bradford, International Center for Promotion of Enterprises. He is a Visiting Professor at Maison Des Sciences De L’ Hommes, Faculty of Economics University of Ljubljana, and UiTM, Malaysia. Handled assignments from UNDESA; OECD; ADB; Cabinet Secretariat, GoI; Commonwealth Secretariat; various ministries of GoI; State Governments and Public Enterprises. He has been on the Boards of some public and private sector enterprises. He has guided doctoral research and taught at the MBA programmes in several universities in India and abroad. His areas of interest include Corporate Governance, Corporate Social Responsibility, Enterprise Management, and Public Policy.

Dr. Yaga Ramesh Konda Reddy, International Advisor in Corporate Governance & Strategy, India

Yaga Ramesh Konda Reddy (Y.R.K.Reddy), is an international resource in corporate governance & strategy whose professional work spans about 40 countries including for the IFC / World Bank Group, AfDB, SADC-DFRC, ADB, ICGN, Commonwealth Secretariat, agencies in the EU etc. Based in India, he is Founder, Yaga Consulting Pvt Ltd; Founding President, The SOE Forum, France; member, Advisory Board of Arguden Governance Academy – Turkey; Affiliate, The Boardroom Practice - New Zealand. He has been a member of the OECDs Asia and Southern Africa SOE Networks and a Member of High-level Committees of the Comsec, Commonwealth Association and Government of India. He has also been the Lead Resource for the longest standing directors’ development program - since 2005 - for SCOPE under the aegis of D.P.E. He is also the Author of the First Principles of Corporate Governance for Public Enterprises (1997 / 2001). Formerly, Chair Professor of Strategic Management, Independent Director, featured Columnist, author, researcher and a corporate functional head, he was educated in India and the UK. He was also a Research Fellow at Friedrich Ebert Stiftung – Bonn and Visiting Fellow at LSE – London.

Mr. Dinesh Kumar Sarraf, Chairperson, Petroleum & Natural Gas Regulatory Board, India
Day 1, Roundtable on recent SOE reform experiences

Dr. Ram Kumar Mishra, Director, Institute of Public Enterprise (IPE), India

Mr. Kai Zhu, Deputy Director General, International Cooperation Bureau, State-owned Assets Supervision and Administration Commission of the State Council (SASAC), China

Mr. Zhu Kai holds a PhD in law, graduated from Law School Tsinghua University. He joined SASAC in 2003, and has participated in drafting policies on state-owned assets supervision regime and SOE reforms, engaging in bilateral and multilateral negotiations involving SOE issues, as well as international corporations of SASAC and central SOEs, promoted central SOEs’ international businesses and overseas operations over the past 15 years. At present, Mr. Zhu Kai is Deputy Director General of Bureau of International Corporations, SASAC.

Mr. Tran Tho Hai, Head of General Policy Division, Corporate Finance Department, Ministry of Finance, Viet Nam

Tran Tho Hai is a Vietnam senior policy maker. He was born and raised in Hanoi and graduated from National Economic University, with master degree. After graduation, he worked for SOEs including: Bank for Investment and Development of Vietnam (BIDV) and Vietnam Food Corporation (VINAFOOD). Since 2004. He has been working in Ministry of Finance of Vietnam (MOF). At present, he works as a role of Head of General Policy Division – Corporate Finance Department. During working process, he has obtained deep experience in SOE equitization process.

Mr. Johann Carlos Barcena, Director, Governance Commission for Government-owned and controlled corporations (GOCC), Philippines

Johann Carlos S. Barcena was appointed to the Governance Commission for GOCCs (GCG) in 2012, and serves as Director of its Corporate Governance Office B. Director Barcena holds a Bachelor of Arts degree, major in Political Science, from the Ateneo de Manila University, which he obtained in 2005. In 2010, he obtained his Juris Doctor (J.D.) degree from the University of the Philippines, and was admitted to the Philippine Bar the following year. He was a Fellow under the Stanford Program in International Legal Studies (SPILS), and obtained his Master of the Science of Law (J.S.M.) degree from Stanford University in 2015.

