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Staff Week 50th Anniversary Forum
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The first section of the new Main Complex dwarfs the shell of the old A building. *Photo by Jeffrey Balkind*
What will I remember most about the Bank? A thousand images, a hundred thousand memories (ranging from top-down to bottom-up, outside-in to inside-out); where does one begin? For me, it’s the faces of everyday people—those clearing the food trays in the cafeteria, the security guards patrolling downstairs, and people manning the presses in the print shop.

When I first walked into the A Building in 1970, fresh out of college, I was awed by the realization that this was the Bank’s original building I was entering. It was only the previous summer that I’d driven around New Hampshire in a rundown car (the trademark of students). I had passed nearby the famous hotel where the IMF and World Bank were born. I remembered well what the much-lauded economist Robert Triffin once said: the IMF should have been called a World Bank (since it had Special Drawing Rights like a global central bank) and the World Bank should have been called a World Development Agency. Life would have been so much clearer then; nobody would have mixed up the two institutions, especially when crossing 19th Street in busy traffic.

My first office was in the A Building, on the fifth floor. I was happy to be there. A year later, I moved to the F Building, where I felt a little cheated—that building was too new. It did not match the A building.

“Oh, but this F building used to be the IMF building. Don’t you know the difference between the World Bank and the IMF?” my impatient boss asked me.

“Sure I do,” I replied. “One institution does macro, the other does mainly micro, but some macro as well, and we both take many trips across 19th Street during April and September each year.”

My engineering boss was unimpressed; he liked highways and dams, some big ones like Tarbela in Pakistan. “I don’t get it with all this macro-micro stuff. The world is being taken over by you economists.”

A few years later, I moved to the D building, in the heyday of the McNamara growth years. Now, I really felt cheated. I sat in an office that exemplified post-modern architecture (at the time). Oh, how I missed the A building. So, for a break, I would walk across to the...
IMF at lunch and stare at the atrium ceiling—now that’s what’s called reaching for the stars. The IMF ceiling is the stuff that dreams are made of, architecture to suit the times, an atrium in which to show some fine paintings and photographs every now and again. And to house thousands of officials during the annual meetings. So I would traverse the corridors of the A, B, C, D, E and F buildings, sometimes watching Mr. McNamara climb 12 flights of stairs to his office in the morning. Those were sturdy steps and solid walls; they don’t make buildings like that these days. I knew it would take a powerful wrecking ball to knock that stuff down.

One morning, in late 1992, as I was walking to work on a crisp fall morning, I looked at the steel supports that had been raised to provide the vertical foundations of the section of the new Main Complex (MC) building that abuts the former A building. Something looked awfully strange to my eye. So I approached one of the men in hard hats.

“Excuse me sir, but those steel support beams you’re erecting there, they are sloping badly. They appear to be listing. Aren’t you afraid the building will fall down if it leans over so much?” I asked.

The burly foreman came up to me. “You can’t be an engineer, son. Trust me, it will stand...it will stand longer than your grandchildren will live.”

Humbled, I walked off. Perhaps he was right. After all, the Leaning Tower of Pisa is not expected to fall over until the next century, and look how long it has been listing in the soft Italian sand. The MC building must have an equal chance. Perhaps I will even find myself in an office there one day, and I will sit in it happily, not quite as happy as I was in the A building, however.

As I pondered my geographic future, things got exciting. In April and May of this year, the A and F buildings were at last ready for demolition. The Bobcat and Caterpillar machines prepared to do their work. With engines roaring to crescendo and belching huge tufts of smoke, these indestructible mechanical slaves tore into concrete, metal, rocks, and stone. Nothing could stop them. The drivers hauled the twisted steel away, while other workers pummelled the shattered concrete with their power drills, and the long arms of the Caterpillars lifted the debris onto huge trucks. I assumed the debris were carted off to some suitable never-never land.

At night, I would watch with amazement as the wrecking ball attacked my beloved A building with renewed vigor. On one particular night, the moon shone brightly, even brighter than the powerful spotlights turned on every night. The wrecking ball swung...
Construction superintendent Skip Fowler. In the background, the old A building is reflected in the D building's shiny new facade.

back and forth, back and forth. The engineer missed the huge concrete pylon sticking up, the one that had supported the elevator shaft in which I and thousands of other Bank staff had ridden all those years.

All my fond recollections were being lost in the tearing down of the A building. I felt sad. I asked a few of those tough workers mingling around the construction site: "Do you think the driver of the wrecking ball will be able to hit the concrete pylon this time?" Before they could answer, wham! The concrete slab was gone in one powerful blow, reduced to powder and dust hundreds of feet below.

The A building was finally on its way down—rubble into dust, dusk into dawn, all cooled by huge water sprays from high pressure hoses, as the construction workers struggled to keep the dust from blowing toward the east side of Pennsylvania Avenue, where buildings of much greater historic value line the sidewalk.

I ran to get my camera and snapped away, pictures galore. The next day, I went to town clicking my shutter at the wondrous sight of the open sky in the garage of the E building. For all of the years since the building had been constructed, that garage was a covered one, dark except for electric light. Now it was lit by the open sky. I had blue sky overhead in the exact spot where I parked my bicycle.

I asked one of the guards, "What will you do when it rains?"

"What about it, sir? The floor needs to be washed as well, through a natural process now."

As I would watch others standing and gaping on 19th street, I realized I was not the only one entranced by this process of demolition and construction. Maybe I should have been an engineer instead.

On Tuesday, May 17, 1994, the A building finally bit the dust. I felt as if part of me had died.

So one day, years later, what will I remember most clearly—the buildings, the institution, or the staff? Will it be architecture or technology, or both, that will harmonize the MC into a work environment that matches the old A building. In a sense, buildings don't die—they just change their shape and appearance and are replaced by the construction of other buildings on the same site.

There will never be another building like the A building, just as there will never be another Bretton Woods conference. History is just that—it cannot be replicated. The World Bank's original buildings cannot be duplicated, and the staff and the institution at large cannot be reproduced. We are what we are, and our flesh and blood are like bricks and mortar.

Will our grandchildren ever know that the former B building briefly housed a day care center, until a better place was found for it in the H building? Will the next
Looking up through a gaping hole in the E building garage at what was left of 1818 H Street, later known as the A building. The Bank rented space there when it first opened its doors for business in 1946.

Batch of Young Professionals ever know that many of the Bank’s current managers and staff made their first Board presentation on the 11th floor of the A building? And will anyone ever know there was once a time when the Bank’s third president, Eugene Black, knew the name of every single staff member? Times were simpler then.

So what lives on longer—the buildings, the institution or its staff? Perhaps the foreman who told me that the steel supports were not crooked was right.

“You are imagining it,” he said. “When a fish looks at you in the aquarium, to it you appear to be standing behind all that air on the other side of the glass window.”

One thing is certain: the new Bank will have to do business in a fishbowl as public scrutiny increases. The old Bank lived in a sheltered cocoon. The A building, in spite of its charm, was an essentially inward-looking building. Maybe its time had come to face the wrecking ball. The modernism of the new Main Complex represents a set of buildings that will likely fit the times.

What’s the fastest way to find information on pig farming in the South Pacific, the cosmetic industry in Côte d’Ivoire, or the history of an IFC investment anywhere in the world? Call or visit IFC’s Library and Information Center on the 10th floor of the I Building. The Library is a storehouse of all types of published material in both printed and digital form, and the Information Center is IFC’s “institutional memory” for all potential, ongoing, and completed projects since 1956. The two units together provide “one-stop shopping” convenience to staff who evaluate and process IFC’s investment projects.

**The IFC Library** is connected to 12 other World Bank and IMF libraries through JOLIS (Joint Library Information System), an electronic card catalog of information resources available in these libraries. In addition to on-line databases, the Library has access to CD/LINK, a CD-ROM network containing text and abstracts of articles on a variety of subjects such as business, agriculture, education, economics, and general public affairs. On-line database searches can provide readers with the most current information in sources not on the Library’s shelves and are especially useful for obtaining background on companies and
The Bank-Fund Network Libraries

There are 13 libraries in the Bank-Fund Library Network, all linked through an on-line bibliographic system called JOLIS (Joint Library Information System). Although each library's collection and services are focused on a particular subject area, searching JOLIS from your office or from one of the libraries allows you to quickly produce subject bibliographies, print lists of references by a particular organization or author, and tells you which of the libraries has the materials you need.

Other services offered by many of the Bank-Fund libraries are:
- answering quick reference questions about addresses, facts and statistics;
- borrowing materials for you from other libraries in the U.S. and abroad;
- a monthly update service customized to your information needs;
- assistance in searching Internet;
- searching external databases to locate information;
- tables of contents services from journals;
- access to CD-LINK, a network of CD-ROM databases which can be used in many of the libraries;
- access to other CD-ROM databases and statistical databases on diskettes.

The Bank-Fund Network Libraries are:
- Joint Bank-Fund Library, IMF, IS 6-1000
- Bureau of Language Services Library, IMF, IS 6-400
- CGIAR Information Services, J-4034
- Executive Directors' Library, E-1150
- Fiscal Library, IMF 6-112
- IMF Institute Library, IMF, IS 2-1380
- IFC Library, I-10-062
- ITP Resource Center, E-1000
- Law Library—Bank, MC 6-340
- Law Library—IMF, IMF 3-110
- Management and Training Library, N-3021
- Sectoral Library, N-145
- Translation and Interpretation Library—Bank, L-3601

enabled the Library, since 1991, to provide results of database searches to overseas staff through All-in-1 or IFC’s Banyan Local Area Network. All it takes is a call between 9 a.m. and 5 p.m.

On-line database systems available include DIALOG, NEXIS, DOW/JONES, and Textline. The CD-LINK facility provides access to the following databases:
- the IMF’s International Financial Statistics
- ABI-Inform, which carries specific information on business, finance, and economics
- Agricola and CAB (Commonwealth Agricultural Bureaux), which cover international agricultural topics
- Computer Select, with sources on computers and the computing industry
- Econlit, which is the CD version of the Journal of Economics Literature
- Helecon, with information on European source materials in economics, business, and management
- PAIS (Public Affairs Information Service), which covers information on public and social policy issues, business, government, and international affairs.

The Library’s collection includes worldwide corporate annual reports, and books and periodicals on business, finance, capital markets, privatization, and most major engineering fields. The Library borrows extensively from other libraries in the Washington area. A variety of foreign language and industry publications adds an interesting dimension to the collection, making the Library a goldmine for IFC work, according to Susan Hunchar, IFC’s librarian since 1985.

