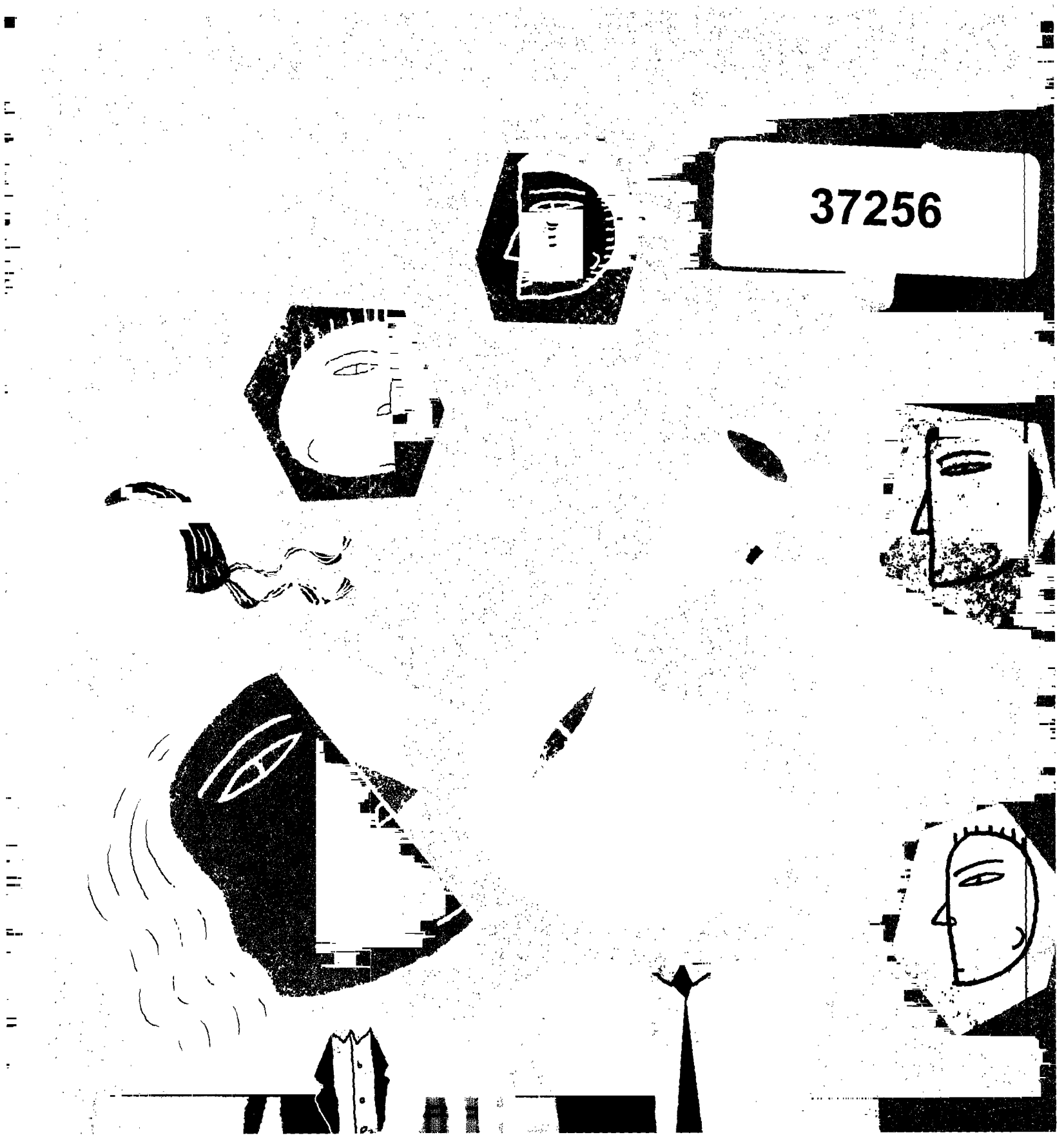
Share

People, Perspectives, Skills, Knowledge, Learning



World Bank Group Mission

To fight poverty with passion and professionalism for lasting results.

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

To be an excellent institution that is able to attract, excite, and nurture diverse and committed staff with exceptional skills who know how to listen and learn.

An Invitation to Share

More than 50 years after the World Bank made its first loan, we turn to our partners in development to help us create a renewed Bank—one that shares its most important resource, **its people**.

The World Bank Group's Staff Exchange Program is essentially a sharing of staff between the Bank and a partner institution, with a particular focus on the private sector. Through it, we hope to develop long-lasting relationships, foster cultural exchange, and enhance the skills of both organizations. Together we can make a positive difference in the global development arena.

Over the past decade, the development environment for the Bank's clients has changed dramatically. The private sector has become more active, governments have become more accountable for their countries' development, and all the global players rely increasingly on the capacity to share knowledge and learning more rapidly.

Our Staff Exchange Program is one of the most effective ways of sharing knowledge across and within our various companies, institutions, and sectors, and of fostering cultural change in the global development community.

In the end, the almost 5 billion people who live in emerging economies deserve the benefits that an effective and competent global development partnership can provide. With our collaboration, the Staff Exchange Program can make this happen.

James D. Wolfensohn
President
World Bank Group

> *"[The program] has emerged into a basis on which partnership is created, built on the personal links that we had . . . it is truly an enrichment and a recognition of the different focus that the Bank has in development."*

Address to the Staff Exchange Program Second Annual Conference and Expo, May 2001

Staff Exchange global partners

Many organizations—private industry, nongovernmental organizations, the public sector, development agencies—from all regions o the world currently participate in the Staff Exchange Program.

