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# the Bank's World

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Rainforest Guests—page 13

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A young Indian from the Brazilian rainforest holds a hollow reed allowing him to breathe underwater.

Photo by Father Joao Saffirio

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## The Making of a Market Economy

# Poland in Transition

by John Maxwell Hamilton

**A**specter is haunting Europe—the specter of communism." So wrote Karl Marx and Friedrich Engels at the beginning of *The Communist Manifesto* in 1848. And so might people agree today.

The specter of communism, Marx and Engels thought, haunted the minds of capitalists too frightened of revolutionary change to see that communism was the wave of the future.

Today world-shakers are not communists. They are throwing out communists and trying to create free-market economies. Revolutionaries from the Baltic to the Mediterranean have even jettisoned the old name "Eastern Europe," which smacked too much of Moscow domination, and describe themselves as Central Europeans. But communism still haunts them. For as these new nation builders are learning, it is not easy to exorcise the elaborate communist system, which so thoroughly shaped attitudes and institutions.

"The heritage of the past few decades has proven worse than we could possibly have anticipated in the joyous atmosphere of those first few weeks of freedom," Vaclav Havel reported in a New Year message to his Czech and Slovak countrymen and women. "Each day brings new problems, and each day we realize how interrelated they are, how long they will take to solve, and how difficult it is to establish the proper order in which to deal with them."

### Fish stew

Adam Michnik, once a dissident essayist and now a member of the Polish Sejm (parliament), uses a familiar metaphor to describe the difficulties of creating a market economy from the rubble of a command economy: you can make fish stew out of an aquarium, but you

can't make an aquarium out of fish stew.

Communism, as the Michnik's aphorism suggests, killed off critical components of capitalism, although the missing pieces are not always immediately obvious. To a first-time visitor, Prague seems like other lovely European cities, says Peter Whitford, Principal Environment Specialist, EMENA Region, but Czechoslovakia as well as Poland, Hungary, Bulgaria, Yugoslavia and Romania—all countries in which Bank staff now work—lack modern banking, accounting, and court systems.

Poland was among the first countries to start the reform process. Its nascent private sector is booming, Harvard economist Jeffrey D. Sachs said at the World Bank's annual conference on Development Economics in late April. But Mr. Sachs, who has advised the Poles on free market reforms, admits no one knows just how much it is booming. The Poles don't yet have the capability to measure free-market activity.

### New laws

Central Europeans are in various stages of creating free market infrastructure. They are writing new laws, lifting subsidies, moving government-owned enterprises off state books and into private hands, and learning to manage their economies through subtle monetary policy rather than government dictate. Each step along the way is difficult.

Legislators can quickly pass laws on banking and investment, says Alan Gelb, Chief of the Bank's Socialist Economies Reform Unit. But it takes years to train competent bank supervisors.

Privatization, the jargon economists use to describe the process of unraveling government ownership of shops and large enterprises, is an especially mammoth undertaking. As the London-



based *Financial Times* noted recently, "It took the British government [under Margaret Thatcher] a decade to privatize 50 companies, with the help of one of the most sophisticated financial structures in the world." The Polish government sold off or leased over 20,000 shops and outlets last year, but only seven large and 40 medium-to-small industrial enterprises went into private hands. Altogether it controls about 7,000 industrial firms.

At the beginning of this year some 365 workers and managers at Binro Projektow Przemyslu Koksochemicznego bought their company, which designs coal coking plants near Zabrze in southwest Poland. This required evaluation of the assets to be sold as well as other paperwork, including documentation showing that workers and management agreed on privatization. One of the difficulties in the transition, comments a plant executive, was that the Ministry of Privatization in Warsaw is understaffed and still learning its job.

### *Homo sovieticus*

More than the economy, however, needs reforming. Sitting in his office in the considerably reduced Polish Central Planning Office, Deputy Director Jerzy Szlachta talks about the communist-created *homo sovieticus*, people who have come to expect low prices for the basics and iron-clad job security. Perhaps such a species does not exist, he

says, but Central Europeans have acquired the habits of socialism.

Communism killed the work ethic, says Dr. Jiri Musil, head of the Institute for Sociology in Prague. People no longer see natural links between work and reward.

One of the myths of Central Europe revolutions is that "the transition is going to be relatively quick and smooth," says Eugenio F. Lari, former Director, Europe Middle East and North Africa Country Department III. Joblessness, inflation, and drops in real income will come before benefits.

Many new leaders worry how much pain people will tolerate today for gain tomorrow, especially in light of high expectations for a better life after communism. "Everyone had to promise something," says Petr Gandalovic, a 23-year-old Czech elected to the federal parliament last year.

"We have had to make major changes but have little time," adds Karol Szwarc, Secretary of State in Poland's Central Planning Office.

### Somebody else's job

The Solidarity union, in the vanguard of the Polish revolution, is likely to be restive about economic hardships as a result of free-market reforms. As much as 60 to 80 percent of the union members want a free market, says Jerzy Orzel, a journalist with *Solidarity Weekly* and an informal advisor to Pol-

ish president Lech Walesa. But Solidarity members don't want unemployment. "They say: 'Let's start with somebody else's job.'"

Another factor exacerbates the difficulties of these reforms—money. New leaders throughout Central Europe have been shocked by the paltry treasuries the communists left behind.

Foreign investment and loans from multilateral and bilateral donors can help retool industries and support new safety nets needed to cushion hardship during the transition. How much capital will be available, however, remains a troublesome question mark.

Poland has received some relief from its debt owed to other governments, much to the consternation of many commercial banks. Hungary and Bulgaria are especially saddled with debt.

The newly created European Bank for Reconstruction and Development (EBRD) has joined the World Bank and bilateral development agencies in providing capital. But at the EBRD's inauguration in mid-April, finance ministers openly worried that high interest rates and sluggish world economic growth could reduce the flow of money into the region.

Cold cash by itself, however, is not the only foreign help Central Europeans need. "You can't just pour money into banks to restructure," says David Fretwell, an employment specialist in the EMENA Region. "You have to deal with people." Know-how and advice are crucial for countries that have not written profit-and-loss statements or managed job retraining programs.

### Retrain workers

World Bank activities have ranged from structural adjustment loans to zeroing in on narrower problems. A \$100 million loan renegotiated for Poland in April will retrain workers and set up labor information systems that help people find new jobs.

A \$40 million loan to be considered by the Board this month will help Czech and Slovak enterprises and banks acquire legal, engineering, financial and other world-class advice needed to restructure enterprises into competitive businesses. "For apparently the first time, the Bank would be providing seed money for a joint stock company, created to help screen and provide this external advice on a fee

basis," says country officer and tax manager Frank Vita. "We expect that joint stock company to be privatized within three years along with its clients."

"System reform is an intensely political process," say Mr. Gelb and Stanley Fischer, the Bank's former Chief Economist. At one level are pressures to rein in reforms in order to avoid political backlash. With nascent democracy, public opinion is much more persuasive to leaders than under the old authoritarian system. At another level is the need to empower people to take political and economic initiative at the local level.

This dual challenge complicates the transition, says Jane Loos, a Country Economist for Poland, "but it is an essential part of the process."

A key element in this new political equation is the emergence of responsive local government, a point that Dr. Wojciech S. Beblo takes to heart. Mr. Beblo is a Polish physicist and chemist. Under the communists, he was a re-

searcher at the Central Mining Institute and president of the Upper Silesian branch of the Polish Ecological Club, which like many environmental organizations was a hotbed of dissidence under the communists. Last year, he became head of a new office in the Katowice government to improve environmental management, an initiative supported by the national government and the World Bank.

His agenda, Mr. Beblo says, is to cut local pollution by both industries and individuals, who run factories and heat homes with coal. He also wants people to become more environment-conscious. Such goals are tied to economic reforms, which would eliminate inefficient polluting companies, and therefore, will cost jobs. But the need for such policies is obvious from looking through the lace curtains in his modest office. A haze from coal-heated homes and tall stack industries envelopes Katowice.

To do the job, Mr. Beblo says, Poland must rebuild its tradition of strong, ef-

fective local leadership. With a smile, Mr. Beblo holds up a pamphlet. "This is now my hobby—to collect this writing." "This writing" is from the New Jersey Department of Environmental Protection and entitled "Improving Dialogue with Communities: A Short Guide for Government Risk Communication." Among the suggestions: "Listen to what various groups are telling you." "Avoid closed meetings."

Communists came to power at the end of World War II promising a democracy that would address people's needs, but they failed. Free-market capitalism now has its chance in Central Europe. But many years and much patience will be needed for Mr. Beblo and other new nation builders to exorcise fully the specter of communism. ■

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*Editor's note: John Maxwell Hamilton is the Senior Counsellor for Development Education in the Information and Public Affairs Division, External Affairs Department.*

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## New Program Supports New Support Staff

# Getting Started

by Morallina Fanwar-George

**T**uesday, April 8, 9 a.m.

Fifteen participants representing nine countries sit around the conference table in a training room in the N building. It is an unseasonably warm day and the windows are open to the sounds of the morning traffic rush hour. Some smile or nod at each other while others sip their tea or coffee. Their eyes follow the movements of the course administrator as she makes final preparations for the day's program.

These are participants in the One-week Orientation for New Support Staff held April 8 through 12. Attendees at this Orientation include Perma-

nent, two-year Fixed Term, C-TAP, and TAP staff members and Bank Temps new to the Bank or who have been away for a number of years.

