

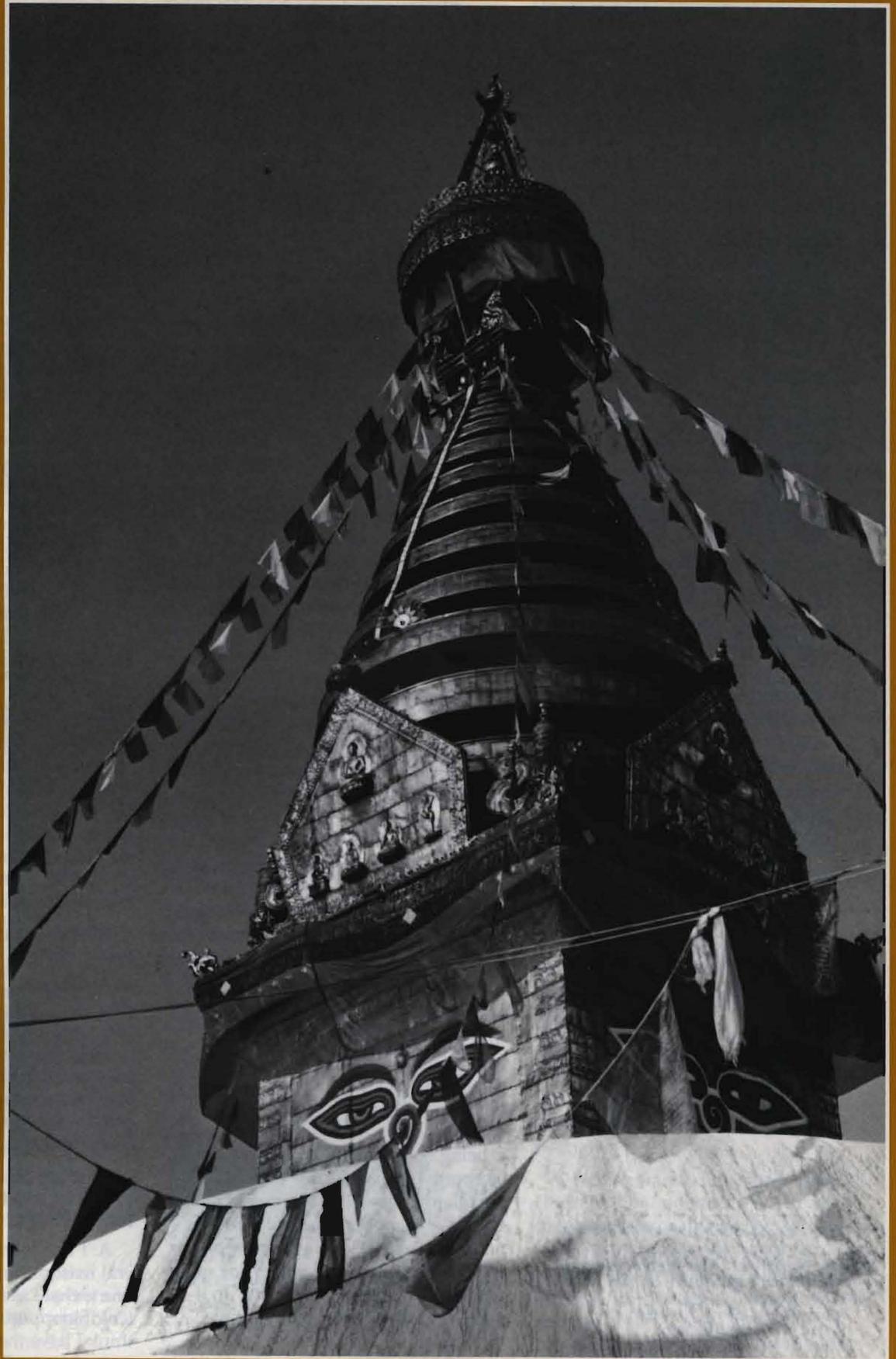
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the Bank's World



Anniversary in Nepal—page 11

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The Bhuddist shrine of Swayambhunath overlooks the Kathmandu valley.

Photo by Jill Roessner

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Barbara Searle To Succeed Vincent Riley

The Ombudsman Is a Woman

by Morallina Fanwar-George

The search for a new Ombudsman recently concluded with the appointment of Barbara Searle. Ms. Searle, currently Principal General Educator in the Population and Human Resources Division, EMENA Region, has been with the Bank more than 11 years. Prior to that, she held various positions in the education field with a number of organizations including Senior Social Science Research Associate, Stanford University. She has also authored and co-authored several books, articles, and technical reports in her field. Ms. Searle agreed to talk with The Bank's World soon after her appointment was announced:

Question: After three male ombudsmen, you are the first woman to hold this position.

Does a woman bring something to the job that a man might not?

Answer: I think the answer is both yes and no. There are perhaps gender differences that are important, but they're so mixed up with personality differences that it's hard to say that gender is the only factor. In my understanding, a key to the Ombudsman role is being open, interested in people and supportive. Some people think those are qualifications that women in general have more than men, although it's not fair to say this about any particular woman or man. So I think I bring qualities to the job that will help me do it well, but I don't want to say I have these qualities only because I am a woman.

Q: How do you think the Ombudsman's role is viewed by managers and staff?

A: Until I began to be actively interested in this position, I have to say that, from my perspective, the Ombudsman didn't have high visibility in the Bank. Of course, through my work in the Staff Association (SA), I have heard about the Ombudsman. But before the SA, I was only vaguely aware that such a person even existed. Once I started talking to people, I found many who said very positive things about the position, and felt comfortable talking to him. They were secure about the confidentiality of their communication. But I don't think it has high visibility in the Bank. I think one of the tasks is to somehow increase that visibility.

Q: Perhaps that's as it should be. Low profile.

A: Certainly, it should not be a position that causes a lot of comments and concern in the Bank. But it is important everybody know there is an Ombudsman and that the office is open for any kind of complaints, questions, concerns, even things not perceived as serious problems.

Q: What made you interested in the job? And what makes you feel qualified to do it?

A: I was interested in the job for several reasons. But the most important one is that I see it as a new and challenging opportunity to use skills I think I have that haven't been well-exercised in the Bank. These skills have to



Barbara Searle

Photo by Michele Iannacci

do with interacting with and influencing people. They're skills many people have that are developed through life—in personal relationships, by being a mother (I have two grown children), and so on. Their applications in the work place can contribute to making the Bank a more open and friendly place. I think I have some of these skills and, in particular, I think I have the capacity to improve them with use. I look at the Ombudsman job as an opportunity to do that.

Q: I understand you're going to be attending some sort of training before taking office?

A: A few weeks ago I attended a course called "Ombudsman 101" given by the Corporate Ombudsman Association in Virginia. Vince Riley (the present Ombudsman) is the President of the Association and I don't think it is coincidental that this course was offered now. It proved to be an excellent introduction to the requirements and responsibilities of the job. And I've been talking with Personnel about the possibility of courses in personal counseling, interviewing, and things like that. Not that I can become a trained counselor overnight, but I hope to be able to get some kind of deeper understanding of those types of useful techniques.

Q: You've also been quite active with the SA. How will that experience help you in this new assignment?

A: My connection with the SA started at least six or seven years ago

when I became part of the Training Committee. At the time, we were especially interested in finding ways for Bank staff to get training more relevant to their own jobs. Then I was elected a delegate, and after that spent two years on the Executive Committee (EC). But it was only when I became part of the EC that I began to really understand the structure the Bank has established for hearing grievances and for dealing with people and their problems. I really wasn't aware until then how many different avenues were available for people. That was an eye opener for me, and a big part of my work with the SA. Also, the Executive Committee is a diverse group which brings many points of view to bear on personnel questions, on questions of staff, and it deepened my understanding of the types of issues of real concern to staff.

Q: Mr. Riley recently said that "Morale in the Bank has not been good these past couple of years, and I wouldn't rush to the conclusion that it is good now." How do you see the Ombudsman's role in the context of this and what do you think is the reason for this low morale?

A: That's a very controversial question. I think it is correct that morale is low. I think it has to do with both the external and the internal environment. We're living in a very, very uncertain, turbulent world. My own Region has been turned upside down by a war nobody anticipated. Everyone is excited about the Soviet Union and Eastern Europe, but all of this makes the work environment very uncertain. And this is true everywhere. Another thing that is happening is the changing character of our borrowers. The kind of value-added we offer is changing so that inevitably the role of the Bank staff is changing as well. To add to this, the upheaval of the reorganization made the internal world very uncertain. The pressures the Bank is under from some of the major members has filtered through to the staff in a way that sometimes is counterproductive. Thus, a lot of things are happening which call into question the way we operated in the past, or require new kinds of responses, or put pressures on us that, in our own professional judgement, may be inappropriate. The Bank has not helped its staff adjust very well. I really

do think Personnel and other parts of the Bank worry about these issues, are coming to understand the depth of these difficulties and are making increasingly appropriate responses to meet them. We still have a long way to go before the Bank can once again be the comfortable place to work in that it was some years ago. We must decide where we belong in this difficult world, how we should position ourselves, what makes sense for us to be doing, and how we can do it in a way that makes staff feel better and be more productive.

Q: Statistics kept by the Ombudsman's Office indicate the majority of grievances brought forward are—by nationality—as follows: Americans—highest percentage; Europeans (particularly Germans) rank second; followed in much lower ratios by staff members from Third World countries. How do you plan to prompt or encourage staff members from these countries where 'silence is golden' to come forward (when/if they have problems)?

A: I'm not sure I have an answer. I agree there is a problem. I want to be careful about the statistics because the numbers should be looked at in proportion to the people from those countries who are here. On the other hand, my experience indicates that Anglo-Saxons and some Europeans are much more ready to come forward, are much more aggressive about taking care of their own situations. In contrast, a lot of people, particularly from Asian and African countries—and women, as compared to men—are much more likely to think the problem is their fault and there's nothing to do about it, to feel reprisals will be too great, or that it is inappropriate for them to take action. I honestly don't know how to deal with that except to talk about it and, perhaps, to use word of mouth about the Ombudsman's willingness to talk to everyone.

Q: I understand no written records from the Ombudsman's Office are made or kept or passed on.

A: This is absolutely the top message that we would like to go out about the Ombudsman's Office. The staff who come to see the Ombudsman are in complete control of what the Ombudsman does with the information they

provide. They can authorize the Ombudsman to talk to this or that person, or they can say they don't want it to go any farther. And the Ombudsman's capacity and willingness to maintain confidentiality is the key to the success of the function.

Q: How was the selection for the Ombudsman made?

A: I was told that a Task Force put together under Mr. Alisbah's direction reviewed the names of people close to retirement age. The job was not advertised. The Task Force put together a shortlist of five people and then we went through interviews. Perhaps an important thing worth saying is that this is my last job in the Bank.

Q: Isn't that a given?

A: No. It was not considered a given this time. I undertand a couple of people on the shortlist were *not* close to retirement. But it has worked out that way and I think that's quite important. I don't have to worry about what will happen to me during or after this job.

Q: Do you have a message for staff, anything you would like to add?

A: I can succeed in this job only if people come to see me. So I would like to convey that, starting officially December 1 but even earlier unofficially, I'm here to listen. I'm interested. I think people's concerns are important. Although I do not and will not convey specific information about individuals, I am in a position to talk about patterns and about generalizations from what I learn from the people who come to see me. There is a possibility for me to be an effective conduit between staff and management, and between management and management, because managers can come to me as well.