ABB
Abdo & Abdo, Attorneys
ACE Bermuda
ActionAid
African Development Bank Group (AfDB)
Aga Khan Fund for Economic Development (AKFED)
Agence Française de Développement (AFD)
Alstom
Arab Urban Development Institute (AUDI)
Austria, Government of
Autostrade SpA
Aventis
Bahrain Stock Exchange (BSE)
Bank of England
Bank of Israel
Bank of Korea
Bank of Tokyo–Mitsubishi (BTM)
Banque de France
Boston University
BP
Brisbane City Council/Brisbane City Enterprises Ltd.
Caisse des Depôts et Consignations (CDC)
Canadian International Development Agency (CIDA)
Central Bank of West African States (BCEAO)
CH2M Hill Family of Companies
China Financial and Economic Publishing House (CFEPH)
COMESA Clearing House
Conoco
Consulting and Audit Canada (CAC)
Corporación Antioquia Presente
Corporación interRed
Crédit Agricole Indosuez (CA)
CSIR, South Africa
CSIRO Land and Water, Australia
DaimlerChrysler
Department for International Development (DFID), U.K.
Deutsche Bank
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
Deutsche Post World Net
Development Bank of Japan (DBJ)
Development Bank of Southern Africa (DBSA)
Dexia
Dow AgroSciences LLC
Dresdner Bank
EastWest Institute (EWI)
Economics Education and Research Consortium (EERC)
Electricité de France (EDF)
European Bank for Reconstruction and Development (EBRD)
European Commission (EC)
European Investment Bank (EIB)
European Training Foundation (ETF)
Export-Import Bank of Korea (KEXIM)
ExxonMobil
Federal Emergency Management Agency (FEMA), USA
Fichtner GmbH & Co. KG
Financial Supervisory Service, Korea (FSS)
Food and Agriculture Organization of the United Nations (FAO)
Fountain Publishers, Uganda
Fuji Bank, Ltd.
Human Resources Development Canada (HRDC)
IDA Ireland
Ingenieur-Gesellschaft für Internationale Planungsaufgaben (IGIP)
Inner & Eastern Health Care Network (IEHCN)
Inter-American Development Bank (IDB)
International Food Policy Research Institute (IFPRI)
International Institute for Management Development (IMD)
International Labour Organization (ILO)
International Monetary Fund (IMF)
International Women's Health Coalition (IWHC)
International Youth Foundation (IYF)
IUCN – World Conservation Union
Japan – Economic Planning Agency
Japan – Ministry of Finance
Japan Bank for International Cooperation (JBIC)
Japan External Trade Organization (JETRO)
Japan International Cooperation Agency (JICA)
J.P. Morgan Chase & Co.
Kansai Electric Power Company
Keidanren
Korea – Ministry of Education
Korea – Ministry of Finance & Economy
Korea – Ministry of Planning and Budget
Kuwait Fund for Arab Economic Development
Lahmeyer International
MBC International Bank Limited, Nigeria
Merck & Company
Mersey Partnership
Middlesex University
Millennium Institute
Mitsui & Company
Moldova, Government of the Republic of
Munich Re Group
NAL Merchant Bank plc
Nippon Life Insurance Company
Nippon Steel Corporation
Novartis Crop Protection AG
Organisation for Economic Co-operation & Development (OECD)
Philipp Holzmann AG
Placer Dome
PricewaterhouseCoopers (PwC)
Rio Tinto, plc
Samsung Corporation
Sanwa Bank Limited
Saudi Arabian Monetary Agency (SAMA)
Saudi Aramco
Schlumberger Cambridge Research
Scottish Enterprise
Severn Trent Water International
Shell International
Shinsei Bank
Siemens
Société Générale
Stanford University
State Environmental Protection Administration (SEPA), China
Suez
Sumitomo Corporation
Swedish International Development Cooperation Agency (SIDA)
TNO International
Tokyo Electric Power Company (TEPCO)
Tractebel Group
UBS AG
UN Centre for Regional Development (UNCRD)
United Bank for Africa, plc
United Nations (UN)
United Nations Children's Fund (UNICEF)
United Nations Development Programme (UNDP)
University of Arizona
University of Glasgow
Vivendi Group
Westvāco
World Links for Development Organization

New partners join the exchange program all the time. This was the full list at the end of August 2001.

Welcome

Dear Partners:

Ten years ago development decisions were made by a pretty small group of people—the heads of the organizations that provided official development assistance and the presidents and finance ministers of recipient nations. The role of private parties was limited. That has changed.

In 1990 the flow of private funds to developing countries was about $30 billion a year. Official development assistance was $60 billion. Today, private flows are about $200 billion—down from their peak of $300 billion before the 1997–98 Asian crisis—while official assistance is about $50 billion.

Clearly more people than ever are involved in what used to be called "foreign aid"—teaching, making investment decisions, sharing technical expertise, and building houses, roads, and clinics. The change has been so great that the old scheme of bilateral and multilateral assistance has become almost meaningless. Bilateral links remain, but they now involve more than government agencies—partners and stakeholders from the private sector and civil society are almost sure to be involved in all phases of the relationship.

Multilateral links, too, are increasingly likely to be *multisectoral*—as organizations seek synergistic relations with others in combinations that maximize each partner's strengths.

This issue of *Share* explores the new landscape of development assistance from two perspectives—the personal and the corporate—and identifies some of the internal dynamics of the new partnerships.

Corporate citizenship, a familiar concept at the national level, has gone global, as the first five articles show. Ulrich Hewer, for example, is using his time away from the World Bank to direct the activities of the Economics Education and Research Consortium. Funded cooperatively by governments, foundations, and corporations, the EERC will make sure that future policymakers in Russia and the Ukraine have the training in modern economics they will need to develop realistic and effective policy options.

The next pieces describe the corporate citizenship of four Staff Exchange Program partners—ABB, ExxonMobil, Merck, and Deutsche Post World Net. Deutsche Post's Jürgen Lohmeyer, in describing his company's partnership with the World Bank to build reliable postal systems in the developing world, modestly refrains from mentioning that the partnership between the two institutions arose as a result of his own participation in the Staff Exchange Program.

On the personal side, Qingfeng Zhang and his colleagues recount a case of "spontaneous connection" in which the Thursday Lunch—a longstanding forum for the staff exchange community at the Bank—has spun off a new group built on the satisfaction gained from discussing international issues with others immersed in the exchange experience.

As Maurice Fitz Gerald noted in the last issue of *Share*, that experience can be a difficult personal challenge. In this issue, Ivy Cheng favors us with an intimate account of her exchange assignment at a U.N. agency in Japan, which she fulfilled successfully but only at the cost of painful separation from her family.

Why did Ivy, like so many others, choose to make that sacrifice? The answers will be as different as the people who give them—but I am pretty sure that every one will include some version of Jim Wolfensohn's remark at the second annual Staff Exchange Program conference last May: "If we can't deal with the question of poverty, there just won't be peace on the planet for our children."

Peace—and my best personal regards,

Pauline B. Ramprasad
Manager, Staff Exchange Program
The World Bank Group

Share

People, Perspectives, Skills, Knowledge, Learning

Issue 4 | Fall 2001

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Editing, design, and layout by Communications Development Incorporated

About the Staff Exchange Program

Our goal at the World Bank Group is to reduce poverty and improve living standards by promoting sustainable growth and investments in emerging economies. We provide loans, technical assistance, and policy guidance to help our developing country members achieve this objective.

Our group of institutions includes:

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

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

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

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

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

Over the World Bank's more than 50-year history, we have become a global partnership in which 183 countries have joined together for a common purpose: to improve the quality of life for people throughout the world and meet the challenges of sustainable development.

The Staff Exchange Program, by building a growing network of relationships with partner organizations from the private sector and from all levels of civil society, enhances the skills of the Bank Group's staff and brings our partners into a strategic alliance serving our common purpose of development. The essence of the program is very simple—we exchange knowledge by sharing staff. And with sharing comes partnership.