**9:15 a.m.** Mary Brady, one of the Program Managers in the Training Division (POPTR), welcomes the group and offers a short introduction to the program. This is followed by a 10-minute "get-to-know-each-other-better" exercise where pairs interview each other and then introduce the other to the group. This short, light interlude serves to break the ice before they are plunged into a day (and week) packed with a re-

lentless torrent of information—verbal, written and visual. So much information it cannot possibly be digested all in one day—but is archived and will be retrieved for later use.

Two short videos then follow, "Welcome to the World Bank"—featuring Barber Conable talking about the Bank, its history and mission, and "Your World Bank"—covering different aspects and services of the institution.

**9:45 a.m.** Linda Byron, the Course Administrator, explains the Bank's structure, organization and order of reporting. She then focuses on the Opera-

tions Complex and the project cycle, using charts on a flip board and more illustrations on the blackboard. She winds up with a description of the project cycle and touches briefly on the attendant reports and other documentations. The group is attentive and not reticent about asking questions. Some of them have worked as temporaries in the Bank or been in a resident mission; this experience is exhibited in the types of questions they ask.

**10:30 a.m.** This session, titled "Working in a Typical Division," was presented by two Administrative Secretaries (see box for more details) who explain day-to-day life in a typical working unit.

A 15-minute coffee break follows in which the group is given the opportunity to chat with the Admin Secretaries, ask them questions and jot down their names and phone numbers for later referrals. The Admins who assist with this program serve as points of contact for the new recruits.

**11:30 a.m.** Mrs. Brady addresses the matter of working in a culturally diverse institution. She discusses differing cultural values and how they impact the workplace, particularly in the Bank where one deals with over a hundred different cultures. She focuses on the values different cultures place on superior/subordinate relationships, status, decision-making, to name a few. "Culture is something you/we carry with you everywhere—it is your frame of reference," she says. "It is the values on which your behaviors are predicated." She cautions that misunderstandings often occur not because of differences in language but because of "differences in frames of reference."

One can see, from the vigorous nods and smiles around the room, that she has clearly touched a sensitive chord among the participants. Hands shoot up as support staff begin to share some of their own experiences or to ask questions regarding a hypothetical situation. The various experiences discussed hinge on differences of expectations. A familiar example brought up is the matter of whether or not to serve one's supervisor coffee. This situation is explored for a few minutes in the context of cultural expectations. That is, in some cultures, secretaries see it as part

## Two Administrative Secretaries as Examples

"Having the Admin Secretaries speak to the group is a two-fold benefit," points out Mary Brady. "The new staff member gets an understanding of how a typical division works and the Admin Secretary gets to put her skills to yet another use—which I see as part of job enrichment."

The two Admins who participated this particular week were Helen Masson-Bruno and Emilia Arriola, both from the Asia Region.

**Helene Masson-Bruno**, a native of Canada, was recruited from Montreal in 1967 and has served in several departments in the Bank. She is the Admin Secretary in the Infrastructure Division, Asia Technical Department. "It's good to move around," she says, "I encourage staff to do so—it's a benefit to themselves; you see different facets of the Bank and get a better picture.

"I think the program is long overdue," she states. "I do a lot of hiring—both temps and new staff—and without proper orientation, many of them find it very confusing and take longer to adjust."

Her contribution to the program includes a description of day-to-day life in a division, advice on what to do if you are sick or have an emergency, stressing the team spirit, and gives an idea of what to expect in a busy office. An energetic lady who loves public performances, Ms. Masson-Bruno says, "I do this because I want to give the new staff a sense of the Bank and because I love to do it. It suits me, I'm a ham."

**Emilia Arriola**, Admin Secretary in the Infrastructure Operations Division, Asia Country Department II, has been with the Bank since 1974. She is enthusiastic about the program and says it is badly needed. "I am dedicated and committed to this Orientation Program because I have a strong interest in people and the institution."

A native of the Philippines, Mrs. Arriola says, "The Bank has given me so much—training, security, benefits and friends—I feel this is my way of showing my appreciation. I want to pass on the benefit of my experience and knowledge to new staff members."

In her part of the presentation, she stresses how important it is to work in a team, to be aware of cultural differences and to always have open communication. She also passes on useful hints like taking the time to learn names of the people in your work team (including name of the VPs' and directors' secretaries).

Many of the new staff members have taken the Admin Secretaries' offer of help to heart and have, from time to time, called them back for more advice or information or just to thank them for the useful advice given during the Orientation. ■

*The program is seeking the assistance of other interested Administrative Secretaries throughout the Bank. If you would like to participate and are willing to share your knowledge and experience, please call Mary Brady on Ext. 30918.*

of their jobs; in others, bosses *expect* it; and in others, the secretary may take offense at having to perform what is perceived within the secretary's frame of reference as a "menial task." The potential for differing expectations at the Bank is obviously great.

"The message I try to get across to them," says Mrs. Brady, "is weigh the situation in cultural terms and don't make personal attributions and, then, negotiate on the basis of cultural differences."

At the end of this discussion, the staff break into smaller groups to explore further the different manifestations and fine innuendos of culture and how it can really affect the working life of so diverse a place as the Bank.

**2 p.m.** Reconvene after lunch for a presentation and focus on the different "Information Sources" available to the group—i.e., Bank publications, Telephone *Directory*, All-in-1 services, the Joint Library on-line computer networks and the Information Research Centers.

**3:30 p.m.** Lois Williams from the Staff Association gives a short presentation on "What the Staff Association Is," what it can do for you and what you can do to help it. A question-and-answer period follows.

By 5 p.m., the day's activities are over but staff linger awhile and chit chat a bit. Hauling piles of material gathered during the day, they slowly



Emilia Arriola, Admin Secretary in the Infrastructure Operations Division, Asia Country Department II, addresses a group of new support staff during a recent orientation.

Photo by Michele Iannacci

start to leave. Some head home to families while others, like the two Korean women recruited directly from Korea, make for temporary living quarters.

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Besides the usual one-day orientation which included a short briefing on the Bank, induction and distribution of some relevant materials, this five-day program elaborates on the recommendations set down by the Support Staff Action Group (SSAG) and provides new staff with a more comprehensive orientation to the Bank.

The week's agenda consists of:

*Monday*—Induction, paperwork and a preliminary description of the Orientation Program.

*Tuesday*—as described above.

*Wednesday*—follows the trend of Tuesday, covering such topics as: Telephone Skills and Manners, accompanied by a video; a description of World Bank forms and styles of correspondence by Joy LeBlanc-Alston (POPTR); Volker Rast and Bill Gillis (ITFTF) on the Telex, FAX and Cable Services; David Reed (GSD) on Property and Personal Security, followed by a presentation on Computer and Information Security by Betty Hill (ITFPS).

*Thursday and Friday*—Intensive workshops on Office Technology given by several representatives from ITF and Training.

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This new program came into existence in March 1990 as a direct fulfillment of one of the SSAG recommendations. In his article in *The Bank's World* (November 1990), Stephen Eccles, Vice President and Controller, who headed the SSASG (Support Staff Action Steering Group), wrote that one of the recommendations already attended to was "...a one-week program for all new secretaries to include intensive training in standard word processing software and administrative procedures as well as an orientation to the Bank..."

Having no predecessor, the program had to be created. Mrs. Brady discussed needs and design with staff in the Support Staff Recruitment Unit and worked out the flow of training with her colleagues in POPTR and other involved units.

The main objectives of the program as it was subsequently designed were to provide newly hired staff with all of the *Bank standards* for technology, i.e., All-in-1, File Management in DOS, WordPerfect, Basic and Advanced Workshops and knowledge of the standard administrative procedures. They are also briefed on the structure and

work of the Bank as defined by the Project Cycle.

There are also secondary objectives for the program. These include providing the new secretaries with networking; the one week tends to create a special bonding among each group that comes in. It can be a daunting experience to be dropped into this 6,500-person institution and not know anyone to call, or go to lunch with. Second, it gives participants a sense of belonging—if they are able to see and understand the mission of the Bank, their work becomes more meaningful. And third, it seeks to make them see the Bank as a caring employer.

In its first year, over 350 participants have passed through the program, and an impact study done late last year reveals that the effects and usefulness of the program were "overwhelmingly positive." Staff who have gone through the training have been found to be eager and pleased with its effect on their first few weeks on the job. Supervisors have also commented on the "good understanding of the Bank's office standards and collegial approach" showed by the new staff member to be a "contrast to previous new staff who did not attend this orientation."

Since it clearly meets the needs identified in SSAG, Mrs. Brady says, "I see this as going on and on forever." ■

## Tracking the Future of the 'Last Frontier'

by Peter Harrold



# Mission to Mongolia



The yurt was, for centuries, the traditional abode of the Mongolians. This one was erected for tourists visiting the "last frontier."

Photos by Albert Howlett

**W**e should have known it was going to be different. After all, this was one of the 'last frontiers'; one of the last great unknowns. The Mongolian People's Republic, or Outer Mongolia, as it is more commonly known. The place where many an American or British mother threatened to send their children if they weren't good. The home of Genghis Khan and the Mongol Hordes.

Only now, Mongolia wanted to join the World Bank as one of its steps in moving from a socialist to a market

economy. So one day at the end of last November, four of us—David Pearce (Chief AS3CO), Mete Durdag (Senior Economist AS3CO), Salman Salman (LEG) and I—boarded an airplane from Beijing to Ulan Bator, as we then called it, or more correctly Ulaanbaatar (the first word I have found with more "a's" than aardvark). Salman, it should be recalled, comes from Sudan, where the average temperature year-round is about 95°F. The average temperature in Mongolia is below freezing—and we were arriving in winter.