Ms. Hunchar’s colleagues, a clerk, a technician, and two associate librarians, work together to process incoming materials and requests within the shortest possible time. Some aspects of the work are labor-intensive; the Library staff put a lot of effort into indexing and cataloging incoming material because it’s the only way to keep the collection current and cut response time to staff requests. With an estimated annual volume of 5,000 inquiries and requests, most of which require several on-line database searches, “It’s not surprising that we learn something new every day,” says Ms. Hunchar. The Library receives requests for

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information on a variety of subjects. Some of the currently popular topics are satellite communications, soft drink consumption in developing countries, and mining in the former Soviet Union. Books on topics of special interest to IFC's work are also available. For example, when the CIS countries converted to market-based economies, books on advisory services were in great demand. IFC staff helping entrepreneurs in developing countries set up businesses were frequent borrowers of training manuals obtained through library acquisitions. Everett Santos, Director of IFC's Infrastructure Department, a frequent user of the library for financial and general corporate information on clients, remarks that the library carries extensive amounts of material relevant to IFC's business. The fast turnaround on requests is valuable for an institution that is as market-oriented as the IFC has to be, he says. While IFC staff are the Library's primary clients, World Bank and IMF staff are welcome to use it also.

The Information Center. A computerized database introduced in 1985 has dramatically cut the time required to serve users. Services offered by the Information Center are retrieving and researching project-related materials, obtaining World Bank documents, and tracking the life cycle of IFC projects. IFC staff who are beginning to work on a "new" country can use the Information Center's records for background information on either the country itself or IFC's experience in a particular sector of that country. The Information Center's database comprises a list of projects, abstracts of Board Reports dating back to 1977, and a catalog of external documents such as market studies, feasibility reports of companies, and geological reports.

A great deal of behind-the-scenes work goes into putting information in a form that will be useful for staff. Almost 2,000 items are indexed, cataloged, abstracted, and filed annually. Three records management assistants analyze each incoming piece of paper for content, write abstracts of board reports, and fill in any gaps with additional information; a filing assistant ensures all this paper is filed correctly. Each item is carefully scrutinized and cross-referenced, which requires interacting with investment departments or other sources of information such as POSD (Portfolio Operations Support Division), Legal, or Budgeting to locate information relevant to the incoming new information, points out Pirkko Hansen, Senior Records Management Assistant.

Information for a typical project can be stored in as many as 12 files—for example, correspondence, board reports, legal documents, minutes of the company's board meetings, financial progress reports, annual audit reports, annual reports, insurance information, budget and projections, reviews of reporting requirements, information memoranda including prospectuses, contracts and agreements, and a recently created file for decision memoranda. Almost 200 new project files were opened in 1993, more than double the number opened in 1987.

Staff can help the Information Center keep records current by sending in a copy of any project-related material as soon as it's received and making sure that decision meeting papers, which provide valuable information on a project's status, are forwarded to the Center without delay. The Information Center receives an average of 350 requests a month from headquarters and mission staff. "We want to provide the highest quality, most up-to-date information to staff," says Ms. Hansen. Regular users of this facility will agree that some of the innovations to the filing system—bar coding, for example—make file identification and retrieval faster and easier. Information from the Center is available to IFC staff, and to World Bank and MIGA staff with clearance from the IFC investment officer handling a project. Requests from outside researchers are channeled to the specific department handling the region or sector, or to IFC's Corporate Relations Unit.

In the past eight years, the scope of the IFC Library and Information Center has expanded to meet the needs of staff. Looking to the future, staff can expect further technological improvements to increase searching capabilities and provide access to a wider range of the Library's and Information Center's databases and catalogs. More widespread use of the compact disk facility will enable staff to gain access to information networks from their own PCs.

IFC staff who use the Library and Information Center regularly have expressed satisfaction with the facilities and have commented that they find the Information Center's collection of records useful for appraising new projects, and the sectoral databases most useful for project evaluation.

"They are nice people to work with," adds Mr. Santos. "They provide good library support, and also tolerate vague requests for specific information!" Drop by or call the Library at Ext. 39533, or the Information Center at Ext. 30471, or send your request via E-mail. Library and Information staff are enthusiastic about the facilities and look forward to helping you in your search for information.
At 1:08 p.m. on June 9, 1994, all eyes turn to the Chairman. For three hours, the Bank’s Board has been discussing the Mexico country assistance strategy and three proposed environment-related loans. One of the loans is on water supply and sanitation, a second focuses on solid waste management, and a third will help implement a strategy for environmental action in the Mexico/U.S. border region. Just over $2 billion (including $918 million from the Bank) is on the line. More than 200 people, counting both government and Bank staff, have been working on these three interlocking operations intensively on a compressed schedule; most of the preparation work was completed in less than 12 months. Media representatives are calling impatiently, eager to get their stories out.

As the Chairman sums up ("...the loans are approved on the terms and conditions proposed..."), a follow-up team moves into action. Less than 24 hours later, Bank and Mexican officials gather to sign five Mexico projects—two of the three just approved, plus three others—for a total of $1.3 billion in Bank funds, equivalent to 9 percent of the total IBRD lending for fiscal year 1994. A few hours after that, the first disbursement application for the new loans is received (drawing on retroactive financing provisions). Plans for the first supervision missions are discussed.

At stake here was more than just a large package of new loans. To find out more, Bank’s World talked to David de Ferranti, who spearheaded this effort when he was Mexico Country Operations Division Chief.

BW: What’s important about all this?

DdeF: Several things. First, the emphasis on environmental issues in the country assistance strategy and in the three loans just approved reinforces the Bank’s message that yes, it really is giving priority to the environment and yes, it really is going to commit substantial resources to environmental protection. Second, the high degree of teamwork required in this effort—between the client and the Bank, and among many interlinked teams involving large numbers of staff from both sides—underscores once again the vital role that collaborative teamwork is now playing in Bank work and will need to play increasingly in the future. Third, the new work procedures and faster pace used in the carrying out of the work reflect the Bank’s broader movement toward streamlined business processes more responsive to the client.

BW: Tell us more about each of these points. But first, are there any underlying threads running through all of them?

DdeF: Yes, one in particular. The key to success in undertakings like this is always the people involved—what they bring to it, what they give to it, and how they work together. This was crucial. The support from the RVP (initially Shahid Husain and later Javed Burki) and Department Director (Edilberto Segura) provided a highly motivating environment for bringing out everyone’s best. The close cooperation of two divisions, one responsible for environment and the other for infrastructure, was essential throughout—and owes a lot to the contributions of Martin Staab (LAZIE Division Chief) and the four Task Managers involved (Robin Carruthers, Chuong Phung, Luis Pereira, and Jack Stein). The help of Legal was also critical. The unstinting effort by numerous others too, both in the Bank and in the Mexican Government, made the difference in the end between a nice idea and a functioning reality.

BW: Take now the first of your four points: the environmental focus in these loans and the implications for the Bank. What’s special about these loans?

DdeF: Fifteen months prior to the June 9 Board presentations, Mr. Preston and Mexican President Salinas met in Mexico and laid the groundwork for all that followed. The understandings reached then, emphasizing the high priority that both the Government and the Bank attached to working together to achieve major progress on environmental problems, were translated a few weeks later into a comprehensive strategy. Under this strategy, Mexico, with the support of the Bank and others, will launch new initiatives on specific sectors where action is needed most (such as
Attacking Toxic Wastes

A field so polluted it has been burning underground for over a year. Waterways so fouled by industrial discharges that nearby springs are black and have a nauseating stench. Mexico has serious toxic waste problems. It also has a crucial opportunity: to avoid the mistakes of countries already further down the development road, which now have decades of improperly dumped wastes to clean up and entrenched practices to change. If Mexico takes effective action now, it could escape the sad record those countries have had. If it doesn’t, its toxic waste pollution today will seem trivial compared to what is to come.

What is the best way to deal with toxic wastes? Conventional solutions call for the construction of state-of-the-art treatment centers. But international experience with them has been disappointing. Many polluters continue to dump illegally rather than bear the substantial costs of hauling their wastes the long distances to get to such centers and paying the user fees.

Two simple ideas point the way to a promising lower cost alternative. First, a substantial proportion—typically more than 90 percent—of most toxic waste comprises non-toxic material. Imagine a huge vat of foul black liquid in your backyard. Bad as it looks, only 10 percent is really nasty stuff—heavy metals or whatever. A major portion is just water, which, if removed in purified form, would then be harmless and could be discharged safely into waterways. Another portion might be an acid, which, if neutralized by a base, would also be benign. Still another portion might be a non-offensive oil or other substance.

Second, technologies do exist to accomplish these separations, isolating toxic from non-toxic substances. Even better, they are low cost and can be put on the back of a truck. So instead of hauling large quantities of dangerous liquids to distant locations, you wait for a truck to come to your backyard. It takes out the non-toxic parts and leaves you with a much smaller quantity of toxic waste. That truck or another could take it away for you. If it spills, no problem: since it is no longer a liquid, it can be cleaned up more easily. Bottom line? Costs are much lower for everyone. Environmental risks are significantly reduced as well. And small private sector firms can provide this service.

But while this sounds good in concept, it still needs to be tested more thoroughly in real life conditions. The Mexico Northern Border Environment Project will pilot the approach and assess the results. If successful, it would be extended under future operations.
amount of teamwork required topped their agenda. Five projects (the three approved June 9 plus two others launched earlier) would be linked, involving more than 20 organizational units and more than 200 people, counting both Bank and Government participation. Two Bank divisions would need to collaborate intensively day by day.

Could this be done? Only, the group felt, if all parties committed to much greater coordination than usual, and kept to that commitment from start to finish. At a key meeting in early June 1993, after extensive consultations within the Bank and with Government counterparts, the question was put this way: either proceed as a well-coordinated team or stop the whole enterprise from the outset and redeploy resources elsewhere. Three hours later the decision was made: proceed.

Within weeks, teams representing all five projects were in the country together for two-week preparation missions. This idea—getting all the subteams in the country all at once for extended periods—proved to be immensely helpful in ironing out possible problems and misunderstandings. On that first set of missions, the entire group—about 25 Bank staff and consultants—met in the evenings to review the day’s progress and plan next steps. Subsequent joint missions kept up that practice.

Another idea that helped was to have short retreats within the country at which all the Government and Bank staff met to work through the details together, away from the interruptions of their offices. On one such retreat, the participants spent the first day discussing among themselves, and then on the second day the Government staff made presentations to their superiors outlining the contents of their project subcomponents, with the rest of the subcomponents’ teams present, including the Bank participants. Having Government staff explain and defend project plans to their superiors—at an early enough stage to permit major changes—proved to be highly beneficial for both project design and team building.