Our growing network of relationships with partners from the private sector and civil society enhances staff skills and brings our partners into a strategic alliance serving our common purpose of development.

How to join us

The SEP office is our focal point for establishing and maintaining these partnerships. The SEP manager is the contact for advice and guidance on the process. The steps to establish the partnership agreement follow.

We agree with your representative on the mutual objectives to be gained through the staff exchange partnership and on the skills, needs, and developmental opportunities to be gained in each assignment. The Staff Exchange Program consists of single movements of staff in either direction based on business needs. An exchange or "swap" of staff is not a requirement.

In all movements of staff, the host organization specifies the job description and terms of reference for the assignment.

A search is conducted within the sponsoring organization for appropriate candidates. Sponsoring organizations will identify and nominate individuals who have maintained a consistently strong performance record.

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

Individuals who are nominated are assessed by the host organization and interviewed before a decision is made.

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

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

The partnership agreement is finalized and signed by both organizations. These agreements contain details of the assignment (clear expectations on work program, terms of reference, performance evaluation process, induction, training, etc.); administrative information (duration of the assignment, leave, relocation, etc.); and financial details (which organization pays for what).

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

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

Program objectives

- Develop closer partnerships and long-lasting relationships with other organizations operating in the global development arena.
- Enhance the professional and technical skills and expertise of participants (both our staff and those of partner organizations) through a variety of learning and skills development opportunities on the job.
- Foster cultural change, knowledge exchange, diversity, and a sharing of people and talent with our global development partners to strengthen the quality of work on global development and poverty alleviation.

What's new at the Staff Exchange Program?

Global News at the Speed of Connectivity

As a global citizen you need global news. Now our Knowledge Portal puts it at your fingertips.

The SEP proudly presents **Factiva**—a premium news service provided by Dow Jones and Reuters, classified for your convenience into categories:

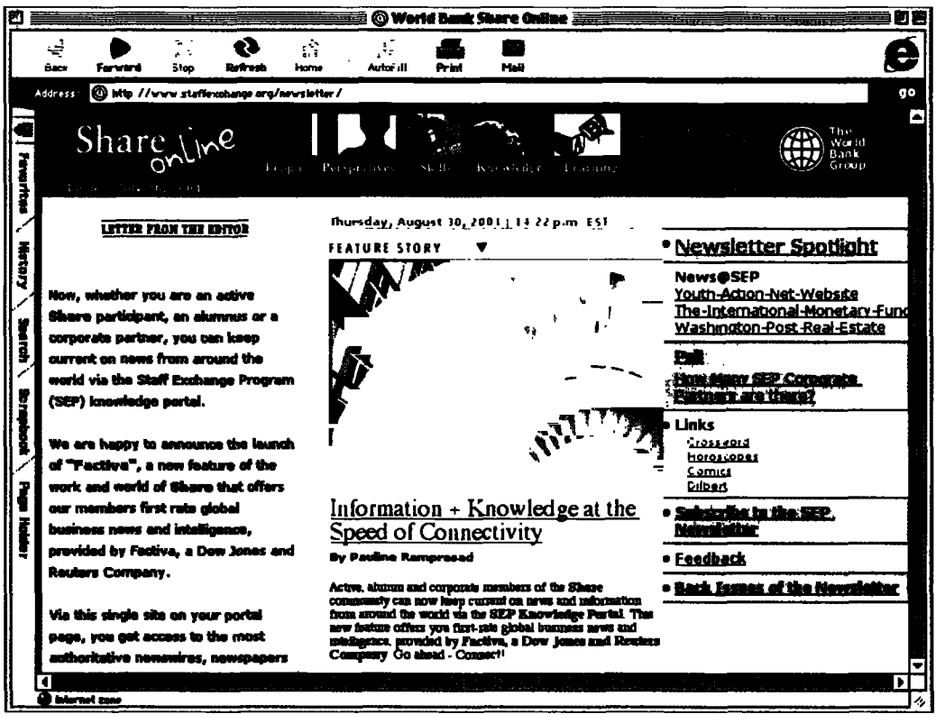
- Advertising and Public Relations,
- Banking and Credit,
- Business and Consumer Affairs,
- Economics and Country News,
- Mergers and Acquisitions.

No matter where you are, 24 hours a day, every day, you have instant access to the news you need. Simply log in through the Internet with your member access code and password on the SEP main portal—www.staffexchange.org—and scroll down on your portal page.

Factiva brings you reports in several languages from almost 8,000 sources worldwide, including Reuters News Service, Dow Jones News Service, the Associated Press, the *Wall Street Journal* from the U.S., Asia, and Europe, the *New York Times*, the *Daily Telegraph*, the Singapore *Business Times*, BBC Monitoring, *El Pais*, the *Irish Times*, *China Daily*, the *Canberra Times*, the *Bangkok Post*, and the *Far Eastern Economic Review*. The stories will be retained on the portal for up to 90 days.

Like knowledge contributions to the portal from the Share community, Factiva reports can also be accessed by using keywords in your Search Database queries.

Thanks to Factiva, our global SEP community is now more connected than ever.



Through Factiva.com, an online news service from Dow Jones and Reuters, SEP participants, alumni, and corporate members have access to business information in several languages from 8,000 sources in 118 countries.

Moving in, moving on

Moving in

Djibrilla Issa Adamou, a national of Niger, has begun a SEP assignment as financial sector specialist in the World Bank's Africa Region, Financial Sector Unit. He comes to the Bank from his post as section chief at the **Central Bank of West African States** in Niamey, Niger.

Undala Alam, an Indian national, has joined the World Bank's Africa Region, Water and Urban I Unit, as water resources specialist. She comes to the Bank from the **United Nations Office for Project Services** (UNOPS).

Per Bjorkman, a Swedish national, has joined the Environment Department at the World Bank as a forestry specialist. He comes from the Department of Natural Resources and the Environment at the **Swedish International Development Cooperation Agency** (SIDA).

Maguy Bourbigot, a French national, has moved into the World Bank's Europe and Central Asia Region, Infrastructure Unit, as senior water and sanitation specialist. She is with **Vivendi Environnement**.

Jan Drodz, a Canadian national, has begun a SEP assignment as project manager in the European Division of **Vivendi Water**. Drodz is a senior water and sanitation specialist in the World Bank's Europe and Central Asia Region, Infrastructure Unit.

Jane Ebinger, an Australian national, recently moved into the World Bank's Europe and Central Asia Region, Energy Sector Unit, as a senior energy specialist. She comes to her SEP assignment from **BP** in Tbilisi, Georgia.