Q: Mr. Riley mentioned once that problems from the Resident Missions do not surface unless he is able to go there. Do you plan to travel to the RMs.

A: Yes. I'll have my own budget for travel and I'm eager to visit missions. I've now worked in two Regions and had quite a lot of interaction with missions. (Last year I traveled 120 days and one of the beauties of this job, for me, is that I can settle down a bit.) But I really think the RMs need more attention from all of us and I have every in-

tention of making at least one or two missions a year to visit them.

Q: What sort of access do you have to Senior Management? Because it is very important for staff to perceive that you have enough clout to intervene on their behalf, otherwise one might feel it a waste of time to approach the Ombudsman's Office.

A: I've already met with Mr. Conable and discussed with him the relationship of the Ombudsman's Office to the President. Mr. Conable has had monthly meetings with the Ombudsman and assured me he'll recommend to Mr. Preston that he do the same. However, it is important to understand that the success of the Ombudsman requires much more than meetings with the President. It requires good working relationships with managers across the board. The support of top management is absolutely crucial in being successful. But the Ombudsman has no formal power and must create influence through performance and trust. The office I am assuming has a history of trust but I still have to re-earn that trust on my own.

The Story of Kongsak X-ray Medical Industry Co., Ltd. in Bangkok

From Ace Repairman to Ace Builder

by David Dichter

As a medical equipment repairman in Thailand in the 1950s, Kongsak Tatiyanukule did not always have a service manual or even a parts list at his disposal when he was sent to fix an X-ray machine his firm had sold to a consumer. In fact, when his employer, the Bangkok trading company, Vidahyakom, Ltd., dispatched him to a hospital or rural clinic, he never knew until he arrived on the scene and studied the unit, whether he could actually repair it or not. But since these machines were almost irreplaceable (because of their extremely high import costs), and Mr. Kongsak already had a solid reputation in his firm for being able to repair virtually any piece

of medical equipment, he was sent on his way and simply told to "do what you can."

"A lot of times," said Mr. Kongsak, "I was sent up-country to a rural clinic to see if I could fix an X-ray machine that had broken down, with nothing more than a screwdriver and a pair of pliers. And, since I had no formal training on how to repair those complicated foreign-built units, I was often obliged to strip them down in order to try and figure out how to get them running again," he recalled.

Learning how those functioned—or often did not—under tropical Third World conditions, proved to be an invaluable experience which this skilled

former repairman put to very good use when he eventually launched Southeast Asia's first X-ray equipment manufacturing company—Kongsak X-ray Medical Industry Co., Ltd., in 1971.

Born in Thailand's beautiful northern mountain city of Chiangmai 56 years ago, Mr. Kongsak moved with his family to Bangkok when he was a young man and attended the Amataya High School.

"Since my family did not possess the financial means to send me to college, my father decided the next best thing was for me to join a company and try to learn some kind of a profession on the job. Because my father was in the trading business, I was naturally en-



Kongsak Tatiyanukule's X-ray machines are versatile, accurate and inexpensive.

But it was a chance visit to the Khankaen Hospital in Urdorn, Northeast Thailand, in early 1970, to install a Japanese X-ray machine that convinced him to design X-ray machines which would serve the Thai rural people.

"When I saw how far those country people had to travel to have an X-ray done and how many lives might have been saved had they been attended to earlier, I knew it was in my power to do something," he said with undiminished conviction.

Aided by a grant from the U.S. Health Service, Mr. Kongsak established his factory in Bangkhen District on the outskirts of Bangkok. "I knew my X-ray units would have to be versatile, accurate and cheap if

I were to have any chance at all of competing with the foreign-made brands." What he did not fully realize, even after successfully building the first series of machines, was the reluctance of local hospitals and doctors to use his equipment.

"I soon found out that my own people were unwilling to buy my machines because they simply did not believe that a Thai had the necessary technical skills to build such a complicated piece of equipment," he lamented at the memory.

Gifts to clinics

A breakthrough came about when he decided to give away several of his machines as gifts to selected private clinics in the Bangkok area. He did this fully aware that the small private hospitals and dispensaries were far more cost-conscious and result-oriented than the large government-run medical institutions which were more interested in using brand-name X-ray equipment.

"I felt that once Thai doctors and medical personnel came to realize how well my machines worked and that their cost was less than half that of foreign models, I would eventually be able to capture a significant share of my country's market."

The success of this sales strategy can be measured by the fact that since the first machines became operational six years ago, more than 125 units have been sold. Consumers include private clinics, large government hospitals and rural dispensaries throughout the country.

Technologically competitive

Mr. Kongsak is aware that his early success in penetrating the Thai market must not result in complacency. "I know that I am dealing with a technology that is undergoing constant change and is frequently being upgraded, especially by the large multinational companies which are my principal competitors," he commented. In fact, with the future in mind, he has already made plans to equip the next generation of machines with a high-frequency generator, digital read-out system and better image intensifier. "The fact is, my customers expect those improvements and if I want to stay in business, I must also be technologically competitive."

He is also cognizant of the need to try to incorporate many of the new design concepts in X-ray technology now being advocated by the Geneva-based World Health Organization (WHO). Under its new Basic Radiological System (BRS) program, WHO has been striving to develop a low-cost, high-performance X-ray system in order to make such health services more readily available to developing countries. It is estimated that for over two-thirds of the world's population, X-ray equipment is unavailable.

In recognition of the vast potential market which exists for X-ray equipment in the less developed countries, Kongsak X-ray Medical Industry Co., Ltd., has already embarked on an ambitious sales program. Its aim is to reach out to these countries with a product line that satisfies their technical requirements and yet is affordable.

Using the same marketing tactics, Mr. Kongsak has donated a number of X-ray sets to hospitals in neighboring Laos, Burma and Viet Nam. "I am sure

couraged to join this kind of firm as soon as I finished high school. However, the idea—after joining Vidahyakom—that I might one day end up managing my own company was the last possible thought to enter my mind," he said.

Mr. Kongsak remained with Vidahyakom for nearly 10 years before deciding to join another Bangkok-based distributor of medical equipment, Chalermart Co., Ltd. But soon after, he decided to go into business for himself and also to concentrate on building low-cost X-ray machines to try to meet his country's needs.

His idea was given a big boost when he successfully launched (while still with Chalermart) a small after-hours workshop in his garage. With a few locally-recruited technicians, he began repairing a wide range of medical equipment and started producing critically-needed replacement parts for various foreign-made EKG machines, operating tables and sterilizing apparatus, etc.

they will finally choose to use our units, not only because they are a good deal cheaper but, more importantly, because they are technically more suited to Third World operating conditions, and are a lot easier to maintain and repair," he said with confidence.

At present, he has 70 people working for him in the Bangkhen factory. However, this dynamic Thai business

leader is already making plans to expand operations into other related areas. During the past year, he has been negotiating with one of Europe's leading X-ray tube manufacturers to produce, under license, a vital range of stationary anode X-ray tubes. The successful conclusion of these talks will greatly enhance the prospects of people in many Third World countries in gain-

ing access to X-ray treatment, give Southeast Asia its first such production facility and firmly establish Kongsak Tatiyanukule as one of the world's leading authorities on X-ray equipment technology.

Editor's note: David Dichter is Director, Technology for the People, based in Geneva, Switzerland.

Where the Past Is Prologue

by Charles Ziegler

Archives?

Does the World Bank, a forward-looking institution at the very forefront of development need archives?

Well, yes. After all, how do we know where we should be going if we don't know where we've been? As is carved in stone on the U.S. National Archives building, "What Is Past Is Prologue."

The need to create and maintain records was recognized by Mesopotamian, Persian, Egyptian, Greek, Roman and Chinese civilizations. They correctly saw that complex organizations could not be efficiently administered without record-keeping systems, including archives. These records related not only to the affairs of rulers but also to matters of everyday life, such as business contracts and property rights.

In the Bank, the use of archives enables staff to answer questions or solve problems arising in their daily work:

- A loan officer assumes responsibility for a different country. What is the history of the Bank's relations with that country?
- A retrospective is being prepared on structural adjustment lending. How did the Bank Group policy on this subject evolve?
- After a period of difficult relations, IFC activity in a country is reviving. When did this country officially join IFC and what was its initial subscription?

• A staff member recalls a report prepared some years ago on coordination issues within his complex, but he cannot recall the title. Can Archives staff nevertheless help him obtain a copy?

In each of these cases, the Archives (upper case denotes the facility, rather than the records) was able to satisfy the requests of its clients by providing the appropriate records. Rick Barry of ITFFS, a frequent user of archives, wrote to Archives staff, saying: "It is the third or fourth time I have had occasion to look for some seemingly arcane papers. You have never failed to locate exactly what was needed."

Policy development

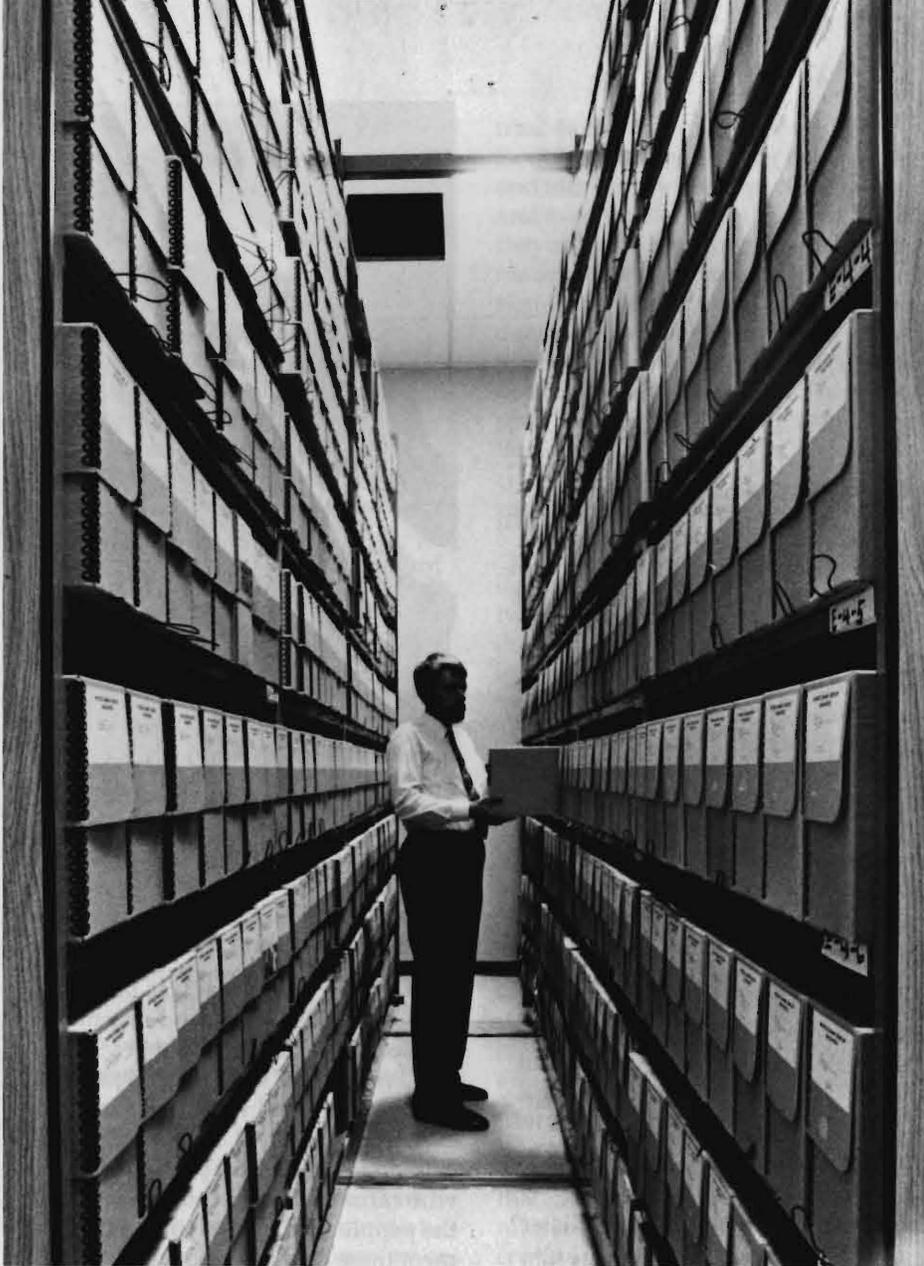
Elizabeth McLagan of PPOPD says: "The Archives have been very useful to us in policy development when we need to identify when a Staff Rule has been changed, when a particular benefit was introduced, or what policy statement was superseded when a particular Staff Rule was published or revised."