These initiatives extend to the level of project preparation the advantages of country portfolio performance review meetings (CPPRs), in catching and resolving problems before they get worse.

Mexico and the Bank have had twice yearly CPPRs for many years now.

BW: Any broader reflections on this teamwork theme?

DdeF: A lot is being said and written about teamwork these days, as ideas about improving quality and streamlining business procedures get passed around. Getting from talk to real changes in Bank culture is no small feat. That’s where the challenge lies now, in my view. Teamwork can have immense benefits—for improving quality, for empowering staff, for cutting costs, for getting client ownership, and for strengthening
donor coordination. But it doesn’t happen effortlessly: one has to work at it.

**BW:** Let’s turn now to your third point, on the new work processes and faster pace used in this work.

**DdeF:** Both sides, the Bank and the Government, wanted these operations to be a truly joint undertaking and to be up and running as quickly as possible. At the time, new thinking was going on around the Bank about how to reduce lengthy project preparation times and build in more client involvement and ownership. We decided from the outset—beginning with the May 1993 planning sessions—that incorporating some of these ideas into this work was the only way to go. Had we just stuck with old ways, the whole effort would have taken much longer and been much less of a joint product.

Four specific initiatives made the most difference.

First, raising *early on* anything that might be troublesome or require substantial time to discuss was crucial. By the end of July 1993, all the key issues had been identified and discussed up the line with the relevant Government decision-makers. Those not already decided by then had clear dates by which resolution was needed. Within the Bank, staff met with the Regional Vice President, Senior Operations Adviser, Director, and other reviewers at the initial stages of the work to draw their attention to anything that might become a concern later.

Second, much of the work, including the writing of the Staff Appraisal Report and other project documents, was done in the field. Government staff were heavily involved in the writing from early on. Joint review of successive drafts, line by line, from the initial “white cover” draft through to the final version, helped ensure that everyone understood thoroughly what was being proposed and what the ramifications could be. An excruciating process at times. But well worth it.

Third, missions were planned carefully. On some aspects of the work, longer but fewer missions made sense. On others, frequent short visits were needed. The trick was to think about all this systematically and fit the mission plans to the specific need.

Fourth, office technology matters. Laptops for everyone, networking in the joint preparation of documents, using faxes liberally, and converting hotel rooms into production centers (with rented high-speed printers, All-In-One/ links) helped people to be more productive and faster. Best of all, the growing user-friendliness of office technology means that teams can concentrate more on the work they want to do and less on the machines that help them do it.

**BW:** Sounds like you all had the *Wapenhans Report* very much in mind.

**DdeF:** We did aim at following the *Wapenhans*’ recommendations. The most difficult issue related to keeping the project as simple as possible. The water and solid waste projects were straightforward, but the third project, focusing on the Mexico/U.S. border region, faced us with a real dilemma—which has or will come up often in other Bank work in the environment, I would guess. Some environmental problems are inherently complex: many sectors are inextricably involved, and the interlinkages across sectors are vital. Mexico will never clean up its northern border region if it shies away from this fundamental complexity in the underlying issues. The same can be said for many other regions—and other countries. The Bank, too, has to face this reality.

What we did, therefore, was to accept the complexity that comes with attacking problems at their roots instead of piecemeal. But then we found other ways to simplify as much as possible within that approach. For example, we sharply limited—to five or six—the number of cities that will receive major investments under the northern border project. So yes, we will be comprehensive in the environmental approaches within cities, but we will concentrate on just a few cities, and do very close project supervision on them. If implementation goes well, we could consider other projects in the future to reach other cities.

Another way we simplified the project was to take advantage of the linkages with the related sectoral projects by following identically the same design and procedures as they did. This meant the implementing agencies have just one methodology to follow instead of many.

**BW:** Did anything go wrong?

**DdeF:** Practically every day. Right down to the end, there were tense moments—in negotiations, in getting the documents to the Board on time, and much more. On one occasion, everything appeared to be falling apart because of troublesome language in a letter from a third-party country about the cross-national effects of the project on water rights. On another occasion, changes in personnel on the Government side seemed likely to derail the entire venture.

Without a lot of hard work to recover from setbacks and get things back on track when they got off, the team would have gotten nowhere. So, in the end, there is truth to the old saw that what counts most is not what goes right, but rather how well one deals with what goes wrong.
The Next Fifty Years

New Policies to Guide the Bank Into the 21st Century

The World Bank, founded in 1944 to assist the drive for global recovery and prosperity after World War II, is changing to meet the challenges of the post-Cold War era, says Bank President Lewis T. Preston in a special report issued to mark the 50th anniversary.

The report, *The World Bank Group: Learning from the Past, Embracing the Future*, says the institution—working with its partners and borrowing countries—will strengthen its efforts to meet such fundamental development objectives as universal primary education, access to a minimum package of health care and the elimination of malnutrition within the next generation.

"The world has been transformed since the historic 1944 conference at Bretton Woods, New Hampshire (which led to the Bank's creation)," Mr. Preston said at a news conference held at the Bank July 19. He noted the accelerating pace of economic, political, and technological change and stated that although "the Bank is proud to have played a part in the remarkable development progress achieved...new emphases and fresh approaches are needed as we confront the challenges now before us. This report constitutes our vision of the Bank's future directions, based on a realistic appraisal of the needs, a critical self-examination, and a careful assessment of how we must change to best serve our member governments and their peoples."

The report cites five major challenges that will dominate the development agenda and shape the Bank's future work:

- **Pursuing economic reforms** to promote a pattern of broad-based growth to reduce poverty.
- **Investing in people** through expanded programs for education, health care, nutrition and family planning, so that the poor can participate in and contribute to growth.
- **Protecting the environment** so that growth and poverty reduction can be lasting, helping tomorrow's generations as well as today's.
- **Stimulating the private sector** so that countries can become more productive and thus boost growth and create jobs.
- **Reorienting government** so that the public sector can complement private enterprise and under-
take essential tasks such as human resource development and environmental protection.

To address these challenges, the Bank must be “leaner, more agile and more responsive to changing client needs,” Mr. Preston added.

The report stresses that while external financial assistance remains vital to stimulate economic growth and reduce poverty, political commitment to reform, and effective implementation by the developing countries themselves, are even more important. In support of these efforts, the Bank has successfully combined lending, policy advice, and technical assistance in its programs over the past 50 years. It has supported more than 6,000 operations in some 140 countries with more than $300 billion in financing. In the next decade, projections indicate that about $200 billion of new funding could be made available.

World Bank loans are the largest single source of external finance for development—some $20 billion a year—but they also play a vital catalytic role, generating many times the amount of money for each Bank dollar.

The global effort to reduce poverty and promote human development, to which the Bank has contributed, has shown significant results over the last generation: a doubling of incomes per person; a 50 percent increase in life expectancy; and a halving of infant mortality.

The Bank began by helping with the reconstruction of postwar Europe and Japan. Since then, working with its member countries and other partners, it has contributed to the increase of food production in South Asia; the promotion of growth and poverty reduction in East Asia; the resolution of the debt crisis in Latin America; and the improvement in basic health and literacy in Sub-Saharan Africa. More recently, the Bank has begun to assist with economic transformation in Eastern Europe and the former Soviet Union and to help with investment in peace in the West Bank and Gaza.

But enormous challenges remain: more than a billion people in the developing world struggle to survive on less than a dollar a day; two out of every five people do not have basic sanitation or clean water; and 100 million children do not have access to even primary education.

To respond to this development agenda in the context of rapid global change, Mr. Preston says that the Bank has to change. The report sets forth six principles that will guide the Bank’s actions:

- **Selectivity**—identifying, at the country level, the strategic interventions through which the Bank can maximize its own impact and help catalyze the maximum potential of others.
- **Partnership**—seeking out alliances and effective relationships with other members of the international community—multilateral, bilateral, governmental, nongovernmental and private.
- **Client Orientation**—responding more effectively to the needs of clients and facilitating their participation in the design and implementation of Bank-supported programs.
- **Results Orientation**—looking beyond lending commitments and concentrating on maximizing development impact,

better quality of service, greater efficiency and more accountability for performance.

- **Cost Effectiveness**—ensuring that scarce development resources are spent wisely and efficiently by streamlining bureaucratic processes and reducing paperwork.
- **Financial Integrity**—continuing to accord the highest priority to financial prudence, because the institution’s ability to provide both resources and the best possible service to its clients ultimately rests on its high standing in the financial markets.

The consistent application of these six guiding principles will require change at the Bank. “The Bank of the future will measure its success not simply by the volume of its financial commitments, but by the quality and efficiency of its services, the effectiveness of the projects and programs it supports, and the depth and quality of the partnerships it develops,” Mr. Preston said.

In helping developing countries to meet the unfinished development agenda, the Bank Group—which is now virtually universal in its membership—will bring to bear the key lessons from 50 years of experience. Mr. Preston emphasized that “the Bank’s fundamental objective remains constant: helping borrowers reduce poverty and improve living standards through sustainable growth and investment in people.”

The report has been distributed to all staff. Additional copies may be obtained from the Bookstore. Other readers may obtain a complimentary copy by writing to Bank’s World, Rm. T-8044, World Bank, 1818 H Street, N.W., Washington, DC, 20433.
Staff Week

50th Anniversary Forum
June 6, 1994
Introduction

Elizabeth Crayford (Information Officer, Systems Division, International Economics Department)

I would like to welcome you here today to the opening of Staff Week for 1994 in this very fitting format of an open forum, a discussion circle, known in some places as a Samoan Circle. This is sort of a grass roots contribution from as many people as possible fittingly celebrating 50 years since Bretton Woods. We have some invited guests to speak first. Aron Broches was present at the Bretton Woods Conference as a member of the Dutch delegation, joined the staff as the Bank opened its doors in 1946, and stayed on to become VP and General Counsel. He retired from that position in 1979. And we have Charlotte Jones-Carroll, Mieko Nishimizu, and Sven Sandstrom.
Aron Broches  
(retired Vice President and General Counsel)  

I was familiar with the original mandate and, also being a lawyer, I thought I’d look at the Articles of Agreement, which are not easily available, strangely enough. I once had an argument with Mr. McNamara about a certain provision of the Articles, and he didn’t believe me. He said: “Oh we can’t be erroneous, let’s get one.” On the whole top floor there was not a single copy of the Articles of Agreement!

This is an excerpt:  
"To assist in the reconstruction and development of territories by facilitating the investment of capital for productive purposes."  

Now, "productive" has always been a problem. Then, "To promote private foreign investment..." That is clear. And, "to supplement private investment...out of its own capital, funds raised by it and its other resources."  

