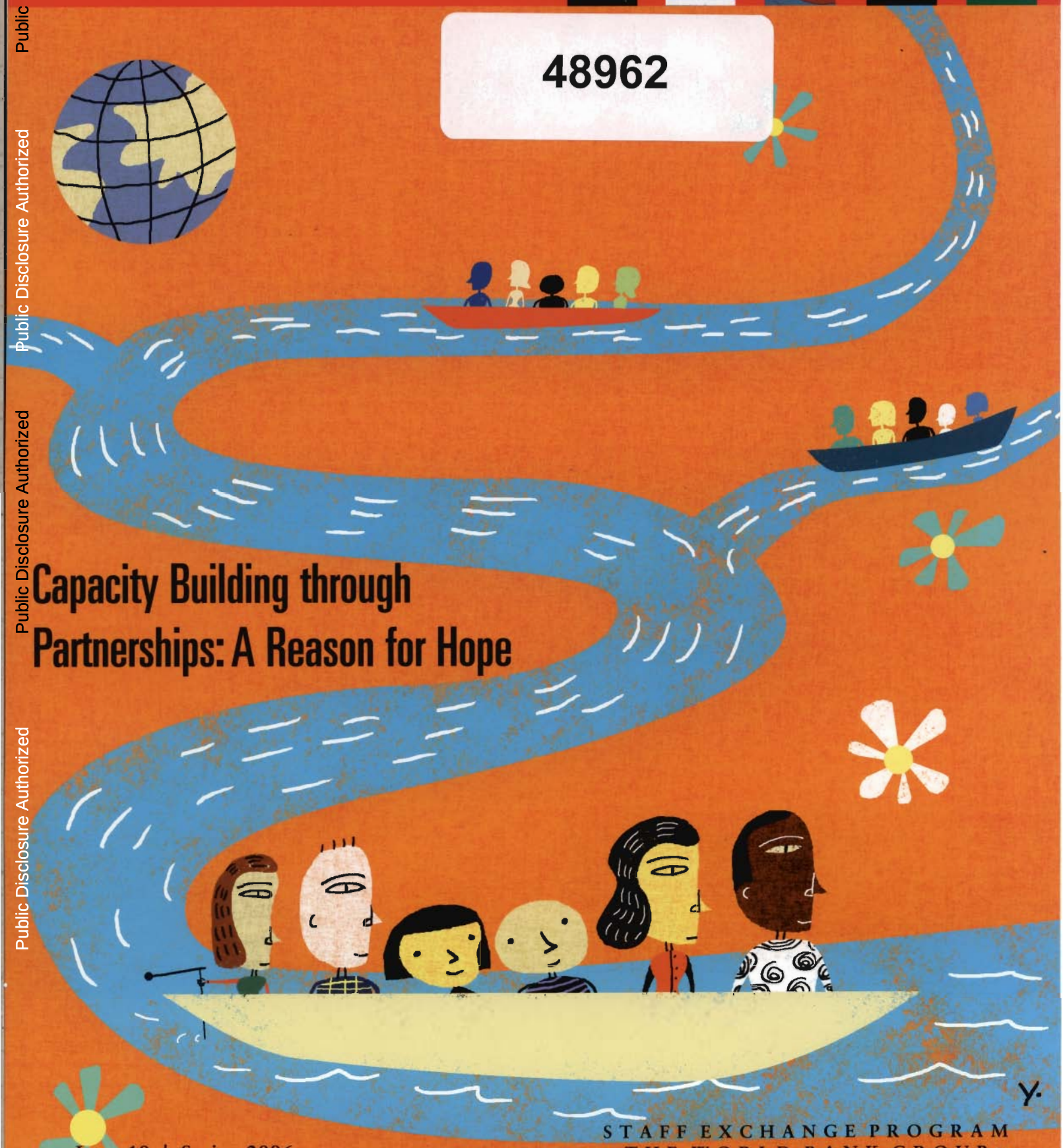
Share

People, Perspectives, Skills, Knowledge, Learning



Capacity Building through Partnerships: A Reason for Hope

Issue 10 | Spring 2006

STAFF EXCHANGE PROGRAM
• THE WORLD BANK GROUP •

World Bank Group Mission

TO FIGHT POVERTY with passion and professionalism for lasting results.

TO HELP PEOPLE help themselves and their environment by providing resources, sharing knowledge, building capacity, and forging partnerships in the public and private sectors.

TO BE AN EXCELLENT INSTITUTION that is able to attract, excite, and nurture diverse and committed staff with exceptional skills who know how to listen and learn.

An Invitation to Share

This has been an important year for the international development community, and an exciting first year for me as head of the World Bank Group. Vital partnerships on many different levels have been forged or strengthened during this time. These key partnerships-within and between government, organizations, and corporations-facilitate the World Bank Group's vital work of creating opportunity for the world's poor.

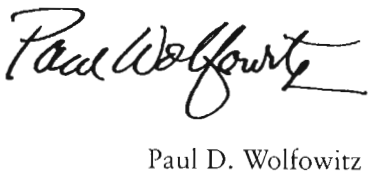
Today, we stand at a critical crossroads in the global fight against poverty. Spectacular progress has been achieved in reducing global poverty: over the last quarter-century, the number of people worldwide living on less than $1 a day fell by 500 million. If the current trends continue, by 2015, another 400 million people will escape poverty.

Sub-Saharan Africa, on the other hand, is the one region where the number of poor is projected to increase. We cannot achieve progress in the global fight against poverty, without achieving progress in Africa. As I began my tenure last June, I urged public and private sectors from throughout the world to work together to make Africa the "continent of hope."

Africa, in close coordination with its global partners, has already taken bold steps. At the G8 Summit in Gleneagles last year, world leaders reached a groundbreaking agreement to double aid to Africa and cancel the multilateral debt of the world's poorest countries. In exchange, African leaders pledged to strengthen their governance and promote policies that will enhance the overall impact of aid. And thanks to international commitments to cover the cost of debt relief, the World Bank was able to announce a $37 billion debt relief package for the poorest nations, many of which are in Africa.

Ultimately, any strategy for confronting long-term development challenges depends on the dedication and participation of all stakeholders: from governments to private firms to individual citizens. The Staff Exchange Program, and the other Partnership Programs, committed to the exchange of information and skills, embody this spirit of partnership.

I hope the stories of colleagues who have participated in these programs will inspire you.



Paul D. Wolfowitz
President, World Bank Group

SEP GLOBAL PARTNERS

ABB
ACE Bermuda
Acea SpA
ActionAid
African Development Bank Group (AfDB)
African Trade Insurance Agency
Aga Khan Fund for Economic Development (AKFED)
Agence Française de Développement (AFD)
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Australian National University (ANU)
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China Financial & Economic Publishing House (CFEPH)
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Department for International Development (DFID)
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Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (GTZ)
Deutsche Post World Net
Deutscher Entwicklungsdienst (DED)
Development Bank of Japan (DBJ)
Development Bank of Southern Africa (DBSA)
Dexia
Dow AgroSciences LLC
Dresdner Bank AG
EastWest Institute (EWI)
Economics Education and Research Consortium (EERC)
Eksport Kredit Fonden (EKF)
Electricité de France (EDF)
Emirates Bank International
European Bank for Reconstruction and Development (EBRD)
European Commission (EC)
European Investment Bank (EIB)
European Training Foundation (ETF)
Export-Import Bank of Korea (KEXIM)
ExxonMobil
Fannie Mae
Fauna & Flora International (FFI)
Federal Emergency Management Agency (FEMA)
Financial Reporting Council (FRC)
Financial Supervisory Commission, Korea (FSC)
Financial Supervisory Service, Korea (FSS)
Food and Agriculture Organization of the United Nations (FAO)
Fountain Publishers, Uganda
France—Ministry of Economy, Finance and Industry
GFA Terra Systems GmbH, Germany
GKW Consult GmbH
Global Development Network (GDN)
Glocal Forum (GF)
Hidroelectrica Guardia Vieja S.A. (HGV)
HTSPE Ltd.
Human Resources Development Canada (HRDC)
IDA Ireland
Idemitsu Kosan Co., Ltd.
Ingenieur-Gesellschaft für Internationale Planungsaufgaben (IGIP)
Inner & Eastern Health Care Network (IEHCN)
Institute of Public Administration
Instituto Interamericano de Cooperación para la Agricultura (IICA)
Inter-American Development Bank (IDB)
Intercontinental Consultants and Technocrats Pvt. Ltd., India (ICT)
International Enterprise Singapore (IE Singapore)
International Food Policy Research Institute (IFPRI)
International Institute for Management Development (IMD)
International Labour Organization (ILO)
International Monetary Fund (IMF)
International NGO Training and Research Centre (INTRAC)
International Women's Health Coalition (IWHC)
International Youth Foundation (IYF)
Islamic Development Bank Group
IUCN—World Conservation Union
Japan—Cabinet Office
Japan—Economic Planning Agency
Japan—Ministry of Finance
Japan Bank for International Cooperation (JBIC)
Japan External Trade Organization—Institute of Developing Economies (JETRO-IDE)
Japan International Cooperation Agency (JICA)
Joint Africa Institute (JAI)
JP Morgan Chase & Co
Kansai Electric Power Company (KEPCO)
KfW Bankengruppe
Komatsu Ltd. (Komatsu)
Korea—Ministry of Education & Human Resources Development
Korea—Ministry of Environment
Korea—Ministry of Finance and Economy (MOFE)
Korea—Ministry of Information and Communication (MIC)
Korea—Ministry of Planning and Budget (MPB)
Korea Development Institute
Kuwait Fund for Arab Economic Development (KFAED)
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Moldova—Government of the Republic of
Munich Re Group
NAL Merchant Bank Plc
National Agency for Mineral Resources, Romania
Natsource Japan Co., Ltd.
Nippon Keidanren (Japan Business Federation)
Nippon Life Insurance Company
Nippon Steel Corporation
Novartis
Organisation for Economic Co-operation & Development (OECD)
Philipp Holzmann International Khalifa GmbH
Placer Dome Inc.
Plan International
PricewaterhouseCoopers (PwC)
Rabobank Nederland
Rio Tinto Plc
Royal Mail
Samsung Corporation
Sanwa Bank Limited
SAP AG
Saudi Arabian Monetary Agency (SAMA)
Saudi Aramco
Schlumberger Cambridge Research (SCR)
Scottish Enterprise
Severn Trent Water International
Shell International
Shinsei Bank
Siemens
Société Générale
Solena Group
Spain—Ministry of Economy
Stanford University
State Environmental Protection Administration, China (SEPA)
Suez
Sumitomo Corporation
Swedish International Development Cooperation Agency (SIDA)
Syngenta
Talal Abu-Ghazaleh & Co. International (TAGI)
Thames Water Plc
The Mersey Partnership (TMP)
The Nature Conservancy (TNC)
TNO
Tokyo Electric Power Company (TEPCO)
TOTAL S.A.
Tractebel Group
Treasury Board of Canada Secretariat
TSO—Travaux du Sud Ouest
União de Bancos Brasileiros S.A. (Unibanco)
United Bank for Africa, plc
United Nations (UN)
United Nations Centre for Regional Development (UNCRD)
United Nations Children's Fund (UNICEF)
United Nations Development Programme (UNDP)
United Nations Economic Commission for Africa (UNECA)
United Nations Financing for Development Secretariat
United Nations Office for Project Services
United States Postal Service (USPS)
University of Arizona
University of Glasgow
Veolia Group
Volta River Authority (VRA)
World Business Council for Sustainable Development (WBCSD)
World Economic Forum
World Links
World Tourism Organization
World Trade Organization (WTO)
WWF International (WWF)

WELCOME

The World Bank and its partners provide vital financial assistance, technical expertise and capacity building efforts to developing countries around the world. The Staff Exchange Program (SEP) supports this important mission through staff and knowledge sharing. Each strategic alliance we build provides a tangible link between the Bank's global mission and the clients it serves. Over the past ten years, over 350 SEP participants have partnered with private, public and civil society institutions to fight corruption, improve education, promote health initiatives, and develop infrastructure worldwide. And just as the World Bank continues to change and adapt to meet the needs of its global clients, SEP continues to assess and improve its impact on partnership strategy, shareholder relations and diversity, and workforce resources.

This issue of *Share* explores "Capacity Building through Partnerships: A Reason for Hope." We are pleased to include for the first time contributions from participants of the Secondment Program, Voice Secondment Program (VSP) and Junior Professional Officers (JPO), all of which—along with SEP—fall under the Human Resources Partnership Programs Unit. These programs forge valuable global alliances; build capacity for the World Bank, its clients and its partners; support skill development and exchange; and provide end-to-end human resources support.