Ulrich Hewer, a German national, has stepped away from the World Bank's Europe and Central Asia Region to begin a two-year SEP assignment as executive director of the **Economics Education and Research Consortium** (EERC) in Washington, D.C. His report on the consortium's work appears in this issue.

Toshiaki Keicho, a Japanese national, has stepped away from the World Bank's South Asia Region to begin a one-year assignment as senior urban environment specialist at **Brisbane City Council** in Australia, where he will work on sustainable land use planning and development.

Steffi Stallmeister has joined the World Bank on a six-month SEP assignment as education specialist in the Africa Region's Human Development IV Unit. She comes to the Bank from **GTZ**.

Moving on

Mamadou Barry, a Guinean national, returns to MIGA's Investment Marketing Services Unit as an Investment Promotion Officer after his three-month SEP assignment at **Scottish Enterprise**, U.K. A report on his experience appears in this issue.

Haipeng Dang, a Chinese national, completed a short SEP assignment in the World Bank's External Relations Vice Presidency as publications officer. Dang is an editor in the World Economic Editorial Department of the **China Financial and Economic Publishing House**.

Mamou Ehui, a national of the Ivory Coast, returns to the **United Nations Economic Commission for Africa** (UNECA) in Addis Ababa at the end of her SEP assignment as agricultural economist in the World Bank's Africa Region, Rural Development II Department. In April she received Purdue University's Distinguished Agricultural Alumni Award, which honors mid-career graduates of the School of Agriculture who have made significant contributions to their profession or to society.

David Fretwell, a U.S. national, completed his SEP assignment with the **European Training Foundation** in Turin, Italy. He returns to the World Bank's Europe and Central Asia Region, Human Development Sector Unit.

Joel Gamboa returns to **ExxonMobil** after more than two years in the World Bank's General Services Department, Institutional Procurement Unit, where he helped institute the Bank's P-Card.

Mandla Gantsho, a South African national, completed his assignment with the IFC as assistant to the vice president for portfolio and risk management. He returns to the **Development Bank of Southern Africa** as chief executive officer.

Ramanie Kunanayagam, an Australian citizen born in Sri Lanka, returns to **Rio Tinto**'s corporate office in London in October. She joined SEP in 1999, coming from the jungles of East Kalimantan, where she worked as a social anthropologist with one of Rio Tinto's mining operations. At the World Bank she helped the Mining Department formulate a social policy on mining.

Knut Leipold, a German national, spent two years with the World Bank as senior knowledge management officer in the Human Development Network's Social Protection Unit. He returns to **Siemens Business Services**.

Bertrand Marchais, a French national, returns to the Multilateral Investment Guarantee Agency (MIGA) after his SEP assignment at the **European Commission** in Brussels. Marchais is a senior counsel in MIGA's Legal Affairs and Claims Unit.

Patience Marime-Ball, a Zimbabwean national and investment officer in the Special Operations Unit of the International Finance Corporation (IFC), completed a two-year SEP assignment at **Fuji Bank, Ltd.**, in New York. She worked in two divisions at Fuji: project finance and credit, both for the Americas.

Seong-Woo Park completed a two-year SEP assignment as a senior pri

vate sector development specialist in the World Bank's East Asia Region. Park returned to the **Export-Import Bank of Korea** (KEXIM) to assume his new position as assistant manager, Risk and ALM Department.

Robyn Renneberg rejoined the **Brisbane City Enterprises** after a one-year SEP assignment at the World Bank, where she was a senior urban specialist in the Infrastructure Department. At Brisbane Renneberg is responsible for business development and consulting services in the areas of governance, institutional strengthening, and capacity building.

Ann Christine Rennie completed her SEP assignment in the World Bank's Africa Region Technical Families, Financial Sector Unit. She returned to **J.P. Morgan Chase**.

Hitoshi Shoji, a Japanese national, returned to the **Japan Bank for International Cooperation** (JBIC). While at the World Bank, he worked as senior operations officer in the Africa Region's Private Sector and Infrastructure Unit.

Share pays dividends

First annual World Bank "Green Awards"

Christopher Sheldon and **David Fretwell** were among those recognized at the World Bank's First Annual "Green Awards," held in conjunction with the United Nations' World Environment Day (June 5).

The two SEP participants were part of the Poland Coal Restructuring Team, which captured an award for its pioneering work in mainstreaming the environment in a series of coal sector loans in Poland. The team's sectoral environmental assessment shaped how Poland's ministries viewed environment, with the result that the country is beginning to clean up an industry that has destroyed much of Poland's surface waters for decades.

Chris Sheldon is on a SEP assignment at the World Bank as a mining specialist in the Joint Bank-IFC Mining Department. He comes from **Placer Dome**, a Canadian mining company. Dave Fretwell is a World Bank employment and training specialist.

Yongbeom Kim published in McGill International Review

Yongbeom Kim's "The Reshaping of the Korean Capital Market: The Role of Deregulation and Technology" was published in the winter 2001 issue of the *McGill International Review*.

Yongbeom Kim is a senior financial economist with the World Bank's Financial Sector Development Department. His home organization is the **Korea Ministry of Finance and Economy**.

Ari Tapio named financial management specialist

The Financial Management Board of the World Bank recently approved **Ari Tapio**'s accreditation (designation) as a financial management specialist. Tapio is a SEP participant from the **European Investment Bank** (EIB) in Luxembourg, assigned to the World Bank's Internal Auditing Department as Audit Senior.

Deutsche Post World Net partners with World Bank

Deutsche Post World Net and the World Bank Group have signed an agreement concerning technical and financial support for the modernization of postal systems in developing countries. The objective of the agreement is to enhance the World Bank Group's support to developing countries in the postal service sector.

The agreement grew out of a SEP assignment. Deutsche Post World Net employee **Jürgen Lohmeyer** is on a staff exchange with the Joint Bank-IFC Global Information and Communications Technology Unit. His article on the Deutsche Post–World Bank partnership appears in this issue of *Share*.

A leading international mail and logistics company, Deutsche Post World Net will supply funds, know-how, and experts valued at $500,000 to the World Bank Group to assist in "upstream research activities" in the postal service sector. Half of the support is set aside for technical services.

IUCN and SEPA sign memorandum of understanding

Last fall, we reported that **Hans Eric Berggren** of **IUCN–World Conservation Union** and **Qingfeng Zhang** of **China's State Environmental Protection Administration** (SEPA) had signed an agreement to set up a staff exchange program between their organizations. Since then, their initial agreement has been followed by a memorandum of understanding, signed in late 2000. IUCN and SEPA are raising funds and developing job assignments for prospective exchangees.

Charles Di Leva among new "partners" in the Legal Department

World Bank lawyer **Charles Di Leva** had a pleasant surprise when he returned this summer from his two-year SEP assignment in Bonn, where he directed the environmental law program and center of **IUCN—World Conservation Union**.