Ms. Ratna Januarita, Board Member, National Committee on Governance of Indonesia
Day 1, Thematic discussion: The State’s role in enhancing responsible business conduct of state-owned enterprises

Session 1: Government policies, requirements and expectations regarding responsible business conduct in SOEs

Panel I: Challenges of integrating responsible business conduct into corporate governance of SOEs: Communicating, reporting and monitoring

Dr. Gambhir Bhatta, Advisor, Sustainable development and climate change department; Head, Knowledge Sharing & Services Center, Asian Development Bank

Gambhir is Advisor in the Sustainable Development and Climate Change Department, and Head of the Knowledge Sharing & Services Center at ADB. Prior to this appointment in late 2017, Gambhir was the Chief of the Governance Thematic Group at the bank, in which role he also served as the Chair of the SOE Working Group.

He is currently an Adjunct Senior Research Fellow at the Lee Kuan Yew School of Public Policy (Singapore) after having had an Adjunct Professor appointment there for two years. Since 2016, he has also been an Adjunct Fellow at the ADB Institute, Tokyo.

At ADB, which he joined in July 2005, he has led various programming missions to design development programs in Asia, and has contributed directly to a portfolio of more than two billion dollars in programming in the broad areas of governance and public management, SOE reforms, and local governance in South Asia and other regions.

Prior to joining ADB in 2005, Gambhir was a Senior Advisor at the State Services Commission in New Zealand. He is the author of four books, including the International Dictionary of Public Management and Governance (M. E. Sharpe, New York, 2006). His forthcoming book on Public Management in Developing Asia is to be jointly published by Routledge and ADB Institute. He has a PhD in Public and International Affairs from the University of Pittsburgh.

Dr. Si Kyung Seong, Head of Evaluation Research Team, Research Center for State-Owned Entities, Korea Institute of Public Finance (KIPF)

Representative of the Department of Public Enterprises, India

Mr. Rakesh Kumar, CMD (Addl.Charge) & Director – Finance, NLC India Limited
Ms. Ya Eem Chea, Head, Corporate Governance Division, Securities Issuance Supervision Department, Securities and Exchange Commission of Cambodia

Ms. Ya Eem Chea is the head of Corporate Governance Division, under the Department of Securities Issuance Supervision of Securities and Exchange Commission of Cambodia (SECC). She has worked for SECC since 2010.

Ms. Ya Eem Chea holds a master’s degree in Finance at Massey University, New Zealand. In addition to this qualification, she also holds bachelor in Banking and Finance at Royal University of Laws and Economics and in TESOL at The Paññāsāstra University of Cambodia, Cambodia. Recently she had successfully completed Director Certification Program at Thai Institute Director.

Mr. Bayram Zengin, Treasury Expert, General Directorate of SOEs, Turkey

Bayram Zengin is an expert in the Ministry of Turkish Treasury and Finance, in the department of the General Directorate of SOEs. He is working in a department mainly responsible for executing the ownership functions of the state on SOEs. He is personally in charge of preparing annual investment and financing programs, monitoring and reporting the performance of SOEs throughout the year, as well as preparing the Medium Term Program for SOEs. He has been working for the department since 2014 in the fields of financing and budgeting of SOEs as well as actively involving in individual projects of fiscal monitoring and corporate governance of SOEs. Mr. Zengin gets his BS in Business Administration from the University of Economics and Technology in Turkey in 2013.
Day 1, Thematic discussion: The State’s role in enhancing responsible business conduct of state-owned enterprises
Session 1: Government policies, requirements and expectations regarding responsible business conduct in SOEs
Panel II: Enhancing responsible business conduct through establishing legal and regulatory framework: recent developments and progress related to the internationally agreed standards

Dr. Lawrence Lee, CEO, Corporate Governance Research Center, National Taipei University of Business, Chinese Taipei

Lawrence L. Lee is Associate Professor of Law at National Taipei University of Business. In the meantime, Lawrence is Adjunct Associate Professor at Shih Hsin University School of Law. He has been Director of Department of Financial and Economic Law at Asia University between August 2007 and July 2008. Lawrence holds S.J.D. (equivalent to Ph.D. in Law) from Wisconsin University School of Law in 1999 and three law master degrees from Boston University School of Law in 1992, American University Washington Law School in 1996, and Wisconsin University School of Law in 1997 respectively. Lawrence holds a doctoral degree from the Centre of Commercial Law Study, Queen Mary College at the University of London in the United Kingdom.