We believe in President Wolfowitz's vision that good governance leads to better living standards for all, and that anti-corruption measures are critical to the development agenda. Without transparent and accountable institutions, poverty reduction efforts will falter. We also believe that SEP and the other Partnership Programs contribute to the advancement of this agenda, one project at a time. SEP participant Julie Viloria-Williams, assigned to the ILO, shows us how the organization's Local Economic Development initiatives have raised the living standards for many citizens around the world. Isidore Ondoki, a Voice Secondee from the Republic of Congo, defines what it takes—and what is at stake—for a successful partnership between African nations and the World Bank. Andreas Seiter, Secondment Program alumnus, explores the importance of international cooperation for determining pharmaceutical treatment options in middle-income countries. And SEP alumnus Michael Broemmel demonstrates how the German Development Service's partnership with the World Bank and others has led to significant results for developing nations. I invite you to read on for more examples of capacity building partnerships in action.

We celebrate the on-the-ground work done by the Partnership Programs community, partners, participants, and friends by reinforcing our efforts to support the vital work of the global development community and we look forward to continued growth.

Benedicte M. Boullet
Program Manager, Human Resources
Partnership Programs
The World Bank Group

Share

People, Perspectives, Skills, Knowledge, Learning

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Cover illustration by James Yang

Editing, design, layout and coordination by Gimga Group Inc.'s Mihae Kim, Mindy Schrader Kim and Mina Tashiro.

About the Staff Exchange Program

Over the World Bank's 60-year history, the institution has become a global partnership of 184 countries joined together for a common purpose: to improve the quality of life for people throughout the world and to meet the challenges of sustainable development.

The Staff Exchange Program (SEP), by building a growing network of relationships with partner organizations from the private sector, the public sector and from all levels of civil society, enhances the skills of staff from both institutions and brings our partners into a strategic alliance serving our common purpose of development. The essence of the program is simple, exchanging knowledge by sharing staff and by increasing results on the ground.

Program objectives

The objectives of the Staff Exchange Program are to: increase the development of strategic alliances with global partners; focus on long-term capacity building for developing countries; enhance skills and knowledge of program participants; and foster cultural diversity and awareness for the Bank and its development partners.

How to join us

The SEP office is the focal point for establishing and maintaining these partnerships, and ensuring the institutional perspective of each assignment. The SEP office is the contact for advice and guidance on the process.

The staff exchange consists of single movements of staff in either direction based strictly on business needs and measurable outcomes. For each new assignment the business case is reviewed by the relevant management group to ensure adherence to the program objectives and the World Bank's business agenda and partnership strategy.

We agree with your representative on the mutual objectives, skills, needs, and developmental opportunities to be gained in each assignment. In all movements of staff, the host organization specifies the job description and terms of reference for the assignment.

The sponsoring organization conducts a search for appropriate candidates. Sponsoring organizations identify and nominate individuals who have maintained a consistently strong performance record.

The sponsoring organization forwards appropriate staff profiles or curricula vitae to the host organization for consideration.

The host organization assesses the nominated individuals and interviews them before a decision is made.

If the exchange is to be reciprocal, the receiving organization selects an individual to participate in the program.

The SEP office will discuss and agree with your representative on conditions of appointments and cost-sharing arrangements.

Both organizations agree on the details of the partnership agreement. These agreements describe the assignment (clear expectations on work program, terms of reference, performance evaluation process, induction, training); administrative information (duration of the assignment, leave, relocation); and financial details (which organization pays for what).

The participant joins the host organization for the start of the assignment. The duration is typically up to two years, with an extension of up to a third year if both organizations agree.

The participant returns to the home organization at the end of the assignment and applies the new learning.

About the World Bank Group

Our goal at the World Bank Group is to reduce poverty and improve living standards by promoting sustainable growth and investments in emerging economies. We provide loans, policy advice, technical assistance and knowledge sharing services to help our developing country members achieve this objective. Our group of institutions includes:

The International Bank for Reconstruction and Development
Founded in 1944, this single largest provider of development loans to middle-income developing countries is also a major catalyst of similar financing from other sources. The IBRD funds itself primarily by borrowing on international capital markets.

The International Development Association
Founded in 1960, IDA assists the poorest countries by providing interest-free credits with 35-40 year maturities. IDA is funded primarily by government contributions.

The International Finance Corporation
The IFC supports private enterprises in the developing world through loan and equity financing and a range of advisory services.

The Multilateral Investment Guarantee Agency
MIGA offers investors insurance against noncommercial risk and helps governments in developing countries attract foreign investment.

The International Center for the Settlement of Investment Disputes
ICSID encourages the flow of foreign investment to developing countries through arbitration and conciliation facilities.

Other Partnership Programs

Secondment Program

The Secondment Program was established to provide an opportunity for officials of a member country, regional agency, development bank, international organization or private enterprise to contribute to the Bank's work program. It is often used as a pre-recruitment step and provides a pipeline of tested and diverse candidates. It is a flexible alternative to the Staff Exchange Program (for instance, the length of the assignment can be shorter). Sixty-six Secondment participants are projected to join in FY06.

Junior Professional Officers Program (JPO)

The JPO Program offers young professionals from six participating donor countries an opportunity to gain exposure and experience in the development field. It was created to provide a pipeline of diverse candidates for future employment, and to diversify the "traditional" sources of recruitment. JPOs can apply for a more permanent appointment through the Bank's regular recruitment process at anytime during their assignment. Thirty-one JPOs are projected to join in FY06.

Voice Secondment Program (VSP)

Following the Monterrey Consensus, the Bank's Board of Directors initiated the Voice Secondment Program in April 2004 to increase the "voice" of the Developing and Transition Countries in the decision making process through capacity building in our member governments. The selected government officials join the Bank on a special assignment for six months and work in different units with a robust work program, along with an intensive learning program. The VSP is a very structured program, with participants starting and ending the assignments as a cohort.

A Word of Thanks

I would like to offer my sincere thanks to *Share's* editorial committee. Their insightful comments and knowledgeable guidance helped shape the publication into an interesting, timely and relevant resource. The committee members include: Ms. Hana Brixi (WB), outgoing SEP participant assigned to the World Health Organization (WHO) in Beijing as Senior Economist; Mr. Randall Purcell (WB), outgoing SEP participant assigned to the United Nations Development Programme (UNDP) in Bangkok as Senior Regional Technical Adviser; Mr. Uday Mohan, Senior Communications Specialist, Communications Division, International Food Policy Research Institute (IFPRI); Andreas Seiter (WB), Secondment Program alumnus, Health Specialist for the Health, Nutrition & Population Team (HDNHE); Christian Holde Severin (WB), Junior Professional Officer (JPO) with the Global Environment Facility Secretariat (GEF); and JaeHoon Yoo, incoming SEP participant from the Financial Supervisory Commission in Korea, Senior Securities Market Specialist, Financial Sector Operations & Policy (OPD).

Thank you for your commitment, time and valuable input.

Benedicte Boullet

Moving in, Moving on

Skills and Expertise

Poverty Reduction & Economic Management
Economic Management, Industry, Trade and Integration, Public Sector Governance, Anti-Corruption and Public Administration

Economic Development
Infrastructure, Financial and Private Sector Development, Investment, Project Finance and Guarantees, Law and Justice

Human Development
Education, Health, Nutrition, Population, Social Protection and Risk Management

Social Development
Agriculture and Rural Development, Environment and Natural Resources Management

Others
Accounting, Auditing and Financial Management, General Services, Human Resources, Information and Communication, Monitoring and Evaluation, Procurement, Treasury Operations

Policy Dialogue Capacity
Advanced technical skills to formulate and implement projects and programs, Ability to make cross-sectoral approach, Ability to deal with complex operations and regulations

Moving In

Do-Geol Ahn, a Korean national from the Ministry of Planning and Budget, Korea, joined the World Bank Institute, Knowledge for Development, as a senior public sector specialist.

Herve Allais, French national, from the Ministry of Economy, Finance and Industry, France, joined the World Bank's East Asia and Pacific Region, Central Operational Services, as a senior financial management specialist.

John Davidson, Australian national, from AusAid, Australia, joined the World Bank's Poverty Reduction & Economic Management Network, Public Sector Governance, as a senior public sector specialist.

Gabriella Ferencz, US national, has been posted to the Banque de France, France, as a special adviser. At the World Bank, Gabriella was a lead financial sector specialist in the Financial Sector Operations and Policy, Financial Market Integrity Unit.

Tomohiro Fukagata, a Japanese national from Mizuho Corporate Bank, Ltd., joined the IFC's Resource Mobilization Department, B Loan Management, as an investment officer.

James Garrett, a US national from the International Food Policy Research Institute, joined the World Bank's Health, Nutrition and Population Team as a senior economist.

Gabriela Gonzalez, Venezuelan national, joined the Inter-American Institute for Cooperation in Agriculture, Brazil, as a financial economist. At the World Bank, Gabriela was a financial officer in the Quantitative Strategies, Risk and Analytics Department.

Joerg-Werner Haas, a German national from GTZ, has been posted to the World Bank's Transport and Urban Development Department, Cities Alliance Program, as a senior urban specialist.

Fareed Hassan, Sudanese national, joined the Islamic Development Bank, Saudi Arabia, as a senior evaluation officer. At the World Bank, Fareed was a senior evaluation officer at the Operations Evaluation Department, Country Evaluation & Regional Relations Unit.

John Heath, Mexican national, joined the Department for International Development, United Kingdom, as a senior evaluations adviser. At the World Bank, John was a senior evaluations officer in the Operations Evaluations Department.

Pedro Huarte-Mendicoa Tato, Spanish national, from the Ministry of Finance, Spain, joined the World Bank's Environment Department, Carbon Finance, as a senior financial specialist.

Bradley Julian, a US national from APM Terminals/Maersk, joined the World Bank's Transport and Urban Development Department, Transport Unit, as a transport specialist.

Jung-Kwan Kim, a Korean national from the Ministry of Finance and Economy, Korea, joined the World Bank's Global Programs and Partnerships as a senior cofinancing officer.

Jung Min Kim, Korean national, from the Ministry of Planning and Budget, Korea, joined the World Bank Institute, Poverty Reduction and Economic Management, as a senior public sector specialist.

Barbara Lee, US national, has been posted to the Swedish International Development Cooperation Agency, Sweden, as an adviser. At the World Bank, she was an adviser in the Office of the Vice President, Infrastructure.

Yang Lirong, Chinese national, from the China State Environmental Protection Administration, joined the World Bank's East Asia and Pacific Region, Environment Unit, as a senior environmental specialist.

Alexandre Marc, French national, has been posted to the Roma Education Fund, Hungary, as the Interim Director. At the World Bank, Alexandre was a sector manager in the Environmentally & Socially Sustainable Development Department, Europe & Central Asia Vice Presidency.

Cedric Mousset, a French national from the Banque de France, joined the World Bank's Financial Sector Operations and Policy, Financial Market Integrity Unit as a senior financial sector specialist.

Randall Purcell, US national, has been posted to the United Nations Development Programme, Thailand, as a Senior Regional Technical Adviser. At the World Bank, Randall was a senior partnership specialist in the Global Programs and Partnerships unit.

Kwang-Hyun Seo, Korean national, from the Ministry of Information and Communication, Korea, joined the World Bank's Information Solutions Group, Global Connectivity Solutions, as a senior information officer.

Barbara Weber, a German national from DED, joined the World Bank's Africa Technical Families, Operational Quality and Knowledge Unit, as a senior operations officer.

JaeHoon Yoo, a Korean national from the Financial Supervisory Commission, joined the World Bank's Financial Sector Operations and Policy, Financial Market Integrity Unit, as a senior securities market specialist.

Moving On

Undala Alam, a British national from the UN Office for Project Services, New York, completed his assignment as a water resources specialist with the World Bank's Africa Technical Families, Water and Urban 2.

Beatrice Alperte, French national, from the Ministry of Economy, Finance and Industry, France, finished her assignment as a senior public sector specialist in the Africa Vice Presidency, Public Sector Reform & Capacity.

Il-Whan An, a Korean national from the Ministry of Planning & Budget, Korea, completed his assignment as a senior public sector specialist with the World Bank Institute, Knowledge for Development.

Ferdinand Bakoup, a Cameroonian national from the African Development Bank, completed his assignment as senior economist with the Operations Policy & Country Services, Country Economics Unit.

Mark Bassett, a British national from the British United Provident Association (BUPA), UK, has completed his assignment as a senior health specialist with the World Bank's Human Development Network, Health, Nutrition & Population Team.

Abdellatif Bernoussi, a Moroccan national from the African Development Bank, Tunisia, finished his assignment as a senior economist with the World Bank's Africa Technical Families, PREM 3.

Birgit Braunwieser, Austrian national, finished her assignment with the Austrian Business Agency.

Michael Broemmel, a German national from DED, Germany, has completed his assignment as a senior operations officer with the World Bank's Africa Technical Families, Operational Quality & Knowledge.

Jeffrey Davidson, US national, from Placer Dome Latin America, Chile, completed his assignment as a senior mining specialist in the Oil, Gas, Mining & Chemicals Department.

Jean Delimard, a French national from the Ministry of Economy, Finance and Industry, France, finished his assignment as a procurement specialist with the World Bank's Africa Technical Families, Operational Quality & Knowledge.

