

# PUBLIC POLICY FOR THE Private sector

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## Privatization and Restructuring in Central and Eastern Europe

*Robert E. Anderson,  
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Gerhard Fuchs,  
and Stjepan Glasmeier*

This Note reports on the first comprehensive analysis of the industrial restructuring that has taken place since 1992 in Central and Eastern Europe. The study, covering more than 6,000 industrial firms in seven countries, looks at which government policies have been most effective at speeding up enterprise restructuring. The results show that privatization is the single most important factor in restructuring. The method of privatization has been less important: to date management buyouts and massive giveaways of firms through voucher privatization have led to results similar to those of case-by-case sales to foreign or domestic investors. The study also shows that privatizing industrial and commercial firms is the most effective way to improve the solvency of the banking sector—more effective than bank recapitalization or debt forgiveness.

### The approach

The study compares the extent of restructuring by firms in seven Central and Eastern European countries: Bulgaria, the Czech Republic, Hungary, Poland, Romania, the Slovak Republic, and

Slovenia. The number of firms in the sample for each country ranges from 700 to 1,000, and they account for 40–90 percent of employment in manufacturing (table 1).<sup>1</sup> The governments in the seven countries have used different policies to encourage restructuring, and comparing enterprise performance in these countries should shed light on which have been most effective. The study tests the restructuring data for the effect of such policies as: rapid privatization, concentrated outside ownership (for better governance), wage growth restraint (to allow cash flow to improve and fund restructuring), financial discipline (a firm is more likely to restructure if neither the government nor banks finance its losses), and maintaining debt obligations (firms may have a greater incentive to restructure if banks do not forgive or reduce debts). The data are subjected to econometric analysis so that the impact of various government policies can be separated from other factors including size, sector, and initial productivity levels.

The measures of restructuring used in the study include profitability, proportion of firms with

TABLE 1 FEATURES OF THE DATABASE

Country	Firms	Employees 1992	Employees as a percentage of total manufacturing employment
Bulgaria	828	314,042	48
Czech Republic	706	829,312	64
Hungary	1,044	428,045	41
Poland	1,066	1,338,645	45
Romania	1,052	2,121,982	91
Slovak Republic	905	578,737	93
Slovenia	727	218,958	90



# Privatization And Restructuring In Central And Eastern Europe Evidence And Policy Options

**Mihir Kumar Pal**



## **Privatization And Restructuring In Central And Eastern Europe Evidence And Policy Options:**

*Privatization and Restructuring in Central and Eastern Europe* Gerhard Pohl, 1997-01-01 Why do women in most developing countries lag behind men in literacy Why do women get less schooling than men This anthology examines the educational decisions that deprive women of an equal education It assembles the most up to date data organized by region Each paper links the data with other measures of economic and social development This approach helps explain the effects different levels of education have on women's fertility mortality rates life expectancy and income Also described are the effects of women's education on family welfare The authors look at family size and women's labor status and earnings They examine child and maternal health as well as investments in children's education Their investigation demonstrates that women with a better education enjoy greater economic growth and provide a more nurturing family life It suggests that when a country denies women an equal education the nation's welfare suffers Current strategies used to improve schooling for girls and women are examined in detail The authors suggest an ambitious agenda for educating women It seeks to close the gender gap by the next century Published for The World Bank by The Johns Hopkins University Press

*Privatization and Restructuring in Central and Eastern Europe* Gerhard Pohl, Robert E. Anderson, Stijn Claessens, Simeon Djankov, 1998 In this paper we analyze financial and operating data 1992 to 1995 for more than 6 300 industrial firms in seven countries of the region Bulgaria Czech Republic Hungary Poland Romania Slovak Republic and Slovenia These countries have adopted different policies to encourage enterprise restructuring thus the data can suggest which policies have been the most successful Fast privatization is instrumental in encouraging restructuring On average a firm that has been privatized for four years will increase its productivity 3 5 times more than a similar firm that is still in state ownership Less important is the method of privatization Although case by case privatization might result in more foreign ownership investment and technical assistance it is slower to implement and does not necessarily bring more rapid restructuring This is fortunate because such assistance is likely to be available for only a few firms even in those countries that emphasize case by case privatization

