Surprise ending for a World Bank film

A Wheelchair for Josemir

by Thierry Sagnier

THIS IS A STORY about caring. It involves World Bank employees, three airlines, a donor who prefers to remain anonymous, 5,000 miles, and a wheelchair.

It is the story of Josemir, and it began in November 1980 when Jaime Martin-Escobal, the Bank’s film director in IPA, went to Brazil to scout locations for a film about the rehabilitation of slums.

"I was in Recife," says Mr. Martin, "talking to local officials, trying to pick a location to shoot the film. They took me to several favelas (slums), and Coelhos offered what I was looking for. It was right in the middle of the city, an unbelievable place—no running water, no sewerage facilities."

Mr. Martin spent a week talking to the favela community leaders, seeking permission to come and stay with them and make the film. "They asked incredibly shrewd questions," he says, "and in time the favela's 'Godfather,' Zé da Maça, Joe the Apple, took me under his wing. He offered me a room near his store where the film crew and I could sleep and keep our equipment, and he introduced me to the influential people of the community. He kept mentioning one man, Josemir, who coached the youngsters' soccer team. The entire community was proud of Josemir. It wasn't until I met him that I realized he was crippled and couldn't use his legs."

Josemir told the story of his life to Mr. Martin: how he was born crippled, spent 11 years in a hospital, and then had to take to the streets selling cigarettes in front of hotels and nightclubs, or, when times became harder than they already were, begging.

"He hated begging, and in his effort to get out of that kind of life, he taught himself how to read and write," recalls Mr. Martin. "And he loved soccer. He had met Pele once, and read all the soccer manuals, talked to all the coaches. And then he decided to form a team in the favela. "Nature had given him a very privileged mind, perhaps to make up for his physical handicaps. Some of the most profound conversations I had during this trip were with him. He said he used soccer as an example of how to behave in life, and I kept thinking, 'How can he train boys to play soccer when he can't walk?' But he did train them. He had built himself a very crude wheelchair made from bicycle parts, and he wheeled himself around. He took great pride in saying how educated his boys were, how they tried harder to go to school, and the boys loved him, respected him, helped him as much as they could."

One day, after the film crew had begun shooting, Josemir asked Mr. Martin if it were true that battery-powered wheelchairs existed in the United States. "He said it was very tiring for him to use the chair he'd built. You have to understand that in the favela, there are no sidewalks, no paved streets, just packed dirt or mud. I told him that, yes, they made powered wheelchairs, but I suspected they were very expensive. He didn’t mention it again."

Time passed. Jaime Martin returned to Washington to oversee the nuts
and bolts of film-making and later, the film, "Coelhos," premiered before an international audience.

"Josemir stole the show," says Mr. Martin, "and from here on it gets complicated. Through one of those coincidences, my camera man, Zoltan Toth, told his wife about him. Zoltan's wife is a hair dresser, and she mentioned Josemir to one of her customers whose son played soccer. The customer immediately wanted to help, by sending uniforms or equipment. So one evening, my wife and I, Zoltan and his wife, and Zoltan's wife's customer and her husband all had dinner together and afterward I showed some slides of Josemir. Zoltan's wife's customer's husband—I'm sorry I have to describe him like that, but he wants to remain anonymous—was bowled over. He asked me how he really could help, and I mentioned the battery-powered wheelchair. He said, 'Tell me how much it costs and I'll write you a check.' He wanted it to be a gift from one soccer team to another."

The offer took Jaime Martin by surprise, but the next day he started placing calls to various manufacturers and eventually located one who could build the wheelchair. Four months later, the wheelchair was in Zoltan Toth's house some 5,000 miles from Recife, and from Josemir.

Enter Peter Watson, Senior Economist for the Urban Projects Division of the LAC Project Department.

"I first got involved when Jaime was thinking of doing the movie, and I suggested he use Recife," he says. "It was a good place, and I could facilitate things like introductions to people there. I was going on a mission to Recife, and he joined us. We toured Coelhos together."

"Actually," he adds, "I missed having anything to do with the film, and the next thing I knew, someone had offered the chair. Jaime called me up, and it turned out I was going on mission there again, so I volunteered to carry it. I was already taking an entire computer system—three large boxes—along with me, so I thought, 'well, one additional box won't matter.'"

At this point, the main consideration was a financial one. Who would pay for the wheelchair's transportation from Washington to Recife? Jaime Martin called Pan American World Airways. No problem, said Pan Am. They'd fly the chair to New York free of charge. "It was then that I found out the chair wasn't just an additional box," remembers Peter Watson. "Zoltan Toth was to meet me at the airport with it. He was late coming, the plane was boarding, and suddenly he rushed in, dropped it off, and fled, saying he was double-parked. My God! The thing weighed a ton! Well, to make a long story short, I landed in New York with all this equipment plus the chair, spoke with the Varig Airline people, and they agreed to take it to Rio. Vaspairlines volunteered to get it from Rio to Recife."

Along with the chair, Peter Watson carried a print of the film, "Coelhos," which was to be shown in the municipal auditorium to local dignitaries, community social workers and Coelhos residents.

"We decided to present the chair to Josemir after the film showing. I assembled the thing—you know, any 5-year-old with a master's degree in engineering can do it—got the batteries charged, and whizzed around the hotel hallways to figure out how it worked. It was just like a go-cart. Well, the big day finally came and the mayor made a speech saying the film was the first one ever made that realistically portrayed poverty, and then I made a speech—my first and last one, I hope—and I gave Josemir a letter from the stateside soccer team along with some patches. Finally, I presented him with the wheelchair. The emotional impact was incredible.
Josemir was choked up, and the others kept saying, 'You don't know what you've done for Coelhos.' For them, you see, it was much more than a gift to their soccer team. It was a gift to the favela as a whole."

Josemir learned to use the chair in minutes. "He started rolling up and down the aisles, asking me what switch did what. So I showed him: this one to get up hills, this one to stop."

The mayor of Recife had another surprise. He offered Josemir a job as the city's sports consultant.

"It was one of those rare times," says Jaime Martin, "when people and events conspired to do something genuinely good. It made everyone happy." Adds Peter Watson, "Josemir said, 'Being poor, our behavior should be rich.' The people in Coelhos are tough, survivors, very proud even though they're poor. This made their lives a bit richer."

As this issue of The Bank's World went to press, judges at the annual Industrial Film Festival announced that "Coelhos" had won the Silver Screen Award. The film will be shown four times to interested Bank staff in the Eugene R. Black Auditorium (C-1114), June 4, from noon to 2 p.m.

The Price Is Right

JANUARY 4, 1982. It was almost business as usual in A-110. On that day, however, business for the first time became "Business." At 9:30 a.m., money changed hands when a "World Bank Staff Working Paper" was sold for $5. The World Bank had embarked on the sale of publications formerly distributed free.

The thinking behind the new pricing policy went like this:

For many years the Bank had been giving away its publications, except the professional and technical publications handled by commercial presses. Until recently, the drain on the treasury was negligible. But with the growth of publishing throughout the Bank and the expansion of the mailing list to 65,000 names, the cost began to look significant.

Other questions attended the policy of free distribution: Did people really read or value publications for which no charge was made? Might the policy suggest, both to lenders and borrowers, that the Bank was careless of its resources?

Payment concentrates the mind, and the pocketbook, wonderfully. Staff in the Publications Distribution Unit in Room A-110 tell January 4 stories that are remarkably similar: About the man who comes to the counter laden with as many Country Economic Reports as he can carry and who, when told their price, returns all but "the one he really wants to read."

The sales policy has to be flexible and will not be allowed to interfere with distribution to important audiences in developing member countries. Similarly, publications that aid the Bank's public relations efforts — the Annual Report and items that belong to the What-Is-The-World-Bank-And-How-Does-It-Work? genre — will continue to be distributed free. And sale items will be made available without charge to further public affairs efforts.

It has already become clear that the previously free publications constitute a not insignificant resource. For example, the Bank has magnetic computer tapes containing statistical data for which businesses are willing to pay as much as $5,000.

Sales in Washington are running at the rate of about $20,000 a month. The European Office in Paris started selling six weeks later than Washington and showed sales in the first month of $2,300.

Under new arrangements just negotiated with The Johns Hopkins University Press and Oxford University Press, the Bank now has the right also to sell the professional and technical publications for which the university presses previously had the exclusive marketing rights. This adds some 200 titles to the present list of 600 and means that everything listed in the Catalog—what has been called the Bank's intellectual capital—is now available in our bookstore.

Bank staff will be unaffected. By showing their ID cards at the checkout desk in A-110, they can still get formerly free publications gratis. The university press books will be available to staff, as before, at a 25% discount off the list price. Staff, however, should not exercise these privileges on behalf of their friends outside the Bank.

