

Consulting Services on Shareholder Management

What we do and why

Well-managed state-owned enterprises make an important contribution to a country's economic performance capacity. Commissioned by Germany's Federal Ministry of Finance (BMF), the project "Consulting Services on Shareholder Management" is dedicated to sharing Germany's knowledge and experience of shareholder management and the privatisation of state-owned companies with partner institutions outside of Germany. Our capacity development consulting services draw heavily on Germany's experience with the economic transformation process triggered by German Reunification. Project advice is intended to strengthen the national capacities of government institutions at a local level to effectively manage holdings in line with international standards, thus promoting our partner countries' development. These project consulting services therefore represent a contribution to the United Nations' Sustainable Development Goals (SDGs), specifically targeting 16.6: 'Develop effective, accountable and transparent institutions at all levels.'

What are the focal points of our project work?

Project consulting services focus on effective shareholder management, training for supervisory board members, restructuring, privatisation, real estate management, company valuation and public-private partnerships (PPPs), with the option of adding other relevant fields as required.

The German side bases its advice on national guidelines, e.g. on Germany's Federal Budget Code, the principles of good corporate governance and active shareholder management in the German Federal Government. Furthermore, our advice also integrates international standards, such as the G20/OECD Principles of Corporate Governance and the OECD Principles on Governance of State-owned Enterprises. We make a point of leveraging potential synergies with other GIZ projects and programmes.

Where is the project active?

We are currently providing consulting services in the countries Azerbaijan, Georgia, Cuba, Namibia, Uzbekistan and Vietnam. The project is open to working with other partners with a corresponding need for consulting services following coordination with BMF.

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How are services delivered?

In each of our countries of assignment, we employ advisors on a flexible basis. Their mission is to work with our partners to implement shareholder management measures, including, for example, individual and group consultations and workshops. They also comment on amendments to laws and arrange delegation trips to Germany.

In addition, representatives of the BMF provide important input for the implementation of the project with their specialist expertise, furthermore other specialists (e.g. the German Institute for Federal Real Estate (BImA) or the Bodenverwertungs- und -verwaltungs GmbH (BVVG), a public corporation dedicated to land utilisation and administration) can be involved. A key focus of our work is on providing various formats in digital form, with a view to increasing the multiplication factor.

Examples of our project work

In all our partner countries, the basis of cooperation is a joint exchange of experience as equals. Moreover, we customise our consulting services to meet each country's specific needs, e.g.:

- Georgia: In Georgia, the National Agency for State Property (NASP) is consulted on the issues of state shareholding management, the management of state-owned enterprise holdings and on the privatisation of state property. In addition, a trilateral Azerbaijani-Georgian-German exchange on issues of equity management of shareholdings has been initiated.
- Cuba: in Cuba, the project is providing the Ministry of Finance with general advice on shareholder management. This includes annual workshops involving BMF experts. The current focus of the advisory services is on the topics of municipal financing and public loans, as well as on the digitisation of the administration.
- Uzbekistan: here, the State Asset Management Agency is consulted regarding the implementation of a law on state asset management and on the conversion of unitary companies into limited liability companies or institutions under public law.
- Vietnam: The project is assisting the Corporate Finance Department (CFD) of the Vietnamese Finance Ministry with the amendment of a law on "Investment and management of state assets invested in enterprises". To this end, expert reports on the law are being developed and seminars are being held to facilitate a joint exchange. In addition, a handbook for Corporate Governance is being developed.

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