*Privatization and Restructuring in Central and Eastern Europe* Robert E. Anderson, Simeon Djankov, Gerhard Pohl, 2012 One of the most important policy questions in the transition economies is what governments can do to speed the restructuring of firms and thus hasten the transition to a mature market economy The authors report on a study that provides some answers Privatization encourages restructuring if it is rapid and comprehensive and leads to concentrated ownership Privatization also promotes restructuring because privatized firms are more likely than state owned enterprises to exercise wage restraint and wage restraint is vital to free up the necessary internal finance But policies that increase bank lending to firms such as debt forgiveness and recapitalization may do more harm than good The safest course is to recapitalize banks only as part of privatization and to encourage negotiations for financial restructuring only after the banks are privatized

Latin American Insolvency Systems Malcolm Rowat, José Astigarraga, 1999 Modern society has eliminated the inhumane

debtors prisons for handling the insolvent debtor and in their stead have enacted benign modern laws in the area of bankruptcy Unscrupulous merchants now use these benign laws for fraudulent purposes Based on case studies in Argentina Brazil Mexico and Venezuela this is the first publication to provide recommendations about the important legal and institutional issues that are involved in bankruptcy reform in a critical region of the global economy The authors note that effective bankruptcy policy balances several requirements for the conduct of a stable successful economy For example it might be in the greatest interests to all parties if a company is given an opportunity to restructure and make use of the scarce resources remaining in its possession On the other hand inefficient firms especially those that have long survived only on state subsidies may need to fail in order to free space in the market for more efficient better managed companies Finally there are the needs to enforce loan contracts and provide an equitable system of debt collection

**An Environmental Study of Artisanal, Small, and Medium Mining in Bolivia, Chile, and Peru** Gary McMahon,1999-01-01 Mining exploration investment in the Latin American and Caribbean region has increased 130 percent in the last five years a figure which increases to 500 percent if Chile is excluded Governments have revamped mining legislation to enable private investment while becoming more sensitive to environmental factors In light of this legislation this report examines the environmental effects of artisanal small and medium mines in three Latin American Countries Bolivia Chile and Peru Four of the most important elements to be considered are The age of the mine Management of tailings The heterogeneity of the artisanal and small mine sectors The increasing need to take cultural considerations into account in the decision making process The paper contains results of the studies on the various mining sectors strategy and policy recommendations and country study summaries

*Good Governance in Central and Eastern Europe* Herman Willem Hoen,2001-01-01 Undeniably Good Governance in Central and Eastern Europe provides many insights in the political economy of institutional reform and constitutes an important contribution to the growing literature on second generation reforms Carlos Santiso Democratization The implementation of a democratic order embedded in a market economy environment has proved immensely difficult Furthermore this process is subject to tremendous variety within Central and Eastern Europe Ten years after the collapse of communism it was apparent that only Poland and Slovenia surpassed their 1989 levels of GDP This book scrutinises the arrangements to enforce good governance in this area both by means of external help and domestic political leadership From the popular assumption that transformation is a collective good it follows that the problem of free riding has to be faced Consequently there is a danger that transformation may never be completed This book empirically tests the relationship between economic performance and good governance focusing upon voluntary coercion as a means to prevent free riding behaviour The author examines the role of international organisations and discusses elite formation as an important element of good governance something often ignored in the economic analysis of economic performance

*Recovery and Growth in Transition Economies 1990-97* International Monetary Fund,1998-09-01 This paper analyzes the determinants of growth in

25 transition economies during 1990-97. The paper's main finding is that macroeconomic stabilization, structural reform, and reduction of government expenditures are key to achieving sustainable growth. Although the initial effect of reforms on output may be negative, over time the best growth performances are in those countries with the greatest progress in implementing reforms. The analysis also confirms that although adverse initial conditions hurt growth, their effect is small compared to the other factors.

Competition Policy and MERCOSUR Malcolm Rowat, Michele Lubrano, Rafael Porrata, 1997-01-01. World Bank Technical Paper No. 385. MERCOSUR, the QUOTE Common Market of the Southern Cone QUOTE, was established to liberalize the movement of goods and services, eliminate customs duties, and coordinate macroeconomic and sectoral policies. Competition policy has been the subject of coordination at the MERCOSUR level. This paper provides an assessment of the legislative and enforcement effectiveness of the competition framework of the four MERCOSUR countries and gives specific recommendations for reform. MERCOSUR, formed in 1991 under the Treaty of Asunción, currently consists of Argentina, Brazil, Paraguay, and Uruguay, with Chile and Bolivia as associate members.