The bookstore is open from 9 a.m. to 4 p.m. weekdays.
We Try Harder

by Richard E. Barry
Administrative Operations Coordinator

"WE TRY HARDER" could easily be the theme of the Administrative Services Department (ADM), which has expanded services to employees as the Bank and IFC have grown.

While ADM is the largest department—with more than 500 regular staff, about the same number of contract people and a budget of $50 million—few in the Bank and IFC are aware of the many services it performs.

For instance, need viewgraphs for an important meeting and coffee during the break? Need travel arrangements made to a project site, and some satellite photographs of the area to take with you?

You have a document in a rare language which is important to your work and want it translated and reproduced, or you simply need a particular document and don’t know where to find it. You have a telephone or security problem, or want to have a stain removed from an office carpet.

Maybe you need to have a room built for a word processing satellite facility which will have all the essential human engineering and environmental control features.

Look up the appropriate listing in the yellow pages of the Bank Telephone Directory and you will soon be on to someone within the Administrative Services Department which provides about 60 distinct services affecting all staff from the time they report for duty until they leave the service of the Bank.

Nine divisions and 17 sections in ADM perform these services, and the role of the department is to serve the needs of the institution, its managers, and staff in a cost-effective and timely manner.

When we separate all the jargon, like service standards, unit costs, complaint/compliment call levels, etc., important as it is to talk about and evaluate how we perform our job, it all boils down to one thing: making it a good place for the Bank staff to work productively. Whether it’s providing nutritious menus in the cafeteria or quality simultaneous interpretation for a meeting, it is all geared to helping people do what the Bank is here to do.

Despite its size and diversity, ADM
did not keep pace with the rest of the Bank during the second half of the 1960s and the 1970s when growth and change were the bywords in Operations. ADM suffered during that period from a shortage of human and financial resources, resulting in the department reacting rather than planning and taking action.

In 1964, there were 72 IBRD/IDA/IFC lending operations compared to about 300 today. During the same period, the number of projects under supervision increased and will continue to increase even more. The Bank totaled 1,000 people, compared to six times that today, and all were housed in less than 600,000 square feet of office space in three adjacent Bank-owned and -serviced buildings (A and B and the new C building). This compares to the end-FY82 figures of 2.7 million square feet in seven owned and 10 leased buildings dispersed over several city blocks.

Services could and were performed usually to respond to demand, without much consideration for Bank-wide standards. During the high growth period of 1968-1980, attempts were made to maintain the old approach of providing service as far as budget constraints would permit. As a practical matter, however, because of expanding operations and facilities, ADM was often "running up a down escalator" just to deliver the minimum needed services as they arose.

There was little by way of time, resources, incentive or a broader Bank framework within which to perform long-range planning or to develop standards. In many ways, it is a small wonder that ADM was able to fulfill the Bank's "basic needs" during the high growth years, even if sometimes at the expense of needed long-term concerns.

In no area did the result of short-term decision-making create problems that will take longer to correct than in the case of office space. Even though this is well recognized and several specific steps have been taken to correct it, the lead time involved means that we will continue to suffer from the basic problem of office space shortage a few more years. It might sound like a paradox with the completion of the new building, but FY83 will be a tough year. Moving into the new building and all the back-fill moves that precipitates will cause major problems that will affect most staff. Some staff will have to delay their moves. Others may have to move twice. We live in a constrained budget environment and all staff members will have to help the institution in this respect. In ADM, we shall have to do better with what we have. In the user departments, we shall rely even more on your cooperation, understanding and feedback.

ADM is addressing a number of basic issues and is working on improving its ways of doing things. The concept is one of providing client-centered services.

This approach requires some changes in attitudes about services. We in ADM have to become and be
more open to feedback from Bank staff and staff have to consider it important enough to give us that feedback. If an incident occurs that needs ADM attention, we need your help to let us know.

There is a strong commitment in ADM to respond to user views. Several specialized advisory boards have been established for this purpose. An overall Administrative Advisory Board has been established, for instance, at the suggestion of the Program Coordinators, with membership from across the Bank. This Board will be interested not only in the particulars of service standards presently being drafted, but also in the broader ADM policy questions. Similarly, the Department maintains contact with the Staff Association on matters of mutual interest. A number of specific staff surveys have already been made to focus on work and staff requirements.

Many other initiatives are under way to make the concept of client-centered service a reality. Some will take longer than others to be visible to the users. Among them are numerous activities relating to office space, including the use of improved strategic planning and management information systems, real estate surveys, and strengthening of the organization for planning and carrying out office moves.

Apart from office space, some of the other key areas in various stages of completion are:

- Strengthening of ADM; this is a major project in which we are looking at how we can do our work better and improve our client relationships and service orientation attitudes. It also involves management improvement and development of such planning and financial control tools as a departmental work program, a multi-year investment plan for major capital and other investment items, and related management information systems.

- Improvements in the technology being used to deliver ADM services —printing, graphics, cartography, language services, security, travel, food services, records management, communications, procurement, and office furnishings to support present and future innovations in office technology.

ADM's challenge for the '80s is to complete these and other initiatives and at the same time carry out essential services. It can be done only with a better understanding between the users and suppliers of ADM services. It requires the constructive advice of the users—Bank staff—along with some appreciation of the practical limitations of delivering needed services. It requires the technical inputs from ADM, including a high quality of decision analysis, and an ADM that listens and understands operational and other user needs.

And, of course, it needs the human, financial, and technological resources.

The theme of "interdependence" is frequently advanced by the Bank as it applies to the needed relationships among the developing and more developed countries of the world. "Interdependence" is an idea whose time has also come within the Bank to best describe the relationship between the suppliers and users of administrative services. You need us. We need you.
STRUCTURAL ADJUSTMENT LOANS (SALs), the latest addition to the Bank's lending facilities, have broadened our ability to respond to development issues. By providing quick disbursing funds in support of policies and actions aimed at correcting structural weaknesses, they complement our more traditional project and sector lending. They differ from Program Loans in the depth and breadth of issues they address—also in the more explicit commitment by the Bank to a series of such loans, if performance is satisfactory.

The possibilities of SALs are only beginning to be tapped. Judging from our experience in Turkey, changes will be required in the way the Bank organizes its work, manages its staff resources, and conducts its relations with a country to realize this potential fully.

Since 1980, Turkey has received two structural adjustment loans totaling $575 million and a third loan has recently been appraised. To date, no other country has received as much for a structural adjustment program. Further, the two loans account for a substantial share, over 40%, of the country's lending program.

While the Bank's policies toward SALs and their application in Turkey are still evolving, some general observations from our experience may be of use to others. I won't dwell on the policy implications, but rather on some of the practical aspects, recognizing that each country faces somewhat unique circumstances.

First of all, while the Bank and the International Monetary Fund have played significant roles in guiding, encouraging, and supporting Turkey's adjustment program, the initiative came from the Turkish government. This initiative reflected a widespread recognition in Turkey that the severity of the economic crisis required a fundamental change of approach. The Bank and the Fund encouraged this view, but harsh economic realities conveyed it more convincingly. The key factor, however, was the existence of leadership that was willing to undertake far-reaching changes and that was receptive to well-founded advice.

On this foundation, the Bank's SALs and the Fund's Three-Year Standby
provided the essential financial, analytical, and moral support that enabled Turkey to develop and carry out a program to restore the country's economic health.

A change in work relations. The SAL-supported policy actions, because of their breadth, have an impact on a broad range of our activities. A large number of Bank staff have become involved in one way or another. An even larger number of agencies and individuals in the country are affected. Conceiving and reaching agreement on policy actions necessarily involve long and complex consultations. An exceptional degree of coordination is called for, both within the Bank and within the country. The problem, simply stated, is how to manage this process.

Structural adjustment lending requires the use of knowledge generated in economic, sector, and project work. The staff assigned to SAL work must have a thorough knowledge of the country and all of the Bank's activities there. While various approaches have been tried, our solution is a full-time SAL core team that concentrates on Turkey. The Program Division's team consists of a senior loan officer and country economist. As necessary, this core team is supplemented by the senior departmental economist, other country economists, senior economists from the Projects Department, and experienced senior project officers familiar with key sectors of the country's economy.

At the regional level, overall guidance on SAL work is provided by a working group, chaired by the Programs Director, and including senior regional economic staff and outside advisers. Supervision is a joint responsibility: the Industrial Finance Project Division handles procurement matters; the Program Division oversees policy performance, assisted as necessary by sectoral and other experts. To ensure coordination with the IMF, we have arranged for staff overlaps, i.e., Fund staff on Bank SAL missions, and vice versa. This interchange has greatly enhanced our mutual understanding of policy issues.

Perhaps the major impact has been on the internal organization of the Program Division. Besides taking on the heavy responsibility for appraisal and supervision, the division must adapt to the more active coordinating role that SAL work imposes.