Kanny Diallo, a Senegalese national from the African Development Bank, Tunisia, completed her assignment as a senior economist with the World Bank's AFR Regional Integration office.

Severine Dinghem, a French national from Veolia Water, France, completed her assignment as a senior financial officer with Infrastructure, Economics and Finance.

Neil Fantom, British national from the Department for International Development, UK, completed his assignment as a senior statistician in the Development Economics Vice Presidency, Development Data Group.

Reiner Forster, German national from GTZ, Germany, finished his assignment as a social development specialist in the Social Development Department.

Emma Guli, an Australian national from Baker and McKenzie, Australia, completed her assignment as Counsel with the World Bank's Legal Department, ESSD & International Law Division.

Eugene Gurenko, US national, finished his assignment with Munich Re, Germany, as a risk manager. He returned to the World Bank's Financial Sector Operations and Policy unit as a senior insurance specialist.

Masaya Inamura, a Japanese national from Mitsui, Japan, completed his assignment as a senior operations specialist with the World Bank's Environment Department, Carbon Finance.

Maria Iskandarani, a German national from GTZ, Germany, completed her assignment as a research analyst with the Consultative Group for International Agricultural Research, Executive Secretariat.

Rajiv Kalsi, Indian national, finished his assignment as a senior economist with the Japan Bank for International Cooperation, Japan.

Kai Kikuiri, a Japanese national from the Japan International Cooperation Agency completed her assignment as a cofinancing officer in the Trust Fund Strategy and Donor Relations Department.

Eric Knight, a British national from the Bank for International Settlements, Switzerland, completed his assignment as a senior auditor with the World Bank's Internal Auditing Department.

David Leblanc, a French national from the Ministry of Economy, Finance and Industry, France, completed his assignment as a senior economist with the World Bank's Transport and Urban Development Department, Urban Unit.

Chanwoo Lee, a Korean national from the Ministry of Finance & Economy, Korea, finished his assignment as a senior co-financing officer with the World Bank's Trust Fund Strategy and Donor Relations Department.

Graeme Lee, a British national from Royal Mail Inc., UK, completed his assignment as a senior postal policy specialist with the Joint Bank/IFC Units Global Information & Communication Technologies, Policy Division (IBRD Telecom & Informatics).

Seung Jae Lee, a Korean national from the Ministry of Finance and Economy, Korea, completed his assignment as a senior financial economist with the World Bank's Europe and Central Asia Sector Units, Private & Financial Sectors Development Sector Unit.

Wei-Jen Leow, Singaporean national, finished his assignment as assistant director with IE Singapore. He returned to the IFC's Trust Funds Department as a projects officer.

Maureen Lewis, US national, finished her assignment with the Center for Global Development as a senior research fellow. She returned to the World Bank's Human Development Network, Office of the Senior Vice President & Head of Network as an adviser.

Colin Lonergan, an Australian national from AusAID, Australia, completed his assignment as an adviser with the World Bank's East Asia and Pacific Regional Office, Global Development Learning Network.

Neil Macpherson, a British national from the Department for International Development, UK, completed his assignment as a senior rural development specialist with the World Bank's Agricultural and Rural Development Department.

Takeshi Maeda, a Japanese national from Mizuho Corporate Bank, Ltd., New York, completed his assignment as a participations officer with the IFC's Resource Mobilization Department, B Loan Management.

Gary McMahon, Canadian national, from the Global Development Network, completed his assignment as a lead economist in the Poverty Reduction & Economic Management Network, Poverty Reduction Group.

Peter Mwanakatwe, a Zambian national from the African Development Bank, Tunisia, completed his assignment as a senior economist with the World Bank's Africa Technical Families, PREM 2.

Yugo Nakamura, a Japanese national from Idemitsu Kosan Co., Ltd., Japan, completed his assignment as an environmental specialist with the World Bank's Environment Department, Carbon Finance.

Ian Noble, an Australian national from the Australian National University, completed his assignment as an adviser with the World Bank's Environment Department, Carbon Finance.

Thomas O'Brien, Irish national, finished his assignment as General Manager with The Mersey Partnership, UK. He returned to the World Bank's Operations Evaluation Department, Corporation Evaluation & Methods, as a lead evaluation officer.

Klaus Oppermann, German national, from Kreditanstalt für Wiederaufbau (KfW), completed his assignment as an environmental economist in the World Bank's Environment Department, Carbon Finance.

Peter Palesch, a German national from GTZ, Germany, completed his assignment as a senior urban specialist with the World Bank's Transport and Urban Development Department, Cities Alliance.

Young-Chun Park, a Korean national from the Ministry of Finance & Economy, Korea, finished his assignment as a senior economist with the World Bank's Africa Technical Families, PREM 2.

Jesica Seacor, a US national from ILO, Switzerland, completed her assignment as a publications analyst with the World Bank's External Affairs, Communications, and United Nations Affairs, Office of the Publisher.

Tae-Jong Seo, a Korean national from the Financial Supervisory Commission, completed his assignment as a knowledge management officer in the Latin America and Caribbean Region, Knowledge Management Unit.

Nicola Smithers, a British national from the Department for International Development, UK, finished her assignment as an adviser with the World Bank's Poverty Reduction & Economic Management Network, Public Sector Governance Department.

Camellia Staykova, a Bulgarian national with Thames Water, UK, completed her assignment as a water and sanitation specialist in the World Bank's Energy and Water Department, Water & Sanitation Division.

Richard Stern, a US national from the International Monetary Fund, completed his assignment as a senior investment policy officer with the Joint Bank/IFC Units Investment Climate, Foreign Investment.

Shigeki Takada, a Japanese national from the Japan Bank for International Cooperation, Japan, finished his assignment as an economist with the World Bank's Resource Mobilization Department.

Myriam Thiberge, a French national from the Ministry of Economy, Finance and Industry, France, completed her assignment as a human resources officer with the IFC's Human Resources Programs.

Jacques Toureilles, French national, finished his assignment as microcredit senior manager with the Aga Khan Fund for Economic Development.

Bamory Traore, a Burkinabe national from the African Development Bank, Tunisia, completed his assignment as a senior economist with the World Bank's Africa Technical Families, Transport Unit.

Louis Vos, Dutch national, finished his assignment with Kreditanstalt für Wiederaufbau (KfW), Germany. He returned to IFC's Infrastructure Department, Investments Division, as a senior investment officer.

Charles Watt, British national, from Scottish Enterprise, Scotland, completed his assignment as a senior ICT policy specialist in the World Bank's Global Information Communication Technologies Department.

The First VSP Cohort Graduates

The recently established Voice Secondment Program (VSP) has had an extremely successful launch for participants and for the World Bank.

Following the Monterrey Consensus, the Bank's Board of Directors initiated the Voice Secondment Program in April 2004 to increase the "voice" of the Developing and Transition Countries in the decision making process through capacity building in our member governments. The selected government officials join the Bank on a special assignment for six months and work in different units following an intensive induction program. The VSP is a very structured learning program and participants start and end the assignments as a cohort. The first cohort started in February 2005 and consisted of sixteen participants. They graduated in early August 2005 with great success.

The capacity building effort works as a two-way street. While a majority of the learning is done on behalf of the incoming participants, the Bank gains significantly from their contributions to its work. The program is truly an excellent example of building capacity through partnerships. Several participants have mentioned that the secondment assignment has given them far more than the technical and business experience they expected to gain. They also learned organizational skills, sharing, transparency, and, most of all, tolerance. These constitute a strong foundation for better results in the development world and generate hope for our future work.

Gizem Eren-Baig is Program Coordinator for the World Bank's Voice Secondment Program.

Miguel Mondlane, Senior Officer of Multilateral Cooperation in the Banco de Mozambique, was assigned to the World Bank's Finance, Private Sector, and Infrastructure Group of the Latin American and Caribbean Region (LCFSP) in the inaugural Voice Secondment Program. He had one of the most fruitful VSP assignments and was chosen to deliver a speech, excerpted below, at the farewell reception on July 27, 2005.

"Through this program we had the opportunity to learn a lot about the Bank and its mission, products, programs and procedures, as well as the diverse staff. We gained a good understanding of the complexity of Bank operations, enabling us to continue our learning and professional development once we are back in our countries, refreshing our studies and working with Bank teams as our counterparts and partners in the development challenge.

The VSP also provided us with great opportunities to develop new friendships, to know and appreciate other cultural values, therefore enhancing our appreciation of the value of cultural diversity.

It has been a great privilege for all of us to be the first cohort of participants in the Voice Secondment Program. We all feel that the program fully achieved the objectives for which it was created. It has actually exceeded the expectations many of us had when we accepted the invitation to come to DC. Not only were the technical knowledge and exposure very valuable but the social and human links must also be recognized. In fact, VSP not only stands for 'Voice Secondment Program' but also for 'Very Significant Program.'

Overall, the VSP allowed us to learn multiple aspects of the Bank's work and we hope and trust that the knowledge that we gained during this period will contribute to an improvement in the dialogue and the quality of cooperation between our countries and the World Bank."

Gizem Eren-Baig (second from left) with VSP participants Fan Wu (China), Shamima Nargis (Bangladesh) and Fatemeh Azizi (Iranian participant's spouse)

Members of the inaugural Voice Secondment Program, 2005.

"The Voice Secondment Program is truly an excellent example of building capacity through partnerships. Several participants have mentioned that the secondment assignment has given them far more than the technical and business experience they expected to gain. They also learned organizational skills, sharing, transparency, and, most of all, tolerance. These constitute a strong foundation for better results in the development world and generate hope for our future work."

Pharmaceutical Expenditure Management: A Challenge for Middle-income Countries

Andreas Seiter, Secondment Program alumnus and current Health Specialist at the World Bank, reflects on his operational experience in client countries in the regions of Eastern Europe and Central Asia and Middle East and North Africa.

Middle-income countries are important clients for the Bank from a financial and political perspective, with a spectrum of demands different from the low-income bracket of countries. They have access to capital markets, where they can borrow money with less bureaucracy than the Bank typically requires. One reason that most of them continue to do work with the Bank is their interest in the know-how and technical support that comes with a Bank project. Many of these countries are in the process of building institutional and technical capacity in order to improve their economic growth perspectives and internal social balance.

The health sector is a field in which emerging economies have significant needs to catch up and improve system performance, while keeping ever growing expenditure under control. A problem, for example, in EU accession countries in Eastern Europe is that their population compares their own standard of living with Western Europe. This creates demands for fast upgrades of national health systems. For consumers, medicines are a proxy for the quality of a health system, next to access to doctors and the perceived quality of care they receive in clinics and hospitals. In the absence of neutral information on pharmaceutical treatment, expensive imported drugs appear more desirable than cheaper, locally manufactured drugs.

From a health financing perspective, the increasing demand for newer and "better" medicines leads to an over-proportional increase in pharmaceutical expenditure. The Bank is frequently asked to provide assistance for balancing the demands of a population that wants better healthcare and the financial possibilities of countries with a GDP per capita at levels of only twenty to thirty percent of the EU average.

There is no simple solution to this problem, which is demonstrated by the fact that even developed countries are struggling to keep pharmaceutical expenditure under control, with a variety of different approaches and outcomes. Pharmaceutical treatment is not only a cost factor. Several newer and older medicines are very cost-effective in a sense that they reduce hospitalization or late stage complications of chronic diseases (think for example of diabetes). But on the other hand, doctors tend to over-prescribe under the influence of patient demand or industry promotion for new drugs. Some new and expensive drugs are hardly more effective than older and cheaper drugs. Several developed countries have introduced mechanisms to assess the cost-effectiveness of new drugs before they include them in the reimbursement list. Such an assessment is scientifically challenging and requires access to reliable data on the cost of certain diseases. Results cannot be easily transferred to another country, unless health systems are very similar in their set-up and cost structure.

For middle-income countries, setting up a separate scientific body to assess the economic value of new treatments is usually beyond their means. This is not only a cost problem; there is also a lack of experts with pharmaco-economic training and experience. In such countries, decisions for including certain new drugs in the reimbursement list are mostly done by committees dominated by medical experts, who have less of an incentive to keep an eye on the health budget. A possible solution—currently being developed to assist our clients in Bulgaria and Albania—could be to introduce simple assessment tools, which take into consideration the recommendations of assessment bodies in developed countries and a number of in-country disease-related and system factors (see table). Based on the importance of a disease for public health, current treatment options, treatment costs, secondary costs and the ability of the health system to deliver the new treatment in the appropriate way, a score could be assigned to each new treatment that defines the priority by which it will receive access to funding within the national health system. Helping national regulators and experts to develop such systems and customize them for optimal results in a given country context is a field of growing opportunity for the Bank's operations in middle-income countries.