Then there is an overall objective which is described as "development of the productive resources of members, thereby assisting in raising productivity, the standard of living and conditions of labor in their territories," which is rather interesting for 1994. There were other provisions, for instance: "Loans made or guaranteed by the Bank shall, except in special circumstances, be for the purpose of specific projects of reconstruction or development."

I have a feeling that many people are straining to get beyond that mandate. Where do you want to go? To be all things to all people? Well, the first consequence of that is that you add staff, you add consultants. When I read the [Bank's] telephone book, and try to read the organizational listings, I have severe doubts about the organization of things, quite frankly. There must be so many people overlapping, so much research that is done in so many different places in the Bank, that I think if I worked here it would put me in a crisis atmosphere—which has nothing to do with the basic function of the Bank, but the way in which it runs.

I don’t think that policy dialogue and, for instance, structural adjustment loans (which I’m personally happy to see are less emphasized) should have conditionality in the sense of conditions that are not related even broadly to the project. I think that’s dangerous if it’s in the form of covenants that won’t be enforced.
I decided to give this old World Bank a try for a few years, without knowing much about the Bank really. That proposal caused my father great distress because to be a teacher, as you probably know, in my culture—and in many Asian societies—is the pinnacle of one’s professional achievement. Of all the teachers, to be a university professor, and of all the places at Princeton University, was a jewel in the family crown. All of a sudden he was faced with this daughter who said: “I would like to become a World Banker and to become a money lender.”

After my being a professor, this was certainly something he couldn’t stomach. He called a family conference to discuss what to do with this rebellious daughter in America. Of course, it didn’t occur to him that I might not accept the decision of the family conference, but that’s something else. So it was held and, unknown to me, I had an ally in the family, one of my uncles on my mother’s side. He was with the Japan National Railways Company, and when he was a young, dashing engineer, a few decades back, he was assigned to the Shinkansen project engineering team—the bullet train. I hope all of you know that was one of the World Bank-supported projects in Japan.

So my uncle had known something about the Bank, and when he came to this family conference, he said to my relatives: “You are very crazy if you think that the World Bank is a money lender. Don’t you know that the World Bank was a great teacher to our country? Of course, engineering we knew everything about and we didn’t have to learn from the World Bank engineers, much. But they taught us how to think about the project, they taught us about rational project analysis, they taught us cost-benefit analysis, they taught us how to think about pricing train tickets in the context of Shinkansen project, and they taught us how to think, most of all, about a railway line project, not just in the context of the railway system of our country, but in the context of the entire transport system of Japan.

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“And so these are the things I would learn from the great teacher called the World Bank and, in fact, we have been applying what we learned to every single project that we executed and to every single marginal extension of the Bullet Train system.”

So even before I came down to Washington to be inducted into this place, I suppose I knew what the Bank was about from this uncle of mine: that the Bank does not do its own projects, the Bank assists our clients prepare projects, appraise projects, and implement projects. What is important for us is knowledge—the human capital that we leave behind.

I have been fortunate since I came to the Bank to work intensively on about seven or eight countries, and you know each time you work on a country you fall in love with it, and it’s very difficult to move on to other work. In one such transition I had an opportunity to speak with a politician of a particular country I was saying goodbye to, and he asked me at the last meeting: “Mr. Mieko,” he always called me Mr. Mieko, “What do you really think, really think of my country’s future?” And I said to him: “Well, Minister, I really think that your future depends on one thing, because a country is no better than its people, and a country, half of whose people cannot read or write, particularly many of them being women, the future of that country is not terribly exciting unless you, with your colleagues, put more emphasis on education.”

Likewise, the Bank, our Bank cannot be any better than its people, us, the way we act every day, with our knowledge. I think it’s very, very important we know that we have that power, ourselves, every day in our work.
Charlotte Jones-Carroll  
(Chief Administrative Officer,  
East Asia and Pacific Regional  
Office)

What would the Bank look like  
if it were more participatory? In my  
vision of the Bank, all of us would  
be required to pay attention to the  
stakeholders’ views and to incorpo­  
rate them into all of our work. Who  
are the stakeholders? It’s not just  
the government officials we nor­  
mally visit and speak with. It’s  
expanding the idea to the poor  
people who are supposed to be  
benefiting from the projects that we  
are helping to finance, the interme­  
diary organizations that are either  
working with the grass roots or  
trying to provide capacity-building  
for the governments.

Sometimes those NGOs are  
local consultants, sometimes they  
are private sectors, sometimes they  
are universities. There are also local  
government levels that we tend not  
to listen to as much, even though  
they are filtering their projects’  
benefits to their citizens. So there is  
a very broad spectrum of who  
stakeholders are.

How would we be more  
collaborative and more participa­  
tory? I think one of the first things  
this means is that we stop thinking  
about our products as reports,  
pieces of paper, nice documents  
and very polished prose, and we  
start thinking about our analytical  
work as an input to a change in  
policies or in ways governments  
put together decisions. We start to  
think of the loans that we are  
making not as something that is  
over in six or seven years  
when the disbursement stops,  
but as something that’s  
continuing well past the  
disbursement, well past the  
effectiveness date, well past  
the Board date, where our  
incentive system is now  
focused.

We would be thinking in  
our policy dialogue not of  
where we go in and tell the  
government officials how they  
might change their policies,  
but rather where we sit and  
listen. We bring our broad  
knowledge, our good prac­  
tices that we have heard from  
other countries, and we delve  
into the information base that  
the Bank has.

We need to change our  
culture to help us be more  
like that. Perhaps we do need  
more skills. This could be  
through incorporating some  
kind of training in facilitating  
techniques. It means hiring some  
people with that kind of experi­  
ence. It means getting away from  
the pressure to lend and the  
counting of the number of projects  
approved, to finding new ways to  
count the success of the Bank’s  
programs. It really does not mean  
getting away from our basic  
m mandate, it just means approaching  
it more humbly.
Sven Sandstrom (Managing Director)

Looking back, the progress that has been made in developing countries over the past 25 years is very striking. There is progress and there is hope.

At the same time, today we have more poor people in the world than ever before and that's clearly what the shareholders, our clients, and we, the staff, expect the Bank to focus on. We certainly have not outlived our mandate. It's a question of how we can meet our mandate much more effectively. It's very clear that the outside world, and I think increasingly the staff, are seeing the Bank very much as a learning institution: we learn from our experience, we build knowledge about development, and we then translate this into actual results.

Let me highlight four broad themes that are coming through very strongly from the outside and increasingly from the inside. First, the need to focus on people; second, on participation; third, on partnership; and finally, on results. If we look at them one at a time, first on people, it's very striking the way our work program increasingly has become focused on people. Look at the expansion in our education and health lending, the whole question of private sector entrepreneurship, the question of environmental protection, where we are looking more and more at how the environment affects the poor. And I personally find thinking about the effect on the poor very useful when one looks at a complicated project or a complicated policy proposal.

Second, participation. It's very important that we get more participation at both project and policy levels in developing countries, that we listen more to our clients and those who are affected by our projects and that we ensure it is a joint learning and capacity-building exercise with our borrowers.

Third, partnership. There I mean, in particular, partnership with other development agencies. Partnership is also important within the Bank group.

Finally, results. That's something we somewhat belatedly have started to give more emphasis to. It's very interesting to see how that has had a resonance among staff. And I think it's much more widely accepted in senior management, the Board, shareholders, that we need to give more attention to the actual results and the development impact.
Michael Ward (Principal Economist, Country Operations Division, Europe and Central Asia—Country Department 1)

I think whatever vision we have of the future, it must embrace a much clearer identification of the Bank's objectives. From the point of view of being realistically achievable, they are much too broad and therefore make it very difficult for individuals. And that's important not just from the point of view of defining the Bank's development achievements, but particularly in defining the new performance management role of staff in the Bank.

So those objectives have got to be much clearer and realistic and they have to be measurable in the sense of being separable and identifiable and accessible.

My second thought is much more personal. It's that we are all rushed off our feet. I would like to see a time for tranquility in the Bank. One day a month should be set aside to get away from the division in which you are working, to sit down and think about the issues, maybe with other people, but to be totally inaccessible to your manager and to be able to sort out your own agenda and other things that are important to the achievement of your objectives.

Balwant Garcha (Staff Officer, Board Proceedings, Secretary's)

I'll pick up on two themes. One is the Bank is what its people are. Second, the question of participatory processes. Both are interlinked.

I am disappointed with the Bank's ability to handle people. If people are what the Bank is, then the Bank is not what its people really are. Presidents come, reorganizations take place, we have Senior Vice Presidencies, then we have Managing Directors, we have decentralized Vice Presidencies. Now we are into something called reengineering. Someone says no, no we are not involved in reengineering, that's not the right name, we never really meant that. There are pilot projects going on. All of that has to boil down to how we are taking care of our own family before we take care of the outside family.

Where does participation come in? I don't think I have seen staff so alienated from their managerial culture as in this institution. There is no real participation. The only participation is around PPR time, which is the most traumatic event in the whole Bank's life. Suddenly the manager who has not talked to you for the whole year comes up and says these things are wrong. “Positive reinforcement” is not in the Bank's vocabulary. At this 50th anniversary, somewhere we have lost both the sense of purpose and the value that our staff adds to our processes.
Brendan Horton (Country Economist, Cameroon, Africa—Occidental and Central Africa Department)

I think we are subject to two different kinds of pressures: external and internal. I think that as we deal with them, there are three characteristics that we need to continue to work on.

The first is humility, as Mieko said. The second is to listen. You can't participate if you don't listen, and you can't listen if you are not tolerant. All these characteristics seem to me to be really essential for our next 50 years.

The third point is that the Bank over the last 10 years has been dealing with structural adjustment, which has been heavily influenced by the need for macro-stability. But within the last five years, we've seen the evolution of a different structural theme, which is sometimes called “Let markets work.” What is slowly happening is that as we are becoming aware of the new institutional economics, we are finding out that it's one thing to say “Let markets work,” it's quite another getting them to work. Markets can't work without institutions, institutions can't work without people.

The new institutional economics is going to shake us to our roots because it implies, as we well know now, that economists are jacks-of-all-trades and masters-of-none. The sociology does matter, the anthropology does matter, cultural anthropology matters, culture itself matters.

That brings us to a central theme. This is a multicultural institution and it is a multinational institution. Perhaps I should put that the other way around, this is a multinational institution and therefore it is multicultural. We should draw what is best from each of the cultures that are represented here, major shareholders and minor shareholders alike, and forge an institution that better reflects that multicultural interaction of individuals.