The SAL mission chief, or officer responsible for SAL, tends to become the coordinating point. To this point flows a great deal of information and policy advice. The person therefore must work closely with the division's economic staff and management to reach an initial agreement on policy issues.

The work program must be adjusted to reflect SAL priorities. This work adjustment often requires considerable efforts to keep other loan officers, project officers, and economists informed of how policy in the country is evolving.

The supervision of policy performance requires considerable sensitivity and judgment, since the situation is often fluid. Alternative approaches to the same objective often have to be considered. Moreover, the available data are seldom collated or as up-to-date as we would like for judging policy performance.

A deepening of economic work and policy discussions. When we started in Turkey with SAL I, the Bank had just completed an economic report on the country. This economic mission had examined the steps needed to ensure transition from crisis management to resumed growth, and its findings had been used to support the government's initial readjustment program. However, we quickly recognized that our economic work would have to be deepened if the Bank were to have any real impact on policy actions. What was required, we concluded, was an in-depth analysis of specific problem areas and possible alternative remedies. Moreover, to have the necessary impact, the ideas generated had to be supported with convincing arguments, and a clear presentation of consequences. In short, to ensure government receptivity, greater care had to be taken

Loading cotton at Mersin. Policies to reorient the economy outward and increase exports are central to the Structural Adjustment program; exports increased by more than 60% in 1981. Photo by Mary M. Hill
to develop and substantiate our ideas.

The region's response was to mount a series of large missions that focused on particular aspects of the structural adjustment problem, such as public investment, industrialization and trade strategy, and energy. These "in-depth" studies, led by senior Bank staff, have provided the basis for discussions that finally resulted in the action program the SALs supported. The seniority of the mission leadership provided a great deal of experience, sharpening findings and enhancing receptivity. In essence, the government and the Bank, acting together, carried out a series of studies that were more carefully aimed and more far-reaching than had been done in the past.

**A change in the policy dialogue.** As compared with the past, the SALs and the related program of supportive economic and sector work led to a more consistent and continuous economic policy dialogue. Both the breadth and impact of our discussions with the government have improved. The dialogue is carried on in a variety of forums, missions, Annual Meetings discussions, reviews of draft economic and sector reports, etc.

The SALs have also required us to give special attention to ensuring that economic, sector, and project work are fully coordinated and consistent.

To get the full benefit of the SAL process, an active dialogue must be carried out at all stages between those working on the country, whether in project or economic work, and those working on the SAL. In fact, I prefer to think of the SAL not as an independent exercise at all. Rather, it is the coordination of a dialogue with a country on a variety of policy actions.

In this sense, the SAL is really the tip of the iceberg, with the government and the Bank working on a large number of issues beneath the surface. These issues only come to the surface when the stage of policy action is reached.

While policy formulation is by nature a slow process, it becomes particularly important to synchronize work on SALs with government decision-making. Discussions with government have to be more carefully planned and more carefully staffed on both sides. Most important, SAL scheduling has to allow time for proposals to be digested and translated into meaningful government action.

Finally, in Turkey, the SAL process can best be described as evolutionary. Major objectives are set out in qualitative terms, and policies have to be adjusted consistently and frequently to respond to events. In part, this reflects the depth of the past crises and the fast-changing nature of developments. It would have been extremely difficult initially to have prepared a time-bound quantitative framework for action. This has not fully satisfied our natural desire for a more detailed medium-term program against which performance might be assessed. But it is also worth noting that the official responsible for the program was named Economist of the Year by the European Management Symposium.

**A personal dimension.** After more than 10 years as a loan officer dealing with a wide variety of project and country situations, I have found the SAL the most challenging of my assignments to date. The SAL forces one to take a much broader perspective on development problems, to understand and integrate much more meaningfully the lessons from our economic and project work. It forces a much more intense interaction and working relationship with a broader and more diverse group of staff. Finally, it tests to the utmost one's diplomatic skills in working closely with the country.

In conclusion, the addition of SALs to our repertoire challenges our perceptions of what we are doing and how we do it. It also offers opportunities to address problems which until now were beyond our grasp.
Mr. Wapenhans told the meeting delegates that the Bank's "approach to Africa has changed considerably over time as we have grappled with the major development issues in this part of the world. We have learned a great deal from our friends in Africa, as well as from our cofinancing partners."

Because the development context has changed in Africa, he said, the Bank has responded with four new initiatives.

"First, we have learned through bitter experience that even well-prepared and efficiently executed project investments do not generate the expected benefits if the institutional and policy climate is not congenial. For instance, a general review of 27 agricultural projects in Africa financed by the Bank concluded that farm incentives were of overriding importance in affecting the production outcome. It is not good enough to have high quality technical packages, competent extension services and well-designed physical infrastructure if the policy regime does not generate attractive financial returns to the farmer. This experience has led us to explore systematically the relevant policy issues, even those which go beyond narrowly defined project concerns. We try to focus on these prerequisites of project success and to obtain pragmatic solutions to policy and institutional problems.

"Secondly, starting new projects aimed at expanding capacity, even in sectors of high development importance, may not be helpful in circumstances in which existing capacity is not being maintained and used adequately and in which implementation of ongoing projects is being delayed. These problems result frequently from a combination of general shortage of budgetary funds and foreign exchange, as well as the lack of managerial and professional inputs. Under these conditions, it is important to adopt policy changes which will ease these constraints. To facilitate such changes, we have made available non-project assistance in various forms to support maintenance and utilization of existing strategic capacity and thus accelerate the process of recovery. Our aim here is not simply to finance budget or balance of payment deficits but to support countries to bring about rapid economic recovery through fuller use of existing capacity and structural changes in production and in the management of their economies.

"Thirdly, while the need for policy analysis is greater than ever, the capacity of many African governments to analyze policy options and to design structural adjustment policies remains strained. Governments have to resolve urgent policy issues with resources, including technical assistance, now available to them. Here, too, I believe, the World Bank can make a contribution, and we stand ready to respond to requests.

"Fourthly, the Bank's decision to give priority to the
needs of Africa is also reflected in protecting this region as best we can from the impact of the shortfall in IDA resources during FY82. Commitments to Sub-Saharan Africa are expected to be a higher proportion of the total than in recent years. Future financial support for Africa from the World Bank will depend critically on the scale of the next IDA replenishment, since IBRD funds can only be used in selected cases and to a limited extent.

“Net receipts of ODA (Official Development Assistance)—including technical assistance—from all sources to independent Sub-Saharan Africa amounted in 1980 to US$6.8 billion. Our contribution is less than 10% of this aggregate. The European flows exceed 50% of aggregate ODA, and OPEC aid amounts to close to 13%. Given the diversity of aid sources, the search for satisfactory mechanisms of aid coordination continues. If concessional funds are going to become generally more scarce in the 1980s, while being concentrated to a greater extent on Sub-Saharan Africa, then the need for coordination to ensure enhanced effectiveness is an even more urgent one. In addition, the debt issue has acquired such central importance in the overall balance of payments picture that it has demanded the attention of Consultative Groups. It is clear that the policy reform and recovery process in Africa cannot go forward in many instances without a substantial restructuring of debt obligations, some of which is already under way.”

Mr. Wapenhans said Europe’s role in the future development of Sub-Saharan nations is critical. “Fully one-half of the exports of these countries are marketed in Europe. The bulk of these are tropical commodities and metals. But even manufactured goods, which are slowly emerging in the African export picture, go to Europe to the extent of about 30%-40%.

“The future of Africa will be determined fundamentally by the people who live there and by their leaders. Nevertheless, the external environment for African development will be influenced heavily by what happens in Europe. Let me draw your attention in this connection to some key issues.

“We have called for a doubling of ODA to Africa in real terms during the 1980s. It would be tragic if African governments were ready to initiate stressful adjustments and the impact of these measures was undermined by the lack of finance on concessional terms and in appropriate forms. The Dakar Conference in March this year recognized the need for ‘... non-profit financing to rehabilitate the productive capacities of African countries.’ This plea by African Finance and Planning Ministers deserves full consideration also in the design of future assistance programs.

“Let me turn now from aid to trade issues. The provisions of the Lomé Convention have been hailed as an example of ‘dynamic multilateral cooperation.’ ACP (Africa, Caribbean & Pacific) countries have benefited both from duty-free access to European markets and from the operation of the STABEX* and SYSMIN** schemes. As yet, as we look to Africa’s future and recognize the urgent need for these countries to increase and diversify their exports, it may be necessary to reconsider some features of existing arrangements. A major effort is needed to liberalize agricultural trade so that Africa can develop its full potential in this sector.

“Secondly, there remain in effect restrictions to market access in case serious ‘market disturbance’ occurs. From the viewpoint of a private investor contemplating the establishment of new capacity with export markets in mind, undefined safeguard clauses add to business risk. These deterrents apply to all categories of potential African exports. The climate for export diversification and future private investment in Africa can be enhanced by improving upon existing arrangements governing trade with Sub-Saharan Africa.”