Lawrence worked as a research fellow at Columbia University School of Law from 1998 to 2000 and was a visiting scholar at New York University School of Law from 2001 to 2004 and from 2007 to 2009. Lawrence is expertise in financial and banking regulation, securities law, corporate law, anti-trust law, Intellectual Property Rights, and Corporate Governance. Lawrence has published articles in English and Chinese versions in Taiwan, China, Hong Kong, the United States, and the United Kingdom. Moreover, Lawrence is an international editor of the Journal of Financial Crime (England). Lawrence was a commissioner of Taiwan Fair Trade Commission (similar to the Fair Trade Commission in the United States) from February 2010 to January 2013. In terms of the experience on corporate governance, Lawrence has been appointed as a director to Mega Financial Holding Company by the Ministry of Finance (Taiwan) on behalf of the stakeholders of the ROC government since October 2008 to September 2009 and selected as an independent director to Mega Insurance Company since October 2009 to 2010, and an independent Director to Asia Chemic Corporate, a listed company on Taiwan Stock Exchange, since March 2009 to 2010.
Ms. Chung-a Park, Policy Analyst/Project Manager, Corporate Affairs Division, Directorate for Financial and Enterprises Affairs, OECD

Chung-a Park is a Policy Analyst in the Corporate Affairs Division of the OECD Directorate for Financial and Enterprise Affairs. She is a Network Manager of the Asia Network on Corporate Governance of State-Owned Enterprises and is currently responsible for the project on stocktaking of responsible business conduct measures by state-owned enterprises in Asia. She has also undertaken research projects on other SOE governance issues including enhancing disclosure measures and professionalising boards of directors of SOEs. She previously joined the OECD to undertake joint projects on infrastructure investment between the OECD Investment Division and Environment Directorate with a specific focus on emerging economies and developing countries. Chung-a started a career as a newspaper journalist at the Korea Times covering economic and industrial policies and has previous experience in development cooperation at the Presidential Committee on Green Growth of Korea. A Korean national, she holds a Master’s Degree of Public Affairs with specialisation in economic governance from Sciences Po Paris and B.A. from Yonsei University in Seoul.

Mr. Jeffrey Siregar, National Committee on Governance of Indonesia

Mr. Fuad Hashimi, Head, Centre of Excellence in Responsible Business, Pakistan Business Council, Pakistan

Fuad Azim Hashimi is a fellow of the Institute of Chartered Accountants in England and Wales and currently heads Pakistan Business Council’s Centre of Excellence in Responsible Business. Through leadership of the Pakistan Institute of Corporate Governance from 2007 till 2016, he played a key role to further corporate governance practices in Pakistan. He is a member of the Private Sector Advisory Group of International Finance Corporation, World Bank Group and of the United Nations ESCAP’s Sustainable Business Network as well as a regular participant at OECD’s Asian Roundtable and its Asia-SOE Network on Corporate Governance. His career over the past 53 years has provided him with a strong foundation in public accounting (he was a partner for 10 years in A. F. Ferguson & Co, a member firm of PricewaterhouseCoopers) as well as management of diversified business and commercial ventures, in Pakistan and abroad, ranging from banking, office automation and information technology to mutual funds. He has added experience with a development finance institution providing venture capital to the private sector.

Hashimi’s other appointments include directorships on the Board of Directors of Faysal Bank Limited and International Industries Limited and being a member of the
Public-Sector Committee of the Institute of Chartered Accountants of Pakistan. He has previously held directorships on the boards of Clariant Pakistan Limited, National Refinery Limited, Indus Valley School of Art and Architecture, Pakistan Cables Limited, and of Pakistan Security Printing Corporation of Pakistan, where he was additionally the Chair of its Audit Committee.
Day 2, Session 2: Promoting ethics and integrity in individual SOEs

Panel I: A Roundtable of Chairmen, CEOs & Experts on enhancing board governance: communicating internal controls, implementing ethics and compliance programmes or measures

Dr. Mathilde Mesnard, Deputy Director of the Directorate for Financial and Enterprise Affairs, OECD