Gacangi Kiruthi (Information Officer, Technical Operations Unit, Organization and Business Practices Department)

I'm not an economist, so I'll speak in non-economic terms and pick up on the question of human rights. I feel the Bank is not doing enough in this whole area. If you look around, poverty exists in the midst of plenty. It's very difficult to have development if you have a military which goes berserk and kills the people. It's very difficult to have development when you have government officials who loot the treasury. If we lend to such a government, we're strengthening the very forces that create poverty.

So I'd like to see the Bank move more in the direction of human rights. A government trampling on the rights of the individual should not receive a dime from the Bank. We have to get involved in the political area, which is sensitive, publicizing the atrocities of a government official in a particular country, rather than just going there and working quietly. We have influence with the donors, and we could prevail on them to stop lending to some of these governments which are marginalizing their populations. We assume the government is there to help. Sometimes it is the problem. When it's the problem we don't know quite what to do with it.

Paul Cadario (Chief Administrative Officer, Europe and Central Asia Regional Office)

We've heard for months about participation. What I'd like to come back to is perhaps a simpler time at the Bank, when we valued common sense. When the older staff felt the obligation, and indeed had the time, to mentor those of us who were younger. When Division Chiefs felt it was their job to make sure there was a profile of ages and experience, and that the younger people were guided gently into the responsibilities of the institution.

You were taught that you were the Bank, they were the clients, and it was up to you to listen very carefully to what they wanted.

Why in the '90s are we so inwardly focused? Perhaps it's because we've forgotten some of those principles of common sense and listening that we should be applying in dealing with our borrowers; things that we are not very good at using internally.

What I would like to see as we proceed into our next 50 years is a Bank that actually took diversity and cross-cultural differences as a strength rather than as an issue that gets mentioned when there's a problem. Until we do that, we should be careful of talking about listening and participating when we speak of clients.
Lesley-Ann Shneier (Information Officer, Policy, Strategy and Evaluation Division, Organization & Business Practices Department)

I think one of the fascinating parts of the Bank is the multicultural nature of the people, but I don’t think we use those facets of the people. We tend to become homogenized on the surface. And this culture is one of politeness. But underneath it, all the differences and the antagonisms, and what we don’t know about other people, interfere with the way we work. What I really want to talk about is what I call the use and the care of—the nurture of—people.

We have an enormous amount of skills and abilities and yet we tend to put people in boxes. Then it becomes very difficult for people to be what I call a “hybrid,” where you’ve put together different kinds of skills, different kinds of knowledge and you’re trying to apply that. Very few managers recognize the need and the benefit of a so-called hybrid. I’m talking about the formal and informal signals that are sent when somebody is promoted, when somebody is a made a hero or heroine.

Guido Deboeck (Technology Adviser, Officer of the Director, Organization and Business Practices Department)

When we think back to the start-up of the Bank, there were two fundamental givens: time and space. The original goals of reconstruction of Europe were very much the purpose of setting up the Bank. In consequence, those two givens have dictated a lot of our thinking about headquarters, field, countries. Where headquarters usually stands for bureaucracy, field stands usually for the possibility of creative work, hard work, for innovation. And countries usually are associated with infinite needs, and perhaps some limited absorption capacity.

Now what has changed in those givens is that time and space are no longer as critical as 50 years ago. Through interconnectivity, it is really possible to think about a world as a global village. It seems to me that we have a choice. We can either be a catalyst for interconnectivity, go for it, and promote it, and enhance it, and basically client countries will be very grateful if we do. Or we can decide to be followers, and basically be dragged into it, willing or against our will.

The possibilities of growing at enormous rates over very short periods of time and therefore enhancing or doubling standards of living are suddenly there. There are possibilities of virtual team work around the world where there’s no need for such high concentrations of staff in one location or one country. In fact, it’s quite feasible to think about four objectives: global communications; global access to World Bank know-how; effective production of additional know-how or value added; effective delivery of that message. All of that is quite within our reach. We only have to start concentrating on it.
Ines Fraile-Ordonez (Young Professional, Infrastructure Operations Division, Africa-Sahelian Department)

I will try to cover the past, the present and the future. The past is the image of a great institution with a concentration of knowledge that gave support to many developing countries, among them Spain, my country. We received money from the Bank, and we made it.

The present that I see is of an institution in crisis. The people here are so pessimistic, complaining all the time, giving emphasis to all the negative aspects. I agree there are many, like in any human institution. We are not perfect, so we have to live with this. But I think we are unfair to ourselves because we don’t value our work enough, we emphasize all the negative aspects too much, and we don’t realize that we are privileged.

For the future, I think we should focus on the main mandate. We are being dispersed by too many objectives. Some of them may be contradictory. We don’t have the knowledge to do everything. We should also be more modest about the things we know how to do. There are other international institutions. We shouldn’t feel that we are the only ones giving support to developing countries. We have to share these tasks.

Sometimes I feel really bad dealing with governments that are authoritarian. Spain, when we received money from the Bank, had a dictatorship, and I didn’t like that government. But the money that the Bank lent us was good for everybody. So we shouldn’t forget that the main goal of the Bank is not to work with people we like, but to provide assistance to the people in these countries.

Peter Knight (Chief, Pilot Electronic Media Center, National Economic Management Division, Economic Development Institute)

I think the Bank has gotten its last big growth out of the amazing task of helping integrate the former communists into the worldwide community. It’s also important because it’s the key to getting the resources out of the military industrial complexes on both sides of the former dividing lines.

These resources are fundamentally needed to address the two long-term problems that we are going to be dealing with: achieving sustainable development (incorporating ecological constraints into our thinking), and developing in ways that are compatible with these ecological constraints; and helping people who haven’t achieved even sustainable growth, much less sustainable development—that’s largely Sub-Saharan Africa.

Now, what is the most dynamic force that we can use to deal with these important problems? People who have lived under either dialectical materialism or capitalist materialism emphasize that more is better. It’s a major change in values to move toward sustainability. For dealing with all of this there is the digital revolution, which is bringing the cost of storing, manipulating and transforming information down by something like 50 percent every 18 months. There’s no end in sight to this tremendous decrease in cost. Where almost everything else is going up in cost, the cost of manipulating, storing and transmitting information is going down.

I hope in the next few years we can get moving with it. I call it trying to get a dinosaur onto a surfboard. But that’s the kind of thing we’ve got to do. Even with more immediate technology—television, radio, CD-ROM, being interactive on the Internet—we can disseminate more effectively the analyses that we make in this Bank, support distance training, tell our own story better.
Jean Baneth (Senior Adviser, Senior Staff Resources Program, Operations Policy Department)

It is impossible to be unaware of what this is the 50th anniversary today. It's the 50th anniversary of the invasion of Normandy. We were 11 months before the end of the war in Europe, well over a year before the end of World War II, yet there were intensive preparations already for the conference which founded these institutions that have survived for 50 years. Truly it boggles the mind: the imagination, foresight and will that went into planning seriously for reconstruction and development, when much of the destruction was still ahead, when the end of the war, or how it would end, was by no means assured.

Is it relevant whether the Bank will survive the next 50 years or not? Well, it depends. Once upon a time I worked at the Carnegie Endowment for International Peace for a summer job. Their equivalent of the Articles of Agreement is the Deed of Trust, which created the endowment in which Mr. Carnegie sets out its goals to work for the installation of international peace. When that aim is achieved, he says, our trustees will determine what next task the Foundation should turn to.

If the aim set out by the Articles of Agreement is achieved some time within the next 50 years, the World Bank will disappear, no regrets.

Looking at some parts of the world, I think the aim will be achieved. But looking at the world as a whole, I think we can be doubtful about that. So then, the other question is: will the Bank still be here to deal with the remaining tasks?

Now, the Bank is here because it is entrusted by the international community with some tools, because in principle it does the job better. The international community assumes that the Bank is intellectually well-equipped, through its staff and through its processes. And if either of these expectations proves to be unjustified, or if justified it cannot prove it, and the Bank disappears without a task substantially done, it is going to be a great loss. But many of you will still be around (perhaps not here) when someone will maybe organize a 100-year anniversary, and some of you will come and speak at that event. So it is not that remote.

I joined in 1962. But the Bank got in touch with me in 1959. Later I asked them, why me? Oh, they said, very simple. We realized we did not have enough European economists, so we asked for names of Europeans who had just completed studies in America, and you came up on top, so we wrote you.

Well, that gives you multinationalism, not necessarily multiculturalism. I looked at the latest batch of young professionals recruited, 40 young professionals, 28 or so nationalities, looks wonderful. Out of the 40 YPs there were three who did not have a graduate diploma from an American or British university. And as the momentum of support for the Bank has moved and will continue to move away from America, I think that true multiculturalism will become more important.

The Bank has been very, very good at looking at its past. I don't think we have been good at looking at the present, and I don't think we are really very good at that even now. By looking at the present, I mean encouraging debate, not about what was done in the past but about what we are doing today.
**Maria Cristina Germany**  
(Economist, Private Sector Development and Economics Division, Africa: Technical Department)

I would like management to institute a committee, more or less like the BIAS committee, where staff can present their ideas, without having to move from their offices, they can just EM a place, a committee, with their ideas.

**Eric Swanson**  
(Chairman, Staff Association)

When we began to think about Staff Week, the Staff Association said there should be something that marked the 50th anniversary. But what was the appropriate forum? The delegates kept saying it should be a place for staff to have a chance to speak, and I think we have achieved that today with a wide range of ideas, some of them very personal, and some of them very institutional, some of them global.

I should also say that I received one criticism from a delegate who said: "Well, how are you going to make sure that the person who really understands, has the true answer, gets a chance to speak in a forum like this?" The answer was very simply that what everybody says will represent a facet of that truth we are trying to get. That, I think, is what we have achieved today.
During Staff Week, the Staff Association sponsored an open forum in which more than 150 staff members met to discuss the Bank's past, present, and future. Elsewhere in this magazine, you will find a synopsis of some of the ideas presented there. For many of the participants, the forum was an inspiring example of the common concern we as staff have for this institution. It also serves as a reminder that the Bank is built on the efforts of many people—its founders, its leaders, and its staff—who care deeply about the people of the world whom we serve.

One speaker noted how remarkable it was that before the Second World War was over—indeed at a time when much of the war's destruction had yet to take place—planning for the reconstruction process was already under way. It was such foresight that guided the meetings at Bretton Woods where the World Bank and the International Monetary Fund were created.

But, in the early days after the Agreements were signed, there were many outsiders asking whether the Bank was needed, what it would do, or even who would buy its bonds. In those first few years the Bank had to invent itself and demonstrate that there was business in development.

Fifty years later we find ourselves in something of a similar situation. Critics are asking whether we are still relevant. The challenge confronting us as staff is to adapt to the new demands placed upon the Bank and, in so doing, to recreate the Bank.

