

Ms. Nilgün Gökğür

Key Qualifications

As a development economist, she has extensive work experience on state-owned enterprise reforms (performance and management contracts), enterprise restructuring and corporate governance, privatization, private sector participation in infrastructure (electric power, telecommunications, transport and water supply and wastewater) as well as privatizing state-owned banks. She has assessed the design, implementation, and economic and social impact of several privatization programs for equitable and sustainable outcomes in several countries in North Africa and the Middle East, Sub-Saharan Africa, the Caribbean, Central America, the Eastern Europe, and East Asia while working closely with government officials, managers of state-owned industrial, infrastructure and financial enterprises, representatives of labor unions, business leaders (domestic and foreign) and academics. She has worked as the team leader in Bosnia & Herzegovina, Togo, Sri Lanka, Vietnam, Thailand, the Philippines and, most recently, in Uganda.

Besides privatization, she has also conducted several projects on private sector development; international trade, foreign direct investments (FDI) and domestic direct investment (DDI) strategies, expansion of non-traditional high value-added manufacturing and service sector exports; micro, small and medium enterprise development; small-large firm linkages; cluster-based analysis and cluster-based policy reforms for achieving productivity growth and international competitiveness. While working as a Research Associate at the Harvard Business School, she helped develop an analytical framework comparing international economic competitiveness of Asian and Latin American countries. She has also worked at the former Harvard Institute for International Development (HIID) developing teaching material and training at its annual summer workshops on Government Budgeting and Financial Management and on Public Enterprise Reforms and Privatization in Developing Countries.

Education

M.P.A. Development Economics, Woodrow Wilson School of International and Public Affairs, Princeton University, 1979

M. A. Economics, University of Basle, Basle, Switzerland, 1977

Fellow, Salzburg Seminar in American Studies, Session: Social Justice and Policy Options for Income Distribution, Salzburg, Austria, 1976

B. A. Economics, University of Basle, Basle, Switzerland, 1975

High School Diploma, Robert College (formerly American College for Girls), Istanbul, Turkey, 1970

Professional Experience

Independent Consultant and Associate at the Boston Institute for Developing Economies (BIDE), (1994-Present) Ms. Gökğür provided advisory and training assistance to developing country governments as an independent consultant or through BIDE on behalf of the international development agencies such as the World Bank, UNDP, UNIDO, ILO, Asian Development Bank, Inter-American Development Bank, African Development Bank and the USAID:

- **Team Leader/Development Economist for Privatization Impact Assessment, Privatization Unit, Ministry of Finance, Kampala, Uganda (2004):** Working with the Privatization Unit and a team of seven international and domestic consultants of the Adam Smith Institute in the UK to conduct privatization impact assessment for the period between 1991 and 2003; completed an inception mission where she has determined the data requirements and prepared an analytical framework to launch the study at the end of March 2004; study will measure post and pre-privatization performance at enterprise level as well as impact on government, labor, consumers, agricultural producers and the competitors(private sector).
- **Labor Impact Analyst, Department of Public Enterprises, Pretoria, South Africa (2003-2004):** Working with the sector coordinators of both the Adam Smith Institute of the UK and the Department of Public Enterprises (DPE) prepared an analytical framework as to how to analyze the *direct and immediate* as well as *indirect and follow-on* impact of restructuring on labor (employment, real wages and quality of work) for rail, ports, electricity and telecom sector.
- **Team Leader/Development Economist, Supporting Country-Driven Private Sector Development Strategies (2003):** On behalf of the Asian Development Bank, leading a team of two international (financial sector reform specialist, and legal and regulatory reform expert) and four domestic consultants, and working closely with the policy makers and stakeholders in Sri Lanka, Thailand, Vietnam and the Philippines, she has developed a conceptual framework to better support country-driven private sector development strategies including privatization and public-private partnerships in ADB's member countries; writing a final report, conducting a series of in-country and regional workshops and a regional workshop in Manila, the Philippines. She has reviewed the private sector development initiatives, and several privatization programs for competitiveness and more equitable private sector development within the countries and the role of linkages to the SMEs and to micro-enterprises in the informal economy.
- **Presenter on Gender, Privatization and Private Sector Development (2003):** Participated in Gender Dialogue organized at the MENA region of the World Bank and presented her framework to assess the differential gender impact of privatization and private sector development projects on women as consumers, workers, managers, shareholders and investors, and made recommendations on including gender as well as creating equity in the workplace.
- **Trade and Investment Economist, 2002, (Jordan):** Worked with the Minister of Industry and Trade in Jordan crafting a new trade and investment policy for achieving global integration while accelerating domestic growth; assessed and wrote a paper on the limitations to growth in the enclaves (Free Trade Zones and Qualified Industrial Zones) with no linkages to the rest of the economy; made recommendations as to how to translate cluster-based analysis into cluster-based policy reforms for internal (and international) competition and productivity gains for all clusters *and* all enterprises within the clusters such as the related and supporting industries *including* the linkages between SMEs and large exporting enterprises in Jordan.
- **Trainer at the Workshop on "Making Privatization Work," Ghana, (2001):** Trained the members of the Divestiture Implementation Committee (DIC) in Ghana, Bureau of Public Enterprises (BPE) in Nigeria, the Privatization Agency in Ethiopia and Zambia, and heads of labor unions on behalf of the International Labor Office (ILO); sessions included