Mathilde Mesnard is Deputy Director of the Directorate for Financial and Enterprise Affairs of the OECD since November 2016. In this capacity, Ms. Mesnard provides intellectual leadership to the directorate across the different policy areas (anti-corruption, corporate governance, competition, financial markets, international investment, insurance and private pensions) and supports the co-ordination and management of its programme of work and its Committees. Ms. Mesnard has extensive experience in the OECD, having been the coordinator of the New Approaches to Economic Challenges (NAEC) Initiative since 2013. In this position she supported the development of thirty innovative projects across the Organisation, promoting new approaches and outlining research directions. She led a seminar series on NAEC and contributed to increased collaboration across different work streams. She developed a synthesis report with policy recommendations and directions for in-house analytical improvements. Prior to this, Ms. Mesnard has worked as Senior Advisor to the OECD Secretary-General and Counsellor, supporting the delivery of the Secretary-General Strategic Agenda, including in the preparation of the Ministerial Council Meetings, the advancement of relationship with key partners, and the OECD Accession Process. She also launched and coordinated the CleanGovBiz Project and contributed to the follow up of issues related to financial and enterprise affairs, governance, integrity and gender equality.

From 2001 to 2009, Ms. Mesnard worked in the Corporate Affairs Division of the Directorate for Financial and Enterprise Affairs of the OECD, where she led and contributed to a number of projects on corporate governance in South-East Europe, the Russian Federation, Asia and China, and developed the OECD Guidelines on corporate governance of SOEs. Ms. Mesnard had previously held positions as management consultant with Deloitte & Touche, Assistant Professor in Economics at the University of Picardie, and Financial Analyst at Citibank. Ms. Mesnard is a French national and holds a degree in Philosophy, a Master’s Degree in Finance and an MBA from the Ecole Supérieure de Commerce de Paris. She received her PhD in Economics from the École des Hautes Études en Sciences Sociales.

Dr. S K Acharya, former CMD, NLC India Limited
Mr. Santosh Sharma, Chairman & Managing Director, Hindustan Copper Ltd, India

Mr. Yu Tengqun, Vice President & Board Secretary, China Railway Group Limited

Yu Tengqun, professor, economist, tutor of postgraduates, arbitrator, presently serves as Vice President, General Counsel of China Railway Group Limited. He have been working at the company for 27 years. He served as Deputy Representative of the International Labor Organization’s Occupational Safety and Health Commission at the 93rd International Labor Congress. Mr Yu also presently serves as standing committee member of the All-China Youth Federation, Vice President of China Youth Entrepreneurs Association, Vice President of China Securities Law Research Society, Vice Supervisor of the Rights Work Committee of the China Enterprises Union, Supervisor of the Arbitration Center of China Construction Association, and Vice Dean of “One Belt One Road” (China) Arbitration Commission. China Railway is one of the largest multi-functional integrated construction group, ranked as the 56th among Global Fortune Global 500 in 2018.

Dr. Jesus P. Estanislao, Institute of Corporate Directors, Philippines

Currently, Chairman of the Center for Excellence in Governance and Center for School Governance. He is also a Visiting Professor, IESE Business School (of the University of Navarra) in Barcelona, Spain and the Chair Emeritus of the Institute of Corporate Directors and of the Institute for Solidarity in Asia. He was the founding President of the University of Asia & the Pacific. He served as the Economic Planning Secretary of the Philippines and subsequently also served as the Secretary of Finance of the Philippines. He capped his banking career as Chairman and CEO of the Development Bank of the Philippines. He holds a Ph.D. in Economics from Harvard University, and an M.A. in Economics from Fordham University. He obtained his Bachelor’s degree from the University of San Carlos in Cebu, the Philippines.

Mr. Abdul Aziz Abu Bakar, Institute of Corporate Directors, Malaysia

Aziz Bakar has had 40 years knowledge and experience in the corporate sector in the fields of Aviation, Oil & Gas, Construction, Banking, Telecommunication and Directors development.