Do we have the resources to do it? During our open forum, another speaker, while noting his pride at having served with the rich diversity of minds and motivations at the Bank, nevertheless summarized his experience here with the phrase “less than the sum of its parts.” The implication is clear: Bank staff feel we have much more to contribute than the Bank has yet been able to use.

Can we learn to work together? At a recent joint workshop of management and Staff Association representatives, participants were asked about their visions of success for the Bank Group in 1997. Regardless of their roles, they expressed a strong sense of the Bank's need to meet the needs of our clients, to be responsible to our shareholders, and to create a humane and effective internal environment that makes the most effective use of staff talent.

How can the Bank make better use of its staff? First, let us recognize that the human face of development also includes the human face of the Bank. We see repeatedly—most recently during Staff Week—the value of the broader human contribution that staff can make. As noted earlier in this space, we are more than a collection of disjointed skills or nationalities. We are family members, parents, children, citizens of our nations and of the world. We come with a world of experience that is intertwined with our roles in the Bank.

Next, we need to look for new and possibly non-traditional ways of engaging staff in the work of the Bank. Staff contributions should not be limited by narrow and hierarchi-cal definitions of status and role. As the open forum demonstrated, everyone has a contribution to make. Some of the most important contributions may come at unexpected moments from staff who step outside their assigned roles.

We also believe that it is crucial that change come from within rather than from external, trendy solutions to ill-defined problems. While skeptical about “business reengineering” as a trend, we are pleased to see that the “process innovation” efforts under way in several departments have been based on teams made up of staff at all levels working together to understand and reform their own work.

The Staff Association, of course, has long provided a conduit for focusing staff efforts on behalf of the institution. Formally, SA consultations with management are mandated by Staff Rule 10.01. But the contribution that staff make through the Delegate Assembly and its Executive Committee, and through the Working Groups, goes far beyond the exchange of notes on administrative proposals. At the Staff Association, we remain committed to deepening and strengthening the consultation process and to encouraging participation and communication so that the Bank can truly become more than the sum of its parts.

Less Than The Sum of Its Parts?

by Eric V. Swanson
When the Participation Workshop was held at the Bank in May, experts and interested people from both inside and outside the Bank assembled to review the Bank's experience and consider priority steps the institution can take to better promote and support participatory development in its work with borrowing countries. World Bank Managing Director Sven Sandstrom and Gunilla Olsson from the Swedish International Development Authority (SIDA) made introductory remarks. Here are excerpts from Mr. Sandstrom's comments, followed by excerpts from those of Ms. Olsson:

The global trend toward participation is one of the fundamental changes of our time: more open economies and trading systems; more open political systems and democratization; more highly educated people in the developing countries and increasing human-resource capacity; more rapid and widespread forms of communication and information flow. All this, in turn, has led to increasing interest in participation among all concerned with development—in both the developed and developing countries.

We know that participation is not easy—it involves time, financial, and other transaction costs. But we also know that the costs of not undertaking participation can be even higher—in terms of the efficiency and sustainability of development. This is perhaps most apparent in the social sectors. But is no less true in the so-called harder sectors—infrastructure, energy, or even capital market development, for example—where understanding and involving the broad spectrum of interests is vital.

In short: participation is the right way of doing business, and it benefits all development activity. All development institutions now recognize this, although we are at different points on the learning curve. That makes our sharing of best practices all the more important.

The Bank has learned a good deal about participation through, for example, our work in rural and urban development and water and sanitation projects. But we did not do enough to crystallize the lessons, disseminate them, and mainstream them in our operational work.

Beginning in 1990 with the Learning Group on Participatory Development, we began to focus our effort. The progress made since then shows how a small group can influence a large bureaucracy—provided, of course, that the idea they are promoting is powerful (which it clearly is in this case).

There is now a healthy interest in participation among staff, management and the Board—and an institutional commitment to mainstreaming. Even more important, there is action:

- First, a new generation of projects is emerging: the Matruh Natural Resource Management Project in Egypt (which involved poor Bedouins at the initial design stage); the Chad Education Project which involved everyone from government officials to school principals and teachers in devising a national education strategy; and the Water and Sanitation Project in Brazil which was redesigned during implementation to take account of the view of the poor in the favelas.
- Second, there is an increasing trend toward participation in formulating country assistance strategies and in economic and sector work. That is, we are moving beyond the project level and applying participatory approaches at the policy level, where they can have even broader impact.
- Third, various participation networks have grown up within the Bank's operational regions; and, in fact, a "best practice" handbook will be ready by early 1995. Several chapters are already completed and are being tested here at the Workshop.
- Fourth, the Learning Group is working with our Personnel teams to devise programs to train and sensitize staff on participation issues.
- Finally, we are setting up a Fund for Innovative Approaches in Human and Social Development (and only the Bank could come up with a name like that!) to support staff and managers in undertaking participatory work and building capacity in this area.

These signs of "culture" change within the Bank should not be exaggerated. There is still a long way to go. But we are moving in the right direction.
Excerpts from
Gunilla Olsson's remarks:

Two years ago when I addressed the Workshop preceding this one, I remember cautioning the Learning Group not to be deceptive through sheer intellectual brilliance.

Now, I still believe that this concern was justified but turned out unnecessary. This time the Bank has managed to combine its brilliance with a sound understanding of the local reality—and that is a major achievement. The Draft Report of the Learning Group is an excellent document. It is well-written, substantive, firm, candid, concrete, concise and consistent.

The Report introduces the nuances which we otherwise often miss in Bank documents (for instance, those which are now making capital out of the concept of "ownership"). It analyzes the complex reality and raises both the problems with governments and with the Bank as an institution.

It doesn’t even shy away from discussing power relations and the paramount importance of the political will—without losing sight of the Bank’s mandate. To sum up: it actually gives the impression that what is suggested not only can but must be implemented.

Almost four years ago, when SIDA first decided to support the Participatory Development Learning Group, we certainly did strongly believe in the initiative but may not have been prepared to bet that the Learning Group would have any major success in transforming procedures within the Bank.


Now it seems to me that it can be established, that this undercurrent has the potential to develop into the most fantastic wave, one that will carry you high and eventually land you on a new shore, exhilarated, emancipated and determined to explore the new opportunities. The learning process appears to have played—and continues to play—a vital and forceful role in ensuring that learning advances, accelerates and intensifies. We realize that this has demanded strong commitment and hard work; SIDA is certainly proud to be associated with this work.

In comparison with all the work and effort the Bank has put into this process, SIDA’s contribution has been modest. Still, it is pleasing to know that our money was well spent. Please allow me to raise a few points which I consider particularly important in terms of a sustained commitment to participatory development.

The Report points out that "...upfront costs are more readily recognized than downstream benefits." It also points out that the reward and incentive systems of the Bank are still not conducive to work with participatory approaches.

There is still a general tendency (not only in the Bank) to evaluate input rather than output or impact. And, to measure progress in terms of how well one has complied with already determined and instituted strategies (the compliance of the recommendations in the poverty assessments with the strategy as outlined in WDR 1990 is a case in point). Under these circumstances, participatory approaches will always find it difficult to compete. Measuring compliance is really only the first step. The next step is to develop indicators for measuring both process and impact of participation.

Another issue is the skills mix. The report treats the need for expertise in social analyses in a satisfactory manner, but the question remains: is there any real commitment in the Bank to employing experts on social organization and social processes or are recent changes simply token gestures of good will?

One specific area where the need for social science expertise, coupled with participatory techniques, have become so evident [is] the participatory poverty assessments (PPAs). It has been established that it is imperative to have a high quality of training and a high quality of analysis and interpretation of the data if they are intended to provide a useful input, not just a showpiece attachment, to the full analysis of the poverty assessment.

In spite of PPAs being described as an area "where the Bank is currently in the forefront," a number of donors have provided substantial inputs (funds, secondments, and consultants) to ensure this.

The last issue is the Fund for Innovative Approaches in Human and Social Development. SIDA considers this to be a very important initiative. In particular, the social assessment capacity building is an area which, in our opinion, needs to receive much more attention. SIDA is glad to see the Bank showing its commitment by putting its money where until now only its mouth has been.

Editor’s Note: Next month’s “On the Record” will be excerpts from closing remarks made at the same workshop by Robert Chambers of The Institute of Development Studies, University of Sussex, U.K.
With great expectations, we left Iceland in February 1957 for Washington, D.C. I was then a lawyer in the National Bank of Iceland, about to become an Alternate Executive Director in the World Bank, representing the five Nordic countries. My wife accompanied me with our 5-month-old daughter. We took up temporary quarters in the Windsor Park Hotel on Connecticut Avenue, near the Icelandic Embassy where we had good contacts.

We soon found an unfurnished apartment north of the Old Soldiers Home on Victor Street, N.W., costing just over $90 a month. Two Icelandic families lived nearby, medical doctors with wives and children, taking their specialty in medicine at a nearby hospital.

I was Alternate to Sven Viig, the Executive Director from Norway, and was given an office high up in 1818 H Street, N.W., facing the Potomac. Mr. Viig and I shared a formidable secretary, Mrs. Lippincott, a former skating queen of Canada. I was on a half-day basis with a salary of just over $670 a month. M. M. Mendels, Secretary of the Bank, and his staff were helpful in arranging a $2,200 loan with the Bank-Fund Credit Union so I could buy a new Plymouth from a dealer on Wisconsin Avenue. (The choice of car proved to be wrong. I took it home to Iceland the year after and the engine failed after only 50,000 miles!)

I was all set for the job at the Bank which, as time went by, did not prove to be very exciting. It involved studying the next loan project by reading and perusing comprehensive loan documentation in time for the Board meeting, usually in two weeks, where an approval was always given after some discussion. These meetings were quite interesting, though every project had already been screened. The top man and President was Eugene Black. At this time the Bank was making itself felt in the bond market which we—the members of the Board—could follow to a certain degree. This was a success. By this time, most of the Nordic countries were out of the picture as borrowers. Iceland got its last loan—a road project—several years later which I worked on after returning home to my job in the Central Bank. After every Board meeting, I composed a long report to the Nordic countries about the loan and the project, which proved to be my main written input in the Bank. The big Nordic contractors and engineering firms sent their New York representatives to visit Mr. Viig and me to be better informed about loan operations. Presumably they were looking for a share in projects that were taking place worldwide.

The social activities arising out of my job in the World Bank were considerable. For example,

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My World Bank Existence in the 1990s
Reflections of a Full-Time Alternate ED

by Helga Jonsdottir

Reading Mr. Björn Tryggvason's reminiscences reminds one of how much the world, and in particular the World Bank, has changed during the last four decades. Now it takes just five-and-a-half hours to fly from Reykjavik to Baltimore; one only needs half-a-day to find a good house in the Washington area; and for a family the size of mine, the choice of a car was easy—a van was an absolute must. With the support of World Bank staff, the relocation to Washington was indeed smooth.