Discussing Arab-African relationships, Mr. Wapenhans said, “Not only is Arab aid as a proportion of GDP larger than that of any industrialized country, net Arab concessional aid to Africa south of the Sahara on a disbursement basis has risen dramatically, as has the number of recipient countries. The target of doubling ODA to Africa in real terms is a challenge, and we can jointly only hope to meet it with a continuous, generous and far-sighted Arab response.”

“On the trade side, existing Arab-African links are very weak. Only 2% of African exports are marketed in Arab OPEC countries, and the African market is neither large nor attractive for Arab exports. A more dynamic future trade can be built on the basis of geographical propinquity, sharp differences in resource endowments and the need for both Arab and African countries to diversify markets and supply sources. I have no doubt that profitable trade opportunities exist. What is required is vision and entrepreneurship.”

Mr. Wapenhans also discussed the role of foreign private capital in the future development of Africa.

“Given the present financial difficulties of many African nations, the mounting debt burden and the depleted foreign exchange reserves, I do not see foreign investors coming to Africa in a great rush. Under these circumstances, and while there may be some notable exceptions, foreign private capital on commercial terms cannot be expected to make a large contribution in the short run. However, it is my hope that the current crisis will pass, that governments in Africa will carry out appropriate adjustments and that these changes will be supported in full measure by concessional assistance. When this is done, private investors will find rewarding opportunities in minerals, energy, agriculture, manufacturing and other activities, including services.”

*STABEX—Stabilization of Export Earnings
**SYSMIN—System for Stabilization of Export Earnings for Minerals
Kalbermatten on the ‘Water Decade’

John M. Kalbermatten

WORLD WATER, a magazine published in London, England, recently interviewed John M. Kalbermatten, Senior Adviser, Water & Wastes, in the Transportation and Water Department, about the International Drinking Water Supply and Sanitation Decade now in its second year. The Decade’s target is to provide everyone in the world with access to a safe supply of drinking water and adequate means of sanitation by 1990. Here are excerpts from that interview:

Q: Is it a general view that the reactions of the developing countries have been encouraging and have perhaps outpaced the capabilities of the supporting system?
A: It is remarkable that at a time when economic activity has slowed down in general, most of the institutions that are involved in water supply have in fact maintained their level of support for the Decade and that the bilaterals too are maintaining their support or even increasing it. One should not be surprised if at a time when everything is getting a little bit more scarce or the resources are more limited, there might have been a bit of a slow down. I don’t think there has been one, and that is a good sign.

The second thing that impresses me, as I have an opportunity to deal with governments and to participate in Decade planning sessions, is the fact that there is very much a realization that it is not only a matter of devoting more resources to the Decade, but of using the best possible solutions to solve the problems as they exist, and to devote more of a proportion of the efforts and the resources available to make basic changes, devoting more to training, development of staff, addressing issues such as community organization.

Those are all a lot of basic things that must be done to make the Decade a success, and they might just be more important than whether we spend a lot of money or not.

Q: Does the first year make you optimistic that those changes are being implemented fast enough?
A: I would say that I am more optimistic today than I was when the Decade started.

Q: After one year, have you come to any conclusions about how you might angle development in the direction you want; is there a mechanism for transferring good experience from one country to another?
A: We have to distinguish between what we are doing, what other organizations are doing, what we do jointly as organizations, and what is going on outside of our particular responsibilities. I would love to have a formal set-up of monitoring and evaluation. I think it is badly needed and we have neglected that field in the rush, I guess, of promoting and implementing projects. We have to make an attempt to formalize our joint review and dissemination of information and formalize the learning process, because if we don’t learn and we can’t get the lessons of past experience to the people who are now preparing their projects, then we will fail, obviously.

I don’t believe that it is just a matter of the UN system being involved in this, and I am not all that certain that in fact not a lot of this learning process is going on right now. There are any number of seminars being held. I get invitations to national planning sessions where I am invited not because I have anything unusual to say, but for the participants to learn from experience which I might be able to transfer from experience that the Bank has.

These are small pieces. Maybe we don’t have the puzzle together, and I am sure the puzzle has many pieces, but just because we don’t do it in a formal sense as a UN project does not mean that it doesn’t go on.

Q: Moving on to the donor side of the equation, how much support have we seen this year from the bilaterals and non-governmental organizations to the plea for greater contributions to the sector?
A: The World Bank is peculiar in its programming of funds, since we cannot make projections which say—“the Bank will devote so much of its resources to this and that sector.” The allocation is made as part of country programs, and it is done every year. It depends very much on the priorities set by the developing countries how much money goes toward Decade projects.

What I find encouraging is that in our projections, which are based on preliminary discussions with governments, the one continent which has very great difficulties and where one hopes to concentrate a lot of the activities—Africa—the program as reflected in countries’ indications of the ways they wish to use Bank funds is a huge success, because the money allocated at present in the tentative project pipeline is doubled from what it was in the past five years. That is, in the next five years they intend to use twice as much for water supply and sanitation as in the past in terms of actual Bank resources in that region—that means an increase from 4 to 5% to 10%.

The significance of this to me is that the countries themselves are saying that they wish to divert the money that they will receive from the Bank toward water supply and sanitation, and that is far more important than anything that the Bank itself could say.

The other thing I would like to mention is that as part of projects we are executing on behalf of UNDP (United Nations Development Programme) we have found
really a tremendous response from bilateral agencies—I am talking about the handpump program, and about the low-cost sanitation project. We have had a very, very significant response in actual expenditure commitments to purchasing handpumps or aiding the construction of low-cost sanitation facilities from bilaterals as well as NGOs (non-governmental organizations).

One of the things that I find very promising for the future is that we have started a dialogue with NGOs and with bilaterals, which is something new for us in the Bank and which promises, I think, an expansion of activities into rural areas and low income areas of urban communities, which the Bank by itself would have difficulty getting into.

Q: Have you any feel for why Africa should be the region which is asking most for increases in the sector?
A: One has to be honest and say that it is because in Africa the municipal and central governments recognize the importance of water supply and sanitation for their own human and economic well-being. I am sure also that organizations such as WHO (World Health Organization) have had a particularly intensive program in Africa with the help of some bilateral agencies in an effort to plan and program Decade operations. Surely they have had an impact in familiarizing these government departments not just with the needs—they recognize that themselves—but with the fact that, indeed, opportunities exist to get assistance. It is coming together from the national side as well as from the international organizations.

Q: If health benefits and social benefits cannot be expressed in economic terms, does it make the World Bank's task difficult? Is there a mechanism for making rural water supply and sanitation projects meet Bank rules for payback?
A: The Bank recognizes that there is no easy way of quantifying all the benefits one derives from health and sanitation. Therefore, it would be absurd to demand such a project to comply with a mechanical method or requirement for a rate of return. What we do insist on, to the extent that one ever can insist on these things, is that projects satisfy a given need, that they be least cost, and that the institution or the unit which is responsible for operation and maintenance is capable of doing so and that generally means financially viable.

Now, that clearly means that there are different criteria in urban areas where the financial strength exists to have a regular municipal public utility able to generate resources for investment, operation and maintenance, and for a village of 500 people out in the bush some place who don't even have a cash economy. In such a case, we are quite aware of the fact that the government probably will have to provide grant funds for the construction of facilities. Again we insist that the village people ought to be able to operate and maintain that system, because experience shows that once the system is constructed by the central government, the government usually forgets about what is required to maintain and operate the system. As a consequence, if you want the system to continue operating, the community must be able to take care of it.

I would like to add something, though, in relation to health. I agree 100% that it is not an either/or proposition. One of the beautiful aspects of the water supply sector is the fact that one can make a viable project by selecting the service standard that people can afford, and even do some internal cross-subsidization from one consumer category to another. This is ideal because you can satisfy health requirements as well as economic and convenience requirements.

But, if we are serious about satisfying health requirements, we should not stop with the installation of water supply and sanitation facilities. One of the things we have learned, even if we don't have a formal monitoring and evaluation project at the moment, is that water supply and sanitation projects that do not include certain institutional or software requirements fail. There is no sense in providing facilities unless the people know why they should be used and they are motivated in using and maintaining them.

Q: Is there a role for the private sector in the Water Decade? Is anything being done to mobilize it?
A: I know from personal experience that manufacturers are very much aware of the Decade, because a lot of them come to my office and expect me to provide them with all the necessary statistics and information to do a market analysis. So, yes, indeed, they are interested; they are eager. For example, there is a procession of pump manufacturers that want to know “How many pumps will we be able to sell in the Decade?” It applies to other equipment as well.

So there is certainly awareness; there is certainly interest in the commercial sense. There is also an interest by many manufacturers to attempt to provide specific products that can serve at low cost—for example, there is a tremendous effort going on right now to export and make available in developing countries some low-cost handpumps. There is an effort being made to produce low-cost sanitation equipment.