“ Middle-income countries are important clients for the Bank from a financial and political perspective... Many of these countries are in the process of building institutional and technical capacity in order to improve their economic growth perspectives and internal social balance. ”

Model of a simple Score Card to assess a new medicine for inclusion into the list of reimbursable drugs:

PARAMETER	SCORE	0		1		2
Positive opinion by NICE (UK)	No		Limited		First line	
Positive opinion by Pharmac (NZ)	No		Limited		First line	
Positive opinion by PBAC (Aus)	No		Limited		First line	
(add or exchange for agencies from other countries)						
Life threatening/debilitating disease	No		Partially		Yes	
No satisfactory current treatment	No		Partially		Yes	
Current treatment cost very high	No		Partially		Yes	
New treatment cheaper than current	No		Same level		Yes	
High priority for public health	No		Partially		Yes	
High indirect costs of disease	No		Partially		Yes	
Infrastructure for safe, effective use exists	No		Partially		Yes	
Out-of-label use can be contained	No		Partially		Yes	
Total Score						

In this example, the maximum score would be 22. Depending on the situation in a given country, parameters could be added or replaced by others. A drug that scores 18 points would then get preference over one that scores only 12 points; the sequence in which applications were received is only relevant for drugs that have the same score. However, there should be a possibility to overrule the score in cases in which it does not reflect the complexity of real life medical decisions. This needs to be done in a form that makes sure that the reasons for overruling are made transparent.

Andreas Seiter (WB), Secondment Program alumnus, is a Health Specialist for the Health, Nutrition & Population Team (HDNHE).

In Partnership with the German Development Service

Michael Broemmel explains how the German Development Service has partnered with the World Bank to better serve its clients and to advance the Millennium Development Goals.

The German Development Service (DED) is one of the leading European development services for personnel cooperation. Since 1963 more than 15,000 Technical Assistants have been assigned to work in programs throughout Africa, Asia and Latin America. Currently, almost 1,000 Technical Assistants are working in approximately forty-five countries. DED is financed by the federal budget. It is a non-profit, limited liability company jointly owned by the Federal Republic of Germany—represented by the Federal Minister for Economic Cooperation and Development—and the working group called "Learning and Helping Overseas" which is a registered association.

DED's main objective is to place experienced and socially committed professionals into the programs of DED's partners in developing countries whenever these specialists are not locally available. In general, these specialists work to build the capacity of their local counterparts and colleagues to ensure sustainability of the program.

The sectors of experience range from training in technical skills and trades, natural resource management, community development, and small business management and administration, to the fight against HIV/AIDS and malaria. DED is also active in Civilian Conflict Transformation and Peace Building, and supports Civil Society Organizations in their quest for participation in poverty reduction strategies. DED's comparative advantage lies in its intervention experience on the district and community level, as well as its participatory approach. The coordination of development on the national, district and community level forms a strategic element of DED's policy.

Although partnerships have always been an important instrument for DED, they have gained special importance in the last couple of years. Additional momentum in this respect was created in 2001 by the establishment of the Millennium Development Goals (MDGs). DED contributes to the achievement of the following MDGs (in order of number of partnerships): eradicate extreme poverty and hunger (goal 1); ensure environmental sustainability (goal 7); combat HIV/AIDS, malaria and other diseases (goal 6); and build a global partnership for development (goal 8). The Paris Declaration of 2005, with its call for harmonization and alignment, supports the direction DED had already taken.

To support the results agenda and the drive for sustainability in development cooperation, and to minimize transaction costs, DED decreased the number of projects for the benefit of larger programs with bilateral or multilateral partners. A logical step was to extend and diversify the group of partners with which DED traditionally cooperates. A special partner in this scenario was, and is, the World Bank.

The first partnership with the World Bank started in 1999 in Chad with the Health Sector Support Project. DED supplied approximately thirteen manpower years of Technical Assistance to this project. This was followed by discussions in Ethiopia in early 2004 at the time of pre-appraisal for the Information and Communication Technology assisted Development Project in Ethiopia. The latter consists of two components concentrating on policy and institutional support for the sector, and application and community support. For both components, capacity building remains a key issue.

Like the World Bank, DED also has a decentralized structure with representation in more than 40 countries. After an agreement of cooperation in principle between the Ethiopian Government, the World Bank and DED had been reached, the Resident Representative of DED participated in all relevant meetings during the project preparation phase.

A health specialist discusses the practical implications and consequences of health sector reform with the medical staff of a regional hospital in rural northern Benin, © Enric Boixadós

A civil engineer in the field controls the quality of infrastructure work implemented by villagers who had been trained on the job in Rwanda, © Private

> “A logical step was to extend and diversify the group of partners with which DED traditionally cooperates. A special partner in this scenario was, and is, the World Bank.”

The client, the World Bank team, and DED agreed from the start that DED would focus on the micro level and leave the macro level to the client and the World Bank to assure a validation of the respective comparative advantages. As a result, DED committed itself to supply thirty manpower years of Technical Assistance to support the capacity building agenda. The project contributes to the achievement of MDG 8, Target 18: in cooperation with the private sector, make available the benefits of new technologies, especially information and communications.

In order to measure progress on the project level, the partners developed and agreed upon a number of indicators. This harmonized procedure assured that monitoring of progress towards the achievement of the development objective only needed to be done once for all partners, to reduce transaction costs. To measure progress on the sector level, agreement was reached with the Central Statistical Agency (CSA) on specific indicators which would be monitored by the CSA on a national level. All partners agreed that the integration of this particular task into existing structures would support sustainability of the program and deliver relevant data for political decision makers in the future.

Thus, cooperation between the client, the World Bank and DED contributes to harmonization and alignment; reduces transaction costs related to monitoring and evaluation; and reduces the credit amount (for consulting services) for the client since the Technical Assistants are being supplied free of charge.

In order to further support this agenda, DED integrated into its headquarters a desk called international cooperation. This desk supports the decentralized country offices and the headquarters of DED as well as bilateral and multilateral partners as a service unit and on entry point to partnerships.

Michael Broemmel, SEP alumnus, is the current Head of Desk for International Cooperation with the German Development Service.

Partnering with Africa: A Better Way to Reduce Poverty

Voice Secondee Isidore Ondoki defines the many meanings of partnership, and highlights their importance in the fight to raise living standards in Africa.

For developing countries throughout the world, and especially in Africa, a strong partnership with the World Bank is vital. Conversely, the World Bank relies on solid partnerships with local governments to promote any form of development advancement. These partnerships need to grow and adapt with the changing needs of the clients they serve.

The World Bank and its borrowers in Africa must share the same important development goal, namely to alleviate poverty throughout the continent. In Africa, political leaders and individual citizens should understand that the World Bank has committed itself to this issue through international initiatives such as the Millennium Development Goals (MDGs), The Africa Action Plan and New Partnership for Africa's Development (NEPAD). Both the World Bank and its African borrowers must accept that these international documents are agreements or commitments that must be enforced. Thus, partnership means sharing commitments. It is also a two way street. Because much of Africa lags behind in development, it requires the international community's strength and support to break the cycle of poverty and to move forward.

Multilateral donors, bilateral donors and the World Bank spare no effort to free their fellow men, women, and children from the abject and dehumanizing conditions of extreme poverty, to which more than a billion people, mainly in Africa, are currently subjected. They tackle a wide range of issues, including the environment, HIV/AIDS, maternal and infant mortality, gender inequality, corruption, lack of performance, and illiteracy. To this end, partnership means believing in the existing human resources in developing countries. African countries now possess a significant number of specialists in these key issue areas. Local governments and the international community, however, often prefer external competency, even if it is more expensive. Therefore, a percentage of financial support is spent on hiring specialists from outside the country.

Partnership means nurturing capacity building efforts. The World Bank and its borrowers and stakeholders must continue to focus on this critical area. Partnership programs like the Voice Secondment Program (VSP) provide an excellent avenue for capacity building efforts through which to continue the fight on poverty. The World Bank and other international donors have injected billions of dollars into developing countries, yet the lack of human resources in African countries must be resolved if real change is to happen. An example of an effective partnership, the VSP brings people from borrowing nations to the World Bank headquarters for six months. They work with Bank staff in a variety of different units, participate in meetings, supervise missions in member countries, and deal with technical and operational questions.

Partnership means collaborating. The World Bank and its clients must choose together which projects to develop or finance based on how beneficial they are to the population they serve. The World Bank and its borrowers can improve development effectiveness by strengthening ownership, harmonization, alignment, results and mutual accountability. In Congo Brazzaville for example, the World Bank supports several projects, one of which is the Emergency Recovery and Community Support Project, locally named Projet d'Urgence de Relance et d'Appui aux Communautés (PURAC). PURAC is focused on the needs of beneficiaries on the local level, such as selecting investment priorities for rural road construction, water supply and sanitation, support to community organizations or nongovernmental organizations. Micro-projects cover constructing schools, markets, and social centers, extending electrification networks, rehabilitating pathways leading to agricultural markets, tourist centers, providing water supply infrastructures, building embankments, providing fish to develop aquaculture, and harnessing solar energy. After two years of implementation, the World Bank, through PURAC,

Isidore (middle) with colleagues from LEGAF, his hosting unit: Marie Roger Augustin, Tsehay Zerihun, and T. Mpoy-Kamulayi

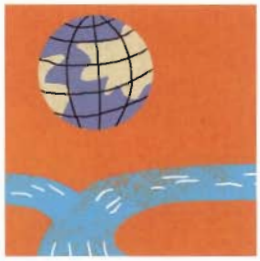
has helped to build several primary schools, hospitals, bridges, rural roads and more.

Partnership means working as a team. While the World Bank is used to working as a team, successful partnerships must include staff from borrowers to allow people to share their knowledge and experience, procedures and other values. They will then trust, help, believe and understand each other even more.

Partnership means sharing dreams, obstacles, challenges, strategies—and ultimately—success.

Isidore Ondoki is a Voice Secondee and Assistant with the Ministry of Economy and Finance, Republic of Congo.

“ Partnership means sharing commitments… partnership means believing in the existing human resources in developing countries… partnership means nurturing capacity building efforts… partnership means collaborating… partnership means working as a team… partnership means sharing dreams, obstacles, challenges, strategies—and ultimately—success. ”



The ILO's Local Economic Development Program: Partnership in Action

Local Economic Development initiatives are making great strides in promoting local employment, and therefore, helping disadvantaged citizens from around the world live better, according to Julie G. Viloria-Williams and Anne Posthuma.

The International Labour Organization (ILO) is recognized for its comprehensive approach to decent work promotion and the social dimension of work at the local level. For over fifteen years, it has supported a number of Local Economic Development (LED) projects in many countries, beginning in Central America in the early 1990's, to over forty countries throughout Africa, Latin America, Europe, and Asia. The ILO has partnered with several hundred organizations to promote local employment and small business oriented activities.

LED is characterized by a territorial approach, with a stress on participation and consensus, and a focus on local capacity building for job creation and income generation. LED recognizes that different circumstances require different approaches, and that these approaches will lead to effective action and concrete results. A closer examination of the program's name reveals its objective and clientele: LOCAL refers to a process of valuing the endogenous potential, making optimal use of the already existing local capacities; ECONOMIC is directed towards the identification of investment opportunities, supporting small businesses and entrepreneurial activities and facilitating the access to (new) markets; and DEVELOPMENT is the process that is aimed at promoting an improvement in the living and working conditions of the target group through the creation of (new) jobs and generation of income.

Being a participatory development process, LED encourages social dialogue and public-private partnerships between the main stakeholders of a defined territory or locality. While its focus is on the local level, work at the national and international levels is vital. The coordination of ongoing poverty reduction strategies between the local and national level is very present in the LED approach, for example in its initiatives in Ghana, Kazakhstan and the Philippines. The program enhances networks between local, national and international stakeholders, and facilitates the integration of local priorities and development strategies in national policies and legislation.

Too often in the past, economic development and social cohesion have been treated as separate issues and have been dealt with in isolation. LED programs attempt to bring these two dimensions of development closer together, while at the same time exploring social economy business models, such as the cooperative (co-op) movement, that are conducive to economic development and stability within communities. These co-ops have proven successful: 300,000 households in Bangladesh have been helped out of poverty by a milk cooperative; over 100,000 consumers in Santa Cruz, Bolivia get their daily drinking water from a water co-op regarded as one of the best run water companies in Latin America; and a marketing co-op in Mali exports livestock to Cote d'Ivoire, Ghana, Burkina Faso and Guinea, accounting for 71% of Malian livestock exports.

The ultimate beneficiaries of LED are underprivileged people and disadvantaged groups at the local level, and the program is working. In Nicaragua, for example, a farmer was able to diversify his crops and have access to international export possibilities, thanks to LED. In Mozambique, ninety women were trained to manage a micro-savings bank. "I have a big family and had to split up with my husband; I had to play the role of a father and a mother. Thanks to the micro-savings scheme, I bought a grinding mill. For me, this is a safe method to make money. Now I can better plan my future with my children," explains one of the managers.