This is not to say that there were no difficulties in relocating a family of six, and that my three children in elementary school did not find it difficult to adjust to a new environment and a new language. The biggest challenge has maybe been for my husband. At home he works as a television reporter—in the midst of events as they take place. It is an entirely new experience for him to be a homemaker, responsible for all the children and the running of the household. My children have never been as well attended to, but it would be an exaggeration to say that my husband finds the daily life eventful and exciting. Assisting our kids with all their schoolwork, and spending most of his time with them, has, however, given him an opportunity to get closer to them than ever before. That he appreciates and so do they.

As for the World Bank: I came to an institution completely different from that of the 1950s. The membership in the Bank has increased from less than 60 countries to 178. The Bank's work no longer focuses mainly on infrastructure projects, it also has a very large economic, social and environmental agenda. The EDs have doubled in number from 12 to 24. The Nordic ED's office no longer consists of two-and-a-half staff members; aside from the ED and Alternate, there are now two advisors, two assistants and three support staff. Actually, it's no longer the Nordic ED's office. The three Baltic countries—Estonia, Latvia and Lithuania—joined our constituency in 1992, so we are now the Nordic-Baltic office, representing eight countries.

The Board spends much more of its time on policy issues than on individual projects today, and the coordination and cooperation with our authorities is close and time consuming. Fortunately, in the Nordic embassies there are Commercial Counselors, who follow developments on procurement. We can therefore concentrate on the main role of the Board: deciding on policy issues and overseeing and reviewing the Bank's work and performance.

I, like Mr. Tryggvason, am Alternate to an Executive Director from Norway. There is a change, however: my boss is a woman, Jorunn Maehlum. Working with her, and in fact with the rest of the competent staff in the Nordic-Baltic office, has been one of the most wonderful experiences for me for the past two years. But there have

Helga Jonsdottir is a Deputy Secretary-General in the Prime Minister's Office in Iceland.
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Mr. Black invited the directors to the annual baseball match between the Washington Senators and the Baltimore Orioles. Mr. Garner [Robert Garner, IFC’s first President and, incidentally, the only one who was not also President of the World Bank] invited us to his farm in Virginia for an open air barbecue feast—a subterranean pig grilling. One memorable Annual Meeting in the autumn of 1958 was held in the Sheraton and Shoreham Hotels. Inside the Bank, I enjoyed the Directors’ lunchroom where one could meet some of the top officials of the Bank.

A change in my office existence occurred when I was taken on as an Economic Attaché at the Icelandic Embassy for the latter half of the working day. The work there was more interesting and flexible—and it upped my total monthly earnings to $750!

My wife and I were enjoying mostly Icelandic company, driving to Rehoboth beach or Cape May over weekends, or over to Virginia and the Shenandoah mountains, among other places.

Our stay ended in November 1958. We decided to return, along with our belongings, furniture and car, by boat. Having no transfer arrangement, we had to pack in a practical way. An Icelandic friend, a good handyman, helped me crate all our furniture. I rented a 2-1/2-ton Hertz truck, and my friend and I started at 1 a.m. for a night trip from Washington, D.C., to Erie Basin in Brooklyn, N.Y. After crossing the Delaware Bridge, a police trooper came along on a motorcycle checking for interstate alcohol smuggling. We passed easily. We went the shorter route across Staten Island to take the ferry over to Brooklyn. At 5 a.m., we entered the Coney Island Expressway, at the entrance to which was a sign stating “No Commercial Traffic Allowed.” Despite being a lawyer, I did not interpret it correctly. Shortly afterwards, we were abruptly stopped by another trooper, this time a very angry one, threatening me with a heavy fine for transgression of traffic regulations. My pleadings were to no avail and, as a last resort, I drew out my Diplomatic Immunity Card, stamped with the signature of none other than John Foster Dulles, a card which every policeman on the East Coast detested. This sufficed. The police officer gave in but said, very pained, that he found it quite strange to come across a man driving a truck with his furniture at 5 o’clock in the morning, illegally on an expressway, claiming to be an Islander, diplomat and a banker to boot. He insisted we get off at the next exit.

Everything went smoothly after that. We returned to Washington after unloading our things at the pier. A week later we sailed on the good Icelandic ship, Godafoss, a very small freighter, on a wonderful eight-day voyage home, shortening the route by going through the St. Lawrence Seaway inside Newfoundland which is only passable late in autumn. Soon we sailed through the Straits of Belle Isle, past Lance Meadows where our forefather Leifur the Lucky spent some time in the year 1000 (incidentally before his retreat and preference for Greenland) and we entered the real Atlantic, sailing first through the big fleets of fishing trawlers, then headed for Iceland, enjoying the clear air and strong colors.

We went home with a lot of good memories, experience and improved English. As of this writing, I’m still at work in the Central Bank of Iceland, where I’ve been since 1951, and I’ve often been engaged in work relating to the IBRD, IFC, IDA and IMF—banking on my experience with the good old World Bank.
In the May Bank's World, there were two articles which prompted memories: "Renewable Energy...On the Road" and "Better, Faster, Cheaper." As the Bank observes its 50th anniversary, it's sometimes hard to recognize that within it there has been a change of a generation, or maybe even two. Happenings in the old days may be forgotten and experience lost. And, in my case, sometimes memories are a bit vague, but I think the following is close to accurate.

The Bank's first renewable energy project, and in fact first energy project excluding hydro power, was the Reykjavik, Iceland, Hot Water Supply Project signed in early 1962 and executed over the next four or so years. Reykjavik (which means "Smokey Bay," named by the Vikings for plumes of steam from geothermal springs) had a hot water system, much as cities have regular water systems, which piped geothermal hot water around the town to heat buildings and homes. The project was to extend the system since the city had expanded beyond its bounds. Using this indigenous geothermal resource was a direct substitute for heating oil which cost foreign exchange. But you did have to be careful in your hot mineral springs shower, since the water piped to a home's hot water system was indeed very hot.

Although the project was small—the loan was for $2 million, if memory serves—it was extraordinary. First, it was the first project which financed energy "wildcatting," as it included drilling new wells to tap geothermal strata 2 kilometers down. Second, it was completed pretty well on schedule, and I think it was completed within—or even under-—the project cost estimate. How often does that happen? Third, it paid for itself in foreign exchange savings even before the project was complete. Fourth—and I think this was another first—a discounted rate of return was calculated, but maybe that was left out of the final appraisal report because it was very high, over 25 percent.

In some ways, the project was quite easy. For example, the Icelanders are good engineers and the project was quite well-engineered with a good eye kept on costs. In other ways, there were challenges; management had to be replaced and financial and other control systems had to be set up. Bank procurement practices were a challenge. And, as with many such projects, tariffs charged were an issue. Project supervision, then called "end-use," was not neglected with two or three one-person visits per year early on. The project reporting system was set up during the appraisal, and reports were already coming to Washington before the loan was signed. The interchanges during supervision lubricated project implementation, keeping its progress on schedule and cost.

Comparing this project with the present Bank may be enlightening. Bank procedures were much simpler in 1961. In this case, I am not certain when the project first arrived on the Bank's desk, but I think no earlier than about spring 1961. Work did not begin until the project officer was assigned at the start of September that year. Field appraisal was carried out by one individual (who had both an engineering and finance background) in about a five-week period during September and October 1961 (the Industry Division was short of staff). After settling some thorny issues, the "yellow" draft Appraisal Report is dated December 5, 1961, and the project went to the Board in January or February 1962. In those days, there were no reports of what time was spent on what, but the project officer did have other assignments. Total time from appraisal preparation to Board was less than four person months!

Several things come to mind as to how this project was carried out "better, faster and cheaper." First, it was carried out by one individual who only got to communicate with

Frank Lamson-Scribner retired in the early 1980s after a career with the Bank that spanned more than two decades.
himself, and 1.0 is close to the optimum committee size of 1.6 that Parkinson or someone once came up with. Reports to management were usually short and oral—time and people devoted to the present control systems were non-existent. The project side settled most items with the region by telephone or short “working party” meetings. But maybe the most important item in the “bad old days” was no copy machines. The old manual Royal typewriters would only type about five to eight legible copies, and that absolutely limited the number of people who needed to know. Who wanted to confront a secretary to type something twice or put it on a stencil for the mimeograph machine?

The Bank did go on to consider geothermal electric power generation in Iceland. I can’t remember if the Power Division took it up, but oil at $2 a barrel was hard to compete with. I believe there is geothermal power in Iceland now.

A

n oil tanker spilled its cargo off the coast of Tunis Bay last April. What a catastrophe this would have been—if it hadn’t been an exercise: a simulated oil spill using a non-toxic substance.

Every year, some 150 million tons of oil travels in tankers across the Mediterranean Sea. There are 18 countries at varying levels of economic development sharing its coastline, with a total population of 350 million people. Consequently, the harbors and coastal waters of this regional sea are highly polluted with industrial effluent and untreated sewage, and its international waters by ship discharges of oily ballast and bilge waters. The Mediterranean is particularly susceptible to extensive environmental damage compared to the world’s open oceans due to its geographic and hydrologic nature as a semi-enclosed body of water. Any pollutants that enter it tend to remain in it because of its very slow natural “recycling” purification capacity.

While there has not yet been an oil or other toxic cargo accident in this body of water that could be considered major (compared to other bodies of water with heavy tanker traffic), such an event is a disaster waiting to happen. The risk posed by petroleum shipping traffic to the Mediterranean environment is increased by the region’s lack of capacity to plan for, respond to, or clean up an oil spill—should one occur. In particular, the Maghreb countries of Algeria, Morocco, and Tunisia are at the greatest disadvantage as they lack adequate facilities for receiving and treating ships’ wastes, nor do they have personnel and laboratories for monitoring oil pollution.

To assist these three countries in handling an oil spill, protect the regional environment and better preserve biodiversity, the World Bank’s Executive Directors recently approved a GEF [Global Environment Facility] grant of US$18.3 million to finance a Regional Oil Pollution Management Project to combat accidental oil spills in the Southwestern Mediterranean Sea. It is a unique project for both the Bank and the GEF as it’s the first regional cooperative operation of its kind ever undertaken.