He is presently an Independent Non-Executive Director (INED) of Affin Bank Berhad, INED of ALKHAIR International Islamic Bank Malaysia Bhd (AKIIB) and INED of Merchant Trade Asia Bhd, where he chairs all the Nomination and Remuneration Committees. He is also a Director of Institute of Corporate Directors Malaysia (ICDM) and a committee member of the Razak School of Government (R SOG). Previous Board positions held were in INTRIA Berhad as its MD, Costain Group Plc (UK), Rangkaian Segar Sdn Berhad and FCW Holdings Berhad. Aziz has held several senior
positions across a number of industries including aviation, oil & gas, construction, banking and telecommunication. Prior to his retirement in 2017, he was the CEO/ED of Malaysian Directors Academy (MINDA), Chief Human Capital Officer of Telekom Malaysia Berhad (TM), Executive VP, Human Resources of RHB Bank Berhad. Prior to that, he was attached to Shell Malaysia for 20 years in various management positions which included Internal & IT Audit, Marketing Economics, Sales & Distribution, Supply & Planning and Human Resource. In 1991, he was assigned to an international posting to Shell Group HQ in London where he held the position of the shareholders’ representative for Shell’s business interests in HK and China.

Aziz holds a Bachelor of Economics (Honours) degree from University of Malaya and is an alumnus of the Royal Military College. He has also attended the Harvard Business School - Senior Management Development Programme (SMDP) in 2000 and Financial Institutions Directors Education (FIDE) Programme in 2011. In recognition of his contribution and work in the HR profession, he was awarded the National HR Leader Award in 2003 by the Ministry of Human Resources and Malaysian Institute of HR Management.
Mr. Hans Christiansen, Head of the OECD Working Party on State Ownership and Privatisation Practices Secretariat

Mr. Hans Christiansen is a Senior Economist in the OECD Corporate Affairs Division. He joined the Division after previous postings in the OECD Investment Division, Financial Affairs Division and the Economics Directorate. Prior to joining OECD, he worked for the Bank for International Settlements (BIS) in Switzerland. Mr. Christiansen’s currently acts as the secretary to the OECD Working Party on State Ownership and Privatisation Practices, which is the custodian of the OECD Guidelines on Corporate Governance of SOEs. His current assignments includes OECD’s ongoing project on State-Owned Enterprises in the World Economy, responsibility for the OECD Network on Corporate Governance of Asian SOEs, as well as involvement in other SOE-related activities throughout the world. A Danish national, he holds a graduate degree in Political Economics from the University of Copenhagen.

Dr. Gambhir Bhatta, Advisor, Sustainable development and climate change department ; Head, Knowledge Sharing & Services Center, Asian Development Bank

Ms. Anne Molyneux, Director, CS International & Vice Chair, International Corporate Governance Network (ICGN)

Mr. Damber Singh Kharka, Director of Corporate Governance and Performance Management Department, Druk Holding and Investments (BHI), Bhutan

Dr. Damber Singh Kharka has a PhD in Financial Economics and is currently Director at the Druk Holding and Investments Ltd. (DHI). DHI is the investment arm of the Royal Government of Bhutan and manages 19 State Owned Enterprises presently.

Dr. Damber has been one of the pioneers in the formation of DHI after having served as a faculty for 19 years at the Royal Institute of Management (RIM). He is an economist by profession. He has been actively involved in managing corporate governance and performances of the SOEs in Bhutan. He is a regular in-house speaker and certified trainer on Corporate Governance and several other management disciplines. As a passionate teacher by heart, Dr. Damber brings in the best training methods and keeps improvising and honing his training skills. He has several papers published in the national, regional and international referred journals and presented numerous papers in national and international conferences. As an avid learner and researcher aided with his long experience as corporate board director in several companies representing different economic sectors and as a trainer of the board directors, Dr. Damber has gained sound exposure to corporate governance and performance management systems. He is extensively involved in the business reforms and corporate capacity development activities for SOEs in Bhutan.
Concluding remarks and way forward

Representative of the Department of Public Enterprises, India
Dr. Si Kyung Seong, Head of Evaluation Research Team, Research Center for State-Owned Entities, Korea
Institute of Public Finance
Dr. Mathilde Mesnard, Deputy Director of the Directorate for Financial and Enterprise Affairs, OECD
Mr. N Baijendra Kumar, IAS, CMD, NMDC Limited, India