Di Leva is one of 12 lawyers in the Bank's Legal Department to be promoted in August to "lead counsel," a position similar to that of partner in a law firm. Successful candidates for the position must display "professional excellence, personal integrity, and selfless commitment," said Bank Vice President and General Counsel Ko-Yung Tung.

Di Leva credits SEP with a share of his success, saying the program was "a great investment for me in so many ways." The recent promotions to lead counsel are the first since 1995.

Improving policy through education in modern economics

More than spreading the gospel of markets and incentives

"Capacity building is at the center of the development process in transition economies. And one of the most successful examples is the building of centers of excellence to ensure that opportunities to study modern economics are available to local citizens."
—James Wolfensohn

Economic issues continue to be high on the political agenda in the countries of Eastern Europe and the former Soviet republics. But although a growing number of economists and politicians understand the economic principles and thinking that underlie economic reforms, policymaking suffers from an acute shortage of economists trained in modern economics.

Why the shortage? In transition countries public expenditures on education have been declining. Retraining teachers versed in Marxian economics has absorbed scarce public revenues without producing satisfactory results.

Economists, including those trained in modern economics, earn low salaries unless they find employment in institutes funded by western organizations or in private companies. The result is brain drain.

From sowing seeds...

In the early years of transition, the payoffs of market reforms—even basic reforms such as trade and price liberalization—were remarkably high. But deeper reforms—and higher levels of foreign investment—will require sophisticated policies based on sound economic principles and research. The need for qualified economists is likely to increase.

Recognizing that markets often need government subsidies "to start the knowledge ball rolling" (William Easterly), Boris Pleskovic of the World Bank and William Bader, former president of the Eurasia Foundation, in 1994 brought together a group of people devoted to the cause of high-quality education in the transition countries. The group included George Soros, Michael Bruno, Zvi Griliches, James Wolfensohn, John Roberts, Stanley Fischer, Charles William Maynes, and Joseph Stiglitz.

That meeting led two years later to the formation of the Economics Education and Research Consortium (EERC), a partnership of private foundations, governments, international financial institutions, and education specialists. The consortium is managed by the Eurasia Foundation.

Vyacheslav Brioukhovetsky, president of the National University Kyiv-Mohla Academy.

Core donors include the Carnegie Corporation, the Eurasia Foundation, the Ford Foundation, the Government of Norway, the Government of Sweden, the Open Society Institute, the Starr Foundation, and the World Bank. Other funders—the Citigroup Foundation, the Global Development Network, Digital Equipment Corporation, the Government of Finland, the IMF, and the Pew Charitable Trusts—have also provided significant support.

In Russia, EERC has created a policy research network of more than 200 young academic economists from Khabarovsk to St. Petersburg. More than 120 original research projects have been supported in ten rounds of competition. At semi-annual workshops, researchers present proposals and works-in-progress to international colleagues and undergo a rigorous peer review process. Research results have been published in leading journals and as EERC working papers. The consortium also invests in networking infrastructure. Eric Livny is the director of the Moscow EERC program.

In Ukraine, EERC has established a two-year graduate economics program of international caliber, taught in English by visiting professors. Since the summer of 1996, more than 120 students have earned a master's degree and found employment in government, think tanks, and private companies. A third continue their education in Ph.D. programs at Western universities. Jerzy Konieczny is the EERC director in Kiev.

In the five years of its existence, EERC has shown that first-class economics education and research can flower in environments where such training has been absent for generations.

...to taking root

Over time, the creation of centers of excellence in economics education and research is expected to result in sustainable indigenous capacity to produce knowledge in economics —and knowledgeable economists.

A few recent developments:

- EERC, the New Economic School of Moscow, and the Center for Economic and Financial Research form the core of the "Russian House of Economics" ("Dom Ekonomiki"), which is striving to build a critical mass of modern economic knowledge.
- With the New Economic School, EERC is exploring the creation of an economics library consortium to provide wider access to and distribution of data and materials.
- In 2000, EERC joined the Global Development Network.
- Other steps to enhance the process of local capacity building include: making students and governments share in education costs, bringing home graduate students from abroad to teach, creating research opportunities for returning faculty, transferring programs to local universities and centers of excellence, and working with the local business community.

EERC is well on its way to implementing this ambitious agenda.

—Ulrich Hewer is a senior economist in the Europe and Central Asia Region of the Bank. He recently began his two-year assignment as executive director at EERC.

Exceeding the standards of social accountability

In China, South Africa, and elsewhere around the globe ABB is proud of its record of helping the communities of which it is a part.

Assisting in Africa

Although the arrival of democracy in 1994 has helped drive economic and political change and reestablished South Africa as the regional leader, serious problems remain, including high unemployment and stark income inequality.

ABB companies in South Africa employ 2,500 people, and ABB South Africa takes its corporate responsibilities there seriously.

How seriously was proved by a study conducted in 2000 by ABB and the University of the Witwatersrand. The study showed that all of the company's South African operations met the requirements of the applicable international standard, Social Accountability 8000, and often went well beyond what social and environmental laws require. Benefits were also well above the norm, and staff loyalty is high: some employees have been with ABB more than 20 years.

ABB South Africa has been running corporate social responsibility programs since 1994. The Conquest for Life project, which has been supported by ABB since 1995, works with the young in Westbury, a community notorious for gang activity and drugs. Unemployment there is 80 percent, twice the South African average.

The project provides after-school activities and extra educational opportunities, such as training in basic computer skills, and collaborates with the courts in the rehabilitation of first-time offenders.

"Lungisa"—meaning "fix it" in Nguni languages—is a project started in 1997 to empower unemployed and disabled people by giving them the technical and business training they need to open up their own businesses for simple repairs of household appliances and welding.

These initiatives are run centrally from ABB South Africa, but the local ABB companies throughout the country also make a major contribution to corporate responsibility, helping schools with equipment, running a literacy program, and establishing an Internet café and a volunteer organization that provides crisis counseling.

Caring in China

ABB has 6,000 employees in China and is committed to their personal development through education and training. Good examples of this commitment in practice are two ABB companies based in Xiamen: ABB Xiamen Switchgear, established in 1993, and ABB Xiamen Low Voltage Equipment, established in 1994.

In July 1996, a training center was established in Xiamen to improve and harmonize business processes and develop the overall competence of employees. That December, ABB China launched its Management Localization Program in Xiamen. The program, which might be compared to a "mini-MBA," educates local management on finance, strategy planning processes, and operational best practices according to international standards.

ABB's educational investments extend beyond its employees to support a scholarship program at several Chinese universities. As well as equipping students with skills that will make them attractive employees for ABB in China, the program helps raise awareness of ABB as a good corporate citizen. At the request of the Xiamen Municipal government, ABB Xiamen has conducted a series of training seminars on international finance and accounting for various local government departments.