All kinds of manufacturers are entering the area that have not done so before. Plastics manufacturers have made a decision that they will start producing glass fiber or plastic squat plates and pipes. I think all the interest is motivated commercially; I don't know, for instance, of any manufacturers' association that has got together and contributed a million dollars toward the Decade.

But, we should not overlook the semi-private sector—the various water authorities. You are familiar with the British effort in that—WaterAid—but there are others. The Dutch Water Works Association has proposed formally that they wish to provide training, by making staff available and by receiving staff from developing countries. ☐
Olivia Vent and the Opera

FOR THE PAST THREE YEARS, OLIVIA VENT has spent part of her spare time on the opera stage at the Kennedy Center. To date, she hasn’t sung a note. It doesn’t deter her at all.

“I love the music and I like to be around the people who put together an opera,” she says. “They’re gifted individuals. I admire their drive and commitment. They’re very optimistic, convinced of their own talents, and in spite of artistic temperament, they’re all very cooperative.”

Ms. Vent is with the Secretariat Consultative Group on International Agricultural Research (CGIAR) and her free-lance career as a supernumerary, or stage extra, started when “I simply got the idea to try it, even though I have no formal voice training or acting background. I met someone from the Washington Opera chorus, and she suggested I call someone about being an extra. I did, and as it turned out, there were openings. I took a friend with me for the auditions—someone who knew nothing about opera but has since become an opera buff—and we had such a good time, got along so well with the people there that I simply kept doing it.

“It certainly isn’t an ego trip. I seldom get to make a grand entrance and no one can recognize me when I’m wearing the costume and wig.”

Ms. Vent has appeared in La Traviata by Verdi—“a controversial new production, which, it was rumored, was booed by a Washington music critic”: Lucia di Lammermoor by Donizetti; Semele by Handel; and La Boheme by Puccini.

“It was particularly interesting doing La Boheme because the famous composer Gian Carlo Menotti directed it. He never actually said what the people should do on stage, allowing the players to improvise until everyone blended together. No one followed a given path, so every night, we did it differently. I think this naturalness is one of the reasons the opera was such a success.

“I’m an opera fan,” she adds, “but not a fanatic. I don’t want to stand in line for tickets and pay $60. This way, I can be part of the opera, and I get paid $25. It covers the parking.”

Doris Beers and the Theater

“IT’S REALLY NOT AS MUCH BACK-STAGE as behind the scenes—the sort of things most folk don’t immediately think of when I say I do volunteer work for the theater,” says Doris Beers, who is in the Publications Department. She’s talking about New Playwrights’, a small professional theater near Dupont Circle.

New Playwrights’, as the name suggests, presents only new plays. About 600 are received each year. Each is carefully read and commented on by two members of the scripts team. “There are about 15 of us,” says Ms. Beers, “a couple of playwrights, a couple of actors—without a whole lot in common beyond enthusiasm for what we’re doing.” If a play shows promise, the playwright is invited to Washington for an open reading, where actors read from the script after a few hours of rehearsal with the director and playwright, followed by a discussion of the play’s merits and flaws.

“It amazes me sometimes,” she says, “that the writers are grateful for our comments. Well, they say they’re grateful. Most people don’t take criticism well. We do try to be helpful and specific: ‘The character of Aunt Mae is interesting but you don’t seem to have prepared us well enough for her being the axe murderer,’ does seem more encouraging than a plain, cold ‘thank you, but your play does not meet our needs at this time.’ At least it shows someone read the play and paid attention.”

But why does she do it? “The reasons change. I’ve been doing this for about three years, and in the beginning a large part of it was having someone want my opinion, the intellectual exercise. Over the years, the excitement of being part of the process, of seeing work develop from something that shows promise to a real play has overtaken the ego gratification.

“The only problem,” she adds, “is that the theater could easily close at the end of June. After 10 seasons, we’re better known in Chicago or San Francisco than in Washington. Our shows are reviewed, and people come to the shows, but we just aren’t seen as a Washington institution, and the theater’s board of directors does not see how it will be possible to maintain the level of professionalism the theater has developed in the face of constant fund raising pressure and no funds to pay many of the artists who have worked on past shows.”

Response to the announcement that the theater would close June 30 if it did not meet its goal of $86,000 was encouraging, but, she says, “It may well take a miracle to save New Playwrights’. But miracles don’t happen on their own. It would be disastrous if it closed, if only because I’ve come to believe that every attempt to create a play, to actually sit down and get dialogue on a page, is an impressive act, requiring a lot of work and a lot of courage. Even if it fails completely, it’s impressive. But if it’s never shown, because there’s no theater to show it in, well, that’s tragic.”
I first got to know the avenue d’Enna when I lived at number seventy-two. It was but a short walk to number four, then the World Bank’s European Office (now the Iranian Embassy) for my employment interview. Entering a gilded patrician mansion, I at once sensed an atmosphere of people who travel only by wagon-lits and the Cunard Line. My cross-examination was similarly cozy.

Now times have changed, and so have our surroundings, for since 1970 the European Office has been housed at 66 avenue d’Enna, in a building of sparkling yet restrained modernity. At the basement level, there are conference rooms in an elegant garden setting (“We should move the Bank into here” was Mr. Clausen’s envious comment on his first visit to us) and above that six floors, the first three occupied by an oceanographic institute, the fourth by the IMF, and the last two floors by our office, which has a roster of some 40 staff, not counting a trio in our London dependency.

In the language of orthopedists and apparently of World Bank managers, the European Office is a “support” department (rather apt for an institution where “posture” is another buzzword). We provide services, principally to the External Relations Vice-Presidency of the Bank, but also to the Treasurer’s Department (for financial intelligence), Personnel Management (for recruitment), the Secretary’s Department (for conferences), Administrative Services (for travel), and deal with questions from staff all over the Bank about aid and trade policies of European governments and how best to approach a Bank problem that impinges on Europe’s interests.

“The better the support we provide to headquarters,” says European Office Director Rainer Steckhan, “the better the return flow from Washington to help us carry out our function as the Bank’s antennae in Europe. To make an impact on the policymaking leadership, on the business, financial and banking communities, on the media, and in academic circles and non-governmental organizations—in short, with the public that conditions our image—we need to be well-informed about current policies and operations, and hopefully make European governments keen supporters of the Bank and IDA, and headquarters a sympathetic listener to its audiences on the other side of the Atlantic.”

These audiences, lying on a diagonal between Iceland and Italy, Finland and Spain, require all the professional experience, language skills and public affairs sensitivities which our small staff can bring to bear. Deputy Director Yves Franchet is our expert on France, on economics and on dealing with the academic community, which for better or worse is often on the Bank’s tail. He and Rainer Steckhan undertake a large number of speaking engagements, briefings and interviews—about 50 in the last six months of 1981—and I suspect Rainer holds the record in the Bank for the number of bread and butter letters he has to sign to dignitaries in which he has the “Honour to Remain Yours Respectfully.” In a word, we are an embassy to Europe—alas, not an ambassadorial fiefdom of the pre-telegraphic age, but under the tight control of headquarters through visiting firemen, telex machines (courtesy Etty Grosmann), tie-lines and—ugh—newly installed memory banks, which have yet to prove that they deserve a Golden Retriever award, like our archivist Gisèle Rondeau.

The European Office began when the Bank made its very first loan (to France in 1947), but for the most part we now deal with heady sums of money only through our Financial Counsellor, Bernard Snoy. Almost in perpetual motion, last year he visited more than 100 banks and financial institutions in Europe, in pursuit of the Bank’s borrowing and cofinancing interests. Undaunted by the swath of Samurai and the bite of Bulldog bond issues, he sometimes disappears on weekends to Basel, for the mysterious meetings of the Bank for International Settlements, where there is reputedly an office for us without name or number. Bernard’s secretary, Yasmin McGinnis, collates equally mysterious data about markets to satisfy headquarters’ insatiable appetite for quotations.
The Recruitment Unit is run by Nicolas Gorjestani, who with Hanne Laugesen (newly arrived Recruitment Officer from UNEP in Nairobi), scour the nooks and crannies of Europe—and even of North Africa—for "shortage skills" sought by the Bank. "Last year," says Nicolas, "we logged over 70 staffdays on missions in 11 different countries to explain the Bank's recruitment policy and requirements to a wide network of contacts and to identify suitable candidates. Along with recruitment assistants Jacqueline Pesneaud and Janine Savaux—who are also responsible for secretarial and young professional recruitment—and our secretary, Gail Berre, we processed nearly 2,000 applications and undertook over 270 interviews."