Other clues greeted us at Beijing airport. This was a flight from China to Mongolia, but very few of those checking in looked either Mongolian or Chinese. Most looked "western"—and carried an awful lot of luggage. One large group of Americans were hunters, off to Mongolia to slaughter elks (we witnessed their 'trophies' on our return). The largest group was Polish traders, taking advantage of the last month of fixed Comecon airfares to buy up half of China's textile output for sale in Warsaw—an inexpensive investment so far



A yet-to-be-named restaurant provided sustenance.

as travel costs were concerned: the return airfare from Warsaw to Beijing is \$100! (These must have been the same people we had seen exchanging Polish vodka for silk shirts in Beijing markets.)

The next sure sign came during the flight, via Mongolia International Air Transport. The meal was inevitably several pieces of meat and a small bottle of vodka. Mongolia is not a place for vegetarians to visit. Not only is the land ill-suited to vegetable production, but the harsh climate requires the heavy calorie intake provided by meat, especially fatty mutton. Just before touching down, the announcement was made: "We are about to land in Ulaanbaatar. Please fasten your seat belts. The ground temperature is  $-20^{\circ}\text{C}$ ." Salman immediately disappeared beneath huge layers of clothing.

During the next week, we began the business of introducing the Mongolians to World Bank ways, and explaining the steps required for membership. For 70 years, Mongolia has had a socialist system and, since the 1940s a strict centrally planned economy. Now, Mongolians have rejected the communist system and, during 1990, rapidly moved to a multi-party political structure. Eventually, in September, they formed a coalition government, with members from all major parties.

Now they were turning their attention to economic reform and showed no signs of adopting the gradual approach. They abolished the Planning Commission; all commercial operations of the State Bank (soon to be renamed Mongol Bank) were being sold so it could become a central bank; most prices were to be liberalized; a parallel foreign exchange market was permitted, to give signals for the true rate of exchange at which to fix the Tugrug, the local currency; and livestock herds were being returned from collective to individual ownership. The Mongolians also had a very ambitious plan to privatize large parts of the state-owned industrial sector.

It was clear from the start that Mongolia was in for a hard transition, perhaps the hardest of all, for the socialist countries. For years it has been heavily dependent on the Soviet Union, which had supplied 50,000 technicians and skilled workers out of a total non-agricultural workforce of about 450,000. The U.S.S.R. had also poured in money,

and the outstanding debt was 10 billion rubles, equivalent to about \$8 billion at book-entry exchange rates, while GNP is estimated at a little over \$1 billion. (Debt renegotiations are under way, in particular with regard to the valuation of the debt in United States dollars, which could reduce the debt dramatically as a percentage of GNP.) Project and commodity aid had been flowing in at the rate of about \$400 million a year—or \$200 per capita. Now this was going to stop shortly and a rapid adjustment was going to be necessary. By the time we returned in April, the twin problems of adjustment to lower-income levels and the transition from plan to market were beginning to bite. The economy showed every sign of moving rapidly towards a crisis.

Not that this seemed to daunt the Mongolians, who were thriving on their new-found freedom. The Minister of Education won a permanent place in our hearts when asked his priorities. He noted two: removal of ideology from educational materials, and reforming vocational education to produce engineers instead of "wadget-makers."

Private restaurants were beginning to appear in the city. Your gut feeling told you that although the short term was going to be difficult, the sheer determination of the people in this

strange but starkly beautiful country would carry them through. But it will take time. After all, this has been a closed society for many years, exposed only to other members of Comecon.

On our last day, the hotel receptionist

asked us where we came from. We made her guess. She looked at David, who sports a goatee beard. "Hungarian," she decided. Mete, from Turkey, cannot unkindly be labeled stocky. "Russian," she said. I have perhaps somewhat Aryan features. "He's East German," she said of me. Finally, she turned to Salman. She looked a little puzzled. Then it dawned on her: "And him, he's got to be Cuban!"

*'We are about to  
land in  
Ulaanbaatar...The  
ground temperature  
is  $-20^{\circ}\text{C}$ .'*

*Editor's note: Peter Harrold is Senior Economist at the Beijing Resident Mission.*

# Hands Across 19th Street

by Clare Fleming

*Collaborate: collaborare to labor together, fr. L. com=laborare to labor; to act or work with another or others to a common end.*

When Wayne Rayfield, Head of the World Bank's Computing Technology Center, raised his glass to toast the International Monetary Fund (IMF) staff, the applause was loud, enthusiastic and genuine. And when Bruce Derricotte, Assistant Director of the IMF's Bureau of Computing Services, countered with a raised glass to the Bank's staff, the applause resounded with equal enthusiasm.

This happy occasion in the H Building on April 30 elicited a welcome sigh of relief shared by the Bank and the Fund for the first time since they began discussing the possibility of combining their mainframe computing workloads in 1989. The collaborative group was able to relax and reflect on the intensive process.

"The key thing was cooperation," says Ben Boyle, the Bank's Project Manager for that part of the computing workload that runs on IBM technology. "The project's success is due to high-level cooperation among all different parts of the Bank and the Fund working together toward a common goal." Jack Fulmer, Manager of the Fund's Computer Center, who managed this activity for the Fund, agrees. "The process was exceptionally smooth in spite of the tremendous work and numbers of people involved. Everyone stepped up to the challenge very well."

## Two-year effort

What exactly was involved in this two-year effort to combine the Bank's and Fund's IBM and UNISYS mainframe operations? "The effort came about after many months of discussion between the two organizations about

the possibility of sharing some mainframe technology," says Mr. Derricotte. "At both the Bank and the IMF, as in many organizations, the growth of personal computers/microprocessors over the past few years has meant a significant change in the ways mainframes are used." Mr. Rayfield elaborates. "In reviewing the situation, it became apparent that we had an opportunity to produce some savings and benefits together."

## Savings and benefits

At the IMF, the decision to combine its workloads with the Bank's was based on a business case study that supported the indicated savings and benefits. In operation, both UNISYS and IBM workloads were decreasing. At the Bank, UNISYS had leveled off, while IBM continues to grow by over 30 percent a year. The two organizations concluded that collaboration was cost-effective and could meet the changing needs of both groups' computer environments. In addition, Jack Fulmer tells us, "manpower and maintenance budgets would be reduced, software would be shared, disaster recovery, operating and system support program contracts would be combined."

So, in September 1990, the two groups combined the UNISYS operations into the Bank's UNISYS system in the H Building. And, following this successful activity, the IBM system was moved in April, 1991.

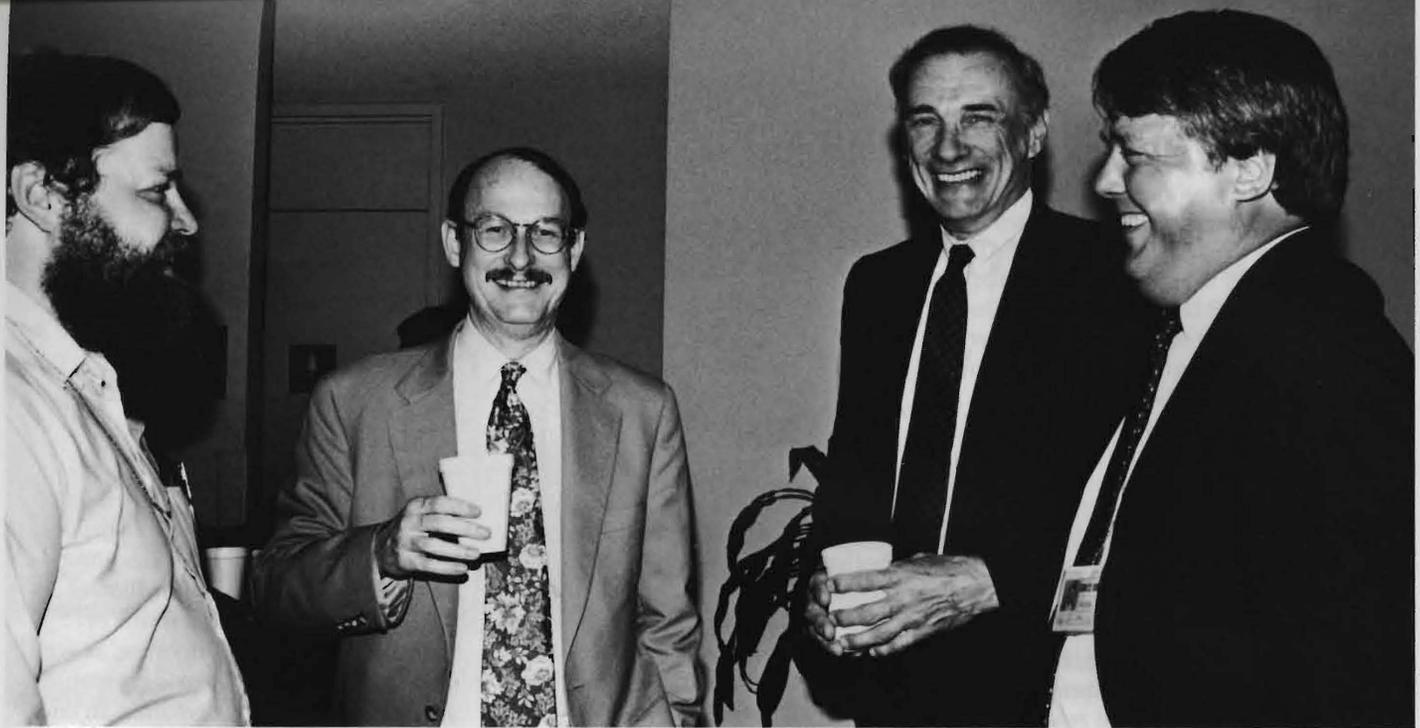
The results already speak for themselves. At the Fund, the IBM and UNISYS equipment was moved out of the computer center, making room for expansion of communications equipment and minicomputers now scattered throughout the Fund building, while in the Bank, the IBM and UNISYS systems have been reconfigured to support the IMF's systems. Although the

results are now noticeable to most users, according to Michele Rigopoulos of the Fund's Product Application group for EIS (the largest IMF user application on the IBM), in terms of "things going faster, smoother, as well if not better," the change is substantial. And accomplishing it entailed an enormous collaborative effort, involving the technical staffs of both organizations as well as Bank and IMF procurement officers, movers, vendor engineers and, of course, users.