ABB's two companies in Xiamen are at the forefront of social awareness and responsibility in Chinese industry. They give their employees competitive pay and comprehensive benefit packages that also extend to their families.

A recent employee survey showed that more than 90 percent of employees are proud to be with ABB. Employee safety is also crucial to ABB: in 1998, ABB Xiamen Low Voltage Equipment was the first company in China to gain the BS 8800 Occupational Health and Safety Management System certificate.

ABB China began implementing environmental management systems in 1995, and ABB Xiamen Switchgear was among the first Chinese companies to receive ISO 14001 certification, in 1996.

Eighteen companies in Xiamen have followed ABB's lead. ABB has also supported its local suppliers in implementing quality and environmental management systems and gaining certification.

Active in staff exchange

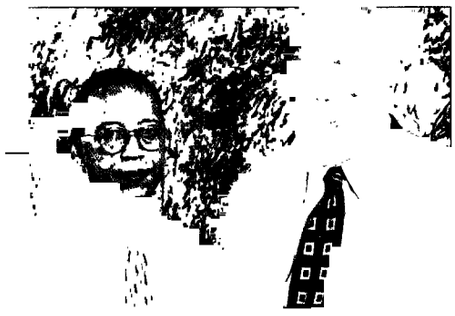
ABB has been a very active partner in the World Bank's Staff Exchange Program. Three members of its staff have done stints at the Bank. In return, the the Bank sent a member of its staff to ABB in Sweden.

Lennart Carlsson of ABB Power Systems was a senior power engineer in the Bank's South Asia Region in 1997–98. Wanda Ternau of ABB Italy was a private sector development specialist with the Bank's Middle East and North Africa Region in 1996–2000. And Johan Ahstrom, senior vice president of ABB Structured Finance, structured guarantees for large private infrastructure projects in the developing world while at the International Finance Corporation in 1997–99.

Reciprocating, Raghuveer Sharma of the Energy Sector Unit of the Bank's Europe and Central Asia Region was an analyst with ABB Structured Finance in Sweden in 1998–2000. ⊕

This feature was edited for Share *from material provided courtesy of ABB.*

ExxonMobil strives to promote road safety in Africa



Above: Billy Smitha and Akin Oduolowu

Left: This is what ExxonMobil is trying to prevent!

xxonMobil delivers petroleum products in 118 countries worldwide. For a company that delivers many of its products by road, road safety is a major concern. ExxonMobil is therefore committed to road safety in all its market worldwide and has a particular interest in Africa.

Why Africa, you may ask? ExxonMobil currently distributes products in 33 countries in Africa, and a World Bank analysis of road fatalities worldwide shows that 9 of the 10 countries with the highest fatality rates are in Africa. On average, there is one fatality per 180 vehicles in Africa, compared to one per 5,000 vehicles in developed countries. African roads are about 30 times less safe than those in developed countries.

The reasons include lack of road safety awareness, inconsistent enforcement and monitoring of traffic laws, poor roads and substandard vehicles, and the overloading of vehicles, particularly trucks.

ExxonMobil has developed global programs to make road transportation safer. These programs, which are being implemented in Africa, set guidelines for safe fleet management and establish best practice operating procedures both for vehicles the company owns and for those operated by its contractors.

ExxonMobil is also working with truck manufacturers to design trucks that are tailored for tough African conditions, and the company has implemented new processes to ensure the equipment is always properly maintained. We are investing in training drivers to ensure all of our own and contractors' drivers are certified in defensive driving and fatigue awareness techniques.

We are exploring avenues for financial assistance, in the form of low interest loans from international financial institutions, to help qualified local haulers comply with the guidelines. Finally, we are promoting opportunities for partnership with interested parties for the development of educational programs and workshops to promote road safety awareness.

These efforts are beginning to bear fruit. For example, in 1998 ExxonMobil and Shell opened a facility in Ghana for driver training and truck inspection, and as a result the ExxonMobil fleet recorded no deaths in 1999 and 2000. We are encouraged by these results and are considering the possibility of inviting other commercial vehicle operators to use the facility in Ghana.

What would we like to see from the World Bank and other interested parties?

We believe the Bank can play a major role in assisting governments in developing countries to educate their people about the seriousness of road safety issues. We also hope it can use its influence to bring about better enforcement of transportation regulations. This would not only save lives, but would also preserve roads that the Bank has helped to finance. The establishment of the Global Road Safety Partnership by the Bank in 1999 is a step in the right direction, as it provides an avenue for interested parties to join efforts in promoting road safety awareness.

ExxonMobil cannot compromise on road safety. Safety is at the core of what we do. We will keep striving to improve our own operations but we also stand ready to work with other interested parties to make road transportation safer.

—Akin Oduolowu is a lead energy specialist for the World Bank on assignment at ExxonMobil, advising on procurement operations and planning. Billy Smitha is the global fleet management advisor for ExxonMobil Fuels Marketing Company.

Redefining global citizenship

Corporate reputation has always mattered. It sells products, keeps customers, and attracts the best employees. It helps secure a seat at the table when policy decisions are being made that could affect your business. But reputation is no longer based only on good products and decent business practices.

Consumers, governments, and the media are no longer content with a widget that works and doesn't involve child labor. As industry has started to set up public-private partnerships with global stakeholders like the World Bank, other intergovernmental organizations, NGOs, private foundations, and governments, new expectations have been created.

Merck's reputation both for philanthropy and ethical business has always been high, but the new demands call for changes in the company's model.

In the past, our social investment policy was based on the "Mother Merck, Benign Benefactor" model: sending out checks or donating products ($200 million last year). A lot of the assistance was disaster-related—reactive contributions to communities in crisis.

But recently Merck has realized that a more planned, strategic approach to social investment can be a competitive advantage and should be managed as rigorously as all other elements of the business.

This spring, Merck set up a team to study the issue. To emphasize that social investment was business, we defined it in business language as a "franchise" and listed what its missions should be and how to achieve them. Drawing on the work of James Austin at the Harvard Business School, we divided the franchise into portfolios: social (cash, product, and investment of leadership and expertise), relationships (existing collaborations with institutions, organizations, and individuals), and communications (initiatives to spread the word about our efforts).

We have started evaluating how Merck is doing with each portfolio.

What we're learning is probably what most companies would learn by going through a similar process.

- Social. We give a lot, but it's all over the place. Examples include our 14-year commitment to eliminate river blindness through the Mectizan program, a vaccine donation to Honduras to help achieve the goal of measles eradication in the Western Hemisphere, a multimillion-dollar partnership to fight HIV/AIDS in Botswana, and a grant to the International Council of Nurses to create mobile medical libraries.
- Relationships. We are well connected with key players in health but have rarely developed these relationships for mutual advantage.
- Communications. We've lost more opportunities than we'd like to admit to tell people just how much good Merck does.