privatization's impact on male and female labor, privatizing infrastructure, privatizing state-owned banks and creation of micro finance banks and the role of bank privatizations in overall privatization and private sector development initiative, and regulating for the poor, and measuring the economic and social impact of privatization.

- **Economist for Infrastructure Privatization, Egypt (2001):** Worked closely with the Ministry of Finance (as well as all the line ministries in charge of infrastructure sectors) in assessing Egypt's effort privatizing its infrastructure (electric power, telecommunications, water and wastewater treatment, and transport (and its sub-sectors), budgetary burden of state-owned infrastructure enterprises, and the role of private entry in the absence of privatization, competition and effective regulation, and wrote a report on "Privatizing Egypt's Infrastructure: The Way Ahead" for the USAID/Cairo, Egypt.
- **Economist for Enterprise Restructuring, People's Republic of China, (2001):** Worked closely with the six socially-owned industrial and two ecological enterprises in the Anhui Province in assessing their enterprise restructuring efforts to be eligible for a \$340 million loan from the Asian Development Bank, recommended strategies for enterprise development and improved corporate governance, and wrote a report on "Assessment of Shareholding System, Corporate Governance and Enterprise Restructuring Efforts of Six Industrial and Two Ecological Enterprises in the Anhui Province, People's Republic of China" for the Asian Development Bank.
- **Presenter of "Impact of Privatization on Social Spending and Provision of Public Goods: Review of Empirical Evidence from Transition and Developing Countries," (2001)** at a Conference on Social Development, Public Expenditure, and Participation: The Sharing of Social Responsibility, 12th International Symposium for International Development, organized by Economic Research Forum (ERF) in Cairo, Egypt and Bosphorous University in June 2001, Istanbul, Turkey.
- **Development Economist for the British Petroleum (2000-2001):** Advised the Department of Social Investments of the British Petroleum (BP) in London, England as to the best practices of the global oil and natural resource companies around the world in building partnerships with the international agencies, governments and civil society and the emerging role of the role of the international private sector bringing domestic economic development to the countries they operate; and wrote a paper on "Building and Managing Effective Partnerships for Economic and Social Development—Profiles of Best Practices."
- **Economist for Restructuring and Privatization, Algeria, (1998-1999):** As part of the World Bank's private sector assessment team for the Middle East and North Africa Region (MENA), worked with the Algerian Restructuring and Privatization Agency, assessed the results of overall restructuring, full and partial privatization efforts, defined principal constraints to privatization, and wrote a report on "Restructuring and Privatization of Algerian Public Enterprises."
- **Economist for Assessing the Impact of Privatization, Côte d'Ivoire, (1998-1999):** Part of a three person team, headed by Professor Leroy Jones, analyzed the impact of the privatization program and the distribution of privatization benefits from electric power, telecommunications, palm-oil and rubber manufacturing enterprises among the stakeholders and made recommendations as to how to proceed with the next phase for privatizing infrastructure and co-authored the final report, "The Impact of Privatization in the Côte d'Ivoire" for the Government of the Côte d'Ivoire and the World Bank.
- **Economist for Infrastructure Privatization, the Philippines, (1997):** As part of an high-

level economic advisory team, headed by Professor Jeffrey Sachs of the former Harvard Institute for International Development (HIID), analyzed the conditions for the promotion of broad-based economic growth strategy for the next medium term 1998-2004 and developed a policy framework for sustainable infrastructure development at national and sub-national level, increased access to financing schemes from external and domestic sources, and recommended reduction of government guarantees, mitigating risk, and a pro-competitive legal and regulatory framework to allow improved participation of private sector for the Government of the Philippines and the UNDP Office in Manila.