The UNISYS work set the tone for success, with its move taking place during what, for most of us, was a holiday weekend in October 1990. Preparation for the weekend was long, and not easy. A team consisting of technical people from both organizations, UNISYS Corporation and users met two to three times a week for several months, and developed a critical path chart listing over 300 activities for the weekend moves.

## Successful move

"Two different operating systems had to be brought to the same level," says Tommy Heintschel, the UNISYS project leader for the Bank. "Two security systems had to be blended, and every piece of data had to be tested. The team built an operating environment on the Bank's A17 to support the combined workloads of the two organizations, and upgraded the telecommunications environment which included about 300 connections. Four storage cabinets of disk drives were moved to store the Fund's data." The move was successful enough that, says Frank Maranto, the Fund's Systems Production Division Chief, "within a few months of that weekend, after tweaking response time and correcting some performance problems, users were re-



Toasting a success, (from left to right) Ben Boyle, Dee Buck, Wayne Rayfield of the Bank with Ed Gurski of the Fund.

Photo by Michele Iannacci.

porting strong satisfaction with the combined operation."

Combining the IBM workloads came later, after the UNISYS work was complete. Because of the nature of the Bank's hardware, this was a very different initiative. "Using a hardware feature called PR/SM (Processor Resource System Manager, commonly known as 'Prism')," says Ed Gurski, the IMF Project Administrator, "the Bank was able to partition its IBM mainframe so that the machine essentially operates as two machines, with the IMF data and processing kept separate from the Bank's." The IMF had to negotiate with 15 software vendors to upgrade, convert or in a few cases discontinue their software products. Nearly 80 individual software products were moved. The operation was initiated from the IMF on Thursday, April 4, and was up and running at the Bank by Monday morning, April 8.

### Three shifts each day

That weekend, like the UNISYS weekend, was anything but slow for the 50 to 60 people involved in the move. The process began on Thursday morning, went through three shifts each day, and ended on Saturday evening. "It was something like a circus," recalls Ben Boyle. "We took the tents down on one side of the street and put them up on the other side."

Additional weekend excitement came unexpectedly when it was discovered, hours before the move began, that coincidentally the IMF phones would be turned off for the entire time, the preferred loading dock was unavailable, and the International Square office building, where much of the testing was to take place, would have no power at all. The troops rose to the occasion, however, and managed to work around these obstacles. The success of the event is in the telling: there was never any downtime after the weekend, users of the IBM have had virtually no complaints, and there has been no need for an adjustment period. By Monday, April 8, the system was working.

"There is precedence for this kind of change," Michael Handelman, manager of data communications at the Fund, tells us. Called **outsourcing**, the trend is growing among organizations which choose to link their systems for the mutual benefit of both companies. The PR/SM software makes this trend manageable, and the possibility of maintaining economies of scale in the ever-changing technology environment is enticing.

So what does this surprisingly successful activity tell us about trends here at the Bank? Even though the IMF's work now represents about 15 percent of the Bank's current IBM workload,

Bank users also benefit because of better coverage, and the possibility now exists for continuous human intervention with the increased service. In addition, "opportunity exists now more than ever before for data sharing between the two organizations," says Mr. Fulmer. "We can now configure the disk devices to share, and once security and data ownership issues are resolved, there are many possibilities for the future." Bruce Derricote and Wayne Rayfield agree. "There may be other areas," says Mr. Derricote, "we will look to for sharing. There are other platforms, which we will continue to move toward, and the success of this project speaks well for further collaboration."

### Two-fold success

The success of the project is notably two-fold. The now-functioning collaborative operations are economically sound and advantageous to users. Underlying the technical achievement, there is also the human story, of collaboration among a broad span of people, some of whom even good-naturedly worked themselves out of a job, and of spontaneous teamwork in the spirit of cooperation. This successful combination of technological and human resources, carried out on the 19th Street proving ground, augurs well for the future.

# A Long-Term Vision of African Development



Edward V.K. Jaycox

*Last April, Edward V.K. Jaycox, Vice President, Africa Region, addressed the Nigerian Institute of International Affairs in Lagos. Here are excerpts from his speech:*

Nigeria is always an exciting place to be—and never more so than right now.

I sense a country very much on the move. There is a government committed to economic and political reform. And the spirit of the Nigerian people—despite all the economic problems—remains an irrepressible and inspirational force. It is hard to visit Nigeria and not come away feeling positive about the future of Africa.

Yet, looking at the array of difficulties that face Africa today, and particularly Sub-Saharan Africa, it is not always easy to be positive. As you know, the World Bank's primary concern is social and economic development and, from a development standpoint, Sub-Saharan Africa today is unquestionably a region in crisis. The problems are everywhere.

And yet, I repeat, I am positive about the future of Africa and I say this without taking a romantic view of the view real life and death struggle that so many Africans face day in and day out. Why am I hopeful?

First, because I believe that we must maintain the ability to lift our eyes from the current crisis and take a long-term view.

Second, I am hopeful because of the "quiet revolution" that has taken place in Sub-Saharan Africa in recent years. Today, about 30 Sub-Saharan countries—including Nigeria—have adopted economic reform programs.

These economic reform programs are extremely difficult to implement and they involve profound economic, social and political changes. Vested interests are threatened as government expenditures are rationalized and targeted on the rural poor, as overvalued exchange rates are brought into line, as parastatals are slimmed down and made efficient, and as incentives are built into the produce sectors—particularly agriculture. These changes have really only just begun, but the impact of these reform programs in many countries is already encouraging in terms of increasing economic growth rates, food production and exports, and decreasing inflation and budget deficits.

I would like, however, to make one thing absolutely clear: a country's entry into economic reform or structural adjustment does not bring about a miraculous recovery overnight—and nobody ever said it would. The process of recovery is long and painful.

No one is more disappointed than I am that progress has not been faster. But I am not discouraged. Something is happening in Africa—and it gives reason for hope.

The industrial countries have clearly recognized this. Through efforts such as the Special Program of Assistance (SPA) for low-income Africa, unprecedented levels of financial aid have been going to Sub-Saharan Africa in recent years.

The World Bank, in its long-term perspective study on Sub-Saharan Africa published more than a year ago, suggested a strategic agenda around which there appears to be a working consensus. It consists of the following:

- Continuing economic reform programs and policies that stimulate growth and encourage people and companies to be productive and efficient;
- Focusing especially on the building of human and institutional capacities;
- Creating an enabling environment in which private entrepreneurs and grassroots organizations can flourish;
- Promoting and investing in the potential of African women;
- Doubling the growth rate of agricultural production;
- Reducing the population growth rate from the current unsustainably high levels by reducing the fertility rate by half by the year 2010;
- Taking urgent action to address the degradation of the environment and Africa's natural resource base;
- Improving substantially regional cooperation so that benefits can be maximized for all Sub-Saharan countries;
- and increasing aid flows at a real rate of 4 percent a year and containing the region's debt-service payments.

External agencies, like the Bank, can help to finance and support the achievement of these long-term objectives. The principal responsibility, however, belongs to Africa and to Africans.

It will not be achieved, I submit, unless there is a substantial improvement in the political environment governing development in many African countries. This is, of course, an extremely delicate and controversial area.

It seems to me that governance might be usefully defined as the use of political authority and exercise of control over a society, and the management of its resources for social and economic development—in short, the efficiency and effectiveness of a government in promoting the well-being of its people.

I see the following as some of the critical linkages between governance and economic development: the economic competence of government to respond to the expressed needs of its people; the instruments of government needed to promote development—institutions, policies and personnel; the vision and development objectives of government—and how these compare with actual performance; and the effects on government of external actors and factors—level of aid flows, debt, recession and so on. These are the kinds of linkages which the World Bank believes it and other donors can comment and act upon without infringing on a country's sovereignty or political prerogative.

But what criteria should we use to evaluate the economic competence, the instruments and the development vision of government? I would argue that the major criterion must be performance—i.e. is economic development being achieved? Are people's lives being improved? If this is not happening—as indeed it is not in many parts of Africa—then something is wrong.

To help identify what is wrong, and as a means to help rectify the situation, the Bank has suggested several elements crucial to the effectiveness of a government in achieving social and economic development:

- *Accountability*: of government officials and the civil service for public funds.
- *Transparency*: in procedures, investment decisions, contracts and appointments.
- *Predictability*: government and public institutions should not be capricious in their policies, actions and behavior.
- *Openness*: there should be a reliable flow of the information necessary for economic activity and development to take place.
- *Rule of law and sanctity of contracts*: governments and institutions should be subject to rules and regulations understood by everyone in society.