Those of us who are constantly on the move tend to take our Administration Unit, headed by Monique Roche-Rainhorn, for granted, but without it (and particularly without our Travel Chief, Michelle Bazin) we'd never get to our destination in time or with money in our pocket, and worse still our budgets would be awry and our cupboards would be bare (actually our offices can pass for larger than that). Yvonne Guillaumin looks after our accounts but I've still not dared ask her to explain Imprest (why not opprest minorities and supprest reports?). Perhaps the face best known to headquarters staff is that of Marie-Ange Reynaud, who organizes one conference after another as consortia and consultative groups converge on Paris to solve the world's problems. And the best-known voices are those of our telephone operators, who welcome every caller with "Banque Mondiale, Fonds Monetaire," but never the other way round (after all, here the IMF is our tenant).

Back on the ranch there's the External Relations Unit, which includes irrigation engineer Jean-Louis Ginnsz. He is called to every corner of Europe to explain the Bank's procurement policies, and Jean-Louis and his secretary, Liliana Ponchon, have to show patience with a long stream of visitors and eccentric inquiries about who's paying for the Sphinx's facelift.

On the broader public affairs front—briefings for the European media, reporting on the ups and downs of development policies in national and international forums, monitoring and improving public perceptions of the Bank, and facilitating information exchange between headquarters and our main audiences in Europe (notably through meetings and public engagements for senior staff)—Karin Blanc, Maria Gradvohl, Henri Bretaudeau and I slice up the cake of some 18 countries mostly among ourselves, not forgetting to leave some tasty morsels for the front office.

Among our more visible productions are the European Office Bulletin (a rush end-of-month job which never fazes my secretary, Monique Vanazzi) and the contributions to IPA's Development News, but these are but the tip of our external relations iceberg. Publications and Printing are other hives of activity; Annie Rinaldi, who runs our Publications Center, and Gerard Attinost, our new print shop supervisor, calculate that we print 2½ million pages a year and mail 400,000 Bank publications and news releases.

Last, but not least, comes the London office, run by the unflappable Janet Cordery and her two colleagues (with a hideout for IFC as well, in the person of Hans Pollan, representative for Europe). Every time I go there I feel ever so slightly like James Bond reporting to "M": a discreet elevator to the 15th floor of New Zealand House, where there is a company with an unlikely name across the hallway; the brisk, quintessential British welcome; the exotic passports being readied for travel to exotic lands; factitious paneling suggesting secret sliding doors; and a commanding view of Big Ben, Whitehall and St. Paul's, in the best imperial tradition. Harassed by travel administration, visitors and staff relations, not to mention support for our public affairs activities in the U.K., Janet would probably prefer that the charms of her domain remain unknown. But she and her staff will give you a kind reception nonetheless.

French to the core, my colleague Yves Franchet reminds me that we use four out of the five senses in the European Office. Among them, what we see, and whom we see, is important, and what we hear even more so. A delicate sense of smell is needed to filter what is relevant to the Bank, and a sense of taste in how we present our case to our interlocutors.

'We need to be well-informed about current policies and operations...’

—Steckhan
Leonard Rist, a Bank Pioneer

LEONARD RIST, a Bank pioneer and the first director of the Bank’s Economic Department, died in Paris February 1. He came to the Bank in 1946 as an Alternate Executive Director and within the first few months of the institution’s operations was named Director of Research, responsible for proposing the basis of the economic aspects of lending and all of the country economic studies during the first decade of the Bank’s life.

In October 1952 he was appointed as the Bank’s first Director of Economics, setting the standards and the methods for country economic appraisals while at the same time stressing that there was no exact formula to answer the question of a country’s creditworthiness. He also did the groundwork for and organized the first commodity group, an industry group and a transportation economics unit. Shortly thereafter, a country external indebtedness unit was established in his Department. He was responsible for the early technical work of the Bank, building the staff and supervising their work.

He is credited with early work on the disease of river blindness, and acted as a goodwill ambassador to newly independent developing countries.

Mr. Rist, a French national, was the son of a famous French economist. He and his wife, Eva, lived in Washington from 1946 until he retired from the Bank on April 30, 1970.

Millard Says Goodbye with a ‘Donation’

WITH HIS RETIREMENT coming up in June, Ray Millard last month made an extraordinary contribution to benefit developing nations. He donated 32 of his acrylic paintings for a benefit sales exhibit in the E Building atrium. The proceeds are going to support UNICEF’s activities in connection with the International Drinking Water Supply and Sanitation Decade. Mr. Millard will soon move to London, England, where he will continue to pursue the avocation that has added an extra dimension to his career as the Bank’s Highway Engineering Adviser.

Mr. Millard’s administrative unit, the Department of Transportation and Water, sponsored the benefit sale. In his foreword to the exhibit catalog, T&W Director Christopher Willoughby described Mr. Millard’s pictures: “There is no intention in them to convey any burning social message, but it does emerge that they usually show how man has modified his environment to practical use— and water seems to be the dominant theme,” he wrote.

T&W itself is directly involved in the IDWSS Decade as executing agency for three special water supply projects organized by the United Nations Development Programme. One of these projects, for instance, will involve extensive field trials of 2,000-3,000 easy to maintain pumps in 15-20 developing countries. This work is under John Kalbermatten, who is recognized as one of the originators of the idea for a special decade devoted to drinking water and sanitation development.

F&D Features Poverty Article

IN THE JUNE ISSUE of Finance and Development magazine, President A. W. Clausen gives an overview of the Bank’s financial policies. The article is based on a recent speech.

Also, Michael Lipton and Alexander Shakow discuss a recent Bank study that confirms the importance of poverty-oriented lending.

Mr. Lipton is a Bank consultant and Mr. Shakow is Chief of the Policy Unit in the Country Policy Department.

Other Bank staffers also have articles in the June issue of F&D, which is published jointly by the World Bank and International Monetary Fund.

Aklilu Habte, Director of the Education Department, argues that lending for education projects serves economic as well as socio-cultural objectives.

Chauncey F. Dewey, Assistant Director, and Harinder Kohli, a Division Chief, both of the Industry Department, point out that large industrial projects, whether public or private, must meet strict financial criteria.

And Larry Westphal, Chief of the Productivity Division in the Development Research Department, explains how the private sector played a critical role in Korea’s economic growth.

SID Conference

THE SOCIETY for International Development will hold its 25th annual World Conference July 19 to July 22 at the Baltimore Convention Center in Baltimore, Maryland. The conference theme, “The Emerging Global Village,” will explore the past quarter century of development experience; grass roots initiative and strategies throughout the world; issues of global concern; and mobilization of citizens for development.

SID is the largest non-governmental organization of its kind in the area of international development. Members come from more than 120 nations and are affiliated with more than 800 public, private, national, and international organizations. For more information concerning the conference, contact Kathy Morrell, SID Conference Headquarters, World Conference Headquarters, 1834 Jefferson Place, NW, Washington, D.C. 20036.
New Schools Specialist

KATHLEEN EL MAAROUFI has joined the Bank as Schools Specialist, a new part-time position, in the Appointments and Induction Program. She will provide guidance on schooling for children of potential and current staff. Although new arrivals will for obvious reasons receive priority, she is available for consultation by all.

Mrs. El Maaroufi plans to prepare a guide to Washington area schools based on a new survey. The survey will pool the experiences of the many Bank families with children in local schools and provide useful information for families considering a particular school.

Before joining the Bank, Mrs. El Maaroufi taught in International Schools in India, Germany, and Singapore, and was the founder and former director of the International School in Ouagadougou, Upper Volta. She has also taught in a Washington area private school.

She offers advice on schools from kindergarten to college. She can be reached on ext. 60475 (Room 1-2-122), Mondays, Wednesdays and Fridays between 10 a.m. and 2 p.m.

Ski Report: Snow, Sun and Fun

by Jeanette C. Nasem-Ports

FOR THIS YEAR'S spring ski season, the snow trekkers of the IMF-Bank Ski Club ventured to the Western United States to seek the illustrious "champagne powder" of Steamboat Springs, Colorado. Although the gorgeous sunny days and chilly, clear nights made for thick powder snow occasionally, more the consistency of a frozen banana daiquiri, skiing atop the twin peaks was absolutely "delicious."

Steamboat Springs, so named by venturesome mountain men who identified the place by the gurgling underground springs that made a sound like the old Mississippi steamboats, is an authentic find of small-town warmth and hospitality. This is not to mention thick, juicy buffalo steaks fresh from the range and steaming hot glögg (a Swedish brew of hot wine and spices). Skiing was most challenging and even managed to topple one of the club's best with a wounded shoulder midway through the week. But what a wonderful place to recuperate and revel in the crisp, unspoiled mountain air of February. The long gondola ride in colorful Swiss-made cars provided breathtaking panoramas to the top, to make even that worthwhile.

Midweek, all 40 skiers of the group met atop the gondola hut for a lazy lunch of wine, cheeses, sausage and bread, and a bit of suntan lotion to protect our already sunburned noses.