- **Socio-Economist, Togo, (1997):** Designed a project to promote women’s economic activities in the informal sector (US\$ 8 million loan from the African Development Bank and US\$ 2 million technical assistance as cost-sharing from the UNDP) as team leader of a five person team (two international and three national consultants); project components included (a) a micro-finance fund with credit and savings scheme and (b) a grant fund for rehabilitation of existing social services through temporary work to improve the working conditions for women; the project aimed to target clients and beneficiaries through full use and training of existing financial and technical intermediaries and NGOs for the UNDP.
- **Industrial Economist, Bosnia and Herzegovina (1996):** As the team leader of an eight person team with four international and four national experts, evaluated the performance and the restructuring needs of the industrial sector (public and private) and designed the “Support Program for Industrial Recovery, Privatization and Private Sector Development in the Federation of Bosnia and Herzegovina” for the Ministry of Energy, Mines and Industry and for the UNDP and UNIDO.
- **Industrial Economist, Kenya, (1996):** Evaluated the efforts to reform the state-owned enterprises and the privatization experience of the Kenyan Government, wrote a report on “Public Enterprise Reform and Privatization in Kenya: Progress, Challenge and Opportunity”, organized and presented a workshop on “Performance Contracts: A Tool to Evaluate Performance of Public Enterprises” and assisted the Privatization Agency in organizing a workshop on the public enterprise reform, opportunities for private sector participation in infrastructure and privatization for the benefit of the wider public and the stakeholders.
- **Privatization Specialist, Haiti, (1995):** As part of the World Bank’s technical assistance team, worked closely with, and advised, the Privatization Agency on international experience for privatizing industry and infrastructure, analyzed the competitiveness and constraints to development in Haiti in comparison to the recent experience in the Dominican Republic, prepared presentation slides, and helped organize a seminar with the labor unions on the economic benefits (and their distribution among the stakeholders) of privatization and private sector participation in infrastructure.
- **Privatization Specialist, Tunisia, (1995):** Reviewed the privatization program of the Tunisian Government, conducted focus group sessions regarding the impact of the on-going privatization program with the government officials, heads of state-owned enterprises, labor unions, academic economists and journalists, and prepared for the Privatization Agency guidelines for the public awareness campaign and a sustainable and equitable privatization program for the next phase.
- **Public Enterprise Reform Specialist, Costa Rica, (1995):** Conducted a series of seminars and workshops on the international experience with performance contracts to train the representatives from the Ministry of Planning and Ministry of Industrial Development

together with the top managers of state-owned enterprises of telecommunications, electricity, oil, and water supply, drafted and evaluated the performance contracts prepared by the top management, and presented a paper on “Performance Contracts: A Tool for Reforming and Evaluating the Performance of Public Enterprises” at the First Evaluation Seminar for Central America, Panama and Dominican Republic in San Jose, Costa Rica organized by the Inter-American Development Bank.

- **Industrial Economist, Albania, (1994):** Evaluated the options for industrial restructuring and trained the representatives of the Albanian Ministry of Industry and Ministry of Mineral Resources and Energy on privatization and international experience with state-owned enterprise reforms ranging from performance contacts to private sector development.
- **Industrial Economist, Algeria, (1994):** Prepared a report and conducted training for the Algerian Ministry of Industrial Restructuring on public enterprise reforms, privatization, private sector participation in infrastructure on behalf of UNIDO in Vienna, Austria.
- **Lecturer on Public Enterprise Reform, Performance Contracts and Privatization:** Taught at the BIDE’s Annual International Workshop on Performance Contracts--as a tool for reforming the state-owned enterprises all around the world when the governments are not yet ready to transfer ownership to the private sector.

Harvard Business School, Research Associate (1991-1994)

- Working closely with Professor James E. Austin, prepared an analytical framework by which to determine international economic competitiveness for developing countries, analyzed the shifts in Revealed Comparative Advantage (RCAs) in manufactured exports of ten Asian and seven Latin American countries from 1970 to 1990, and reviewed the importance of moving from low value-added to high-value added export product and service exports to excel in international competitiveness and analyzed the role of industrial policy; compared the competitiveness of agro-processing industries in Chile and Argentina; prepared presentations for Austin’s MBA course “Management in Developing Countries” at the Harvard Business School and for several government officials in Latin America.
- Wrote teaching cases: Korean Investment and Merchant Banking Corporation (KIMBACO Limited), Lada do Brasil (selling Russian cars before and after privatization in Brazil), Grupo Entrepuesto (agro-processing industry in Mozambique) and also revised several cases for enterprises in manufacturing, agro-processing and financial industry in Africa, Latin America and Asia
- Analyzed the development of the automotive industry in Mexico and in Latin America
- Wrote a Working Paper on “Emerging Markets: The Rising Role of Portfolio Investments to Developing Countries” with Professors James E. Austin and Helen Shapiro
- Analyzed the privatization experience in Eastern Europe and Central Asia
- Wrote a teaching case on post-privatization restructuring and corporate governance of a polish furniture-producing enterprise
- Evaluated the privatization program of the Government of Madagascar