The archives of the Bank are the non-current official records preserved because of their continuing long-term value. Far from being simply old paper records, they comprise letters, memoranda, reports and telexes and may include charts, maps, photographs, films, recordings, electronic messages or transactions, data bases or any other medium used for the creation of official records.

The Archives, part of the Information Services Division of the Information, Technology and Facilities Department (ITFIS), is in the B1 level of the H building. There, Karl Lawrence and his staff maintain some 6,000 cubic feet of records. Mr. Lawrence points out that although modern archival practices began at about the time of the French Revolution, in fact, "the archival profession can be traced back 5,000 years, yet we're more professionally concerned with the distant future than any other profession save possibly theology and astronomy. It's in the Archives that the record of institutional activity and accountability is preserved to protect the interests of the Bank Group now and in the future."

The current holdings go back to the very beginnings of the Bank at Bretton Woods in 1944 and Savannah in 1946. They include the first Bank loans, the first IDA credits and the first IFC investments, as well as records of the Pearson and Brandt commissions and photographs of Bank Presidents, senior staff, executive directors, Bank buildings and projects.

Since it is both impossible and unnecessary to keep forever all of the great mass of records created by the Bank, archivists use a method of selecting records known as "appraisal" to determine the value and thus the length of time a body of records is to be kept. This is based upon the record's usefulness for current Bank work; its value as documentation of the Bank's organiza-



Assistant Archivist Charles Ziegler surrounded by the past.

Photo by Michele Iannacci

tion and activities; its possible historical value; its arrangement; and its relationship to other records.

Appraisal is a mixture of science and art, the most challenging aspect of an archivist's work. Appraisal of Bank records occurs during the preparation of the most fundamental instrument of records management: the record retention and disposition schedule. A retention schedule is a listing of all the records series maintained by a given organizational unit, with instructions as to how long they are to be kept and what their ultimate disposition will be.

A comprehensive records retention and disposition scheduling program

was begun last year by ITFIS as part of the Records and Archives Management Improvement Program (RAMIP) (see "Preserving the Memories, *The Bank's World*, December 1990). RAMIP was undertaken by a team of Bank staff, consulting archivists and temporaries. Team members systematically visited Bank units, inventoried their records and, with unit managers and staff, determined the retention period and disposition of unit records.

Another achievement of the RAMIP team is the additional 5,000 cubic feet of records accessioned and processed. Their work has provided summary descriptions at the record series level that

have been entered into the databases maintained by the Archives, thus providing enhanced access to the holdings. These descriptions also furnish important information to users of the records about the context and circumstances of their creation. The RAMIP team also transfers them to acid-free storage media to inhibit deterioration.

Today, as ever, the Archives looks both to the past and to the future.

Staff of the World Bank History Project, who are producing the official 50th anniversary history of the Bank, are hard at work exploiting the Archives' resources. Devesh Kapur, a research associate on the Project staff, notes, "The Archives is somewhat analogous to the Bank itself—the latter as a lender of last resort and the Archives as the institutional memory of last, and perhaps more importantly, permanent resort."

Elusive definition

While the Archives will still be receiving masses of paper records for a long time to come, the proliferation of electronic communications means an increasing amount of significant records are never committed to paper at all. Indeed, in discussing electronic media, the definition of just what a record or document is becomes elusive.

Edie Hedlin, a consulting archivist working with ITFIS on electronic records issues, points out, "The technology that serves to link individuals and instantaneously stores information presents a threat to the institutional memory. By sending a document to multiple electronic addresses where it may be modified, by sending important or decision-making messages through electronic mail and by maintaining all 'records' of these transactions unofficially, the Bank risks the loss of an audit trail for its actions."

It's clear that if archivists are to fulfill their professional responsibilities, they cannot merely be passive recipients of older records. Rather, they must work with system analysts, programmers, engineers and other information professionals from the very beginning to ensure that, through the archives, the past will always be able to inform the present to carry out the work of building the future. ■

Editor's note: Charles Ziegler is Assistant Archivist of the World Bank Group.

Moises Naim:
Academic, Minister,
Executive Director

An E.D.'s Life

The Board of Governors oversees the Bank, as we all know, but the path the institution follows is often selected by the Executive Directors, or EDs, a somewhat mysterious group of people who wield a great deal of influence on the everyday life and work of Bank staff.

Moises Naim is the Executive Director representing Mexico, Spain, Venezuela, and six Central American countries. He came to the Bank in November 1990 after serving as Venezuela's Minister of Industry. Mr. Naim was educated in Venezuela and the U.S., where he obtained a PhD. from MIT. Before entering government, he was dean of a business school and research center in Caracas, and a consultant to governments and corporations. The Bank's World spoke with him last month.

Q You've seen the Bank both as an outsider and as an insider.

A: I've experienced the Bank from three very different perspectives: as an academic, as a government official, and, more recently, as a member of its Board of Directors. First, as an academic, my link with the Bank was mainly through its published reports and through meeting Bank staff in professional conferences and when they visited my country. Then, when I was in government, we started a major reform program that had the Bank's support and I saw the organization from "the other side of the counter." In fact, I was on the receiving end of the Bank's conditionalities.

Q: What were your perceptions before you came here, and if they have changed, how have they changed?

A: As an academic, I had several, somewhat contradictory impressions about the Bank. I admired, and continue to admire, the professional qual-

ity of the Bank's work. But at the same time I never ceased to be amazed by the speed—and sometimes the superficiality—with which some members of the Bank's staff reached conclusions and offered strong recommendations about what had to be done about complex issues. On the other hand, the speed in prescribing "cures" was as perplexing as the sluggishness of getting supportive action off the ground. I must confess these "instant experts" often baffled me. The other salient perception one had as an outsider was the overwhelming nature of the Bank's bureaucratic rigidities. The time it took to identify, develop, and initiate action within the Bank was usually much longer than what the typical urgencies of a developing country required. But still, the balance was that I did have a lot of respect for the Bank's work, and still have.

Q: Were these perceptions confirmed when you became a Minister?

A: Partially. What happened is that I discovered other facets of the Bank. I am always surprised by how even the most bureaucratic organizations can be made less so by committed, intelligent individuals. People can make a difference and make bureaucratic restrictions less burdensome. I discovered that the Bank could be flexible and even agile.

One tends to make this mistake—to think of the Bank as a faceless, monolithic machine. So it was somewhat of a surprise to discover the impact that individuals and personalities have in the Bank. Regardless of the Bank's policies, at the end of the day what did the job was the positive commitment, the talents and the personal sacrifices of Bank staff willing to work long hours, to stick their necks out, run risks, sacrifice weekends with their families just to



Moises Naim

Photo by Michele Iannacci

help a government that was facing a very difficult situation and urgently needed all the help it could get. And, you know, these were individuals who went way beyond what was formally expected from them. And it was just because they were good professionals who came to like the country, respected the people who were trying to implement these changes, and had a good, amicable relationship with them. My point is that, in that specific experience, the Bank's help went beyond the funds it made available. Even more helpful than the dollars that the Bank was providing were the ideas people offered, and, more than anything else, the possibility of looking at things with serenity, detachment, and with a comparative perspective as with the experience of having seen it all before in other countries.

Q: How have these views evolved since you became an Executive Director?

A: First, I must say that from the outside—and even if one knows the Bank's formal scope of action—it is very difficult to grasp how deeply involved the organization really is in

such a wide variety of areas. I now sometimes worry if the Bank has not diversified its attention too much. But, on the other hand, I also know that the needs are there and that there are not many other organizations around to do these things if the Bank stops doing them. Another perception that I have changed is about the influence of the largest shareholders of the Bank, the main industrialized countries. While they obviously are a major force in shaping the Bank's policies, it is not true that this is a situation where everything is predetermined and preordained by the wishes of the capitals of the G-7 countries. I find this institution more meritocratic than I had anticipated in terms of accepting and endorsing ideas according to their inherent value, and not as a function of the narrow geopolitical calculations of the more powerful members. This, of course, does not mean that sometimes one does not get frustrated when ideas that do not make much sense become very important because of the bureaucratic myopia of some of the capitals of the industrialized countries. But in my experience up to now this is more a rare exception than a frequent event.

Q: Do you think the view you had before coming here is widespread?

A: Yes, I think that, for example, in Europe the Bank is largely perceived as a US-dominated institution, which I don't think is the case. You see, there is this perception that all these multilateral institutions become, in one way or another, mere instruments of the foreign policies of the industrialized countries that have great influence in their management. In my opinion, this is too simplistic a view and will increasingly become less useful in understanding these institutions as the multipolar world that is now emerging becomes an established reality.

Q: What other surprises has your experience in the Bank given you?

A: It has been very refreshing to discover that a larger percentage of the staff than what I had thought still maintains a healthy and perhaps even scientific doubt about what they do. There is quite a difference between the attitudes people have in Washington in friendly conversations over coffee and the attitudes they exhibit when they have to deal with officials of borrowing coun-

tries. In the first case, they are open, flexible, tentative, willing to recognize and talk openly about past mistakes and even intellectually humble. When they are visiting a country a more dogmatic attitude tends to emerge. The notion that a patient tends to lose confidence and become too nervous when his doctor shows signs of insecurity or doubt about his prescription is a metaphor that has ample acceptance in the Bank.

Q: Give us a typical day in an ED's life.

A: It depends if it's a Board meeting day or not. We have Board meetings twice a week, Tuesdays and Thursdays, and sometimes, during bunching, just before the end of the fiscal year, three and even four times a week. There are three main blocks of activity which vary in the percentage of time you devote to them. One block is devoted to reading and preparing yourself for Board meetings, developing your own thinking and your own position on issues. Another block is meetings, either with other EDs in committees, with staff from the Bank or IFC, or with your own staff preparing your positions. And the other third is that I represent nine countries, and when you have multi-country chairs like mine, you very often have some minister of one country or another visiting here, so you do spend lots of time on that. In my own specific case, of the nine countries I represent, with the exception of Spain, all are underdeveloped countries undergoing major policy reform processes, and that's a very fluid process filled with emergencies, with unanticipated events, new information, with revisions that have to be done to previously held assumptions. People change—get fired, resign, political changes occur, projects are not implemented as planned or economic events impose the need for other changes etc., etc. In general, the pace is hectic, the problems are many and the Board requires a great deal of effort and attention.