ILO's LED program follows a development process for carrying out interventions which serves as a guide, and depending on the local context, should be flexible and

Ms. Petra Ulshofer, ILO Sub-regional Director, Europe Office, visits VEEDA, a Regional Economic Development Agency in Vranje, South Serbia

Members and leaders of the Local Economic Development (LED) Forum in South Serbia

The Dutch Minister for Development participating in a meeting and opening of a sub-office of the Regional/Local Economic Development Agency in South Serbia

seen as a continuous process: (i) start up activities and territorial analysis (including poverty and institutional mapping), (ii) sensitizing, (iii) promotion of a local forum, (iv) design of a LED strategy and action plan, (v) coordination among local implementing bodies and support services, and (vi) interventions and continuous feedback.

The LED program has 3 main fields of intervention: technical cooperation on both country level projects and initiatives, and interregional programs; advocacy and networking of local economic development at local, regional, national and international levels; and knowledge development/training/research/publications such as case studies, policy and issue papers, and operational guides and manuals.

Julie G. Viloria-Williams is a Senior Institutional Development Specialist with the World Bank currently assigned to the ILO under the SEP. Anne Posthuma is a Coordinator and Senior Specialist for LED.

> “The program enhances networks between local, national and international stakeholders, and facilitates the integration of local priorities and development strategies in national policies and legislation.”

Building Partnerships for Urban Development: The Work of the Cities Alliance

Chii Akporji and Christiane Einfeldt, of the Cities Alliance Program, demonstrate the impact of urbanization on countries around the world, and how one organization can make a real difference in the fight against poverty.

"Cinderella of the East" was the name once given to the port city of Aden, Yemen. At the tip of the Arabian Peninsula, the history of the city as a trading center stretches back over 3,000 years. Today, Aden is the economic and commercial capital of Yemen and one of the busiest re-fueling stations in the world, servicing most of the ships that pass through the Suez Canal. Despite its economic vibrancy, the city faces serious challenges: an urban growth rate of as much as eight percent per year, twenty-four percent of its households under the upper poverty line, increasing migration from the rural areas, shortage of power and water supplies and the lack of transportation planning. At the same time, the human and financial resources of Aden's eight municipalities are severely limited.

An urbanizing world

The case of Aden is not an exception. Urbanization is progressing at a pace unparalleled in the history of the world. Projections are that by 2007, half of the world's population will be urban. Asia is the epicenter of the current urbanization surge in terms of absolute numbers. China will add at least 342 million people to its cities by 2030, India 271 million, and Indonesia 80 million. In sub-Saharan Africa the urban population will grow by 395 million, 112 percent of the current population in the region.

People gravitate towards cities in search of opportunities and a better life. Cities have always been the driving force behind economic growth and the birthplace of innovations. City-based economic activities account for more than fifty percent of GDP in most countries, and up to eighty percent in the more urbanized countries in Latin America and Europe. How can this potential be translated into jobs for the urban residents, especially the poor? How can adequate housing be provided for millions of families? How can the right to a safe life in dignity be assured? Local policy makers can make a difference. With the ideas, the cooperation and the resources of their citizens and of the private sector, the benefits of the urbanization process can be maximized. Urban capital can be mobilized to support increased livelihood opportunities and higher standards of living for all citizens.

China, with its pro-urbanization policies, has removed 220 million people from poverty in less than twenty-five years. Since economic growth is highly correlated with poverty reduction, especially if coupled with pro-poor policy frameworks, the continued economic success of cities bodes well for poverty reduction. It also leads to the achievement of Millennium Development Goals (MDG) Goal 7, Target 11, established by the Cities Alliance, which states, "By 2020, improving substantially the lives of at least 100 million slum dwellers, while providing adequate alternatives to new slum formation."

About the Cities Alliance

Partnerships are key to the Cities Alliance, a global coalition of cities and their development partners committed to scaling up successful approaches to poverty reduction. Established in 1999, with a current membership profile of nineteen local authorities, governments and multilateral organizations, the Alliance brings cities together in a direct dialogue with bilateral and multilateral agencies and financial institutions. By promoting the positive impacts of urbanization, the Alliance helps local authorities plan and prepare for future growth.

The Alliance provides matching grants in support of: City Development Strategies (which link the process by which local stakeholders define their vision for their city and its economic growth, environmental and poverty reduction objectives, with clear priorities for actions and investments); citywide and nationwide slum upgrading in accordance with the Alliance's Cities Without Slums

action plan (MDG Target 11), including promoting secure tenure, access to shelter finance and policies to help cities prevent the growth of new slums; and sustainable financing strategies for cities to attract the long-term capital investments needed for infrastructure, including improving accountability for service delivery and demonstrating stable revenue streams to more effectively leverage domestic capital. To date, the Alliance has committed $60 million, linked to over $6 billion in investment.

Cities Alliance impact: A success story

In 2002, the Cities Alliance, through the World Bank and the Government of the Netherlands, began providing support to the port city of Aden for the development of a comprehensive City Development Strategy (CDS) linked to a local economic development program and infrastructure investments. Through this process—assuring the extensive involvement of all levels of government, private sector and civil society—priorities for investments in physical infrastructure, urban management and finance, local economic development and public agency reforms have been identified.

The strategy focused on unlocking Aden's growth potential by enhancing the operating efficiency and competitiveness of its seaport, airport and free trade zone and linking them with the wider city economy. Amongst the investment priorities identified in the CDS was the upgrading of the Sirah Fish Market, a main income source for around 800 fisherman and fish sellers representing the poorest strata of Yemeni society. By connecting the market to the city's economic development zones and tourism infrastructure, the fisherman and fish sellers have been provided with vital market access to higher end consumers. Moreover, the CDS process has initiated a Port Cities Development Program, a twelve-year, phased US$96 million investment program financed by the World Bank.

Under the slogan "Rebuilding Aden's Glory," the city seeks to reclaim its former international role, building on its competitive advantages to become a modern city with an economy based on transport services, international trade and tourism. This is not only making it an attractive hub for local and international investment, but also improving the lives of all the current and future residents of Aden.

Christiane Einfeldt is a Secondment Program participant from GTZ. Chii Akporji is a Communications Officer with the World Bank.

> "Partnerships are key to the Cities Alliance, a global coalition of cities and their development partners committed to scaling up successful approaches to poverty reduction."

A Closer Look at Partnership Building through the Staff Exchange Program

Brad Julian of APM Terminals describes how SEP brings valuable private sector experience to the Bank and its clients, with mutually beneficial results.

Who is APM Terminals?

APM Terminals is a leading investor, developer and operator of sea ports with over forty terminals around the globe on almost every continent including Africa. The company is headquartered in The Hague, Netherlands and is part of the Copenhagen, Denmark based AP Moller-Maersk Group which was founded in 1904 and now has offices in over 125 countries and 100,000 employees. APM Terminals joined the World Bank's Partnership Programs' community in July 2005 by participating in the Staff Exchange Program through the assignment of Brad Julian, a Port and Maritime Transport Specialist in the Bank's central Transport Unit.

What is the Bank's exposure in this sector?

The continued development of ports, waterways and shipping activities are critical components of a country's transportation system and infrastructure. This backbone, linked with road and rail networks, provides the foundation and the nodes for trading competitively in open markets, ultimately facilitating long term economic growth. Since the 1950s, the World Bank Group has played a significant role in assisting its client countries with developing, rebuilding, and improving their ports. Since the Bank's inception, over 250 projects with a Port, Waterway or Shipping (PWS) component have been completed amounting to approximately $10.6 billion in assistance through the fiscal year of 2004, according to the Bank's Project Database. Given the continued strong growth of global trade, PWS projects have been on the rise since 1995 and are expected to continue. There are currently over fifteen projects in the Bank's pipeline totaling over $1.5 billion being proposed through the fiscal periods of 2006-2009.

How did APM become interested in the Staff Exchange Program?

As a company making substantial investments in infrastructure projects of not only developed economies but increasingly more in the developing economies of the Bank's client countries, there became a clear need for our organization to better understand the role of the Bank in the port and transport sector. Conversely, with a significant shift in the market from publicly run operations to increased private sector involvement, there was a need for the Bank and its clients to gain a better understanding of how the private terminal operating companies, such as APM Terminals, perceive various opportunities, operate and make investment decisions.

What is your position in the Bank and what kind of work are you doing?

I am assigned to the Bank's central Transport Unit, commonly known as the anchor, as a Port and Maritime Transport Specialist. We focus approximately half of our time supporting the regions by providing specialty assistance and guidance on all port and maritime related issues in their projects. In my first year with the Bank, I have been on two missions to the Balkans, and also supported task team leaders on port projects in over twenty countries. The remaining half of our time is focused on building sector knowledge capacity and resources for Bank staff and client countries. Some of this year's initiatives include updating the Port Reform Toolkit, maintaining market intelligence, advising on best practices, and hosting the Transport Forum and Learning Week.

> “In addition to the Bank becoming more familiar with our organization, values and capabilities, we gain a better understanding of the Bank and its overall role in the industry.”

What benefits do the Bank and its clients obtain from the SEP assignment?

The Bank and its client countries have the opportunity to gain better perspective and understanding of private sector decision making criteria when evaluating port projects. By being a part of a Bank led mission or project team, governments and port officials have access to openly engage in dialogue to test their ideas and concepts. This leads to honest and constructive feedback without jeopardizing their position or being perceived as showing favoritism to prospective private parties. Bank staff can also draw on our experience of lessons learned for what works and what does not when structuring their projects.

What benefits does your company get out of the SEP assignment?

In addition to the Bank becoming more familiar with our organization, values and capabilities, we gain a better understanding of the Bank and its overall role in the industry. This improves our working relationship with the Bank, and helps us communicate more effectively with governments on how to best use World Bank resources.

How do you deal with conflict of interest?

Managing conflict of interest was an issue we dealt with early on in the process of initiating the SEP assignment, and we continue to prioritize this in our daily work. The intent of the program is not a business development initiative but a knowledge sharing and institutional building event. So, in practice, our standing rule is: whenever there may be doubt about conflict of interest I simply do not get involved in the project. At the start of any new project we discuss this issue openly among the task team leaders, my sponsor, and manager and determine how to proceed.

What is your assessment so far?

Since this was a first for our organization (APMT), we did not know exactly what to expect. After just ten months, however, the Bank, its clients, and our company see the value of the partnership. As a result we have recently agreed to extend the assignment until July 2007 for a total of two years.

SEP participant Brad Julian of APM Terminals is currently serving as a Port and Maritime Transport Specialist in the Bank's central Transport Unit.

Cooperation Matters: A Dutch-German Partnership for Energy Access

A coordinated and cooperative approach to providing access to modern energy sources results in maximum impact for developing nations, explains Arno D. Tomowski and Dr. Joerg Baur of GTZ.

In recent years it has become increasingly obvious that coordinating and harmonizing development efforts is an important contribution for achieving sustainable development. Partnerships between development institutions offer the possibility of significantly increasing assistance effectiveness, a fact highlighted in the Paris Declaration on Aid Effectiveness adopted in March 2005. GTZ (Deutsche Gesellschaft für Technische Zusammenarbeit), the international cooperation enterprise for sustainable development owned by the German Federal Government, regards partnerships and cooperation as critical for promoting sustainable development.

Experience has shown that there is no "one-size-fits-all" approach to effective development cooperation. In parallel with the implementation of technical assistance projects and programs, GTZ has actively sought dialogue and cooperation with other development actors including the World Bank. Thus, GTZ has been able to constantly learn from others, and has also provided expert knowledge from its twenty-five years of experience in implementing energy projects.

In some cases, other bilateral donors have co-financed existing German Technical Cooperation activities, thus providing the possibility for scaling up successful approaches. One outstanding example is the "Energising Development" (EnDev) program launched in December 2004 by the Netherlands Ministry for Development Cooperation (DGIS) and the German Federal Ministry for Economic Cooperation and Development (BMZ). The Netherlands and Germany have agreed on an implementation-oriented cooperation for increasing access to modern energy services, including renewable energy and energy efficiency.

In the framework of EnDev, DGIS will offer grant funding over a period of four years. The objective of EnDev is to provide 3.1 million people in developing countries with sustainable access to modern forms of energy in an accountable and demand-driven way in the following four service categories: lighting, cooking, social infrastructure, and for productive purposes, especially in small and medium-sized enterprises. It is a core element of the Dutch Government's strategy to attain the target of providing modern and sustainable energy services to ten million people by 2015. With this cooperation, both partners intend to translate the principles and objectives of the UN Millennium Declaration and the Johannesburg Plan of Implementation into concrete action. GTZ is acting on behalf of Germany as the principal agency for the general execution of the partnership.

The core criteria for projects to be supported under the EnDev partnership relate to both quantitative output (in terms of the number of people provided with access to modern energy) and long-term sustainability. This means that activities are guided by the objective of achieving long-term developmental impacts in a cost-efficient way. The economic sustainability of support to energy service providers is enhanced by a number of criteria that apply to all projects, including the requirement to create self-sustaining markets within a maximum of five years. Subsidies can only be granted for investment costs, and a substantial contribution from the beneficiaries is consistently sought. Affordability of energy services is improved through targeted interventions to promote the use of energy for income-generating activities/productive use. EnDev is building local capacity, for example, by training stove producers not only in technical skills but also business, marketing and sales skills. It is also creating adequate maintenance structures for different kinds of energy services.