Merck's C. Nigel Thompson at the SEP Conference last May. Now executive director for economic and development strategy at Merck headquarters in New Jersey, Thompson spent two years at the World Bank on a staff exchange.

Merck's partnership with the World Bank Institute (WBI) in corporate governance, ethics, and sustainable competitiveness is a great example of Merck's new direction in social investment. As an ethical company in a tightly regulated industry, Merck is at a disadvantage in environments that lack transparency in government or tolerate unethical business practices. The WBI is addressing that problem by seeking to promote an "ethics infrastructure" as the pillar of a functioning market economy in developing and transitional countries.

With funding from the Merck Company Foundation, WBI and Merck are pursuing this goal with a series of programs in Eastern Europe.

The first was in Vienna in June. Twenty-seven journalists from newspapers and magazines in 11 "newly emerging democracies" participated in a seminar on "Governance, Management, and the Role of the Media," and how skillful business and economic reporting can help to forge a more ethical business environment. Encouraged by the seminar's success, we are considering another event, inviting journalists and government officials to discuss openness.

Merck's social investments have helped millions of people in the developing world. We are committed to helping millions more. The difference is in the way we plan to manage future investments—to position Merck as a different kind of pharmaceutical company, a company truly committed to doing well by doing good.

—Isabelle Claxton is Merck's executive director of Global Health Programs.

The multistakeholder model and the 2002 Earth Summit

John Waugh
Senior Multilateral Relations Officer, IUCN U.S. Mutilateral Office.

SEP's example of engagement with multiple stakeholders will be essential after the next Earth Summit, argues John Waugh.

With its call for a summit to mark the tenth anniversary of the 1992 Earth Summit in Rio de Janeiro, the UN has set a challenge.

The World Bank, thanks to the Staff Exchange Program, is well positioned to play a leading role in meeting that challenge. Because the inclusive "multistakeholder" pioneered at Rio is already well established at the Bank—sharing perspectives and knowledge is what the SEP is all about—it has the potential to provide a useful example to other organizations as they seek to implement the priorities identified at the new summit.

The anniversary summit—the World Summit on Sustainable Development (WSSD)—will review progress in the implementation of Agenda 21 and other outcomes of Rio. The UN resolution calls for a focus on "action-oriented decisions in areas where further efforts are needed to implement Agenda 21 [and] address . . . new challenges and opportunities."

A great achievement of the decade since Rio has been that civil society now has much more say in setting the agenda. The number of applications from NGOs to the UN Economic and Social Council for observer status has soared—from a handful in 1992 to more than 800 in 2000, outstripping the UN's capacity to process them.

What accounts for such rapid growth? Contributing factors include greater communications capacity, fewer governmental restrictions, and pressures for more openness, transparency, and decentralization in public affairs.

As civil society has flourished, so has the private sector, and particularly private capital flows between countries. Considerable concern has been expressed about the impacts of foreign direct investment on natural resources and the social fabric of societies.

The World Bank Group is taking important steps toward meeting global environmental challenges through the Staff Exchange Program.

Not all developing countries will have the same priorities for the Summit, but an early indicator of what to expect can be found in a discussion paper prepared by the South African NGO Caucus on the World Summit for Sustainable Development and published by the Heinrich Böll Foundation.

Drawing on the work of Martin Khor, it identifies a number of weaknesses in the Rio process, including:

- Lack of commitment to resolving basic structural problems (for example, debt, trade policies, and falling commodity prices) that drain money from the South. The compromise of technology transfer and "new and additional resources" is viewed as a poor substitute for basic reforms.
- Unwillingness to compromise on intellectual property questions or otherwise regulate transnational corporate interests.
- Unwillingness to address consumption patterns, sidelining progress toward efficiency and waste reduction.
- Failure to address questions of equity explicitly.

The South African NGOs, motivated by concerns of a looming environmental and developmental crisis, conclude that environmental vulnerability is a global collective issue and that international cooperation and an international legal framework are the only hope to protect the global environment. They seek real progress in the integration of environmental dimensions into global development and economic policies, a stronger and more coherent institutional framework, more effective international agreements, and true political commitment based on linked principles of environmental protection and global equity.

These concerns deserve consideration not only at the Summit, but also in the international institutions that will be called upon to support its outcome. Any institution can benefit from the new perspectives and inputs afforded by the engagement of other stakeholders.

The World Bank Group, like all institutions, has a long way to go, but it is taking important steps toward meeting these challenges through the Staff Exchange Program. The challenge is for the World Bank Group to take full advantage of its innovations for the benefit of other organizations. ⊕

—John Waugh is senior multilateral relations officer in the U.S. Multilateral Office of IUCN—The World Conservation Union.

Postal systems in the Internet age

Underpinning the information society

Jurgen Lohmeyer
Deutsche Post AG,
Senior Director Strategic Projects

Deutsche Post

Why, in the digital age, is the World Bank interested in reforming postal systems in developing countries?

In regions where there are few telephones, let alone computers, good old paper-based mail still plays a very important role. Even where the new media have caught on, a reliable postal system is needed to support e-business.

The potential for growth in postal flows is huge, even in relatively well-developed countries. In Morocco, for example, the average person receives seven pieces of mail a year. In the United States the figure is more than 700.

Many of the Bank's member governments realize that a reliable postal system is indispensable for any future information society, a bridge between the old and new economies and thus an important part of a nation's infrastructure.

In many developing countries the postal organizations are the only network that provides nationwide access to communications and distribution services—and in many cases financial services. Unfortunately, the productivity and quality of those services are usually poor.

Postal improvements and information strategies

The World Bank's postal activities come together in the Global Information and Communications Technology department, which supports postal projects and project preparations in nearly 30 different countries on every continent. For example:

- We are improving postal systems in emerging economies in Eastern Europe and South America.
- We are preparing a new project in India, a country with 154,000 post offices.
- We support ambitious postal reform projects in Morocco and Algeria.
- We're also helping to stabilize postal services in very poor countries or others where civil wars have ruined infrastructures, such as the Congo or Cambodia.

Because postal services are an integral part of the information and communication infrastructure, the Bank often combines postal reforms with other telecommunications and internet activities. From new national postal laws to specific operational improvements, the Bank supports every phase of modernization. Setting up modern regulatory mechanisms is as important as improving overall service quality. Providing new services has also become increasingly important. Management training enables countries to learn to help themselves.

The Bank uses various instruments, including loans, guarantees, and technical support. Experts from Deutsche Post World Net and other postal organizations assist in project preparations and even join missions at no cost to the Bank or its clients. The International Finance Corporation, the private lending arm of the World Bank Group, can take an equity stake in postal operations. As a "knowledge bank," the World Bank also focuses on the systematic acquisition and transfer of information.