**Productivity Growth in the Manufacturing Sector** Mihir Kumar Pal, 2021-06-03. The growth of manufacturing industries is one of the key sectors in helping to mitigate global recessions. Productivity Growth in the Manufacturing Sector thoroughly discusses issues and potential remedies of this sector for a range of international countries.

**Partners for Development** Samiha Fawzy, Ahmed Galal, 1999-01-01. The world is changing, and so should the region. After decades of state domination of economic activity, many governments around the world are relying increasingly on the private sector to foster economic growth. There is a growing consensus that the time has come for governments and private sector leaders of the Middle East and North Africa to forge a new partnership for development. However, the question is what kind of partnership should the two parties seek in order to ensure sustainable economic development. This volume attempts to address this question. To make the investigation tractable, the papers deal with four key facets of the government-private sector interface: the business environment, privatization, infrastructure, and two activities that induce transaction costs: tax administration and government procurement. The volume derives its content from papers on the theme of public-private partnerships discussed at the second Mediterranean Development Forum (MDF2) held in Marrakech, Morocco, on September 3-6, 1998. The papers presented here are intended to contribute to the ongoing debate on the development opportunities and challenges facing the countries in the Middle East and North Africa.

Designing Rules for Demand-driven Rural Investment Funds Thomas B. Wiens, Maurizio Guadagni, 1998-01-01. The demand-driven rural investment fund (DRIF) is a new mechanism for decentralizing decision-making authority and financial resources to local governments and communities to use for investments of their choice. To counteract the local government's weak capacity to choose and implement projects well, central governments have often constrained the choices of communities by limiting the types of projects eligible for financing and requiring specific procedures for procurement and disbursement. This study explores the extent to which well-designed DRIF rules and

incentive structures can substitute for central control It looks at the different and often conflicting motivations of donors central governments and communities and explores how rules can be devised to allow actors to achieve their objectives

**The Determinants of Enterprise Restructuring in Transition** Simeon Djankov, Peter Murrell, 2000-01-01 Over the last decade more than one hundred fifty thousand large enterprises in twenty seven transition countries have encountered revolutionary changes in every aspect of their political and economic environments Some enterprises have responded to the challenge entering world markets with great dynamism and becoming indistinguishable from their competitors in mature market economies Others remain mired in their past undergoing protracted deaths delayed at times by their slippage into a netherworld of barter and ersatz money Thus the revolutionary changes in transition countries have been matched by great variation in the degree to which enterprises have responded successfully to events To assess the effectiveness of the different reform and privatization strategies empirical research on transition countries has examined enterprise level data to ascertain whether enterprises have responded productively to changes in ownership and to other reform measures This volume provides a general assessment of the evidence generated by these studies In providing the assessment it discusses the general context of the studies assesses the evidence on whether state owned or privatized firms undertake more economic restructuring studies the effects of restructuring on different types of owners focuses on the role of managers analyzes the effect of greater discipline in the government's reaction to enterprises in distress examines how variations in product market competition affect enterprise restructuring and examines the role of the institutional and legal framework This publication will be of interest to policy makers and readers interested in gaining an overview of the current state of the evidence

**Improving Women's Health Services in the Russian Federation**, 1998-01-01 World Bank Technical Paper No 404 The health of Russian women has suffered during the economic crisis of recent years Morbidity and mortality from chronic and infectious diseases have increased Women's reproductive health has been compromised by an increase in the incidence of sexually transmitted diseases and by lack of access to up to date high quality maternity and family planning services This paper summarizes this current situation and reports on the findings of one element of the World Bank's assistance to improve health care in the Russian Federation a field testing of revised protocols for the care of women and infants