EnDev is taking an "outcome-oriented" approach with a strong focus on quantifying the results. With the support of EnDev, GTZ's on-going activities are scaled up, and new activities are established. In order to reach a maximum of people with the available funding, GTZ projects with a favorable cost-per beneficiary ratio are selected for co-financing under the EnDev program. This is rendered possible by the fact that GTZ is granted

full flexibility in the allocation of program funds to the most successful projects in different countries. Thus, the program is providing an opportunity to apply mature and proven concepts for delivering quantifiable development impact at comparatively low transaction costs. For assuring effective and efficient design and implementation of projects, transparent monitoring and evaluation tools have also been developed.

Cooperation between donors and implementing agencies is effective because it combines the comparative advantages of each development instrument. "Energising Development" is a good example of how cooperation and delegated implementation can increase the overall impact of interventions through synergies and economies of scale.

Beyond the EnDev programme, GTZ works with a wide range of partners such as the UN, regional organizations, and international financial institutions—including development banks such as the World Bank. Today, a number of international energy partnerships are actively advancing the "energy for development" agenda. GTZ has managed to build strong relationships with many of these initiatives, including the EU Energy Initiative for Poverty Eradication and Sustainable Development (EUEI), the Renewable Energy Policy Network for the 21st Century (REN21), the Renewable Energy and Energy Efficiency Partnership (REEEP) and the Global Network on Energy for Sustainable Development (GNESD).

Cooperation between institutions that are involved in the field of energy and development benefits everyone. The pooling of resources promotes diffusion and a scaling up of successful approaches. The exchange of information and experiences reduces project transaction costs and improves quality. It also helps to avoid duplication and to bridge gaps between the efforts of different institutions. Partnerships are therefore essential in order to increase the impact that energy projects and programs have on developing countries.

Arno D. Tomowski is Director of the Environment and Infrastructure Division for GTZ, and Dr. Joerg Baur is the Program Coordinator for Energising Development at GTZ.

“ Cooperation between donors and implementing agencies is effective because it combines the comparative advantages of each development instrument. ‘Energising Development’ is a good example of how cooperation and delegated implementation can increase the overall impact of interventions through synergies and economies of scale. ”

Embracing Cocoa as a Means for Poverty Alleviation

Josef Toledano explains how the Staff Exchange Program and Mars, Incorporated have used cocoa sustainability as a model to successfully cultivate a true public-private partnership that leverages the strengths of governments, private enterprise and NGOs to form a unique synergistic effort that benefits local farmers, strengthens fragile ecosystems and benefits stakeholders along the cocoa supply chain.

The challenges of growing cocoa

Cocoa is a critically important crop for millions of small farmers worldwide. It sustains local and national economies, provides for families and employs countless others throughout the supply chain. The crop grows in the tropical regions of Africa, East Asia, South America and Central America, where pests and diseases can make success a challenge.

Every year, cocoa farmers lose one-third or more of their crop to diseases and pests. Rudimentary farming techniques or lack of relevant training can cause farmers to produce at levels well below their real potential. Environmental difficulties, such as depleted soil conditions, can also reduce yields. This leaves many cocoa farmers and their communities facing a productivity gap, which, if filled, could significantly improve the rural standard of living.

Through the Staff Exchange Program, the World Bank forged a partnership with Mars, Incorporated, one of the world's largest cocoa buyers. The Mars business model uniquely positions, and frankly obligates, the company to address some of the toughest problems facing the cocoa industry. The family-owned company is guided by five principles, one of which is "Mutuality:" the idea that Mars, their trading partners, the local community as well as the surrounding environment must all enjoy benefits from their interaction. As a private company, Mars is unique in that it can look far beyond the quarterly earnings that often stifle innovation in publicly traded companies. They can therefore serve as a fully engaged private partner with the Bank, the NGO community, and local and national governments.

In part, this unique partnership is so effective because it combines the international government relationships and extensive program management experience of the World Bank with the dedicated financial resources, cocoa knowledge, peer-reviewed science and technical expertise of Mars.

Roger Dehnel, Director of Mars Global Cocoa Sustainability Program explains, "Cocoa sustainability is initially about the provision of, as far as Mars is concerned, long-term cocoa supplies in order to support our business. But it's also about sustainability of incomes for farmers who produce cocoa for us and the sustainability of the environment in which cocoa is grown. That is a true reflection of our Mutuality Principle."

A model for public-private partnerships

Seeking scalable and sustainable programs, the Mars cocoa sustainability team working alongside experts from the World Bank, took a hard look at the existing global pilot programs already operating in the field and posed some tough questions: What was working? What was not working? Where were the gaps and limitations? What could have the greatest future impact?

The questions guided Mars and the World Bank to Indonesia where a growing infestation by the Cocoa Pod Borer (CPB), a devastating pest, costs the world's third-largest cocoa producing nation annual losses of $300 million. More than half a million Indonesian cocoa farmers lose 30-40 percent of their annual cocoa yield.

The team worked to identify champions within governments and other organizations with vested interest and began building a coalition of strategic partners. A plan of action was developed with input from the Mars sustainability team; Mark Wilson, Director of World Bank Asia Pacific Region; Shobha Shetty, Senior Economist in the Rural Development unit of the World Bank Jakarta office; Richard Chisolm, Senior Agriculture Economist at the World Bank in Washington; and Indonesia's Vice Minister of Agriculture, Dr. Djoko Damardjati. USDA-Agricultural

CPB infested pod versus healthy pod (photo taken in south Sulawesi, Indonesia)

Cocoa farmers club in Ben Tre province, Mekong Delta, Vietnam (provided by Ross Jaax, ACDI/VOCA)

Discussing CPB in the cocoa farming school in Noling village in the Luwu district, Sulawesi, Indonesia (PRIMA Mars /Dutch Government program for cooperation project)

Research Service provided technical assistance as did IFC-PENSA, USAID, NGO partners, ACDI-VOCA and the Dutch Government.

As Ade Tunus at the Indonesian Embassy in Washington explains, "It goes without saying that the relentless pursuit by the Indonesian Government to alleviate poverty made our work with Mars, the World Bank and others an easy fit. Together, we are showing Indonesian cocoa farmers how improved quality and productivity can lead to higher incomes."

The coalition seeks solutions at every level—research institutions, farmers groups, government and beyond. The long-term focus relies on incremental steps, each being analyzed and refined to improve outcomes.

This model has also been used to identify opportunities in Vietnam. Much like in Indonesia, there is substantial government support for the effort, especially from Tong Khiem, head of the Vietnam National Cocoa Task Force. He organizes strategic initiatives and implements effective policy while ensuring funding necessary for research. Also like Indonesia, farmers in Vietnam are receiving hands-on training and the tools they need to improve their yields and incomes through a USDA-funded program managed by ACDI-VOCA. Through effective training and market development, Vietnam has the potential to grow into yet another case study in poverty alleviation through cocoa-focused public-private partnerships.

Sweet success: growing beyond the harvest... and further

While cocoa served as the platform for successful programs in the tropics, their benefits extend well beyond the harvest. Direct benefits can be seen in enhanced rural economic development, improved education of farmers and youth and increased attention to environmental impact. The partnership developed by Mars and the World Bank brings together all aspects of cocoa crop production and the global supply chain, enabling nimble program development against appropriate development goals, utilizing relevant expertise from the array of partners. This partnership may serve as a model for other companies and multilateral institutions interested in forming synergistic efforts to advance economic development in the developing world.

Josef Toledano is a Senior Rural Development Specialist with the World Bank, currently assigned under SEP to Masterfoods USA.

Mutually Achieving Goals through Development of Sustainable Cocoa

Goals	Mars, Inc. (and others in the cocoa and chocolate industry)	World Bank, Governments of Producer Countries, NGO's	Producer Organizations and Small Farmers
Long Term	A socially, environmentally and economically sustainable cocoa industry with motivated farmers and assured supplies	Poverty reduction and economic growth through a market and trade oriented agriculture	Predictable yield, allowing investment in land and equipment; agroforestry systems that will expand the economy
Medium Term	Better quality and more reliable supply of cocoa from Asia by combating CPB	Sustainability and high quality technical support implemented at little incremental cost	Increased yield and income; reduced labor cost/acre
Short Term	Opportunities in trading; infrastructure, training	Global access to world-class knowledge and advanced technical innovations	Improved understanding of farming techniques; improved planting materials

Knowledge Sharing for Higher Education in Agriculture: The Global Open Food and Agriculture University

An international consortium on agriculture establishes a global knowledge exchange program to raise agricultural productivity for poverty reduction and to improve natural resource management. Suresh Babu explains the role of higher learning institutions in this important and evolving process.

Although many developing economies depend heavily on agriculture, they still have too few highly trained agricultural professionals who can identify problems and generate solutions based on state-of-the-art technology and policy analysis. Moreover, current agricultural training and educational resources will not be able to meet the increasing need in the public and private sectors for agricultural personnel with postgraduate education. To help close this capacity gap, the Consultative Group on International Agricultural Research (CGIAR), which is co-sponsored by the World Bank, has established a program of distance learning for higher education in agriculture, called the Global Open Food and Agriculture University (GO-FAU). Initiated in 2004, the program helps higher learning institutions in developing countries offer high-quality postgraduate education in agriculture.

Agriculture is increasingly becoming a knowledge-based sector, in which new technologies, market information, and public-private partnerships are crucial for raising productivity to reduce poverty and improve natural resource management. One important element in increasing agricultural productivity, as well as enhancing agriculture's contribution to rural development, is the scaling up of capacity-strengthening efforts by higher-education institutions in agriculture. The challenge is to not only increase the number of agricultural professionals, but to improve the quality of higher education in most developing countries. The World Bank, in its recently developed agricultural and rural development strategy, has highlighted the need to strengthen the capacity of professionals to translate national policies into effective programs. And the CGIAR has recognized a similar need to facilitate the adoption of its centers' agricultural and policy research by national agricultural research systems.

Distance learning has emerged as a flexible, affordable, and accessible approach for linking postgraduate agriculture students in developing countries with expert teachers and knowledge from all over the world. Knowledge sharing through distance education efforts such as GO-FAU allows the participants to remain in their current jobs and undertake scholastic activities at their own convenience and pace, permitting them to meet their regular job and family responsibilities. Distance education can also help mid-career professionals upgrade their skills by studying recent developments in their field.

How will it work?

To begin with, GO-FAU is not a degree-granting institution designed to compete with developing-country institutions in delivering higher education. Instead, GO-FAU will work collaboratively with partner institutions—both traditional and distance learning universities—to strengthen their postgraduate programs in agriculture by providing high-quality course materials. GO-FAU partner institutions, not GO-FAU itself, will deliver courses, support learners, provide accreditation, and award degrees. The partner programs will consist of existing Master of Science (M.S.) agriculture programs and short-term M.S.-level agriculture courses, as well as new M.S. distance education programs in agriculture.

Initially, the GO-FAU program will focus on strengthening course content in agroecology and agricultural economics/agribusiness. GO-FAU also plans to train faculty in the partner institutions in using the course materials. And the program will also facilitate student thesis research for those enrolled in both the traditional and distance M.S. programs.

The development and operation of GO-FAU will involve a global exchange of knowledge. Through the GO-FAU program, the CGIAR will facilitate a consortium of partner institutions in developing and developed countries for creating an open access approach to

> “Knowledge sharing is crucial for developing top-quality higher education programs in developing countries. Through this approach, local institutions can increase the quality of their education and keep the local talent within their country.”

knowledge sharing about courses and curricula for higher education in agriculture. This consortium will be open to a wide range of members, including teaching and learning institutions, capacity-strengthening programs, nongovernmental organizations, and networks, all of whom may draw on the teaching and learning materials. Similar open-access approaches have been initiated in fields such as engineering, biotechnology, and physical sciences. GO-FAU has consulted with the leaders in these areas and intends to contribute to a comprehensive framework for courseware sharing in higher education.

Expert faculty from around the world will develop postgraduate degree courses and programs that will be made available through GO-FAU for delivery at partner institutions. GO-FAU will invite experts both within and outside the CGIAR to submit course modules for a transparent peer review process. The curricula and courses that meet identified priorities and quality standards will become available for sharing through open access among the members of the consortium. To make the course materials locally relevant, GO-FAU will collaborate with experts in developing countries, including at CGIAR institutions, to incorporate content-specific examples, exercises, and case studies.

The Role of the CGIAR

The CGIAR is in an ideal position to organize knowledge sharing on agriculture through distance learning. As a consortium of fifteen international agriculture research centers together with their donor organizations, the CGIAR has more than 1,000 researchers who conduct agricultural research and can impart science-based knowledge designed to increase agricultural productivity, reduce hunger and poverty, and sustainably manage natural resources. The research results and methods developed by CGIAR scientists across many agroecological regions of the developing world could be highly useful in postgraduate education in agriculture.