However, the skiing was not the only luxurious aspect to this week. Our five-star condominiums looked out over the gondolas and the mountains, lit by ski parades at night during this, the Winter Carnival week.

Huge fireplaces and private steam baths in each unit made for many a romantic evening. Each afternoon as we trudged back from a long day of advancing our skiing skills, we were welcomed by the smarter early quitters luxuriating in the 105° outdoor jacuzzi. We quickly felt renewed energy and stamina as we ran down the wooden stairs donned only in towels and bathing suits. Later, rubbing ourselves with snow and sipping a "Colorado cow," we celebrated a glorious day of successful runs with a snowball battle.

The Monday night chili party, Colorado-style, and the send-off fondue party, end-of-week, were perfect evidence of "participatory management" with everybody cooking, stirring and dipping in the triple Swiss, con queso, and chocolate fondues.

Saturday, sad but refreshed, we departed for our journey through Rabbit-Ear Pass and back over the Continental Divide to the Eastern side of the United States. We sang familiar old songs to the accompaniment of harmonica and the rich, full voice of Lou Reynolds, wife of EAP staff member Chuck Reynolds. We celebrated the week with prizes for best ski fall, best party celebrant and best beginner skier. We all became good friends and many claimed it was the best of the West trips.

If this has all gotten your spirits and curiosity aroused for skiing, why not think about joining us next year. The IMF-Bank Ski Club has more than 100 members and it only costs you $5 to join. The club will be meeting for a summer send-off May 27 and will re-unite next fall to start off the 1982-83 ski season with a big bash. You are always welcome.
An Overabundance of Words

by Alan Drattell


Answer: They’re common redundancies. We see them in World Bank reports and outside the Bank, too.

Did you ever hear of a pioneer who wasn’t early?

Proximity means closeness. So by saying close proximity, we’re really saying “close closeness.”

An innovation is something that is new.

A fact is a fact because it is true.

History always occurs in the past.

And no one plans for the past.

Economy of language leads to clear, concise writing and speaking—and it avoids the use of redundancies and long-winded phrases.

One of the most famous of these long-winded phrases a former U.S. president popularized a decade ago. He punctuated—perhaps punctured—is the better description—his speech with the phrase: “At this point in time.” What he really meant was the shorter, clearer, and more precise “now.”

Many people stoop to long-windedness because it sounds impressive to them. In reality, it hogs the reader’s comprehension about what is being communicated.

Here are some typical examples:

People like to “be acquainted with” someone, rather than “know” him.

A “consensus of opinion” is simply a “consensus.”

A “definite problem” is really just a “problem.”

When something is “deserving of serious consideration,” it actually is “important.”

Or, when we’re writing a letter and enclose something, isn’t it more accurate to say “here is” rather than the turgid “enclosed please find”?

Think of how appreciative your reader audience in the Bank and outside would be to read a report that in a few pages tells the problem (rather than “relates” it), analyzes it and offers solutions. The economy of language could open whole new vistas, such as getting people to read what we write, to enjoy what they read, and to respond quickly because they don’t have to spend so much time trying to digest slowing words and phrases.

Thirty years ago, Sir William A.B. Iliff, then Assistant to the Bank President, and later a Vice President, wrote a document called “Gobbledygook.” Gobbledygook, he wrote, “is an unpleasing, polysyllabic, often meaningless jumble; a written language that sets itself up to pass for English.”

The examples Sir William provided then remain valid today. He noted the following “typical” Bank document prose:

“In view of the existing rehabilitation requirements of the Ruritanian railway system, following the heavy strain placed upon the country’s transportation facilities during the period of World War II, during which availabilities of necessary equipment were severely limited, the Government of Ruritania has reached the conclusion that it should make an approach to the International Bank with a view of the possible granting of a loan to assist in financing expenditures on a railway development program, a portion of such loan being applied to purchasing replacements of rolling-stock currently in operational use, by more modern types.”

It’s difficult to get through that 97-word sentence without gasping for breath. How much better it would be to split the passage into three sentences, Sir William said, suggesting, “The Ruritanian Government has decided to ask the International Bank for a loan to help finance a railway development program. The system was heavily overworked during the War when there was little chance of getting needed equipment. Part of the loan would be spent on buying modern rolling-stock to replace obsolete vehicles now in use.”

After looking over both examples, it is obvious to the reader that times in the Bank may not have dulled the proclivity for long-winded prose.

Sir William reminded his readers three decades ago that plain English is vital. The same is true today.

Plain English, he said, not only improves communication in that language but it also “makes the job of the translator easy. This is worth remembering, because much of our Bank literature, composed in English, has to be translated into other languages.”
Manager Appointments

ADI J. DAVAR has been appointed Chief of the Regional Mission in Bangkok. An Indian national, Mr. Davar joined the Bank in 1966 as a Young Professional. He graduated from the program to become a Loan Officer. Most recently he was a Division Chief in EMENA Country Programs Department II.

JOHN A. EDELMAN, a U.S. national, has been appointed to the position of Program Review Adviser in the Country Policy Department. Mr. Edelman joined the Bank in 1957 and has served in many senior level positions, including Economic Adviser in the Far East and Africa Departments, EDI lecturer, and, since 1979, as Program Review Adviser.

GAUTAM S. KAJI has been promoted to Director of the Personnel Management Department effective April 1. Mr. Kaji, an Indian national, joined the Bank in 1968 as a Young Professional. Since October 1981 he has been Acting Director of this department.

SHERMAN ROBINSON, who joined the Bank in 1977, has been appointed Chief, Development Strategy Division, in the recently created Development Research Department. Mr. Robinson, a U.S. national, was formerly a Senior Economist in the Economics of Industry Division of the Development Economics Department. His appointment became effective April 1.

LYN SQUIRE has been named Chief, Resource Mobilization and Public Management Division in the Country Policy Department. Mr. Squire, a United Kingdom national, came to the Bank as a Young Professional in 1972. Prior to his latest appointment, he was Chief, Public Finance Division, Development Economics Department.

DAVID M. NEWBERY has been appointed Chief, Public Economics Division, in the Development Research Department. Mr. Newbery, a United Kingdom national, joined the Bank in 1981 as an Economist in the Development Research Center. Previously, he worked as a civil servant in the Tanzanian Treasury, and was a University Lecturer in Economics on the faculty at Cambridge.

H. JAMES DYCK, a Canadian national, has been promoted to Assistant Director, Operations, in the Personnel Management Department. Mr. Dyck came to the Bank in 1966. Most recently he was Acting Assistant Director of PMD.

ALEXANDER MEERAUS, an Austrian national, is chief of the new Analytical Support Unit, reporting to the Director of the Development Research Department. Since joining the Bank in 1972, Mr. Meeraus has served as an economist in the Basic Research Center and recently as Senior Economist in the Development Research Center.

MARK W. LEISERSON, a U.S. national, is the new Economic Adviser in the Country Policy Department. Since July 1974, when he joined the Bank, Mr. Leiserson has served as Chief, Employment and Rural Development Division, Development Economics Department.

ALEXANDER SHAKOW, a U.S. national, is the new Chief of the Policy Unit in the Country Policy Department. Since joining the Bank in April 1981, Mr. Shakow has served in the Policy Planning and Program Review Department, first as Special Policy Adviser and then as Acting Chief, Policy Planning Division.

continued next page
**Manager Appointments continued from page 21**

PIERRE LANDELL-MILLS, a British national, is the new Chief, Country Assistance Division, Country Policy Department. His former post was Chief, Program Review Division. After joining the Bank in 1974, Mr. Landell-Mills served first as a Loan Officer and later as Senior Economist in the East Africa Region.

LARRY E. WESTPHAL is the new Chief of the Productivity Division in the Development Research Department. Since 1974, Mr. Westphal had been Chief, Economics of Industry Division, Development Economics Department. A U.S. national, he is a former professor of economics and a resident economic adviser to the Republic of Korea.

ARMEANE M. CHOKSI has been appointed Chief, Country Strategy and Trade Policy Division, in the recently created Country Policy Department. Mr. Choksi is an Indian national who joined the Bank in 1974 through the Young Professionals Program. His prior post was that of Senior Economist for Indonesia with the East Asia and Pacific Country Programs Department.

TIMOTHY KING, a U.K. national, is the new Chief of the Employment and Income Distribution Division in the Development Research Department. He had previously headed the Population and Human Resources Division in the Development Economics Department since 1973.

MARCELO SELOWSKY, a Chilean national, is the new Research Adviser, Operations Policy. He will advise the Vice President, Operational Policy Staff, on the development of an operational research program necessary to support Bank lending and policy advice. Most recently, he was Economic Adviser in the Development Economics Department.