Among its main goals of providing facilities and technical assistance to enable these countries to protect their marine environment, is the broader objective of facilitating their compliance with the International Convention for the Prevention of Pollution from Ships (MARPOL, to which all three countries are signatories), specifically Annex 1, which deals exclusively with oil pollution. MARPOL prohibits ships from discharging wastes (oil, sewage, chemicals, and garbage) into the sea. They must be retained on board and discharged into properly designed waste...
reception facilities at the first port of call. Ships trading with countries that have ratified the Convention must be equipped with holding tanks for this purpose.

The national components of the project for each of the three countries include financing for rehabilitating existing deballasting stations; providing floating and mobile equipment to deal with spills; installing treatment and oily materials processing facilities; training; and dispersant for cleaning up oil spills.

At the regional level, a multilateral approach includes contingency plans, identifying environmentally sensitive areas, securing external sources of financing, and ensuring homogeneity and standardization of oil spill clean-up operations and equipment among the three countries. Cooperative agreements have been put in place outlining each country’s responsibilities.

A regional committee has been established comprising representatives from each of the three countries—such as government officials, NGO officials, local groups. This committee is working closely with national institutes to coordinate activities, including reviewing local legal frameworks related to environmental protection, the shipping industry, trade, and so forth, to assure legislative coherence among the three governments.

As a first step, Tunisia’s Ministry of Environment prepared the simulation exercise. The Governments of Algeria and Morocco, along with the Bank project team, were invited to attend. The exercise took place April 20 and simulated an accidental oil spill caused by a tanker about 2 miles off the coast, using a special non-toxic substance which closely resembled the physical characteristics of oil. All available clean-up equipment, facilities and personnel were mobilized, and several Tunisian institutions, as well as some private companies, were involved in the clean-up effort in the open sea and at the affected coastlines.

The exercise was very successful and the Ministries of Environment in each of the three countries are now finalizing their respective National Contingency Plans which are expected to be adopted within the next two months and which will then form the basis for the Regional Contingency Plan. Future simulations are planned for Morocco and Algeria.

*Fixed-term and regular appointments*
Michael W. Miller
United States
Information Ofcr./ACT/6/28

Blanca Moreno-Herrero
Spain
Country Economist/AF1/7/11

Sithie Mowlana
Sri Lanka
Staff Asst./ESP/7/5

Eileen Murray
United States
Operations Officer/AF3/7/1

Carlos A. Neves
Brazil
Records Asst./LOA/7/18

Benedicta T. Oliveros
Philippines
Staff Asst./EC3/7/1

Egbe M. Osifo
Nigeria
Young Professional/YPP/7/5

Krishna Pidatala
India
Training Spec./MN2/7/18

Daniel Pincock
United States
Staff Asst./AF4/7/1

Nina V. Queen
United States
Staff Asst./EC3/7/5

Timothy E. Quick
United States
Information Analyst/ACT/6/28

Arlene D. Reyes
Philippines
Staff Asst./PMD/7/18

Alison P. Rosenberg
United States
Prin. Cofn. Ofcr./AFR/7/1

David L. Rosenblatt
United States
Young Professional/YPP/7/11

Tom Russell
United States
Information Officer/PSC/7/11

Claudia Sadoff
United States
Young Professional/YPP/7/5

Muna M. Sahori
Jordan
Sanitary Engineer/TWU/7/1

Takeshi Sato
Japan
Young Professional/YPP/6/27

Michael Seager
United Kingdom
Chief Tech. Adviser/TWU/7/18

Jyoti Shukla
India
Young Professional/YPP/7/5

Susan Y. Smith
United States
Staff Asst./EC4/7/11

Marc Stephens
United Kingdom
Young Professional/YPP/7/5

Pietronella van den Oever
Netherlands
HR Spec./EDI/6/20

Robert W. Wegener
United States
Budget Analyst/PBD/6/28

Wael Zakout
Stateless
Young Professional/YPP/7/5

Zia Yusuf
Pakistan
Assistant Guarantee Ofcr./MIGA/7/11

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Luis Descaire
Spanish
Deputy Director, General Services Department, effective June 1.

Mohamed T. El-Ashry
U.S. national
Chief Executive Officer and Chairman, Global Environment Facility (GEF), effective July.

Morinobu Iritani
Japanese
IFC's Special Representative in Tokyo, effective July 1.

Harry B. Johnson
U.S. national
Chief, Security and Support Services Division, General Services Department, effective June 1.

Andrew Steer
British
Director, Environment Department, effective July.

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Letters from MMMF Recipients

Sukriye Karaosmanoglu, President of the Margaret McNamara Memorial Fund, often receives letters from scholarship recipients. The following are excerpts from three letters she received recently:

Sujitra Tiansawad, a 1993 recipient from Thailand, writes:

“...I am pleased to inform you that I have completed my doctoral study at the School of Nursing, University of Alabama at Birmingham, and returned to Thailand where I resumed my faculty position in OB-GYN Nursing Department, Faculty of Nursing, Chiang Mai University. For this academic year, I am responsible for teaching the maternal and child health nursing courses for both undergraduate and graduate programs. I have recently been assigned to be the Chair of a working group responsible for developing a new masters program in women’s health...holding this position provides me a great opportunity to utilize knowledge acquired through my doctoral study to address problems and needs of Thai women...

Thank you again for your support of my study.”

Marion Subah, Liberian, was the first (1983) recipient of an MMMF scholarship. Mrs. Subah returned to Liberia after completing her studies from the School of Nursing at Catholic University.

“I am still the Program Manager of the Wholistic Health Care Program at the Christian Health Association of Liberia. The Program has four main activities: (1) Primary Health Care; (2) Water and Sanitation program; (3) Family Life Education, and STD/AIDS Prevention and Control program; and (4) Reconciliation and Trauma Health Program...I assist staff with planning for activities in these areas as well as helping them implement these activities...

I am enjoying this challenging job...There is a lot to do in Liberia in working with people; however, sometimes we get so discouraged with people who don't want to stop fighting or are not willing to allow their children to have a better life. May God help us.”

Lucy L. Liuma Maluwchi from Malawi was one of the 1992 recipients. She received a Ph.D. in Agricultural Education from Cornell University.

“Thank you for the financial support that your organization gave me during my studies at Cornell University...Your support gave me inspiration in my studies and contributed greatly toward my success...Your financial support greatly helped toward expenses and allowed me to complete my program. I will be returning to Malawi in September where I will continue to work with women farmers in the rural areas and continue to work with volunteer organizations in assisting girls and women to improve their livelihood.

I wish the organization continued success.”
World Bank Hosts Reception for Special Olympics Athletes

Lewis T. Preston receives award of appreciation from one of the Special Olympics athletes, while Sargent Shriver (in the background) looks on. The athletes were on a visit to Washington, D.C., June 22, in connection with the 1994 World Cup. Some 80 youngsters representing 20 countries attended the reception which was coordinated by the Bank's Community Relations Office.

Photo by Michael Spilotro
Multiple Sclerosis (MS) 150K Tour

A Bank Team of 10 riders, ranging in age from 8 to 40, joined the MS pledge ride in Leesburg, Virginia, May 14 and 15. The Tour was organized by the MS Society and attracted 2,000 cyclists. The Bank Team raised $5,458 (including a $750 contribution from the Bank). Members of the team pictured here are: Tom Bailey, Andrea Heggen, Leticia Juarez-Aguirre, Christopher Gerrard and his daughter, Megan, Doug Wolfire, Teresa Tidwell, Jeff Davis (IMF), Paul Spiotta, and Maggie Marcotte, along with one non-Bank friend.

AnswerLine
Continued from back cover

third bulletin board in the main complex on the C2 level later in the year. An announcement of the exact location will be placed in the Weekly Bulletin.

The use of All-in-1 as an alternative provision to the current bulletin board service would not accommodate the many staff not connected to All-in-1 and maintaining parallel systems would not be cost effective. However, we will continue to monitor the possible use of an electronic system for the future. Mark Bowyer, Chief, PSCBE

Question: The elevators and landings in the J building have become untidy and scruffy

“notice boards” for every upcoming seminar, meeting and social event. Why can’t the Bank either (1) ban the practice of sticking notices in the elevators and landings; or (2) provide proper cork notice boards for each landing?

Answer: We are in complete agreement and thank you for your interest in the appearance of our facilities. We have already selected a notice board to be placed in the elevator lobbies for Bank staff use to eliminate the necessity for pinning notices on walls and in elevators. We had, in fact, selected the J building to be the test case for this board. If it works out well, we will extend this model to our other buildings.

Policing of the content and placement of notices on such boards will be a staff responsibility. However, once the boards are installed in a building, custodial staff will remove all other signs not on the notice board or on boards provided by Conference Services in the lobbies. We have taken this approach because we recognize the need to publicize seminars, United Way events, etc. We feel that providing a notice board is a good solution. Carl Wessman, Chief, Facilities Management, GSD
made substantial changes in the way we do our work, not to mention downsizing, it would seem to me that the time is long overdue for such a review, preferably with outside management consultants to ensure at least a modicum of objectivity. We have the highest percentage of legal staff for our operations of any multilateral, international or bilateral organization in the world. Is there any plan to undertake such a review?

Answer: The organization of the Legal Department was reviewed, along with that of all the other support departments, during the 1987 reorganization. Previously, it had been reviewed in 1976 and 1984. It was reorganized each time as well as in 1987. Since then, as in other parts of the Bank, various adjustments have been made to the department’s organization, including changes in the use of technology and information systems. Moreover, the Legal Department is involved, like other support departments, in the current initiative to enhance the effectiveness of the Bank’s business processes; it has certainly not been “explicitly exempted” from that initiative.

As to comparisons, although you do not cite a source for the assertions about the size of the legal departments of other organizations, our information shows that legal departments in other multilateral banks account for substantially larger shares of HL staff as compared with less than 1 percent in the Bank. Ian Scott, Director, OBP

Question: Why are the Bank bulletin boards so successfully hidden? The one in the I building is down a little-used corridor. To gain access to the E building board, one first has to know it’s there, then ask to be buzzed into its hiding place behind imposing double wooden doors. If there are other bulletin boards, I have yet to discover them.

Presumably people who might use the boards most are those new to the bank, particularly consultants looking for accommodation, used cars and second-hand furniture to tide them over short-term assignments. I wonder how many of them find the bulletin boards.

The boards should be in central locations, easily accessible to staff. Better yet, couldn’t they also be put on the All-in-1 system?

Answer: We are currently working with GSDFD to relocate the E building bulletin board, which is in its current location as a result of the reconstruction of the Main Complex, to a more central and accessible location. A notice will be placed in the Weekly Bulletin when a new location has been determined. The I building bulletin board has been in its current location for several years and seems to be accessible to most Bank staff. There have been no previous requests from staff for a change of location and there are no plans, at present, to relocate it. We are, however, planning to add a

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