Q: We understand you chair a committee of the Board that is looking into its functioning. What can you tell us about it?

A: According to the Articles of Agreement of the Bank and its by-laws, every major policy, every loan and every

major financial operation on the funding side has to be approved by the Board. The budgets, both of the Bank and IFC, also require Board approval, as well as all other major strategic decisions of the Bank. The arrangement is one where management proposes to the Board decisions and courses of action and the Board considers them for approval. One of the aims of the Committee is to revise the existing procedures now guiding the Board operations and see what changes could be adopted to streamline some of them. There is a general consensus that the Board is now somewhat congested and that time has to be freed to be able to discuss in more detail some aspects that are not getting the quality and quantity of attention they deserve.

Q: How would you alter some of the external perceptions you've described? Is it worth altering them, in fact? Should the Bank be a more public institution or should it keep a very low profile?

A: I think there are deeply ingrained beliefs within the Bank that determine the Bank's behavior and its reactions to external perceptions. First, there is within the Bank a widespread assumption that negative attitudes towards it are more or less unavoidable. There is the feeling, for example, that in industrialized countries, taxpayers don't like their tax money to be spent on the World Bank. And you get NGOs that don't particularly share the Bank's policies in their areas of interest, or you get attitudes that link the Bank's actions to some specific government's interest. In the borrowing countries, the Bank is perceived as a large, powerful, foreign institution that—together with the IMF—intervenes in the internal affairs of the countries, imposing policies that are, in the short run, not popular. And the Bank, it must be said, has a very defensive attitude toward public debate. So, over the years, there has been the development of an attitude within the Bank based on the assumption that it is unavoidable for the institution's external image to be far from ideal. People have found it much more convenient to assume that this is the way life is and even actually finding it good or functional that it be like that because, in any case, the Bank also tends to be used as a scapegoat for justifying poli-

cies that governments have to adopt. So, the second attitude that is so widespread within the Bank is that it really doesn't matter.

Q: In a sense that the Bank is powerful enough, it has enough momentum that...

A: ...that, who cares? Even if the Bank does not have a good image, countries desperate for money or ideas will have to end up knocking on the door. And governments will always use the Bank as a scapegoat, so why worry about it? It's a lost battle from the beginning.

Q: Do you see a change in that kind of attitude since you've been here?

A: Let me give you more factors that shape our external image. Let me also be very clear that I don't share these points of view. I think they're wrong. These assumptions might have some truth in them, but they're very dangerous for the institution in the long run. The institution should move toward having a better image and should try and do the best it can to correct and revise misconceptions. One important factor is of an internal nature. The careers, compensation, and promotion of Bank staff that go to borrowing countries do not depend on how good a job they do in promoting the Bank's image. Career advancement in the Bank depends a lot more on peer evaluation and the general opinion people in Washington have about the individual staff member than on what opinion borrowing countries' officials have about an individual staff member. Actually, one can even stretch the argument and say that the more well-regarded is the staff member by a borrowing government, the more he is looked on as a "softie" by his peers. My point is that any effort at promoting the Bank's image beyond that is explicitly imposed by the nature of his or her official role and is bound to be very difficult to gauge by people in Washington, and not necessarily rewarded. The bias towards rewarding the number of pages written is very significant here. This is also reinforced by the natural fact that staff's primary loyalty is with the Bank and with his or her career. Let's not forget that staff are based in Washington, live here, etc. Individual staff members develop a very transient

relationship with a specific borrowing country in which they normally work for short periods of time. It is not unusual that over a period a staff member can be assigned to several different countries. Under these circumstances, the incentive is to avoid at all cost any major media blunder.

Q: So, the best way to do it is to avoid the media altogether?

A: Right, going out of one's way to improve the Bank's image in a borrowing country has more costs and entails more personal risks than just ignoring the issue and doing the job one has been explicitly asked to do. Another factor that determines external image is this tendency to be highly secretive. All Bank documents are more or less confidential, even if, paradoxically, they end up being widely distributed. I am sure that far more Bank documents could be made widely available to the public at large. The Bank also has a history of trying to avoid getting entangled in public controversy, seldom explaining, tending to be very defensive and somewhat apologetic in its approach to public controversy. This, I think, is bound to change in the future.

Q: We seem to lack people who are good at explaining. There are some who come over very well at press conferences or in television interviews, but they seem to be the exception rather than the rule. They're not trained for it.

A: And perhaps they're not provided opportunities. Perhaps there are many more capable of doing an excellent job, but the opportunities are not there because it seems to me that the internal culture of the Bank does not have a high regard for staff members who appear too often in the media. As is normal in organizations, there is an attitude here that equates being outspoken and appearing in newspapers as equivalent to self-promotion. And that is not well taken. I don't think that everyone here should be transformed into a media personality, but I do believe that a more systematic job of explaining the Bank's work has to be undertaken.

Q: We are already in the information age. If anything, there is going to be more information available from every source. Communications now are instantaneous which is something

that they weren't even 10, 15 years ago. Do you see the Bank as one of those institutions that should really grasp hold of this technological revolution—this communications revolution—to help developing countries? Can we be as much help communicating as we are financially?

A: Yes, I think so. But let me emphasize that this will only happen if the notion that the Bank as an agent of change has a potent combination of ideas and dollars to do the job. It's not *only* dollars. The Bank has accumulated a wealth of experience, information, knowledge about how to create positive change in developing countries. If it is true that in the '90s we are going to witness a shortage of capital as all the experts are announcing, then it is even more true, as Larry Summers [DECVP] has said, that in the '90s, ideas are going to be at the center of what the Bank does. But the Bank has not, in my view, given enough attention to how it disseminates what it knows. There are Bank documents that are not very user or reader friendly. People who write these documents do not seem to have in mind as a reader the typical overburdened, crisis-ridden, short-on-time developing country bureaucrat who perhaps does not even read English, who has no advanced training in this subject, and doesn't have the time to read, let alone digest all these long jargon-filled documents. Very often the documents do not seem to have been written for the countries—they are written for the peers—for academics, for think tanks in Washington. So, a major opportunity arises with the coming of the information revolution and there are plenty of technologies and modes of accessing and ways of presenting information that in my opinion the Bank has not fully taken advantage of.

Q: Let's return for a moment to what an ED is? Do you enjoy it?

A: Yes, I am enjoying it very much. I feel very privileged to be here at a time in which the world is undergoing the changes we are witnessing. I also like a lot of the people I have to deal with every day here. You see, this is an organization where it is very difficult to start a conversation with almost anyone and not end up learning something. I think I am learning a lot, and I am thankful for that.

Resident Mission in Nepal Celebrates 20th Anniversary

The Office at the Top of the World

by Jill Roessner



Buffalo and cows amble along the dusty streets, seemingly oblivious to the hustle and bustle of traffic. Rules of the road seem non-existent as cars, bicycles, motorized and bicycle-rickshaws, buses, even an occasional horseback rider jostle each other for position. Crossing the street is risky business. In the areas close to hotels, souvenir shops are crammed with jewelry, artwork and leather goods; brightly colored outfits and rugs spill out of the doorways. Storekeepers urge you inside, ply you with tea and promise a special price—"just for you." Kathmandu is nothing like Washington, D.C. Yet, if you go into a building on Kantipath, climb a couple of flights of stairs and enter a suite of offices, you could easily imagine yourself at Headquarters.

Pass through a little reception room, where photos of two bespectacled gentlemen smile benignly at you from facing walls. One is Nepal's King Birendra, the other Barber Conable—his picture perhaps replaced now by one of new Bank President Lewis Preston.

Six res reps

It's been 20 years since the World Bank's Resident Mission in Kathmandu first opened its doors, although in a different location then. Bhakta Rana, Transport Assistant, joined the staff October 7, 1971, and, 11 days later, he was joined by Radha Kunwar, now Senior Administrator. Two decades later, they're still there. Over the years, they've been joined by some 20 other employees currently reporting to Resident Representative Nigel Roberts.

There have been six res reps in the Kathmandu office's history, all men, three Britons and three Americans. "Every boss brings his own changes—likes things done *his way*," claims Ms.

Kunwar. "Adaptability is the key." Then she adds diplomatically, "But, they've all been easy to get along with. Mr. [Grant] Slade spoke some Nepalese, but Mr. Roberts is the only one who's fluent; he's also the youngest res rep we've had."

Holiday

Nigel Roberts has spent a total of six years in Nepal, starting in 1974 when he went on holiday there, heard about a paramedical job with the Britain-Nepal Medical Trust, and was told he could have it—if he learned the language. He learned enough to get hired and spent some time vaccinating villagers against tuberculosis in the extreme northeastern district of Taplejung, which is overlooked by the Kanchenjunga (8,586 m.) mountain range. His fluency improved and later he ran the Hill Drug Scheme for the same outfit, which involved importing medicines and distributing them through a network of retailers so that inexpensive standard drugs such as penicillin and tetracycline would be available to rural people. He did this until 1976, then returned in 1978, again to the eastern hills, where he served as the field director for a Save the Children, U.K. project, working in community health and agriculture and collecting material for his master's thesis on population and land-ownership in a village in the area.

"It's a fascinating country: the inaccessibility of much of it gives Nepal a complexity and variety that you don't find in many other places any more," he says, adding that he doesn't get out into the hills as much as he'd like to, although he does get out more than most aid people. "To do the job properly, you have to keep going to the villages

and renewing your knowledge," he affirms.

For Ms. Kunwar, life before the Bank was quite different. She was born in Burma where her parents had emigrated to find better jobs, but the family was forced to leave after nationalization in 1965. They returned to Nepal as refugees and were sent to a remote village. Ms. Kunwar got a job as a teacher for 60 rupees a month—about US\$10 at that time; life was very hard.

Serving the royal family

One day a contractor for the royal family spotted her and invited her to become a stewardess on the royal plane. For three years she served the royal family and traveled with them, mainly to India, Pakistan and Bangladesh. After marrying, she gave up her career and stayed home for a few years to take care of her daughter (there's also a teenage son now). But, like most young families, more money was needed and Ms. Kunwar looked around for another job just when the Bank's new resident mission was opening its doors. She says the salary then was very low, "but the good environment was tempting." She didn't have secretarial experience, but she'd learned how to type in Burma and went to the local Ford Foundation offices to practice. And, when she got the job, Grace Stowe, the mission secretary from Headquarters, taught her the work.

Two more Headquarters-assigned mission secretaries succeeded Grace Stowe then, after 10 years, Ms. Kunwar was promoted to the position and sent to Headquarters for six weeks' training. In 1987, she became the office's Senior Administrator.

Radha Kunwar has a reputation for helping above and beyond her job de-

scription. She believes in making an extra effort and finds that it's usually reciprocated. "The hierarchical levels are quite keenly observed in Nepal," she points out, "but I know most of the main players now!" Her background on the royal plane didn't hurt in this regard. Some years ago, former res rep Grant Slade suggested she call on all the Personal Assistants with whom she'd been dealing by telephone and establish personal contact. Somehow, the idea evolved into a party at the Bank's office and it has become an annual event. "The bosses meet anyway, so they don't need a special occasion," she claims. This has resulted in very good relations between the Bank's Kathmandu support staff and their counterparts in the ministries.