Let me be frank: the political uncertainty and arbitrariness evident in so many parts of Sub-Saharan Africa are major constraints on the region's economic development. People will not participate if they feel they are facing a capricious or hostile political environment. Furthermore, unless the political environment is conducive, economic reforms can only go so far.

I am increasingly concerned that if Africa cannot demonstrate good governance, and significant measure of sustained development progress, the window of external support for Africa may close.

This raises the question of what the role of external actors should be in promoting good governance. I believe external actors can help create an enabling environment for

good governance—by insisting upon accountability, transparency and so on from their clients. At the same time, external actors need to pay rigorous attention to their own operations to ensure they also are fully accountable and transparent. Good governance is a two-way street.

From the World Bank's analysis, the dearth of local capacities in Africa has been one of the primary reasons for the economic breakdown over the last 10 to 15 years. The indigenous skills and institutions, the capacities, are not there on the ground. This goes a long way to explain the lack of good governance in Africa, the lack of economic competence, and—the bottom line—the lack of social, economic and institutional development.

Based on this analysis, the World Bank has been working with the African Development Bank and the United Nations Development Programme over the last few years on something we call the African Capacity Building Initiative. The result of our effort is the establishment of the African Capacity Building foundation.

The African Capacity Building Foundation will focus initially on public policy analysis and development management skills by strengthening national and regional institutions; enhancing government and private sector capabilities; and supporting graduate and in-service training. The ultimate objective is to help Africa develop the kinds of high-quality skills and institutions it needs to respond to and manage economic change—the essential capacities that I referred to earlier. This capacity building program is the result of an extensive consultation process between donors and Africans. It will be managed by a new and entirely independent Foundation. It will be based in Harare, Zimbabwe and its funding of nearly \$100 million has been pledged by a variety of donors as well as by many participating African governments.

Let me just add one note of caution: we must not expect overnight success. Nevertheless, I think it can accomplish a great deal in terms of helping to build a key to Africa's well-being and growth in the future—a critical mass of African professionals and institutions with expertise in policy analysis and development management.

The establishment and broad endorsement of this capacity-building initiative is yet another reason why I am hopeful about Africa's long-term future. So is the fact that a growing number of African countries—supported by the World Bank and other donors—are working on their own 20- or 25-year development perspective studies. This long-term outlook, with regular monitoring of progress toward objectives, is crucial.

We must not surrender to "Afro-pessimism"—and more than that, we must take every opportunity to combat it. We—meaning Africans, donors and everyone concerned about Africa—have managed in recent years to turn a vicious circle of declining economic performance in Africa and declining support for Africa, into a virtuous one of improving performance and increasing support. If we can maintain this momentum and harness it to the spirit of the African people, then I am convinced that Africa's progress over the long-term is not just possible—it is inevitable. ■

'The Forest Lives and Breathes'

## The Rainforest Guests

by Shelton H. Davis

*We have lived in this place for a long time, a very long time, since the time when the world did not yet have this shape. We learned with the ancients that we are a tiny part of this immense universe, fellow travelers with all the animals, the plants and the water. We are all a part of the whole, we cannot neglect or destroy our home. And now we want to talk to those who cannot yet manage to see the world in this way, to say to them that together we have to take care of the boat in which we are all sailing.*

—Ailton Krenak, Coordinator of the Union of Indigenous Nations of Brazil (UNI)

When they entered the conference room on the 11th floor of the N building on a magnificent spring day in mid-April, there was something mysterious and exotic about the event. On both sides of the mahogany conference table and standing to the back against the wall were 50 well-dressed and expectant Bank staff. To the front, in old sweaters or T-shirts (some of which read "Save the Rainforest" in Portuguese), were eight members of the "Alliance of Forest People of Brazil."

The "rainforest guests," as they were called in the World Development Report (WDR92) announcement of the event, included six indigenous members of the Union of Indigenous Nations of Brazil (a national coordinating body for the country's more than 120 Indian tribes) and two representatives of the National Council of Rubber Tappers. One of the guests, Davi Kopenawa Yanomami, a spokesman for the threatened Yanomami tribe of northern Brazil, had *urucu* markings



From left to right, Ailton Krenak, Coordinator of the Union of Indian Nations, Pedro Ramos de Souza, Vice President of the National Council of Rubber Tappers, and Davi Kopenawa Yanomami, meeting the media.

Photo by Michele Iannacci

across his cheek bones, a natural dye used for body painting by Brazilian Indians on ceremonial occasions.

Ailton Krenak, the President of the Alliance and founder of UNI, opened the meeting by telling the audience that he and his "kinsmen" had made the long journey from Brazil to the United States to inform conservation groups and development agencies about their views and experiences concerning tropical forest management and development. He said that current models for the occupation of the Amazon depleted the natural resource base, dislocated indigenous and extractivist (rubber collectors, nut gatherers, etc.) populations, introduced new diseases and social tensions and led to the burning and deforestation of vast areas of the forest. Alternatives to such destruction, he argued, could only be discovered and designed in collaboration and with the active participation of people in the forest.

Ailton challenged the current international efforts to protect or "save" the rainforest, including the G-7's (the seven leading industrial nations) initiative to provide funds to Brazil for tropical forest management, by claiming

such efforts will only succeed to the degree that they are based upon the experience of the traditional or local forest dwellers and take their views into account.

As a minimal program, the Alliance is calling for the expulsion of all *garimpeiros* (goldminers, of which there are tens of thousands in the Brazilian Amazon alone) from indigenous reserves, the demarcation of the territory of the estimated 10,000-member Yanomami tribe, and the regularization and protection of all indigenous and extractive reserves. The Alliance has also designed a regional natural resource management research program which draws upon the combined experience of indigenous and extractivist communities and has the support of Brazil's Environment Secretary and Agricultural Extension Service.

Pedro Ramos de Souza, the Vice President of the National Council of Rubber Tappers (CNS), supported Ailton Krenak's contentions. The Council, which was founded by the martyred peasant leader and rainforest advocate Chico Mendez in the State of Acre in 1985, has since come to represent the in-

terests of nearly a million rubber tappers, Brazil nut gatherers and collectors of other forest products. The major innovation of the Council has been the defense of the concept of "extractive reserves," a form of common property management recognized by the Brazil government which provides local communities and organizations with the rights to extract and commercialize non-timber forest products.

Despite the technical and marketing problems associated with the sale of forest goods, Mr. Rar ios noted, the "extractive reserve" concept provides one alternative model for the sustainable development of the Amazon. "We are living at a moment when our people are rethinking the entire model of extractivism," said Antonio Macedo of the Extractive Reserve of Jura in the State of Acre.



These photos of the Yanomami Indians of Brazil were taken circa 1975 by Father Joao Saffirio, a Brazilian missionary.





The discussion which followed the brief presentations by the Alliance spokesmen was quite animated and continued during an informal luncheon meeting hosted by Andrew Steer, Staff Director of WDR92, and the *World Development Report* staff. One perceptive staffer asked the rainforest guests to comment on their "vision of the good life" and their hope for the future, while another asked whether the Amazonian Indians had any advice for and contacts with forest dwellers in other places, such as the forest people of Zaire and other countries in Africa.

As is well known, the Bank has been involved for more than a decade in project financing (the Polonoeste and Carajas Iron Ore Mining projects) and in policy research and analysis on the Brazilian Amazon (the now classic papers by Dennis Mahar (AF2PH) and Hans Binswanger (LA2AG) on the scope and causes of deforestation). There has also been periodic mission work by Bank anthropologists and ecologists, such as Maritta Koch-Weser, Daniel Gross and Robert Goodland, but this opportunity provided a much wider framework for dialogue between Bank staff and indigenous inhabitants of the rainforest.

In fact, the April encounter in Washington was so interesting and potentially productive that one could envision launching a "decade of dialogue"

about the management and development of tropical forest ecosystems among rainforest people, national governments and development agencies such as the Bank.

#### Tribe's own view

Just how fruitful such a dialogue could be was reflected, for example, in a meeting which followed the WDR92 lunch. The meeting was sponsored by the Brazil Population and Human Resources Division and included Davi Kopenawa Yanomami. The gathering was to exchange information on the Bank-financed Amazon Malaria Control Project which includes a health and disease control component for indigenous groups. The Yanomami health project, designed by the Brazilian Health Ministry and Indian Foundation in collaboration with local non-governmental organizations, will be the first indigenous health effort financed under the project.

Davi took advantage of this event to tell Bank staff about his tribe's own view of its health problems and the urgent situation it faces caused by the introduction of new and lethal diseases carried in by invading goldminers. He explained that the term for disease in Yanomami is *xawara* and that the Yanomami believe one only sees the sick person but not the disease. Yanomami *pajes*, or shaman, are the

only humans who have the power to communicate with the *xawara*, and although many of the shaman are now dying, they know that disease protection depends upon the understanding and control of both the physical and spiritual worlds. The *pajes*, Yanomami explained, know how "to read" the forest, and recognize that the current wave of disease is caused by the forest's destruction and pollution. "The forest speaks and breathes," he said, "but only the *pajes* are able to hear it. This land is like a person to us and, if we trouble or try to destroy it, it will respond."