With experience in coaching hundreds of postgraduate students through collaborative research programs, the CGIAR centers have collective expertise, networks, and communication information that can be used effectively for scaling up higher education in agriculture through both traditional and distance-learning institutions.

Knowledge sharing is crucial for developing top-quality higher education programs in developing countries. Through this approach, local institutions can increase the quality of their education and keep the local talent within their country. By creating new, contextualized teaching methods, based on high-quality course materials, GO-FAU can substantially improve the quality of agricultural education and contribute to increasing the number of trained agricultural professionals. GO-FAU's open access approach to knowledge sharing is an effective way to increase the capacity of agricultural professionals who can contribute to reducing poverty and hunger to managing natural resources on a sustainable basis.

Suresh Babu is a Senior Research Fellow at the International Food Policy Research Institute and Program Leader of its Learning and Capacity Strengthening Program.

Working Toward a World Free of Flares

Secondment Program participant François-Régis Mouton joined the Global Gas Flaring Reduction partnership to help overcome the barriers associated with reducing gas flaring. Backed by a global coalition, he hopes his efforts will protect precious resources, support the environment and provide consumers in developing nations with cheaper and cleaner energy sources.

GGFR overcomes barriers to reducing flaring

Launched at the World Summit on Sustainable Development in August 2002, the Global Gas Flaring Reduction (GGFR) public-private partnership brings to the table representatives of governments of oil-producing countries, state-owned companies and major international oil companies so that they can together overcome the barriers to reducing gas flaring, by sharing global best practices and implementing country specific programs to reduce the waste of gas associated with oil production.

The partnership facilitates and supports national efforts to use the associated gas and thus reduce flaring by tackling the lack of effective regulatory framework and the constraints on gas utilization, such as insufficient infrastructure and poor access to local and international energy markets, particularly in developing countries.

Poverty reduction is also an integral part of the GGFR program, which is developing concepts for how local communities close to the flaring sites can use natural gas and liquefied petroleum gas (LPG) that may otherwise be flared and wasted.

Defining the problem

The World Bank estimates that over 150 billion cubic meters (bcm) of natural gas are being flared and vented annually. That is the equivalent of the combined annual gas consumption of Germany and France, or twenty-five percent of U.S. gas consumption. And the forty bcm of gas flared in Africa is equivalent to half of that continent's power consumption, estimated at 200 terawatt-hours of electricity.

Gas flaring wastes resources and harms the environment. It also deprives developing country consumers of an energy source that is cleaner and often cheaper than others available, and reduces potential tax revenue and trade opportunities.

Flaring or burning also has a global impact on climate change by adding to greenhouse gas emissions. It is estimated that carbon dioxide emissions from flaring are about thirteen percent of the emission reductions committed by developed countries under the Kyoto Protocol for the period 2008-2012.

Working toward a solution

In January 2005, François-Régis Mouton joined the Global Gas Flaring Reduction Partnership at the World Bank under a special assignment from Total, the international oil and gas company. "As a representative of the oil and gas industry, I am trying to contribute to the partnership's important mission of reducing gas flaring," he says. Over the past seventeen years, François has gained extensive experience in reservoir engineering, gas storage, and other managerial and commercial responsibilities, working in various countries such as France, UK, Belgium, and Gabon.

To this end, François has had a very productive fifteen months at the Bank. Some highlights include: recruiting governments and organizations to join the GGFR Partnership, such as the European Union and Qatar (the latter has set a zero flaring target by 2010); launching and facilitating a Gulf of Guinea regional feasibility study on gas strategy and development, covering three countries (Equatorial Guinea, Cameroon, Nigeria) and five different oil and gas companies; and participating in different conferences around the world on reducing flaring and venting. In fact, François reports that "one of the greatest experiences I've had was to be invited by the United Nations Commission on Sustainable Development to deliver a speech on gas flaring and venting in New York. The countries' delegations in the audience were quite interested, asked some very good questions, and were totally amazed by the high volume of gas currently flared and wasted."

> “My job at the Bank has been one of the most exciting experiences I have had so far. I can already anticipate how valuable it will be when I am back at Total...I am getting a real global experience, in a truly international environment... working towards a World Free of Flares.”

During his tenure, the GGFR has also joined in partnership with the U.S. National Oceanic and Atmospheric Administration to launch a quantitative study that attempts to reconcile flare satellite pictures and volume of gas being flared on site. François was also the Task Team Leader for developing a web-based data tool to collect flaring and venting data. “The data tool is quite technical, but we are really excited that it will be rolled out during 2007 and used by various oil and gas producing countries around the world,” he states.

In addition, François was very encouraged to learn that last year the G8 statement at Gleneagles supported an extension of the GGFR partnership for the coming years. Since Russia—perhaps the major flaring country in the world, as satellite pictures tend to show—is chairing the G8 Summit this year, the GGFR partnership is working with the G8 Russian Delegation to try to launch a broad action plan for reducing gas flaring in that country. “Reducing gas flaring requires a global and concerted effort by governments and industry, as well as financial institutions, gas producers and local communities,” explains François. “There is still a lot to be done down the road to reduce such a waste of resources.”

François-Régis Mouton is a Secondment Program participant from Total.

Current GGFR Public and Private Partners

Countries/NOCs
Algeria (Sonatrach)
Angola
Cameroon (SNH)
Chad
Ecuador
Equatorial Guinea
Indonesia
Kazakhstan
Russia (Khanty Mansiysk)
Nigeria
Qatar

Multilateral Organizations
The World Bank
OPEC

Donors
Canada
European Union
Norway
UK (Foreign Commonwealth Office)
USA

IOCs
BP
Chevron Texaco
ENI
ExxonMobil
Marathon Oil
Norsk Hydro
Shell
Statoil
Total

CSIR is Shaping the Future through Science

The Council for Scientific and Industrial Research has partnered with leading institutions from around the world to raise living standards through technological advancements. These diverse projects range from space science to super-sorghum.

Since the democratization of South Africa, science and technology (S&T) has taken on a fundamentally different role of elevated importance. Its contribution towards the reconstruction of South Africa—and liberating its people from poverty and unemployment—is clearly recognized at the national level. Key factors required to underpin success are a strong national S&T base, highly skilled people, and an edge in research and innovation. Since its formation more than sixty years ago, the Council for Scientific and Industrial Research (CSIR) has responded to changing environments, unpredictable expectations and emerging opportunities. Today's challenges still demand that the organization continues to renew and reshape its focus.

Knowledge generation and application reside at the core of the CSIR, structured into three groupings:

- Emerging research areas (ERAs): new areas of science that the CSIR wishes to pursue. Some twelve ERAs have been identified, with nanotechnology and photonics being the first two selected.
- Operating units that draw together skills from research fields and scientific disciplines to address national S&T needs. The CSIR operating units are in the areas of biosciences; the built environment; defense, peace, safety and security; materials science and manufacturing; and natural resources and the environment.
- National research centers, which are facilities of strategic importance for African science over at least the next two decades. These currently include the Meraka Institute (African advanced institute for information and communications technology); the National Laser Center; the National Metrology Laboratory; and the Satellite Applications Center.

The CSIR Knowledge Services group manages routine specialized and differentiated services. The nature of this group's operations is commercially-driven.

South Africa's national imperatives and global challenges provide the macro-strategic framework within which the CSIR conducts its research. In an effort to contribute to placing our continent on a path of sustainable growth and development, the organization supports and actively participates in the New Partnership for Africa's Development (NEPAD). Building measurable value through local and international partnerships is a key component of the CSIR's endeavours to provide world-class technology.

Skills development in space science

Space science expertise in South Africa and France received a boost following a skills development agreement between the CSIR and Alcatel Alenia Space France in February 2006. Cooperation is planned in the areas of landcover mapping; platform development and electronics (mechanical and optical); broadband solutions via satellite; satellite navigation and transport applications; spatial data infrastructure; and development in astronomy-related initiatives.

Where human resource development is concerned, the CSIR and Alcatel have earmarked the areas of navigation, earth observation, environmental research and meteorology. Collaboration will include R&D activities in satellite programs, space data information systems, and customer requests for information.

It is believed that the agreement will pave the way for the implementation of space projects, enabling people to bridge the digital divide within Africa. A steering committee will oversee the implementation of the agreement. The two organizations intend to consolidate global cooperation in the space domain to strengthen their respective competencies and knowledge. The aim is to contribute to socio-economic progress, both in South Africa and France.

NEPAD establishes Southern African biosciences hub

The Southern African Network for Biosciences (SANBio) was established in August 2005 at the CSIR to strengthen the biosciences capacity in the broader southern African region. SANBio is a network of

> “Building measurable value through local and international partnerships is a key component of the CSIR’s endeavours to provide world-class technology.”

technology suppliers from the twelve countries making up the southern African group. SANBio will focus on critical biosciences areas related to agriculture, human health, animal health, environmental issues and industrial technologies. Supporting technologies such as bioinformatics will be used at the forefront of the scientific discovery process.

Partnership to develop ‘super-sorghum’ for Africa

The CSIR has joined forces with eight other globally-respected organizations in a research project expected to develop a ‘super-sorghum’ with improved nutritional traits. This follows the announcement by the Grand Challenges in Global Health initiative that a US$16.9 million grant has been offered to an African-led consortium under the leadership of Kenya-based Africa Harvest Biotech Foundation International.

The Grand Challenges initiative—funded by the Bill & Melinda Gates Foundation, the Wellcome Trust, and the Canadian Institutes of Health Research—is a major international effort to achieve scientific breakthroughs in health problems that kill millions of people each year in developing countries.

For many of the world’s poor, sorghum (Sorghum bicolor) is the primary food grain. It is one of the most important staple crops in Africa and is uniquely adapted to the semi-arid and sub-tropical climatic conditions of the continent. Sorghum, however, has nutritional deficiencies. A diet based primarily on this grain is inadequate to meet the nutritional growth or maintenance requirements for children and adults, resulting in a form of hunger called micronutrient malnutrition.

The ‘super-sorghum’ research project seeks to develop more nutritious and easily digestible sorghum varieties that contain increased levels of pro-vitamin A, vitamin E, iron, zinc, amino acids, and protein. The primary objective of the project is to produce seeds of nutritionally improved cultivars of sorghum, appropriate for planting, which African small-scale farmers can source on a licence-free basis. With the support of the Grand Challenges in Global Health initiative, this project consortium will contribute to the well-being of Africa.

Syngenta and CSIR join forces

The CSIR and Syngenta SA signed a memorandum of understanding in February 2006, committing to the objective of uplifting and shaping the agribusiness future of South Africa through innovative research and technology. The two parties agreed to collaborate in the broad areas of agriculture and agrochemical product, logistics and decision making systems, as well as human resource development in these fields. Specific areas of interest include waste management; predictive modelling and early warning systems; bioprospecting and integrated pest management.

SA/Flanders cooperation boosts broad field of earth observation

Earth observation and remote sensing technologies skills were strengthened with the signing of a memorandum of understanding by South Africa and Flanders in March 2006. The CSIR and the Flemish VITO made a mutual commitment to cooperate across international boundaries in areas of common concern. The agreement creates the framework for two organizations to combine their respective competencies and knowledge to benefit broad socio-economic growth in both regions.

While the earth observation offers a valuable platform on which to grow the relationship, the two organizations plan to cooperate in other technology areas too, such as climate change and ecology. A number of projects are planned jointly with other partners, including vegetation management applications such as drought monitoring, biomass estimation and invasive species detection and monitoring. Other planned projects include land and urban management applications through high spatial and spectral resolution techniques, and related opportunities such as mine rehabilitation, waste monitoring and marine applications.

Conclusion

The CSIR strives to generate ideas that can be transformed into practical and effective applications in Africa—ideas that will create a new energy on the continent in an effort to ensure sustainable growth and development. Building on the solid foundation of the past sixty years, the CSIR is entering an era of regeneration in S&T, taking the first steps toward building a national research and innovation icon that will make a visible difference in South Africa and Africa.

CSIR Communication

The Islamic Development Bank-World Bank: Capacity Building for Improved Aid Effectiveness

The Islamic Development Bank's strategic shift and focused attention to development effectiveness suggests the need for capacity enhancement by forging partnerships with premier development organizations, such as the World Bank. According to Dr. Fareed M. Hassan, these partnerships offer the opportunity to enhance capacity by undertaking joint country programs, disseminating development findings, and focusing on outcomes and impact.

The Islamic Development Bank (IsDB), an international financial institution active since 1975, is dedicated to fostering the economic development and social progress of its member countries located throughout the world. Its membership and scope of operations have grown over the years, and now includes about 1,500 projects in fifty-six countries. Achieving development effectiveness and results is a continuous challenge that requires vigorous effort. In addition to supporting the capacity building efforts of its members, IsDB recognizes the need to enhance internal capacity. To this end, IsDB—in partnership with the World Bank—organized a five-day workshop to share experiences in capacity enhancement and development effectiveness. Over seventy participants, including Directors, Managers, Advisers and staff members of IsDB, attended this important event. This article highlights the key findings and follow-up actions to sustain capacity building.