Harvard Institute for International Development (HIID), Research Associate and Consultant (1987-1991)

- Working closely with Dr. Richard Mallon, she taught, conducted field work for, and wrote teaching cases on privatization and performance contracts at the HIID’s Annual Workshop on Public Enterprise Policy and Management in Developing Countries
- Working closely with Mr. Lester Gordon, she wrote teaching cases, developed teaching modules and taught at the HIID’s Annual Workshop on Government Budgeting and

Financial Management, tutored participants at both workshops, and designed a simulation game for the workshop on government budgeting

- Working closely with Dr. Richard Goldman, she analyzed for the United Nation's Food and Agricultural Development Organization's (FAO) agricultural development data between 1970 and 1990

Harvard Business School, Research Associate (1986-1987)

- Wrote a working paper on "The Formalization of the British Financial Industry"

Joseph Schneider Associates, Senior Consultant (1984-1986)

- Industry and competitive analyses on aerospace and electronics companies

Public Finance Economist for USAID, Burkina Faso, West Africa (1980-1983)

- Conducted field work at the Ministry of Finance and the Treasury on central and local government structure and administration as well as Ministries of Health, Education, Rural Development, Public Works, Interior and Women's Affairs on allocation of regional expenditures and recurrent cost financing of development projects

Harvard Institute for International Development (HIID), Research Assistant (1979-1980)

- Drafted paper on the French Performance Contracts with National Electricity Company and National Railways Company in France and reviewed the literature on institutional structure of public enterprises in developing countries

Field Work Experience

North Africa and Middle East: Algeria, Egypt, Jordan, Tunisia and Turkey; **Asia:** The Philippines, the People's Republic of China, Vietnam, Sri Lanka and Thailand; **Eastern Europe:** Bosnia-Herzegovina and Albania; **Sub-Saharan Africa:** Ghana, Cote d'Ivoire, Senegal, Burkina Faso, Togo, Uganda, Kenya, Madagascar and South Africa; **Central America and the Caribbean:** Costa Rica and Haiti

Language Skills Fluent in Turkish (native tongue), English, French and German

Recent Reports, Papers and Publications

- "Country-Driven Private Sector Development Framework: Structure, Elements and Preliminary Contents," co-authored with Richard Caldwell, Asian Development Bank, October 2003
- "Sustainable Trade and Investment Strategy for Jordan: Achieving Domestic Growth While Integrating Globally," USAID/Jordan and the Ministry of Industry and Trade, May 2002
- "Privatizing Egypt's Infrastructure: The Way Ahead," USAID/Cairo, Egypt, August 2001 and revised November 2001
- "Assessment of Shareholding System, Corporate Governance and Enterprise Restructuring Efforts of Six Industrial and Two Ecological Enterprises in the Anhui Province," Report prepared for the Asian Development Bank, June 2001
- "Restructuring and Privatization of Algerian Public Enterprises," Private Sector Strategy Note for the Government of Algeria, Confidential, The World Bank, 1999
- The Impact of Privatization in the Côte d'Ivoire, co-authored with Leroy Jones and Yahya Jammal, report prepared for the Privatization Agency, Côte d'Ivoire and the World Bank, 1998 (Report can be found in World Bank's Rapid Response Website)
- "Sustainable Infrastructure Development in the Philippines," in: Promotion of Broad-Based Economic Growth in the Philippines, Harvard Institute for International Development (HIID), United Nations Development Program (UNDP), November, 1998
- "Restructuring of Public Enterprises and Privatization" in Philippe Scholtes (ed.): Issues in

Industrial Economics for Countries in Transition, Edward Elgar Ltd., August 1996

- “Support Program for Industrial Recovery, Privatization and Private Sector Development in the Federation of Bosnia-Herzegovina,” for UNIDO and UNDP, June 1996
- “Public Enterprise Reform and Privatization in Kenya: Progress, Challenges and Opportunity,” United Nations Industrial Development Organization (UNIDO), 1995
- Korean Investment and Merchant Banking Corporation (KIMBACO Limited), (with Professor James Austin), Harvard Business School, Teaching Case, 1994
- Emerging Markets: The Rising Role of Portfolio Investments to Developing Countries, (with Professors James Austin and Helen Shapiro), Harvard Business School, Working Paper, 1994
- A New Performance Contract for the Senegalese National Electricity Company (SENELEC) and Telecommunications Company (SONATEL), Harvard Institute for International Development (HIID), Teaching Case, 1990
- Privatization of Diesel-Nacional of Mexico, Harvard Institute for International Development (HIID), Teaching Case, 1989