Societies and cultures such as those of the Brazilian Indians, while different from our own, possess great storehouses of ancient wisdom, especially in such vital areas as mankind's relationship to nature. Perhaps, by opening a dialogue with these indigenous people, we can together contribute to the saving of the rainforest while at the same time learn how to live more sustainably on this earth.

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*Editor's note: Shelton H. Davis, Senior Sociologist in the Latin America and Caribbean Region's Environment Division (LATEN), is the author of Victims of the Miracle: Development and the Indians of Brazil (Cambridge University Press, 1977).*

Come With Me On ...

# An Onomastic Odyssey



by Elizabeth M. Hayes

It's said that if Dublin ever got demolished, an exact replica of the city could be constructed by tracing the footsteps of Leopold Bloom and other characters in Joyce's famous *Ulysses*. The book takes us around Dublin on a day in June 1904, now known in the literary world as Bloomsday.

At the World Bank and IMF, we could construct another version of *Ulysses*, or other books, by weaving an opus around the staff members who bear the same names as writers and characters in literature. If we don't wish to embark on such a wordy undertaking, however, we can at least indulge in a form of onomastics and look at the duplicity of names available to us.

Whether the names be Shaw or Schiller, Yeats or Milton, Cervantes, Kafka or Conrad, our two organizations can match them up. It shouldn't come as a surprise, then, that playing around with some of these names, as if they were tiles on a scrabble board, would result in an interesting discovery—our staff members bear the same names of many writers from many countries, as befits our international milieu.

From the United States' catalog of literary types, we begin with Ralph Waldo Emerson, philosopher, poet, lecturer, essayist, matched up with *Patricia Emerson* in the European Department of the Fund, while Arthur Miller, playwright, and Henry Miller, novelist, have no less than 11 namesakes in the Bank, and three in the Fund.

We had a namesake for Ernest Hemingway, 1954 Nobel Prize winner, in *Yvonne Hemingway* of the Bank's tele-

phone services, but she lost that name on her recent marriage and picked up another famous one, Johnson (Dr. Samuel Johnson, literary critic supreme). The poet Emily Dickinson, the Belle of Amherst, has a representative in *Nathaniel* in the Bank, while poet Robert Frost has *Helen Frost*, also in the Bank.

The two Wolfes, Thomas (*You Can't Go Home Again*) and Tom (pop-mod essays; *The Bonfire of the Vanities*), have *Roslyn* at the Bank, and *Andrew* and *Lindsay* at the Fund. Toni Morrison, novelist (*Tar Baby*) is represented by *Lorel* and *Matthew* in the Bank, and by *Stuart* and *Thomas* at the Fund. The name of Langston Hughes, novelist, poet, dramatist, translator, has matchups in *Linda*, *Neil*, *Phyllismarie* and *Susana* in the Bank, and with *Barbara* and *Terry* at the Fund. However, Richard Wright (*Native Son*) shares his name with nine in the Bank, and four at the Fund.

## No obscure monikers

Ireland, the small country with the large literary output, supplies us with many names of authors and characters with which to play. While we don't find a Synge, a Heaney or a Beckett (yet) on the staff roster, there's no need to resort to some obscure monikers known only to Godot. Right off the bat, writers no less than James Joyce, William Butler Yeats, George Bernard Shaw, Mary Lavin and Edna O'Brien are represented in our staff lists. That elusive, baffling character, Finnegan from Joyce's equally baffling *Finnegan's Wake*, and Joxer Daly from Sean

O'Casey's play, *Juno and the Paycock*, also find their name counterparts in *Carol Finnegan*, Joint Library, and *Herman Daly*, Bank.

The Bank, with its much larger staff, has more representation than the Fund but they both share one of the best-known literary names—*Joyce*. The Fund has *Peter L. Joyce* in the Bureau of Statistics, while the Bank has *John H. Joyce*. *Stephen D. Eccles* in the Bank has two interesting claims to a literary link-up. *Stephen Dedalus* is the main character in Joyce's *A Portrait of the Artist as a Young Man*, but *Stephen D* is the name of a play about Joyce and his hero. Then, the hero of *Ulysses* is *Leopold Bloom* who lived at 7 *Eccles* Street, Dublin, a now famous address even though the building is derelict, if not demolished.

Perhaps more famous and more prolific than Joyce, and of a different genre, is William Butler Yeats, poet, prose writer, playwright, state senator and one of three Irish Nobel Prize winners for literature. His namesake at the Bank is *Alexander J. Yeats*, author of many books and articles on matters of economics. Two contemporary exponents of the Irish short story are Mary Lavin and Edna O'Brien. The Fund has *June Lavin* and *Cheryl O'Brien*, while the Bank has *Stephen F. O'Brien*. There's no Shaw at the Fund for George Bernard, but the Bank can boast five Shaws, *Christopher*, *Cora*, *Katie*, *William* and *Lira*. A role made famous by the late Abbey actress Siobhan McKenna is the raucous character in Sean O'Casey's play, *The Plough and the Stars*, Bessie

Burgess, a contrast to *Denise* in the Bank.

Britain recently lost two famous writers in the deaths of Agatha Christie and Graham Greene. We have two *Greenes* in the Bank, *David* and *James*, together with two more at the Fund, while there's *Iain Christie* in the Bank. Thinking along the same "mystery/whodunit" lines, we find Sherlock has a namesake in *Christopher Holmes* in the Bank, as also has the detective's old haunt, Baker Street in London, in *Judy Baker* and *Virginia Baker* of the Bank. To round off this category, the Bank directory lists *James Doyle* and *Michael Doyle*, reminding us of Arthur Conan Doyle, Holmes' creator. What's more, Dr. Watson ("Elementary, my dear Watson") has cohorts in *Edna*, *Magdalene* and *Peter* (Bank) and in *Barbara* and *Maxwell* (Fund).

In the case of Thomas Hardy, the novelist of Wessex (now called Dorset), we find two matches at the Fund, *Daniel* and *Martin*. John Milton can claim two in the Bank, *Sivalingam*, and *Thomas* in Zimbabwe, also *Seetha* at the Fund.

To match up two Scottish literary heavies, Robert Louis Stevenson and Sir Walter Scott, as well as Canadian author, Duncan Campbell Scott, we have *Gail* and *John Stevenson* in the Bank and *Douglas Stevenson* at the Fund. On the Scott side, there are *Kathryn*, *Margaret* and *Douglas* at the Fund, plus a litany in the Bank—*Hugh*, *David*, *Brenda*, *Elvira*, *Ian*, *Lynn*, *Monica* and *Vivi*. Welsh poet Dylan Thomas (*Under Milk Wood*) has no less than 11 name counterparts in the Bank.

Cecily Isabel Fairchild, novelist, took the better known pen name of Rebecca West from an important character in Ibsen's play, *Rosmersholm*. Rebecca and the Australian writer, Morris West (*The Devil's Disciple*), have namesakes in *Barbara*, *Denise* and *George West* in the Bank.

Mexico has a recent Nobel Prizewinner in the person of Octavio Paz, and the poet has a namesake in the Bank, *Adriana Paz*. For Germany's famous writer, Schiller, we have a *Karl* in the Bank and a *Christian* at the Fund, while Poland's Joseph Conrad can claim

*David* in the Bank and *Ernest-Albrecht* at the IMF. Two Kafkas (*Barbara* in the Bank and *Alexandre* at the Fund) can be linked with Czechoslovakia's Franz Kafka of Prague, while Canada's Margaret Atwood, poet, novelist, critic, has *Charles* in the Bank.

### French poet

*Monique Racine* at the Fund is the namesake of Jean Racine, 17th century French dramatist (Phedre, etc.). The Bank's staff list has two matches for Voltaire (once imprisoned in the infamous Bastille), *Claire* and *Karl*, while it shows only one, *Marthe* in the Bank, for Dumas (*The Count of Monte Cristo*). *Jean-Pierre Baudelaire* with the Bank in New Delhi bears the name of the French poet, Charles Baudelaire, who, among other attributes, introduced Edgar Allen Poe to Europe.

Among Australia's roster of writers are poet Henry Lawson, with namesakes *Anne Lawson* and *Bonnie* in the Bank, and Andrew Barton (Banjo) Paterson, author of "Waltzing Matilda," may be matched with *William*

## Whether the names be Shaw or Schiller, Yeats or Milton, Cervantes, Kafka or Conrad, our two organizations can match them up.

*Paterson* in the Bank. Spain's Cervantes has a representative in *Marta* in the Bank. Turkish poet, Bulent Ecevit, who had a poem in the the Bank's now defunct literary magazine, *World Words*, has a fellow countryman and namesake in the Bank, *Zafer Ecevit*, while *Leyla Ecevit* is at the Fund. Angus Wilson of South Africa, "our nearest modern equivalent to Thackeray," has a litany of Wilsons in the Bank (13 of them) and there are three at the Fund.

Among the New Zealand literati are Dr. Peter Buck, anthropologist and author who frequently writes about the Maori people, and William Pember Reeves, poet, economist and statesman. The Bank has two staff members, *Frankline Buck* and *William Buck*, and a *Mary Ann Reeves*. An Indian memoirist

and novelist is Ved Parkash Mehta whose last name is shared by three staff members in the Bank, *Atul*, *Rohit*, and *Darayes Bahadur*. To represent the Japanese author, Kawabata, we find *Kei Kawabata*, on a leave of absence from the Bank. *Jairo Vargas* at the Fund and *Elizabeth Vargas* in the Bank bear the name of Mario Vargas Llosa (*Aunt Julia and the Scriptwriter*) from Peru.