Capacity building initiative

The capacity building initiative is particularly relevant for three reasons. First, the increased global focus on aid effectiveness and results suggest the need for even greater emphasis in partnering with other donors. Second, the IsDB plans to double its capital from the current level of US$20 billion and proposes to create a poverty window, similar to the World Bank's International Development Association. Third, IsDB management is currently engaged in the process of defining its road map for the future through a 2020 vision exercise. These developments present enormous challenges and strategic shifts at the institutional level, including serious implications on staffing and skill requirements. These developments will also facilitate better aid management and more effective results on the ground for IsDB member countries. The World Bank's extensive experience in these areas will provide the necessary knowledge for better and sustained collaboration between the two institutions. The capacity building initiative serves this purpose.

A candid exchange of experiences

The capacity enhancement workshop was highly participatory and led to a candid exchange of ideas and experiences. This reflects a strong interest in the topics presented, and the desire to learn about how the World Bank evolved and adapted to internal and external pressures over its six decade history. Participants discussed the key constraints to IsDB's operational effectiveness and the challenges it faces in institutional capacity. A desire to adopt a new way of doing business at the IsDB emerged. The participants also agreed on the need for greater interaction between the IsDB and World Bank, including joint missions, joint action learning opportunities, staff exchange programs, and access to the World Bank's field offices.

Enhancing capacity and achieving development effectiveness

Enhancing capacity and achieving development effectiveness requires a continued commitment from IsDB management. Special focus on strategic resource allocation and operational decisions, and then translating these decisions into concrete actions, is vital. Success factors toward enhanced development effectiveness include: the importance of upstream analytical work and country and sector assistance strategies; the need for close monitoring of work programs, budget and resources at each stage of the

IsDB staff attend a workshop on capacity enhancement and development effectiveness

Over seventy participants shared their experiences at the workshop, which was cosponsored by the World Bank

project cycle; selectivity in the average size of projects, sectors and countries; and the need to strengthen the mechanisms for evaluating project and program quality.

The IsDB-World Bank partnership facilitates capacity enhancement through different channels. These include sharing country assistance strategies, poverty reduction strategy papers and sector assistance strategies of the member countries of both institutions; encouraging joint IsDB-World Bank missions especially on co-financed projects and programs and collaboration with field office staff; encouraging joint country and sector portfolio performance reviews; and staff exchange, staff training and capacity enhancement, sharing of good practices and facilitating electronic sharing of information.

The Islamic Development Bank's interest in sustaining the capacity building initiative is evident. IsDB's management expressed their appreciation and emphasized the institution's commitment to continued partnership with the World Bank. There is a growing consensus that enhancing capacity and development effectiveness is as critical as increasing aid flows. Staff members from both institutions are now working together to design an action plan for sustained engagement in capacity enhancement and retooling their staff skills to achieve better results in developing countries. Two member countries of both institutions, Jordan and Tunisia, have been selected for a collaboration pilot between the two organizations.

Dr. Fareed M. Hassan is a Senior Evaluation Specialist with the World Bank, currently assigned under the SEP to the Islamic Development Bank.

“ IsDB's management expressed their appreciation and emphasized the institution's commitment to a continuing partnership with the World Bank. There is a growing consensus that enhancing capacity and development effectiveness is as critical as increasing aid flows. ”

New Year's Gathering: The Partnership Programs Community

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1 Regina Austria, Partnership Programs Unit staff, welcoming guests

2 Xavier Coll, Vice President of Human Resources (HRSVP), greeting the community

3 Lambert Hyunsik Yang, incoming SEP participant from Korea's Samsung Corporation

4 Xavier Coll with participants

5 Thuy Bui, VSP participant from Vietnam; Norie Sekimoto, SEP participant from the Asian Development Bank; Angkhansada Mouangkham, VSP participant from LAO PDR; and Tomohiro Fukagata, SEP participant from Mizuho Corporate Bank

Learning Lunch Presentation by Konrad von Ritter: SEP Experience at The Nature Conservancy (TNC)


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1 Konrad von Ritter, SEP alumnus, remarks on his experience with The Nature Conservancy

2 Yonghuan Wang, Secondment Program participant from the People's Bank of China

3 Mark Bassett, SEP alumnus from BUPA

4 Frank Sperling, Junior Professional Officers Program

5 Partnership Programs participants listening to Mr. K. von Ritter's presentation

6 Kai Kikuiri, SEP alumnus from the Japan International Cooperation Agency (JICA)

"ALL LIVES—NO MATTER WHERE THEY ARE LIVED—HAVE EQUAL VALUE. CREATING OPPORTUNITY AND EQUITY IS THE GUIDING PRINCIPLE IN EVERYTHING WE DO."

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GLOBAL MOBILITY & WORKLIFE PROGRAM

PROVIDING EXPERT ADVICE, SEMINARS AND REFERRALS ON INTERNATIONAL RELOCATION AND TRANSITION FOR STAFF AND FAMILIES

Child Care

Children's safety and well-being are among parents' top concerns when selecting child care. To make an informed decision, parents can contact the Child Care Advisor for consultations and referrals about local child care options. Assistance provided in areas such as:

- Evaluating quality child care, centers, preschools and pre-kindergartens
- Identifying appropriate before- and after-school programs, summer programs and camps
- Locating and using temporary and back-up child care arrangements

Single Parent Support Group — monthly meeting to discuss challenges and concerns of single parents

Education

The U.S. educational system is as diverse as it is extensive. To navigate the system, parents can contact the Education Advisor for guidance on their children's education, including:

- Overview of the U.S. education system and information on local private and public schools, boarding schools, universities and colleges.
- Details of the admissions process
- Referrals to enrichment programs, academic summer schools, tutors, and diagnostic testing.

School Options Fair & College and University Fair – admissions officers provide information on their programs

Elder Care

Caring for aging relatives can be challenging especially if you do not have proper assistance. The Elder Care Advisor provides consultations on care options for well and impaired older adults including:

- Health Insurance, medical and legal issues
- Housing, ranging from independent to skilled nursing care
- Caregivers; senior centers and activities

Elder Care Support Group — monthly meeting of staff for mutual support and information sharing

Housing

Finding appropriate housing often takes time and research. The Housing Advisor eases the process by providing information on various aspects of housing rentals, purchases and sales, including:

- Overview of the metropolitan area and specific neighborhoods
- Information on rental, purchase and sale process
- Referrals to real estate agents and related housing

Housing Seminar – seminar on home ownership

Spouse/Partner Career

Career services are available for World Bank staff members' spouses/partners to manage their career transition to the DC area or to any of the 120+ countries in which the World Bank has offices. Services include:

- Extensive individual career coaching/advising and information available for Washington DC and the Africa region
- Workshops, job search seminars, networking groups, e-mail job listings, contacts and referrals and web support
- Basic coaching support services are available for other Bank regions

Spouse Career Seminar – seminar on how to job search in Washington DC and how to deal with career transition

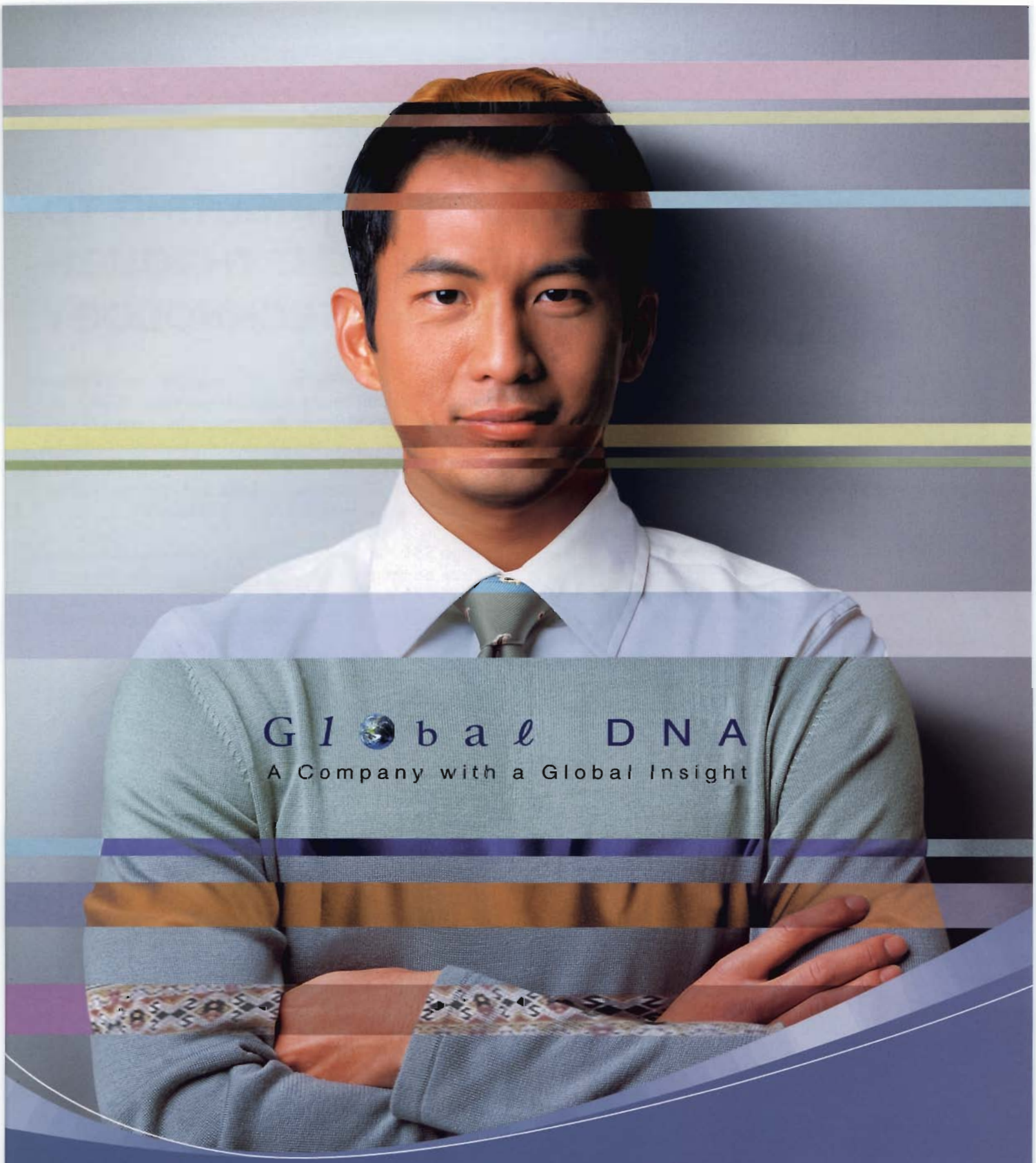
Global Mobility

Moving to another country can be a challenging and stressful task. The Global Mobility Advisor provides information, referrals and services for staff and families moving on assignment to a Country Office, including:

- Information on World Bank units supporting the relocation process
- Pre-departure advice and information on relocation processes and areas of concern
- Preparing for your Move guidebook, Country Office Handbook and a virtual briefing center
- Local relocation experts provide on the ground support in Sub Saharan African countries

Overseas Assignment Briefings – seminar on issues related to moving to a country office

To make an appointment contact us at: 202-473-2245 or worklife@worldbank.org



CONTRIBUTING TO AFRICA'S DEVELOPMENT THROUGH SCIENCE AND TECHNOLOGY

The Council for Scientific and Industrial Research (CSIR) undertakes and applies directed research and innovation in science and technology (S&T) to improve the quality of life of the country's people and to support development on the continent. The organisation is committed to supporting innovation to improve regional competitiveness in the global economy. S&T solutions are provided and opportunities are identified where new technologies can be developed and exploi-ted in the private and public sectors.

The CSIR will address three core areas to establish the foundation for development of its S&T base to ensure its relevance to South Africa and the African continent. These areas are building and transforming human capital; strengthening the S&T base; and performing relevant know ledge-generating research and technology transfer.

With the growing importance of the continental perspective, the CSIR's purpose extends to sharing and acquiring knowledge and expertise to support the development of Africa. Partnerships are sought to pursue the development of appropriate technological solutions in support of regional strategic interventions such as the New Partnership for Africa's Development (NEPAD).

Some of the initiatives in support of NEPAD include the establishment of the African Laser Centre, the development of e-schools throughout the continent and the Southern African Biosciences Hub. In response to the NEPAD S&T plan, the CSIR will intensify its efforts in key areas such as infrastructure, peace and security, market access and diversification, and the environment.

Through S&T, the CSIR strives to generate innovative ideas that can be transformed into practical and effective applications in Africa – ideas that will create a new energy on the continent in an effort to ensure sustainable growth and development.

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Dr. Jürgen Wilhelm · Director General of DED

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