*The New Entrepreneurs of Europe and Asia* Victoria E. Bonnell, Thomas B. Gold, 2015-05-20 While attention has been focused on high level struggles over control of giant enterprises in China and the former Soviet bloc a remarkable but underreported revolution has been occurring at the grass roots level This volume examines the profiles of entrepreneurs and the patterns of business development in the post socialist countries Bringing together the perspectives of all the social science disciplines from anthropology through economics and political science to sociology the contributors identify the criteria for survival and success of independent businesses in different environments Their findings shed light not only on the transition from socialism at the micro level but also on the conditioning effects of different economic historical legal and social conditions on

the conduct of independent economic initiatives      **Subsidies in World Fisheries** Matteo Milazzo,1998-01-01 In the past six years the world s fishery sector has reached a turning point with global fish production reaching a plateau of approximately 100 million tons annually While aquaculture output continued to grow yields from capture fisheries were uneven and showed increasing signs of stagnation because of widespread overfishing and overcapitalization ineffective management deteriorating resource health declining or flat global harvests and inefficient economic and trade policies This paper examines the role of subsidies in fisheries      **ECMLG2015-11th European Conference on Management**

**Leadership and Governance** José Carlos Dias Rouco,2015-10-26 These Proceedings represent the work of contributors to the 11th European Conference on Management Leadership and Governance held this year at the Military Academy Lisbon Portugal on the 12 13 November 2015 The Conference Chair is Major General Joao Vieira Borges from and the Pro gramme Chair is Lieutenant Colonel Jose Carlos Dias Rouco both from the Mili tary Academy Lisbon Portugal Keynote presentations are given by Colonel Nuno Lemos Pires from the Military Academy and Lt Col Paulo Fernando Viegas Nunes from the National Defence Institute Lisbon Portugal The Conference offers an opportunity for scholars and practitioners interested in the issues related to Management Leadership and Governance to share their thinking and research findings These fields of study are broadly described as including issues related to the management of the organisations resources the interface between senior management and the formal governance of the organi sation This Conference provides a forum for discussion collaboration and intel lectual exchange for all those interested in any of these fields of research or practice With an initial submission of 163 abstracts after the double blind peer review process there are 64 Academic research Papers 8 PhD Research Papers and 2 Masters research paper in these Conference Proceedings These papers reflect the truly global nature of research in the area with contributions from Belgium Canada China Colombia Czech Republic Denmark Finland Germany Italy Japan Kazakhstan Lithuania Netherlands New Zealand Poland Portugal Republic of Korea Romania Russia Scotland South Africa Syria The Netherlands Turkey UAE UK United Arab Emirates USA      **Doing Business in Newly Privatized Markets** Russell Miller,2000-08-30 During the past decade thousands of former state controlled companies in more than 100 different countries have entered the private sector These firms range in size and commercial significance from small family owned kiosks in Russia to some of the largest most influential corporations in Western and Central Europe Latin America and Asia Miller provides a comprehensive business oriented perspective on the origin and geographic expansion of the privatization movement and describes the methods that governments use and the objectives they hope to achieve in the divestment of state assets He identifies the formative influences on these new companies as well as the operating needs created by the privatization process Privatization intensive markets are examined in relation to their importance type of companies involved and the challenges they present Miller s book also discusses alternate methods of market expansion such as reaching newly privatized firms through a strategic marketing program His book will be essential reading for

academicians and graduate students in international business and world trade as well as their practitioner counterparts in corporations and multilateral development agencies *Planning the Management, Operation, and Maintenance of Irrigation and Drainage Systems*, 1998 This paper provides the basis for the preparation of manuals necessary for managers and staffs to perform needed activities at the proper time The guide provides a comprehensive list of issues that should be addressed in operation and maintenance manuals for irrigation and drainage systems and a listing of published materials and working papers which will assist in the formulation of plans for operation and maintenance The paper serves as a valuable tool to help improve the performance of irrigation and drainage systems and to assist managers in developing and improving effective organizations to serve water consumers better Building Capitalism Anders Åslund, 2002 **World Bank Group**

**Assistance for Minerals Sector Development and Reform in Member Countries** William Torrens Onorato, Peter Fox, John Strongman, 1998-01-01 World Bank Technical Paper No 399 This paper examines the increased role of the private sector in developing and maintaining critical infrastructure It identifies governments quest to shift part of the burden of new infrastructure investments to the private sector for the economic development of firms and industry and the improvement of quality of life and given the constraints on public budgets to finance growing infrastructure needs Adequate infrastructure services include power telecommunications transport water supply and sanitation The paper also emphasizes the private sector involvement in bringing increased efficiency to investment and management and operation



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