Ms. Kunwar allows that she'd be ready to work another 20 years for the Bank. "Headquarters used to treat us [the locally-hired staff] as stepchildren. But in the last 10 years—and particularly in the last seven—we feel like part of the organization."

Furthermore, in talking about one of the Bank's activities, the Bhairawa-Lumbini Groundwater Project, she expressed her appreciation for the difference the Bank has made in Nepal. The project is in her home village and has resulted in a motorable road and electricity for the villagers. "The country is improving," she maintains.

A busy office

More recent additions to the Kathmandu staff include Canadian Jim Smith, who recently replaced Eric Cruikshank as Deputy Resident Representative, and Malaysian Ai Chin Wee, a Senior Economist on a three-year assignment there. The rest of the staff are Nepalese, including Associate Program Officer Ram Chandra Mishra, who joined from the Ministry of Agriculture, and Program Officer Bigyan Pradhan. The senior local staff member, Kedar Mathema, a 15-year veteran of the Bank, is now on external service as the vice-chancellor of Nepal's national university.

It's a busy office. With 24 Bank projects in Nepal, there are often many Headquarters staff in town—35 or 40 a month is not unusual; there were 80 one memorable November a couple of years ago.



Some of the staff in the Kathmandu office.

Photo by Jill Roessner

The first thing each visitor receives is "Information for Visiting Bank Mission Members," several useful pages about the mission's working hours along with a list of the office staff and their various responsibilities, names and phone numbers of nearby doctors and dentists, a list of local holidays, and even an evaluation sheet to suggest ways support services might be improved.

Maureen Pradhan (who has been on the staff for 11 years and assists Ms. Kunwar) arranges your travel and tickets and Saphala Shrestha takes care of your appointments, hotel bookings, long-distance calls, and so forth, while Mr. Roberts' secretary, Audrey Sherpa, arranges typing and photocopying.

Then there's Bhakta Rana, the other staff member celebrating a 20-year anniversary with the institution. He says he likes working for the Bank so much it seems as though it's only been a few months since he started the job as driver for Alexander Kirk, the first resident representative. Although he's never been to Washington, D.C., he has become acquainted with many Headquarters staff who have been to Nepal. He reminisces about some of those he chauffeured during his 18 years behind the wheel: "Mr. Hopper, Mr. McNamara five or six times, and Mrs. McNamara too. And I've driven Mr. Asanuma, Mr. Shibusawa and Mr. Roulet..." When questioned about the somewhat erratic traffic patterns observed outside the office window, Mr. Rana—with almost a straight face—in-

sists that "all Nepalese drivers are good and careful." Mr. Rana now coordinates the office's four drivers, all of whom are "very smart and speak good English." Asked if they've ever had any accidents, Mr. Rana says, "No big ones."

Having been driven to Pokhara and back along a road that left much to be desired, I can testify to Mr. Rana's faith in the drivers being well-founded. Ram Bhakta Shahi maneuvered one of the office's Land Rovers around all manner of obstacles, negotiated long stretches where the road no longer existed, dodged the overloaded Tata buses, and generally demonstrated superior skill—and nerves of steel (unlike his cringing passenger). Mr. Pradhan who accompanied us seemed unfazed by the prospect of bumper to bumper confrontation, though he did admit that *he* isn't brave enough to drive in his own country.

The Nepal Resident Mission has grown five-fold in the past 20 years. The July 1972 edition of *Bank Notes* has an article by now-retired Mary Hill describing the Kathmandu office of that era. Much has changed, but some of the words she wrote are true today: "Together, Radha, with her knowledge of people and organizations in the Government, and Bhakta, with his detailed familiarity with the locations of all the places Bank people want to go in Kathmandu, make the usual chores of arranging appointments and getting visiting missions from Washington to their desired meetings and destinations run smoothly."

The Challenge of Development

World Development Report 1991

The World Development Report 1991 (WDR) is a particularly ambitious work which addresses the challenge of development. The Bank's World spoke with Vinod Thomas, Staff Director of the WDR Team.

Q How, in a nutshell, does the Bank produce a World Development Report?

A: The process is quite amazing. Once the topic is agreed on, the VP for Development Economics nominates the WDR Staff Director. The team leader then chooses a core team of seven or eight staff members, each usually responsible for one of the WDR's chapters. Once the team is assembled and the outline is in place, dozens of specialists in and out of the Bank produce background papers—many of which are discussed in seminars—which are grist for the WDR mill. Bank staff with relevant development stories supply drafts of possible boxes, the blue-shaded anecdotes that give concrete details to embellish the main text. Hundreds of people in the Bank and outside review parts of the various drafts, with the final draft scrutinized by senior management and the Board. Add to that, the computer runs by research assistants, the preparation of the World Development Indicators, and the entire production, publication and dissemination effort—and you see what a massive enterprise it is.

Q People often refer to the WDR "cycle."

A: It's a one year cycle. The work generally begins in July and the first draft is in December. In March and April it's revised and additions are inserted. Board discussions are in May, followed by production and early release in July.

Q Anything unusual about this year's WDR?

A: The breadth of the topic. Not finance, not agriculture, not population,

as in the past, but the challenge of development—all of development. The problem was not what to say. It was what *not* to say and still get across a coherent story useful for policy-makers. Should the report be comprehensive or selective? Selective. Should it simply synthesize past work or use new research? Both. And should it look backward or forward? Again, both. Given the many ways of telling the story, piecing together an outline took a major effort.

Q Any special problems?

A: Every WDR tries to be objective, but given the breadth of this topic the range of objectivity—and views—was similarly broad. Early on, the team passed around a questionnaire to sample sentiment. Would Japan and Korea have developed as fast with less government intervention? Should India liberalize its economic policies in a month, in six months, in three years? Should government subsidize primary education and health care? Does political freedom conflict with economic growth?

A few team members believed in laissez-faire—as little government as possible. None favored having government everywhere. Most wanted governments to intervene modestly—but to intervene more than you would think based on what you hear in Bank meetings. If we had passed the same questionnaire around after we finished the report, I suspect the modest interventionists would have been a bit more modest and the laissez-faire advocates would have accepted some intervention by the state.

Q What do you feel now that it's out?

A: Mainly relief. During the writing you lose perspective. You don't know whether you're really saying something worthwhile, adding to the literature, adding to the prescriptions for policy. Time and again I'd go in for a review session, expecting to be blasted,



because in any such report there's plenty of invitation to blasting. The reviewers in the Bank were mercifully supportive.

Q How has the Report been received?

A: The Report's main message is that the interactions of state and market do more for development than either alone. On this, the agreement has been remarkable, for 10 years ago far more people would have disagreed with the Report's position that the state should not be directly involved in the production and distribution of goods and services.

There's also been a fair bit of resonance with our notion of market-friendly strategies for development. Let markets reign, and have governments intervene efficiently where markets fail. And when governments intervene, they should constantly put their interventions to the market test.

And contrary to the caricatures drawn by some critics, few in the Bank or outside believe that markets and prices solve all problems. Investments and institutions are crucial in such areas as poverty alleviation and environmental protection. The single most contentious issue is: should the state intervene in promoting industry through selective protection and credit subsidies, as in East Asia?

Q What was special about your year?

A: Much, of course, but especially having the opportunity to work closely with two great economists: Stan Fischer and Larry Summers.

Q Any lingering frustrations?

A: Yes, like having the *Financial Times'* Martin Wolf sum up the report by saying that three words matter most for development: education and markets. I wish we could have been as concise. ■

On the Record

Aid, Advice and Development



Oktay Yenal

Oktay Yenal, formerly Chief Economist of the Asia Region, became Chief of the India Resident Mission last month. Following is the text from a speech he delivered before the Seminar of Japanese Development Economists in Tokyo early last summer.

The 1980s witnessed the rapid growth of “policy-based” lending and assistance to developing countries, led by the adjustment lending operations of the World Bank. This instrument had two objectives: to provide general purpose balance of payments support (the local currency counterparts of which could finance the government budgets) and to achieve economic reforms through policy conditionalities.

At the start, conditionalities were related to the classic areas of economic policy—fiscal, balance of payments, trade, etc. It soon became evident, however, that economic life was not independent of social institutions. Conditionalities were extended to the social sphere as well, covering topics such as civil service reform and legal framework. More recently, there is a growing interest to extend the loan conditionalities to what could normally be labeled political areas—governance, military expenditures, human rights and democracy.

There is an *addictive* nature of policy-based assistance. On the part of the recipient governments, free funds disbursed quickly and untied to any actual spending purpose are preferred to project or program preparation, implementation and supervision. This ease of disbursing is also an attraction, albeit a somewhat perverse one, for the donors who, for bureaucratic reasons, have to meet quantitative targets. But perhaps a greater attraction for the donors is the leverage that policy-based lending provides to the development establishment to participate in designing economic policies. Designing economic and social policies—an avocation which can also be called policy engineering—provides immense satisfaction for all those interested in economics and politics.

There is also something *additive* in the policy approach. Realization of the strong interdependence among the components of economic development, social evolution and political change cultivates urges to take a multi-faceted approach, dealing with a number of development problems in a *holistic*

manner. This then introduces the need to deal with the political and other constraints forcing decisions on trade-offs. Soon, the policy engineer finds himself attempting to do nothing short of what the political leaders of the countries are supposed to do. This, of course, is a grave mistake.

I cannot help fearing that this can open the door to what some have called “neo-colonialism,” that is the imposition of external governance to what has to be national policies. Nothing the world has seen in international cooperation, including the history of the United Nations, gives the slightest confidence that political conditionalities can be defined in an objective way or that the criteria will be applied in a neutral and fair manner among the aid recipients.

Implicit in these aspirations to extend the limits of aid diplomacy is an element of overconfidence about the economic content. In increasing dosage we hear of the “consensus” that has emerged on what the right development policy and strategy is. But can we be as confident as we sometimes sound that we have seen the total truth and now possess the ultimate wisdom on the major questions of development?

I would not like to stretch my skepticism about the consensus too far. Economic science can rightly boast of many great achievements in theory and in application. But we also know that social perceptions have their own dialectics. Paradigms come and go in cycles. These are some of the reasons why it is important, at every step, to have a critical look at the emerging consensus and try to separate the more robust insights from those which are less so, and continue, at every step, to identify the gaps in our intellectual medicine chest.

One economic principle, recently reinstated, is that there is no free lunch. Countries which depend excessively on either domestic money creation or external debt end up in major crises. Another principle which has gained much wider recognition is that sustained development takes place in environments of stable macro framework and free from gross distortions of prices and costs. We have also seen the definitive bankruptcy of central planning, excessive government controls and ownership. But from these lessons which

in essence reinforce the *necessity* for sustained development of freely functioning markets, are we justified in jumping to the conclusion that good policies that make the markets work are also *sufficient* for rapid development to take place? Should we put all our faith in the powers of atomistic competition in liberalized markets and ascribe no role in development policy to *coordinated* change through institutions, banks, big enterprises and government?

Should we not be involved in charting out *positive* development recommendations? It is astonishing how much of the policy advice that emanates from the "consensus" is couched in terms of a series of negative imperatives—don't interfere, don't design big programs, don't subsidize, don't protect, etc. Sometimes the impression is given that once the liberal policies are in place, private initiatives and the NGOs can do the rest. This attitude is justified as a *reaction* to the gross distortions and mistakes committed in the opposite direction. In the centrally planned economies, in India, in the Turkey and Mexico of the 1970s the first order of business is, or was, to correct the distortions. But before we generalize from these for a blanket application of the "consensus" formula, let us look at the facts more closely, especially in two areas.