Finally, some writers of children's books are as famous as writers for adults and they have their "twins" along this odyssey of literary names and duplicates. Lewis Carroll matches up with *Alan* and *Julie Ann Carroll* in the Bank. For Beatrix Potter (Peter Rabbit stories and many others), there's *Frank*, also in the Bank. Lots of Peters are to be found but no Rabbits, while Grimm (Hansel and Gretel) has counterparts in *Rosetta Grimm* and *Mireille Hansel*, both in the Bank. An obvious inclusion in the listing would be the writer of *Wind in the Willows*, and we believed we had his counterparts among the staff, but discovered his unusual way of spelling Grahame, with an "e" (*Kenneth*). However, to suit *Gloria*, *Jennifer* and *Maureen Graham* in the Bank and *George* at the Fund, there's Ada Graham who has written books about bears, falcons and fish. A. A. Milne (*House at Pooh Corner* and *Christopher Robin* tales) can claim namesakes in *Mary Teresa* (Bank) and *Elizabeth* (Fund).

We needn't wonder at this playful scrutiny of the names of staff members of our two organizations. For centuries, personal names, surnames, and place names have fascinated people, including Cicero and Chaucer, while Kafka played elaborate linguistic games with names in most of his works. Today, books and journals are written about names, and societies have been formed for the study of their etymology and meaning. Even Edgar Allen Poe had something to say on the subject:

"It is with literature as with law or empire—an established name is an estate in tenure, or a throne in possession."

Editor's note: Elizabeth M. Hayes is a Staff Assistant in the Legal Department.



# Something Like a Union?

by Chris Parel

*"Accomplishment of purpose is better than making a profit." —African Proverb (Hausa)*

- The Staff Association is no different than a union.
- If the Staff Association can't protect staff, then we should form a union!

**I**t is surprising just how often the SA is charged with behaving like a union. Yet when disgruntled staff see that the SA cannot stop a reorganization or correct a below-market pay decision, it is also seen as powerless and impotent. And invariably, the question of unionization is raised.

Strong unions are part of the socioeconomic landscape of many of our shareholders. Staff often harbor strong views on the subject of unions and many think creating a legally recognized bargaining agent to represent staff would be a positive step.

But the reality is that forming a union at the Bank would be very difficult. Furthermore, our association is evolving into a vehicle that serves us well. It turns out, in our view, that *moral suasion* is the next best thing to collective bargaining.

Periodically throughout the 20-year history of the SA, there have been calls to unionize. The last time was in 1987 when the Bank ignored the Kafka I salary guidelines for the third consecutive year and also committed the double indignity of awarding staff in grades 11 to 17 an increase smaller than other staff received as well as below CPI. The Delegate Assembly instructed the chairperson to report back on the feasibility of forming a union. Conversations were held with union representatives and a legal opinion was obtained from the DA's counsel. But in the end, unionization was not pursued because of legal and organizational complexities and doubts regarding staff support.

But does the SA act like a union? That is an interesting question.

Let us share an anecdote with you from the Bank's "Dark Ages" not very long ago. Management asked the Executive Committee to meet with a labor relations expert to explore ways to im-

prove SA \ management relations. After considerable debate, the SA agreed to the meetings with the proviso that the expert's paper would be shared with the SA. The expert met with the SA, made his report and disappeared.

The SA, however, was denied the report. Fearing the worst, we insisted and finally, through the intervention of the President's office, we were able to obtain an abridged copy. To say that it was filled with half-truths and misrepresentation would be putting the matter mildly. The expert accused the SA of acting just like a union. And the implication was that management should deal with the SA as if it were a union. When pressed, management disavowed the report. Some checking with union contacts produced the intriguing information that the labor relations expert was in actuality a known "union buster."

Once the anger subsided, the SA was not a little impressed to find that we were held in such high esteem. But this bizarre incident also left us with questions. How are we acting like a union?

The truth is, the SA does not now and never has acted like a union for a number of reasons. First, we do not have legal standing to represent staff in collective bargaining. We do not even really bargain or negotiate. Second, the only "manager" excluded from SA membership is the President because he is an outsider nominated by the US. So it would be a bit awkward striking against ourselves. Third, it also doesn't make much sense striking against the Board which largely responds to management proposals and is little involved in the day-to-day activities of the Bank. True, the SA has orchestrated three or four largely symbolic work stoppages in your 20-year history. But they have been directed as "the Bank" as opposed to "Bank management." And that's an important distinction.

In fact, the SA has always worked through moral suasion rather than resorting to union tactics. And moral sua-

sion can be very effective because the Bank prides itself in being a technical institution and doing what is right. Hence it is peculiarly sensitive and vulnerable to charges of technically (or ethically) unsound work. The SA is also a part of this culture and has developed considerable technical capability to analyze issues. Behind the SA's products stand 30 working groups embracing hundreds of staff and several hundred thousand dollars in staff contributions that can be used to retain the best outside consultant and legal counsel.

## Competent critiques

Consequently, the SA can be counted on to provide staff and management with generally balanced, technically competent *critiques* of Bank proposals—something provided nowhere else in the institution, such as SA contributions to the salary adjustment debate, the salary matrix and the Work Review. Another typical example is the critique of the Rehabilitation Project's inadequate workplace standards currently being prepared by the SA in conjunction with its working group, Bank architects and architectural consultants.

Bank culture, quality work and communications—this is why the Bank has to take SA positions seriously. And this is why moral suasion works.

The results speak for themselves. At this moment, there are three joint SA/management task forces to work on important Bank issues (U.S. taxes, career development, work and family issues) and a number of other working groups maintain close working relations with management counterparts that allow the SA to shape results. The SA is making a difference every day in ways that benefit all staff.

Yes, collective bargaining would be very nice. But if we can continue to shape the Bank through moral suasion, then we have gone far, as the Hausa proverb says, in "accomplishment of purpose"—and "profit" will inevitably follow. ■

## Around the Bank



### They're Off!

About 25 youngsters raced along H Street as part of the April 21st 8K Family Run, sponsored by the Community Relations Office, to support WETA-TV 26. The event raised \$10,000.

Photos by John Cleave



The eighth person to cross the line, Carleton Perry, took 28 minutes and 41 seconds to complete the course. Four-hundred-and-fifty-six adults and some 30 children participated in the day's activities.

Kevin M. Hall

Transport Spec. / ASB/3/13

Expense Clerk / CTR/5/6

Secretary / JDS/5/6

### Anyone for Tennis?

"It is a pleasure to send greeting to all participating in the World Bank's International Tennis Cup. How wonderful that this day of recreation will benefit Reading is Fundamental." So wrote First Lady Barbara Bush encouraging the 56 adults and more than 250 inner-city children who joined in the festivities May 11.

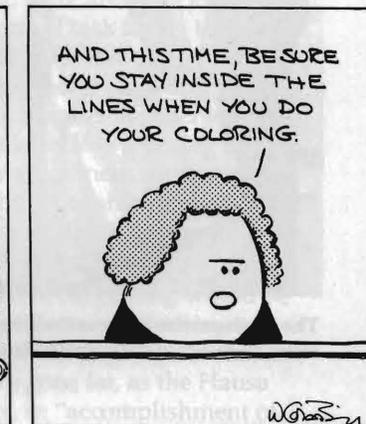
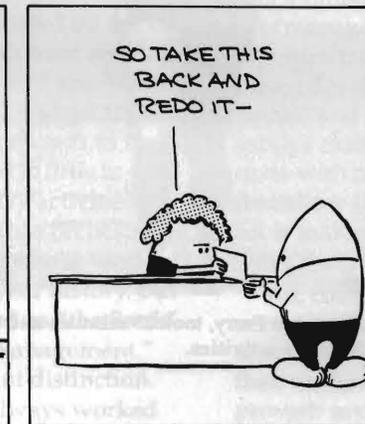
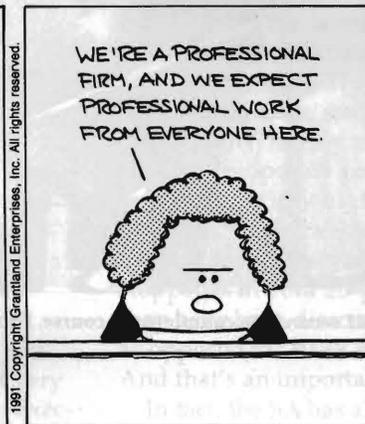
The event was organized by the Bank's Community Relations Office and the U.S. Department of State and co-sponsored by the National Parks Service. Local businesses provided services and prizes for the winners and \$5,000 was raised for RIF in Washington, D.C.

Personnel Vice President Bilsel Alisbah and his wife awarded trophies and prizes to the finalists, while tennis champion Pam Shriver coached the youngsters, who also received awards for their achievements. ■



More than 300 participants—56 adults and 250 children—enjoyed the World Bank International Tennis Cup. The day included facial decorations (top) and a tennis clinic, all of which amounted to a \$5,000 check for Reading Is Fundamental.

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### Children's Poster Contest.

At the Prize Ceremony for the United Way Campaign's Children's Poster Contest April 1, Bank President Barber Conable admires the poster drawn by Stephanie Pyle (daughter of David Pyle, GSDAD). Stephanie was awarded third place in the 4- to 6-year old category. Contest Chairperson Kathy Rosen, GSDAD, looks on.

Photo by Michele Iannacci.