**New Staff Members**

- **Evelyn Almacen**
  - Philippines
  - Secretary/LOA 5/3

- **Maree T. Aniba**
  - Australia
  - Secretary/ASP 4/19

- **Joe Armstrong**
  - United States
  - Security Assistant/ADM 4/26

- **Jean-Pierre Baudelaire**
  - France
  - Irrigation Engineer/AEP 4/19

- **Sofija Brajovic-Bratanovic**
  - Yugoslavia
  - Computer Specialist/CAD 4/19

- **William Brannigan**
  - United States
  - Information Officer/IPA 4/15

- **Sergio Calegari**
  - Italy
  - Sanitary Engineer/WAP 4/5

- **Biswa R. Choudhury**
  - India
  - Petrochemical Engineer/EMF 3/17

- **Michael A. Cohn**
  - United States
  - Portfolio Supervision Assistant/CL1DR 4/19

- **Margarette Denis**
  - Haiti
  - Secretary/ADM 4/26

- **Dale Dimisa**
  - United States
  - Secretary/AEP 4/5

- **Edward Dube**
  - United States
  - Operations Assistant/WAP 4/1

- **Jill Fought**
  - United States
  - Secretary/LOA 4/26

- **Elise Garfield**
  - United States
  - Young Professional/PMD 4/19

- **Rebeca Gonzalez**
  - Guatemala
  - Secretary/LCP 4/19

- **Sieghild Goss-Reinhardt**
  - Germany
  - Secretary/FOD 4/12

**MILESTONES**

- **MORAG FORREST**
  - May
  - 20 years

- **MARY HILL**
  - April
  - 20 years

- **GEORGES THEBAULT**
  - May
  - 20 years

- **SUNDARAM SANKARAN**
  - May
  - 20 years

(Not Shown)
Janis Graves  
United States  
Secretary/WA2 4/26

Cecilia Kennedy  
United States  
Documentation Assistant/ADM 4/26

Karl Kleiner  
Germany  
Sanitary Engineer/EAP 5/3

Goretti Lau  
United States  
Disbursement Assistant/LOA 4/12

Sarah Livingston  
United States  
Reports Clerk/ADM 5/3

John W. Lowe  
United States  
Senior Financial Analyst/EGY 4/9

Maria Lysaght  
United States  
Secretary/LCP 4/26

Branko Milanovic  
Yugoslavia  
Young Professional/PMD 4/7

Russel J. Mizic Jr.  
United States  
Communications Specialist/CAD 4/20

Henry Moppett  
Uruguay  
Documentation Assistant/ADM 4/26

Nicholas Nanopoulos  
Greece  
Young Professional/PMD 4/5

Walter D. Ostrom  
Canada  
Classification Officer/COM 4/12

Chandrasekhar Pant  
India  
Young Professional/PMD 4/7

Kamal Patwary  
Bangladesh  
Messenger/ADM 4/19

Brenda Phillips  
Bermuda  
Secretary/AEA 5/3

Michelle Pilon  
United States  
Computing Assistant/LCP 4/12

Nicole Rasenvaigue  
France  
Secretary/CAI 4/5

Harry Russell  
United States  
Tax Officer/ACT 4/28

Gunnaugur M. Sigmundsson  
Iceland  
Executive Director's Assistant/EDS 3/29

Helen Silk  
United States  
Secretary/URB 4/19

Diana Soto  
Peru  
Secretary/LEG 4/5

John H. Stewart  
United Kingdom  
Manager, Personnel Development/CVPPU 4/30

Pamela Stokes  
United States  
Secretary/IPD 4/5

Sunie Taniuchi  
Japan  
Research Assistant/EMP 3/30

Boon Tiong Tay  
Singapore  
Auditor/1AD 5/3

Betty Lew Ting  
China  
Translator/ADM 4/1

Thomas Wiens  
United States  
Agricultural Economist/AEP 5/3

Manuel Zarate  
Argentina  
Messenger/ADM 4/5

RETIREE

Marcial Cuellar  4/30

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**BANK CALENDAR**

*Calendar items must be received by the last Friday of the month for inclusion in The Bank's World issue dated the following month. Please address them to Editor, The Bank's World, Room N-246.*

**The Abacus Club**—The club, devoted to the study and improvement of accounting and auditing, meets monthly. Slated for discussion in future meetings are: the Bank’s Regional Task Force Report Recommendations, Comparative Accounting and Auditing Qualifications in Anglophone West Africa and in other Non-English Speaking Regions, Parastatal Organizations and Auditing Around the World, and Accounting and Auditing Systems in Mainland China. Club membership is free and open to all staff. For further details please call Uche Mbanefo, ext. 75806.

**The Art Society of the International Monetary Fund**—On exhibit at the IMF Atrium until May 28 are paintings by Eugen Batz. The show is sponsored by the Art Society and the Embassy of the Federal Republic of Germany. All Executive Directors, staff members, their families and friends are invited. For information about this show and other activities of the Art Society, please call Hans W. Gerhard, ext. 74987.

**Bank/IFC Tennis Club**—The season is upon us. Arrangements same as last year. Court time Monday, Wednesday, Friday, Saturday, Sunday at Carter Barron, with sign-up sheet outside the Coffee Shop, C Building. For information regarding membership, contact R. Gomez, ext. 75806.

**International Camera Club**—On Friday, June 11, the Club will award trophies to the Photographer of the Year (the member who has accumulated most points in contests) and the Slide of the Year (selected out of all winning slides of the season by an independent judge). The ceremony will take place during the traditional end-of-the-season Annual Dinner.

The Club reopens its 1982-83 season in September. It meets once a month, usually on a second Wednesday, at 6 p.m. in the Fund Cafeteria. Programs are announced in the Bank’s Weekly Bulletin and by posters in various locations. The meetings consist of slide presentations by area photographers and slide contests by Club members. Membership is open to all Bank and Fund staff and their families. For further information, contact Christina Hoedemaker, ext. 61492.
The purpose of this column is to answer questions of broad interest concerning the Bank Group’s policies and procedures. Because of space limitations, only questions of wide interest can be published. If you have such a question, send it to: Answer Line, The Bank’s World, Room N-246.

Question: Who is allowed to use the Executive Dining Rooms?
Answer: The Executive Dining Rooms are open to all staff. Reservations are required. Gordon Macdonald, Chief, Office Support Services Division, Administrative Services Department.

Question: I am a U.S. citizen about to retire from the Bank after 15 years of service. My original position was subject to international recruitment although I was recruited from the Washington, D.C., area. Will the Bank pay for relocating my family and me after I retire, and how soon after I retire must we relocate in order for the Bank to pay the cost?
Answer: Since June 1, 1979, U.S. nationals have been eligible for resettlement benefits on the same basis as non-U.S. staff members, as follows. If you were recruited for a position subject to international recruitment, you qualify for resettlement benefits after a minimum of two years of continuous service. This applies even if you were actually recruited from the Washington, D.C., area. For positions subject to local recruitment, the minimum period of service is five years.

The Bank will meet the actual cost of resettlement anywhere within your home country, or anywhere else in the world, subject to the cost limit to the home country. For U.S. nationals, this limit is the cost of resettlement from Washington, D.C., to San Francisco.

Resettlement benefits are provided for the staff member and immediate family (spouse and dependent children) if they resettle within 90 days of termination. A limited extension of time may be granted in advance for good reason, e.g., to allow a child to complete a school year. R. A. Clarke, Director, Compensation Department.

Question: I read in The Bank’s World that the Medical Department will soon start a program for alcoholism. When will this begin and will employees’ spouses be able to enroll?
Answer: The Medical Department hopes that a program on alcoholism will be initiated by the end of the year. As far as staff’s family members are concerned, the basic policy of the Medical Department is that in any kind of illness, family members are helped to find appropriate outside medical help. In the case of alcoholism, it is the intention of the Medical Department to support the procedures involved in treating this ailment and to direct the family members to the proper organization within the community. Andre Lebrun, M.D., Director, Medical Department.

As we go to press...

FIRST WOMAN VP: The World Bank has named Anne O. Krueger, a U.S. national, in a paper presented in April at the Carnegie-Rochester Public Policy Conference, said: "On balance, if one contemplates the alternative directions in which the World Bank might have moved in the past quarter century, the conclusion must surely be that the Bank has been one of the more rational international institutions. The evidence is strong that it has used its limited resources productively, and improved the growth prospects of the developing countries. To conclude that it might improve its productivity even more is not a critique; indeed, it may go to show that the international community is gradually acquiring a better understanding of the development process."

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Ms. Krueger succeeds Hollis B. Chenery, who will leave the position August 31. Mr. Chenery will remain with the Bank, however, as an adviser until December 31 to complete research in which he is engaged and to perform some other assignments.

Ms. Krueger, who will also become a member of the Managing Committee, is at present Professor of Economics at the University of Minnesota, and she is recognized internationally as a leading trade and development economist. Familiar with World Bank operations,