One facet of recent history which needs more vigorous analysis than accorded to it so far pertains to the experiences of low-income countries. There is growing evidence of limited supply response in many of the countries, especially in Africa, where most of the "stabilization" and "structural adjustment" policies have been put in place. This is not denying the necessity of these measures to correct macro instabilities and gross market distortions. But these measures were not sufficient to function as an *engine of growth*. Some general hypotheses can be suggested to explain these situations although each country case will also provide specific clues. The stagnation of the international demand for primary commodities in which Africa had comparative advantage—i.e., coffee, cocoa, sisal—has deprived these economies from an external demand pull. The supplies of goods and services for the domestic market is also constrained by a vicious circle of low productivity, low income and stagnant demand. It is therefore not surprising that the only growth sector happens to be the unproductive government services.

Development economists are slow to learn from experiences. It took a long time for the proponents of planning in the 1950s to confess that the approach was doomed to failure. The lack of success could always be attributed to exogenous factors: "Planning was fine but was just not implemented"; "planning would have worked if there were enough resources to implement it"; or "planning goals were not reached but things would have been worse without planning." Similar excuses were common to the advocates of extensive government ownership and management as well. It took decades for the consensus to emerge that the defects of these paradigms were inherent in the systems and were not extra-system variables. The excuses for the failure of "structural adjustment" paradigm have a familiar ring. "Adjustment policies were not implemented"; "the resources were not sufficient"; "adjustment takes longer than expected," etc.

The second group of facts which should make us reconsider the "consensus" paradigm is the experience of the

Pacific Rim countries: Japan, Korea, Singapore, Thailand and Malaysia. After a few efforts to present these success stories as the result of liberal market policies, not many economists nowadays believe any longer that success is to be explained by the "consensus" paradigm. Protection of domestic production in these countries has not been exorbitant, but still significant. Governments have not expanded their ownership at random in all kinds of directions nor have they interfered in the micro-management of firms, but they have been deeply involved in strategic decisions going well beyond the sphere defined by the "consensus" paradigm. They have designed and implemented "industrial policies" using fiscal, monetary and trade incentives. Nor have the big banks been passive financial intermediaries. In short, activist governments, large oligopolies and industry-oriented banks have been important players in these successful development strategies.

These have also been the economies where public sector infrastructure investments have been high in terms of their total GNPs and where the governments have played, over a long period, important roles in providing extensive primary education and public health services. History need not repeat itself and societies keep on learning new ways of doing things. There are important advances in the management, packaging and financing both of physical and social infrastructure. Use of the private sector where appropriate will help a great deal. At the least, many exclusive domains of the public sector need to be opened up to private participation. And cost recovery is an important principle to be introduced where appropriate. And yet, great care must be taken to prevent the neglect of infrastructure under the "consensus" paradigm. An unmistakable trend in the countries heavily dependent on adjustment lending and with adjustment programs implemented over a period of years has been the decline of public sector capital spending and the increase in the current expenditures of the government in sectors other than primary education and health.

I would propose that looking at the development paradigms as a process of continuous learning and course correction is a more effective approach than having overconfidence in the generalization of the day. Each successful outcome creates new problems to solve. Achieving macro stability and lower market distortions—important as they are—should not be seen as the "end of history." The urgent need to improve efficiency of public utilities should not slow down capacity creation in physical infrastructure. Liberalizing the markets in countries at very early stages of development will not automatically lead to a supply response if not supplemented by efforts to create growth poles. Even in economies with a substantial physical and human base, rapid industrialization would need institutional support. Last but not least, the recognition of the very useful activities and potentials of the NGOs in micro welfare and social programs need not let us forget the very important function that the governments of low-income countries must play in the universal battle to reduce abject poverty of the millions. This function is to improve the literacy and health of the masses and calls for devotion of much larger resources than at present—national and international—to the expansion of primary education, primary health and family planning services. ■

Staff Week

The Third Annual Staff Week, held September 9 through 13, was a well-attended event capped by an Awards Ceremony cocktail party. The Staff Association presented Jeff Katz, Frona Hall and Lucien Moreau Meritorious Service Awards for contributions to the Bank community. More than 40 Bank clubs and groups participated by sponsoring booths and exhibitions. The week was launched by a debate featuring Staff Association Chairman Chris Parel, Vice President, Corporate Planning and Budgeting Robert Picciotto, Martin O'Hara, and mime Mark Jaster.

Photos by Michele Iannacci





Mr. President...

by Chris Parel

"If the leader is good, the followers will be good." —Philippine proverb

Mr. Preston, welcome to the Bank. We wish you well and we're looking forward to working with you.

From your still sparse communications, we are beginning to understand how you lead and what you expect from us. Certainly, on the strength of your first weeks with us, you get high marks for decisiveness. But reorganizing the Bank is not the same thing as leading it. We are naturally concerned and wonder how much you really know about us. And so we'd like to take this opportunity to tell you something about Bank staff and what we expect from you.

Mr. Preston, how you reorganize is as important as what you reorganize. Having studied the Staff Attitude Survey results, you must know that the 1987 reorganization did great damage to the institution. What you may not know is that staff were not, in principle, opposed to change in 1987. And the same is true today.

The trauma came about not because the reorganization made mistakes but because it was carried out in a conspiratorial, uncaring and not very professional way. And, in an institution that prides itself on professionalism, that was unacceptable.

If you would truly change the Bank, Mr. Preston, you must be open, caring and professional. Tell us candidly what you hope to achieve. And trust in our professionalism. You won't be disappointed.

Mr. Preston, to lead you will have to lead staff. Leading a top financial institution like J. P. Morgan must be a very different sort of challenge. You offered financial services in a competitive market. You concentrated on deposits, market shares, profits, return on assets and myriad other benchmarks to measure success. You sought to maximize profits.

The World Bank is a development institution. It earned a billion dollars last year but we don't talk much about maximizing profits. We're often a lender of last resort and an important part of our business is technical assistance. We have no competitors. So it's not clear what we should be maximizing and there are no easy textbook answers. Almost by default, we have built up the budget function—because it's one of the few things that can be measured.

How will you lead such an institution? What will success look like? Let us suggest that the answers to these questions can once again be found in the Survey results.

We're a knowledge-based institution and we rely heavily upon individuals

Last month's Staff Association article, "Decentralized Personnel Teams—Centralized Problems," has occasioned considerable comment (see Letters to the Editor), which is good. We want to reiterate that our target was decentralization and not the performance of our colleagues on the personnel teams. We hope we can now move forward and find solutions to the problems highlighted by Survey IV. — C.P.

and small teams. Hence, it is crucial to create an institutional climate where staff can be highly motivated and committed, where trust, confidence and morale are restored. That is what we mean by "leading staff." If you do this, the lending targets, benchmarks and work programs will take care of themselves.

Mr. Preston, you will need to make changes in the human resources function. Once again, because we cannot value our output in an open market, we have developed an unhealthy dependence on the budget and costs to manage people. In fact, almost everything having to do with human resource management—staffing, training, career development—is force-fitted into the Board-controlled budget. Because there is no "invisible hand" of profits to guide the

Bank, we have developed a battery of budget artifices: "salary creep," "grade creep," "dollar budgeting," "plateau grades," "complement control," "comparatios."

The best way to make sense of all this is to focus on career development. According to the Survey, it is our single biggest human resources problem. We budget career development, rather than reward deserving staff. So, in a sense, we are all held hostage to the budget artifices. This is a source of enormous frustration. In fact, career development has had the worst scores on every Survey index since 1982. And it is highly correlated with every one of the low scoring indices that, in the aggregate, define the institutional climate. So we really need some of your decisiveness to get career development back on track. If you can do that, a lot of our problems will fall by the wayside.

Mr. Preston, there also needs to be a culture change. If your first two weeks in office are any indication, we're in for a lot of change. But organizational change is not enough. We need to talk about a widely reported remark you made to the effect that it was all right to make one mistake, but not a second. Let us propose to you that what we really need at the Bank is an environment where more than one mistake can be made. Where people can own up to and learn from mistakes. Let us tell you why.

We're multicultural, and many of us have G-4 visas—which means we have 60 days to get out of the country if we leave the Bank. We're middle-aged because the Bank wants the best, most experienced professionals it can find, and so hires many of us at mid-career. We have low turnover because the Bank has made an enormous investment in us and needs to keep its skilled and experienced staff and because we, together with our families, have made a deep personal and professional commitment to the Bank.

As a result of the Bank's conscious pursuit of excellence, you will find

yourself surrounded by a truly unique staff. But you should also be aware that there is in this profile much that works against risk-taking.

May we suggest that the best way to exploit the talent here is to encourage risk-taking, dissent and candor. And that means accepting mistakes. After all, there aren't many right answers in this business.

On the subject of dissent, much of the Staff Association's success over the

years can be attributed to the fact that we *do* dissent when we find something wrong. We are frank and we speak out. But unfortunately the ethic that animates the SA is not often enough found in the rest of the Bank. The remedy is to reward candor. And we need you to legitimize candor if the Bank is again to be a healthy and exciting place to work.

Mr. Preston, you must find a way to communicate this to us. We write a lot

but we don't communicate very well. The Survey says senior management communications especially lack credibility. Both upward and downward communications are a problem. But this is something that can be fixed. Once again, the key is simply to treat us as professionals. Speak candidly, listen carefully and encourage dissent.

Quite candidly, we're looking to you for leadership

Around the Bank



New WBVS President

Caroline Berney has been named President of the World Bank Volunteer Services in this, the organization's twentieth anniversary year.

Asia Photo Contest

The Asia Region is sponsoring a photo slide contest open to all World Bank staff on the theme, "Asia's Environmental Challenge."

Color slides taken in any of the Bank's Asia borrowing countries are eligible.

Entries should focus on Asia's environmental heritage and challenges to sustainable development. Possible subject matters include biodiversity, forest management, the pressure of population on land and water resources, alternative energy sources, social issues in energy development, etc.

Only original color slides will be accepted. The deadline is December 31, 1991. Four entries are allowed per staff. Winning photographers will receive credit for their works. Among the awards are \$250 First Prize, \$100 Second Prize, \$50 Third Prize and gift certificates. Please check the E building lobby for entry blanks with detailed instructions or contact Erin Burns, Ext. 82210.



Holiday Helpers

Luckily, it takes all sorts to make a world. The December issue of *The Bank's World* will include the annual listing of staff who like to make things to sell for the holidays. This is eagerly read by staff who like to buy things that other people have made. If you're in the former category, let us know as soon as possible about the cakes and puddings you'll be baking, all the goodies you are making; the Christmas trees

that now are growing, the bright red stockings that you're sewing... Send all the details, including prices (and maybe a photo), your name, home telephone number and office extension to: Santa's Helper, Rm. T-8044, Ext. 31796.

More Holiday Help

The International Arts and Crafts Fair, organized annually by the Margaret McNamara Memorial Fund (MMMF) and assisted by World Bank Volunteer Services, will be held in the H Building Auditorium between 10 a.m. and 3 p.m., November 19, 20 and 21. As usual, there will be fabulous gifts from all over the world—silver, knitwear, textiles, pottery, jewelry and much more. When you're exhausted from shopping, you can slip into Le Cafe for pumpkin soup and French bread, empanadas and samosas. There will also be a bake sale, so you can take some delicious food home too.