### Bank's Ombudsman Named President

At the Corporate Ombudsmen Association's Annual Meeting in Minneapolis last month, Vincent Riley, the Bank's Ombudsman since 1986, was elected President. Mr. Riley, who joined the Bank staff in 1961 was, prior to becoming Ombudsman, a Senior Adviser and former Division Chief in the International Relations Department.

The Corporate Ombudsmen Association has a membership of 121 individuals from 65 different corporations and institutions and its purpose is to enhance the quality and value of the ombudsman function to business and industry. At their annual conferences, members meet to discuss such topics as ethics, whistleblowing, harassment, and right to privacy.

## New Staff Members

**Evelyn Armstrong**  
Trinidad  
Training Clerk/POP/4/22

**Jostein Aarrestad**  
Norway  
Environ. Spec./AFT/5/1

**Cornelie A. Atwell**  
United States  
Info. Tech. Analyst/AF2/4/22

**Peter Bocock**  
United Kingdom  
Projects Ofcr./EM3/4/29

**Margaret B. Cole**  
Australia  
Attorney/IFC/5/6

**Chantal Foiret**  
Mauritius  
B/L Secretary/IFC/5/6

**Jose I.D.R. Furtado**  
Singapore  
Environ. Spec./EDI/5/6

**Hatim M. Hajj**  
Sudan  
Transport Spec./AS3/5/13

**Sahra F. Harbi**  
Somalia  
Secretary/EM4/5/13

**Bonnie J. Kramer**  
United States  
Management Cons./ORG/4/22

**Julia R. Lutz**  
United States  
Secretary/AST/4/22

**James Lynch**  
United Kingdom  
General Educator/AST/4/22

**William B. Marke**  
Sierra Leone  
Controls Spec. Act./CTR/4/22

**Gwendolyn McNorrial**  
United States  
Secretary/AST/4/22

**Evan R. McCordick**  
Canada  
Investment Ofcr./4/22

**Tracy A. McTernan**  
United States  
Secretary/AS4/4/29

**Corina M. Monaghan**  
Brazil  
Asst. Guarantee  
Ofcr./MIGA/4/29

**Ben S. Moss**  
India  
Sr. Mail Clerk/GSD/4/29

**Ronald E. Myers**  
United States  
Country Ofcr./LA2/4/29

**Lydie Nicolas**  
France  
B/L Secretary/LEG/4/30

**Antonio G. Pereira**  
Brazil  
Education Spec./LA2/4/29

**Ruby Pernia**  
Philippines  
Expense Clerk/CTR/5/6

**D. Pinto Vallada Neto**  
Brazil  
Attorney/IFC/5/6

**Virginia C. Rahardjo**  
Philippines  
Nutrition Spec./AST/5/1

**Mariama Roberts**  
Sierra Leone  
Secretary/IFC/4/22

**Patricia T. Rodriguez**  
Uruguay  
Secretary/EDI/5/1

**Nadjib Sefta**  
Algeria  
Energy Spec./AF5/4/29

**Herberto Valdes Del Pino**  
Uruguay  
ED's Asst./EDS/5/13

**Miriam Q. Wood**  
United States  
B/L Secretary/EDS/5/6

## Senior Staff Appointments



**Yoshiaki Abe**  
Japanese  
Director, Country  
Department III, LAC  
Region, effective June 1.



**Pieter Bottelier**  
Dutch  
Director, Country  
Department II, EMENA  
Region, effective July 15.



**Patricia Davies**  
British  
Conferences Adviser,  
Bank/Fund Conferences  
Office, Secretary's  
Department, effective  
April 22.



**Deborah S. Farrell**  
American  
Manager, Division 2, IFC's  
Capital Markets  
Department, effective June 1.



**Yves Albouy**  
French  
Chief, Infrastructure and  
Energy Division,  
Operations Evaluation  
Department, effective May 1.



**Russell Cheetham**  
Australian  
Director, Country  
Department V, EMENA  
Region, effective July 1.



**Kemal Dervis**  
Turkish  
Director, Country  
Department IV, EMENA  
Region, effective July 1.



**Robert D. Graffam**  
American  
Director, IFC's Treasury  
and Financial Policy  
Department, effective May 1.



**Michael Barth**  
Dutch  
Associate Director, IFC's  
Capital Markets  
Department, effective May 1.



**Nabil Faltas**  
Egyptian  
Manager, Division 4, IFC's  
Capital Markets  
Department, effective May 1.



**Francis D. Hamilton**  
British  
Manager, newly-created  
Securities and Syndications  
Division, IFC's Capital  
Markets Department,  
effective May 1.



**Kyung Hee Kim**  
Korean  
Senior Manager,  
newly-created Investment  
Operations, Money  
Markets Division,  
Investment Department,  
effective April 1.

*Photo unavailable*

**Irving Kuczynski**  
British  
Associate Director, IFC's  
Capital Markets  
Department, effective May 1.



**Kenneth Newcombe**  
Australian  
Global Environment  
Facility Operations  
Coordinator, Central  
Operations Department,  
effective April 22.



**Marianne Haug**  
German  
Director, Country  
Department V, Asia  
Region, effective June 1.



**Jochen Kraske**  
German  
Director, Country  
Department I, Asia  
Region, effective July 1.



**Ping-Cheung Loh**  
Chinese  
Director, Country  
Department IV, LAC  
Region, effective July 15.



**Pilar San Jose**  
Filipino  
Chief Administrative  
Officer, Office of the Vice  
President, Personnel and  
Administration, effective  
June 1.



**Ian Johnson**  
British  
Administrator, Global  
Environment Facility,  
Environment Department,  
effective April 22.

## AnswerLine

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

\* \* \*

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

\* \* \*

**Question:** Lately, I've heard a lot of comments and complaints from other colleagues about the deterioration of service offered by American Express Travel to staff members on operational travel. The Bank has regularly surveyed staff on satisfaction with key services affecting the work environment, i.e., office technology, building operations, food services, attitude survey, etc. It's time a survey to assess satisfaction with American Express Travel is conducted. Do you agree?

Answer: In 1987, GSDTR began to survey travelers to measure user satisfaction with the level of service provided by the travel contractor. Every two months, 100 questionnaires are sent out, 90 for operational travel, and 10 for benefit travel. The selection of participants is made at random from the list of travelers ticketed during the survey month; no individual is asked to complete a questionnaire more than once a year.

From the responses to the 44 questions in the survey, GSDTR is able to assess American Express performance in the areas of staff rapport, professionalism, cost consciousness, technical expertise, service performance, management effectiveness and unit effectiveness. The ratings are based on a 6-point scale, with 6 being the most

favorable. The results of the surveys are tabulated and reported twice yearly.

During CY90, the response rate averaged 83 percent. The average rating for overall performance by the individual travel counselors was 4.8, and overall performance by American Express as a company was 4.5.

In addition, as was mentioned in FYI/91/055, dated April 4, a travel services study is currently under way, the objectives being to fully define the Bank's travel service needs, to evaluate alternative competitive approaches for providing such services, and to recommend appropriate financial arrangements between the Bank and its contractor(s). Once the study is complete, there will follow a competitive procurement process for the selection of the contractor, or contractors. *Jacobus Van Den Berg, Chief, Travel and Shipping, GSD*

**Question:** There seems to be an ever-increasing number of reserved parking spaces, particularly in the E and D buildings. Who is entitled to a reserved parking space and who decides entitlement to a reserved parking space? Why is the number of beneficiaries continuously growing? What percentage of parking spaces is reserved and what percentage of all parking users has reserved space? Finally, how does the number of reserved parking spaces today compare with that of, say, four years ago?

Answer: While the configuration of our garages is changing with the Main Complex Rehabilitation Project and ongoing demolition and construction activities, the Parking Office has encountered no change in the overall requirements for reserved parking. The policy for determining who is entitled to reserved parking has also not changed. Paragraph 31 of Administrative Manual 5.70 provides Bank policy as follows: "Reserved parking spaces, identified by name, are provided in the in-house garages only for the President, executive directors, alternate executive directors, advisors to executive directors, senior vice presidents, vice presidents, and other senior staff at

level 29 and above. Reserved parking spaces are also provided for Bank-owned vehicles, handicapped persons (see para 13(c) for criteria), and van pools (see para 28)." The policy is strictly enforced. There are presently 1,634 parkers in our in-house garages, 85 of whom (5 percent) have been provided reserved parking spaces in accordance with the above criteria. *Robert F. Townsend, Chief, GSDSD*

**Question:** With ITF pushing the rest of the Bank to use double-sided photocopying, when is ITF going to improve its own use of paper by: (a) defaulting computer output to the XEROX page printers instead of line printers (given that the FY91 Chargeback Rates suggest the former to cost half the latter); and (b) also default the printing to double-sided in line with the photocopier policy?

Answer: ITF does encourage the use of double-sided printer paper whenever possible because it is both cost-effective and environmentally responsible. This position reflects Bank-wide initiatives in support of conservation. Consistent with these initiatives, ITF has advised users to use double-sided printing of computer output since this capability was first available in 1983. However, the decision of how output will be printed is made by users of the computing facility. ITF has priced printing to provide an incentive to use the most cost-effective means possible. In the past, we have raised the question of changing defaults as suggested in the question; however, users of the computing systems have decided to stay with existing defaults because of the rather large cost in changing the control statements that are embedded within the programs for critical production applications. The judgment of users is that the cost of changing the default conditions would not be justified by the benefits achieved. Additionally, some computer runs absolutely require line printer output; other production runs cannot use double-sided printing. *Wayne Rayfield, Head, ITFCT*