This is a marvellous opportunity to buy exotic gifts, have fun *and* support a wonderful cause. The Fair raises funds for scholarships awarded to women from developing countries to help them complete their education in the United States, prior to returning to their home countries. The MMMF was established ten years ago to honor the late Margaret McNamara and her long-time commitment to the advancement of women in developing nations. To date, 19 scholarships have been awarded.

Letters to the Editor

To the editor:

Many of us in the different personnel teams have been deeply concerned about Chris Parel's article in *The Bank's World*. Some of these concerns have already been expressed individually to him; however, several of us felt it was important to share our observations about the article in a wider forum. Our main regret is that this article does a disservice to both staff and the personnel function as a whole because it undermines a trust that the teams have been trying to build over the years and ever more intensely after the results of Attitude Survey IV.

We have all been working conscientiously for the last 11 months to address the concerns expressed by staff. It needs to be borne in mind, however, that much of our work is done on a confidential one-on-one basis with both staff and managers and, as such, is not something we can discuss publicly or easily quantify. We have taken these initiatives not because we were ordered to do so by some central unit or because of pressure from the Board but because we care deeply about contributing to the well-being and effectiveness of our colleagues. That is our job and we believe that we can provide this service most effectively by being close to our clients.

Mr. Parel misleadingly asserts that "the decentralized teams were born of the reorganization's decentralization frenzy" and that "the gurus of reorganization were never required to justify their decentralization paradigm." In fact, the decentralized personnel team concept was a subject of an OPD study and was piloted for two years in two large departments before the reorganization, and with successful results. The concept was also fully supported by a focus group of managers and staff drawn from across the institution.

This and similar factual errors in the article are couched in a patronizing tone that is particularly offensive. For instance, on the one hand we are told that "they [the POs] are just as professional and ethical as any of us." On the other hand, we are told that the teams were "stillborn" and that because of "a

desperate competition for a reduced number of jobs, arbitrariness and abuse, those who were selected must have felt particularly beholden to their managers." This argument would then, presumably, apply to all Bank staff who were selected by their managers during the '87 reorganization.

We were equally surprised to learn from the article that Mr. Parel felt able to represent the views of POs based on "the POs contacted while researching this piece." We have been unable to uncover any comprehensive process of consultation in preparation for this article. Two POs and one ex-PO were allowed to read a draft but the comments offered seem to have been ignored.

For the record, as POs, we fully recognize the real problems and difficult challenges we face in providing the high level of service that staff and managers rightly expect of us. We also believe that we have a right to be recognized for the many things we are doing well (and often much better than before the reorganization). This kind of balance was completely missing from Mr. Parel's article.

Kiron Bhandari, Aklog Birara, Karen Broome, Evalyn Carter, Maria Collum, Adela Garcia-Reyes, Henk Groen, Reet Jukum, Scott Kahle, Charlotte Mandel, Hans Mehlretter, Ulli Murray, Patricia O'Neil, Eleanor Rebolgar, Mani Subramanian, Brian Wilkinson

To the editor:

I read "Decentralized Personnel Teams—Centralized Problems" (*The Bank's World*, September 1991) with mixed feelings: happy to see *Bank's World* addressing an important institutional matter but disappointed with the analysis and thrust of the article. Unfortunately, it repeated common misconceptions about the Personnel function in the Bank and failed to recognize the institutional impediments that have inhibited the development and implementation of a Human Resources Management function that nurtures and promotes corporate leadership and appropriate management style. What we have instead is an amalgamation of personnel administration practices revolv-

ing around the concept of "service standards" that encourage expediency, myopic interpretation of policy and often lead to managerial decisions perceived as biased and unfair by staff.

I do not believe the solution to the problems associated with the Human Resources Management function in the Bank are related to a centralized (or decentralized) personnel. These two modes have been used with equal success in major organizations throughout the world. Let us not blame the tools nor seek instant salvation by the adoption (or rejection) of these tools. Let's talk about and discuss the institutional framework that causes failure or success. It is only then that we can judge and evaluate the performance of those involved in the delivery of human resources management function in terms of what the institution expects them to accomplish. We could perhaps then succeed in dispelling the feeling of mistrust staff have towards the Personnel function in general and the Personnel Officers in particular. No amount of Attitude Surveys or "reorganizations," "fine tuning," "renewals," (these are words used to herald changes in Personnel in the past) is of any use, nor does goodwill for good intentions expressed at regular intervals last long. Results are the only yardstick people use to measure success or failure.

It is unthinkable, with the wealth of experience and knowledge in the Banks's Personnel function, that so many of us are reluctant to seek the Personnel Officers' professional guidance and help. To mistrust them is a tragedy.

Hovsep Melkonian, LOAAF

To the editor:

The article in the August issue of *The Bank's World* titled "Aboard the Monticello Special" was very interesting but a few mistakes worked themselves into the text.

"He pointed out the Cedar and Fleetwood Mountains" would be more accurately phrased, "he pointed out Cedar Mountain and Fleetwood Hill." In the same sentence, *Brandy Station* would be correct, but not *Brady Station*. The battle mentioned was the largest cav-

alry battle in the Western Hemisphere and involved not thousands of men but tens of thousands: more than 21,000 men battled for over 12 hours. This was the opening of Lee's Gettysburg Campaign in June 1863.

Brandy Station and some 14,000 acres is currently under attack by developers attempting to stop the area from becoming historically designated. Those interested in the preservation of the area should contact the U.S. National Park Service or the Brandy

Station Foundation, Box 165, Brandy Station, Culpeper, Virginia, 22741.

Stephen M. Brose, LOANS.

To the editor:

I would like to thank you for the article on women's place at the Bank and on mission (*The Bank's World*, September 1991). It hit the spot with me. Being the mother of an infant and one half of a Bank couple, I share the emotional stress and complex lives of the women you interviewed. And the box on how

men feel when they go on mission and leave their families behind reflects, I think, what my husband goes through when he goes away.

Our careers are our own choosing, but it is comforting that you think how we cope deserves note. Thank you for an article that's been long in coming.

Elizabeth King, PHREE

Senior Staff Appointments



Wolfgang Bertelsmeier
German
IFC Regional Representative,
West Africa, based in
Abidjan, Cote d'Ivoire,
effective September 1.



Michael M. Cernea
Rumanian
Senior Adviser, Social
Policy and Sociology,
Environment Department,
effective September 15.



Randolph Harris
American
Senior Adviser, Senior Staff
Resources Program,
Personnel, effective
September 3.



Peter Karp
German
Principal Adviser, Office of
the Vice President, Personnel
and Administration,
effective November 1.



Robert Calderisi
Canadian
Chief, Bank's Resident
Mission, Abidjan, Cote
d'Ivoire, effective
November.



Birger Fredriksen
Norwegian
Chief, Population and Human
Resources Operations
Division, Sahelian
Department, effective
October 1.



Emmanuel Y. Jimenez
Filipino
Chief, Welfare and Human
Resources Division,
Population and Human
Resources Department,
effective October 1.



Robert Panfil
American
Chief, newly-established
Infrastructure Division,
Country Department IV
(India), Asia Region,
effective September 9.



Hossein Razavi
Iranian
Chief, ESMAP Operations
Division, Industry and
Energy Department,
effective October 1.



Andrew Sheng
Malaysian
Chief, Financial Policy and
Systems Division, Country
Economics Department,
effective September 1.



Richard D. Stern
British
Chief, Operations Policy
Unit, Central Operations
Department, effective
October 21.

Senior Management Changes that Will Become Effective December 1



Attila Karaosmanoglu
Turkish
Managing Director, Office
of the President.



Sven Sandstrom
Swedish
Managing Director, Office
of the President.



Ernest Stern
American
Managing Director, Office
of the President.



Wilfried Thalwitz
German
Vice President of the
newly-established Region
for Europe and the Soviet
Union.

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New Staff Members

Helen Abadzi
United States
Educ. Spec./AS1/9/3

Nana Afram-M'Bow
Ghana
B/L Secretary/AF5/9/3

Philippe Auffret
France
Young Professional/YPP/9/3

Samar Ayoubi
Lebanon
Office Tech. Asst./POP/9/16

Demba Ba
Mauritania
Operations Ofcr./AF1/9/3

Dawn Ballantyne
United States
Secretary/CEC/9/23

Sofia U. Bettencourt
Portugal
Young Professional/YPP/9/9

Jaimini Bhagwati
India
Financial Ofcr./TRE/8/26

Adriana N. Bianchi
United States
Environmental Spec./EDI/9/16

Abraham C. Brandenburg
Canada
Livestock Spec./AS3/9/16

Niamh J. Cantwell
Ireland
B/L Secretary/PAD/9/23

Jean-Daniel Chablais
France
Attorney/IFC/9/16

Lily Chu
United States
Young Professional/YPP/9/23

Dennis J. Clarke
Ireland
Investment Ofcr./IFC/9/3

Louise J. Cord
United States
Young Professional/YPP/9/9

Elisabeth J. Crothers
France
B/L Secretary/IFC/9/16

Catherine Cruveillier
France
Environ. Spec./AF1/9/9

Maria Cruz
Philippines
B/L Secretary/AFT/9/23

Ernesto P. Cuadra
Chile
Education Planner/LA1/9/16

Susan M. Desmond
Ireland
B/L Secretary/PAD/9/23

Christine D'Souza
United States
Secretary/IFC/8/26

Catherine Deighan
United States
Secretary/IFC/8/26

Nahyar Eshragh-Tabary
Iran
Computing Asst./IEC/9/16

Conchita Espino
United States
Personnel Ofcr./IFC/9/16

Ariel Fiszbein
Argentina
Young Professional/YPP/9/3

David Gardner
Canada
Investment Ofcr./IFC/8/26

Mitja Gaspari
Yugoslavia
Sr. Financial Econ./EMT/9/16

Juan Gaviria
Colombia
Transport Spec./AS1/8/26

Anita M. George
India
Young Professional/YPP/9/3

Earth W. Glentworth
United Kingdom
Program Manager/AFT/9/3

Vincent M. Greaney
Ireland
Educ. Spec./AST/8/26

Scott Guggenheim
United States
Anthropologist/ENV/9/16

Hongjoo J. Hahn
Korea
Young Professional/YPP/9/16

Keith E. Hansen
United States
Young Professional/YPP/9/3

Niamh M. Hayden
Ireland
B/L Secretary/PAD/9/23

Estelle James
United States
Sr. Economist/CEC/9/23

Felly A. Kaboyo
Uganda
B/L Secretary/PAD/9/23

John Kelly
Australia
Sr. Computer Systems
Spec./IFC/9/3

Dean M. Kline
United States
ED's Asst./EDS/8/26

Michael F.W. Koch
Germany
Young Professional/YPP/9/3

Markus Kostner
Austria
Economist/AFT/8/26

Gemma B. Langton
Ireland
B/L Secretary/PAD/9/23

Lorraine Lauze-Lanvin
Canada
B/L Secretary/PAD/9/9

Elizabeth Lundquist
United States
Secretary/OPN/9/9

Temy M. Mahar
Peru
B/L Secretary/MIGA/9/16

Yvonne Manu
Ghana
Young Prof./YPP/8/26

Maryvonne Mauprivez
France
B/L Secretary/OED/9/9

Maeve McElwee
Ireland
B/L Secretary/PAD/9/23

Mary S. McGuinness
Ireland
B/L Secretary/PAD/9/23

Brian J. McNamara
Ireland
Investment Ofcr./IFC/9/23

Nancy Mensah
Ghana
Secretary/FRS/9/3

Sudhir Mittal
Nepal
Investment Ofcr./IFC/9/16

Allister J. Moon
United Kingdom
Chief Tech. Adv./AFT/9/2

Dzingai B. Mutumbuka
Zimbabwe
Sr. Educ. Spec./AF6/8/26

Deepa Narayan-Parker
India
Community Dev. Spec./INU/9/23

Zeporia S. Newsome
United States
Secretary/INV/9/9

Amolo E. Ng'weno
Kenya
Young Professional/YPP/9/3

Audrey E. Noone
Ireland
B/L Secretary/PAD/9/23

Patricia O'Hara
United States
Executive Asst./EXC/9/3

Marjorie Pavia
Philippines
Secretary/IFC/9/3

Jonathan D. Pavluk
United States
Counsel/LEG/9/3

Rudolph A. Polson
Liberia
Young Prof./YPP/8/26

Ricardo M. Razon
United States
Secretary/LAT/9/9

Jong Won Rhee
Korea
Mgmt. Info. Analyst/PEN/8/26

Carlos A. Rojas
Colombia
Education Spec./EDI/9/3

Anil Sandhir
India
Accounting Asst./IFC/9/3

Sunil B. Sanghvi
United States
Young Prof./YPP/8/26

Sarosh Sattar
Pakistan
Young Professional/YPP/9/9

Guilherme L. Sedlacek
Brazil
Economist/PHR/9/3

Banumathi Setlur
India
Secretary/EM5/9/9

Katherine Sheram
United States
Mgr./Dev. Educ. Prog./PUB/9/3

Alan J. Siff
United States
Counsel/LEG/9/3

Wen-Qing Song
China
Secretary/EM5/9/16

Kaname Tajima
Japan
Invest. Ofcr./IFC/8/26

Simon Thomas
United Kingdom
Transport Econ./AF2/8/26

Liliana E. Winder
Peru
B/L Secretary/IFC/9/3

Gloria Zeballos
El Salvador
B/L Secretary/IFC/9/9

Leila Zlaoui
Tunisia
Economist/AF1/9/3

AnswerLine

The purpose of this column is to answer questions of broad interest concerning the World Bank Group's policies and procedures. Please include your name and room number so we can send you the answer to your question, even if it is not selected to appear in the magazine. Your confidentiality will be protected and your name will not be submitted to the manager from whom an answer is sought. An anonymous question can be answered only if it is of sufficiently broad interest to be included in the magazine. Send your questions to: AnswerLine, The Bank's World, Room T-8044.

Note: Questions about the rehabilitation of the Main Complex should be sent to AnswerLine as well.

Question: What happened to all that nice black wrought iron garden furniture and garden umbrellas that were in the main complex courtyard, now closed forever? Since there won't be an open courtyard in the new complex, presumably it's not being stored. Could it be sold to Bank staff the same way old typewriters and computers are?

Answer: The furnishings that were removed from the main complex courtyard were sold through standard asset disposal procedures. This involved the Material Management Division (GSDMM) soliciting bids from area vendors and selling to the highest bidder. For Bank Group property to be sold at auction to staff, the Director in whose department the property is located submits a request to the Director, GSD. Approval is provided with the understanding that sales will be conducted in accordance with established procedures, and that it is the requesting Director's responsibility to ensure such adherence. Information about these procedures is available in the Section on Asset Disposal in AMS 15.10, "Material Management General Procedures." John W. Fringer, Chief, Contracts Management, GSD

Question: Wouldn't it be possible to have at least one Bank cafeteria run by, say, an oriental group. Oriental food would be a welcome change

from the boiled-to-death vegetables we are presented with every day. Why should Marriott have a monopoly on our cafeterias?

Answer: The present three year contract with Marriott expires in December 1992 and preparations have already begun to obtain competitive bids to provide the Bank's food service beyond that period. A Food Services Study Working Committee (comprising staff from Operations, PPR, LEG and IFC as well as representatives from the Staff Association, GSD Material Management, and GSD food service technicians, a systems expert and an outside food service expert) is being formed to fully evaluate the current food service operation, assessing its effectiveness and suitability to the Bank. The committee will also define the Bank's future food requirements in terms of service (including food quality, menu variety, portions, hours of operation, etc.), automation, reporting and financial goals; evaluate the alternatives, and make recommendations to a Steering Committee on how the institution's needs can best be met. One of the options being considered is permitting different contractors to operate the various food facilities. Since the full direct costs of the food services are recovered from users, options which raise costs will have to be looked at very carefully as will options that have the potential to create a significant shift in demand. Margaret Clark, Chief, Food Services Section, GSD

Question: The recent moving of departments within the J building involved considerable disruption, lost working days and financial cost. The purpose was supposedly to avoid departments being split between floors, particularly the technical department. However, some departments are still split, although the technical department—which has the least obvious need to be on one floor—is now together. My questions are: how much did this all cost (including days lost to packing and unpacking and offices being closed); and was it worth it?

Answer: Each year about 1,500-2,000 members of the Bank's workforce are

moved for a variety of reasons. Divisions and departments reorganize and adjacencies need to be improved; units grow and require additional space—often setting off a domino effect; and facility improvement projects such as the J building in 1986 and the current Main Complex Rehabilitation Project require that people move out of the way of construction.

The recently completed J building realignment was primarily in response to the Africa Region's longstanding need to reorganize and realign people. The need for people who work together to be together is inescapable, despite advances in communications technology, but obviously when a department does not fit on one floor, it must be split. The complicating factor in the recent J building project was the decision to redesign the interior space simultaneous with the realignment of staff.

As for the expense of the recent moves in the J building, the alteration cost was about one-third of what a similar operation would have been in one of our other buildings which do not have movable walls or a raised floor. Furthermore, it was possible to complete the alterations on a floor within about four days, two of which were Saturday and Sunday. This can be contrasted with four weeks for a traditional alteration project.

The writer asks whether it was worth it. The J building occupant response to date has been very favorable regarding the new arrangement of space and the improved alignment of departments and divisions. From a space utilization and interior design standpoint, we believe the building has been improved. Ralph Blackwell, Head, Facilities Staff, ITF

Question: Several years ago the Bank undertook a regrading exercise, as a result of which staff at levels 18 and above were considered "higher level." Now, in connection with the move in the J building, office space has been arbitrarily divided into 18 to 20 level offices (100 square feet, no window) and 21 to 25 level offices (125 square feet, with window). I'm

Continued on back cover

AnswerLine (continued from page 23)

told there is a longstanding guideline which lays out space allocation for each level of staff. However, I assume this guideline was prepared before the "assistant level" staff were appointed to "higher level." Within a division or unit, higher level staff (up to Division or Unit Chief) have traditionally been allocated similar size offices, with variations taking account of seniority in grade or length of service in the division, and the division retaining flexibility within its allocated space.

On what grounds is the Bank now formally treating some sections of higher level staff differently from others? And what was the rationale for the split at level 20 (and not 21, which would at least have been the logical cut-off of the old F/I or 1-5 level positions)?

Answer: At the present time, the Bank, like the vast majority of organizations, allocates individual work space on the basis of grade levels up to and including Vice Presidents. The standards referred to in your question have been in existence since before the regrading exercise and did not change with the title change to "higher level" nor as a result of the recent changes in the J building.

The size of workplace for 21 to 25 level staff is 150 square feet, not 125 square feet. The space standards do not prescribe whether or not a workplace has a window; that is an outcome of the space planning process undertaken in consultation with the various units.
Ralph Blackwell, Head, Facilities Staff, ITF

Question: An important goal of the 1987 reorganization was to "change the culture of the Bank." This phrase applied, among other things, to changing the risk perception of Bank managers; they were to become more risk-taking in nature. Bringing about such a change was important in selling the reorganization to staff who desperately wanted less risk-averse managers. At that time, there was a Bank-hired consultant who had tested the majority of managers and found they were, indeed, quite risk-averse. He opined that an altered compensation scheme—one which would lead to sig-

nificant salary differentials between risk-taking and risk-averse managers—would cause desirable changes. Has anyone checked to see if managers have become less risk-averse after the reorganization? Perhaps someone has re-run the consultant's test on the present batch of managers, or measured salary differentials within grade, to see if risk-taking is more highly rewarded?

Answer: The fine judgments implied in the question are difficult to make. Like other staff, good managers are rewarded for a variety of qualities, and innovation and a willingness to take reasonable risks are among them. A manager who was known only as a risk-taker would be incomplete, as would be one who was known only to be prudent and methodical. Like other organizations, the Bank Group needs a mixture of both and, from the last Attitude Survey, most staff appear to feel that their immediate managers strike this balance just right. *Robert Calderisi, Principal Adviser to the Vice President, PAA*

Question: I know the mandatory retirement age rule does not apply to the Bank President but is anyone else excluded from the rule—Executive Directors, Alternates, Advisers, Assistants, or any other individual in the World Bank Group?

Answer: Executive Directors, Alternates and Advisers, like the President of the Bank Group, are not staff members. The Executive Directors are selected by member governments, and the Executive Director appoints the Alternate and Advisers. The Bank Group's Staff Rule on Ending Employment (7.01) providing for mandatory retirement would not apply to them. The Rule is only applicable to staff members holding Regular; Fixed-Term; Local Staff, Regular; Local Staff, Fixed Term; Part-Time; Secondment Staff; or Executive Director's Assistant appointments. *Everardo Wessels, Director, Personnel Policy Department*

Question: I am in the Asia Region and occasionally have questions on office technology that cannot be answered by our Asia Hotline staff (our first-line OT problem solvers). Hence I've telephoned the "Workstation

Technology Support Specialists" listed in All-in-1. On one occasion, the person listed as having "primary responsibility" in a particular area expressed surprise that I was calling and asked where I got his number. On numerous other occasions I've reached answering machines and have dutifully left my name and number, only to have my message go unanswered. Am I out of line in calling these "specialists" directly for specific product information? If so, why are they listed in All-in-1?

Answer: Thank you for your inquiry. First, we apologize for our lack of responsiveness in not answering telephone messages left on answering machines. We have taken steps to correct this problem and reduce the likelihood of its happening in the future. It is our intention to provide high quality service to all Bank users, so we appreciate your raising this problem. In the event it should occur again, the manager of the Central Support Group, George Minich, should be contacted immediately.

With regard to your specific question on problem-solving procedures, the Bank is operating under a decentralized support structure for information technology. In general, the user's first point of contact for the resolution of technology problems is the local Office Technology Coordinator (OTC) or, in the case of Asia Region, the Asia Hotline staff. In the event these local staff are unable to resolve a user's particular problem, they are expected to contact the ITF technology support specialists listed under All-in-1. This procedure ensures that answers to problems are directed first to the local technology-support staff (OTCs or Hotline staff) thus helping them to address similar problems that may arise in the future. We have been assured by Asia Region that this is the procedure in place within that complex.

This list of ITF technology support specialists published under All-in-1 is primarily for the use of the more than 300 OTCs around the Bank. Additional text will be added to the All-in-1 list to provide the needed clarification. *Carlos Ferreira, Chief, End-User Support Division, ITF*