The financial support offered by Deutsche Post World Net is primarily used to cover costs for the initial analyses of postal systems, to define suitable prospects for system changes, and to provide seed capital.

A trend toward private participation

In our work in postal modernization around the globe we see a general trend toward commercialization and corporatization in postal organizations, but no single model fits all. What is achievable always depends on the political circumstances of a particular country. Most countries are moving toward more open markets but want to leave their postal services in government hands. There are a few exceptions, however—one is Argentina.

In most cases, the Bank looks for cautious steps toward modernization and liberalization. Once a country takes those steps, the Bank encourages greater involvement by the private sector. Short of full privatization, which demands thorough preparation and is seldom realistic, we support the Management Contract model, where a foreign postal service takes over responsibility for the postal system and is allowed to profit from its success.

Not only do we have to convince the responsible agencies, but also explain to finance ministers why it is worthwhile to invest in a postal system. Here my experience with the German postal reform and the development of our corporate strategy has been very helpful.

Where the basic postal system functions relatively well, we can discuss new services and the role of postal services in the Internet age.

Ripple effects

Modernization projects in developing countries improve the overall capacities of the global postal system and so benefit my employer, Deutsche Post World Net. Every German customer who mails a letter to a developing country in Africa or Asia also benefits. Outside its international express network, Deutsche Post World Net has little influence over the quality of distribution and delivery systems in the developing world. Therefore, when we contribute to improving national networks, our own customers benefit.

—Dr. Jurgen Lohmeyer heads the World Bank's Postal Modernization Practice. He is on a staff exchange from Deutsche Post World Net.

James D. Wolfensohn gives his welcome address at the Second Annual Staff Exchange Program Conference in the Preston auditorium, World Bank Group headquarters.

Above: Wolfensohn greets part of the South African delegation—the Development Bank of Southern Africa—at their booth in the Expo. **Right:** Wolfensohn shares a joke with visitors at the Factiva booth during his visit to the Expo. The SEP Knowledge portal now provides global news to its corporate and individual members.

Unleashing the Power of Partnerships

In the past two years the World Bank's Staff Exchange Program has grown to include more than 120 partners—companies, universities, government agencies, and nongovernmental organizations.

For three days in May the partners came together in the Bank's atrium and Preston auditorium to share accounts of the power and the promise of partnerships built on exchanges of dedicated staff.

The most effective development assistance today is done by teams drawn from government, business, and civil society. And the Bank's Staff Exchange Program—the people behind the partnerships—has emerged as a leading repository of knowledge about those partnerships for development.

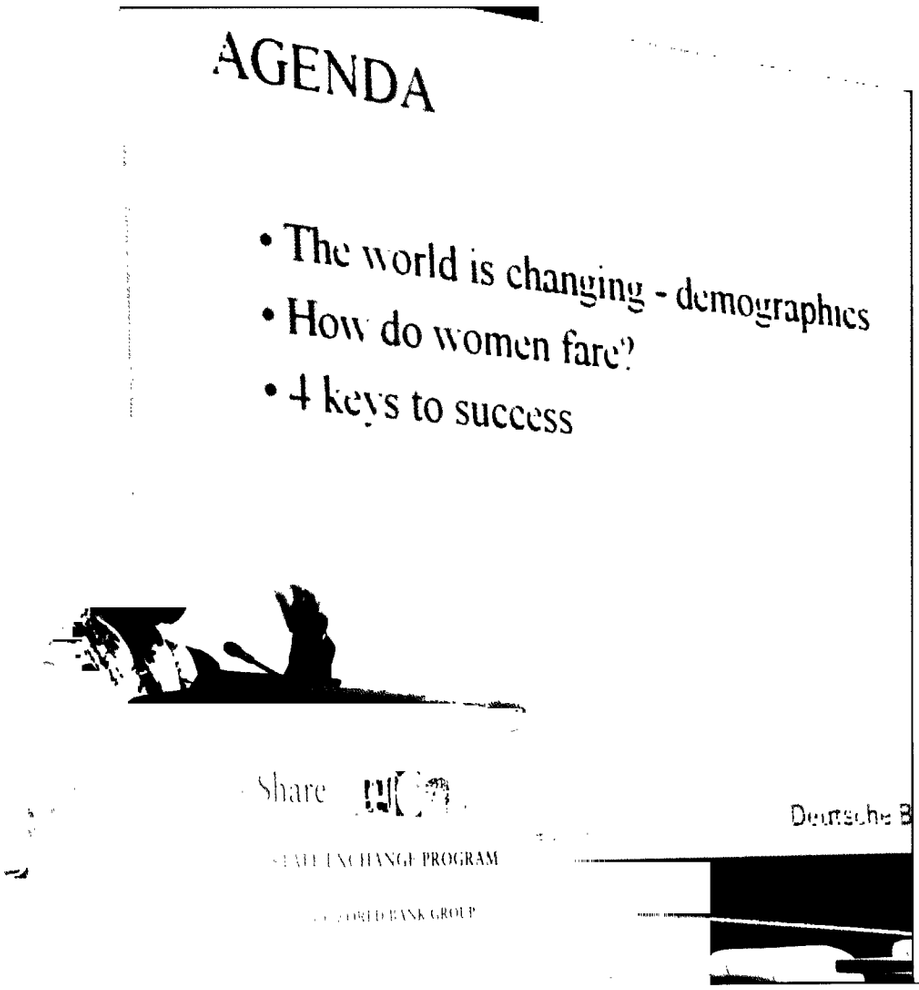
It was all in full view at the annual conference—and the excitement was palpable.

For more conference coverage, including addresses by leaders of the Bank and its partners, visit www.staffexchange.org or request a videotape. Share the excitement by registering for SEP's online newsletter.

Kathy Sierra, vice president for human resources at the World Bank, James D. Wolfensohn, president of the World Bank, and Pauline Ramprasad, manager of the Staff Exchange Program, at the Expo

Wolfensohn greets new SEP participant Maguy Bourbigot at the Vivendi Environnement booth at the Expo.

Wolfensohn welcomes Maeve McConnon, a member of the IDA Ireland delegation, at their booth at the Expo.



Nils Tcheyan from the World Bank Corporate Secretariat, center, with World Bank executive directors and alternates Emmanuel Moulin, Rosemary Stevenson, Yuzo Harada, Richard Kaijuka, Helmut Schaffer, Yahya Alyahya, and Pieter Steck.

Mona Lau, head of global diversity at Deutsche Bank, discusses gender diversity challenges in her keynote address.

Special keynote speaker Gerhard Schulmeyer, President and CEO of Siemens Corporation.

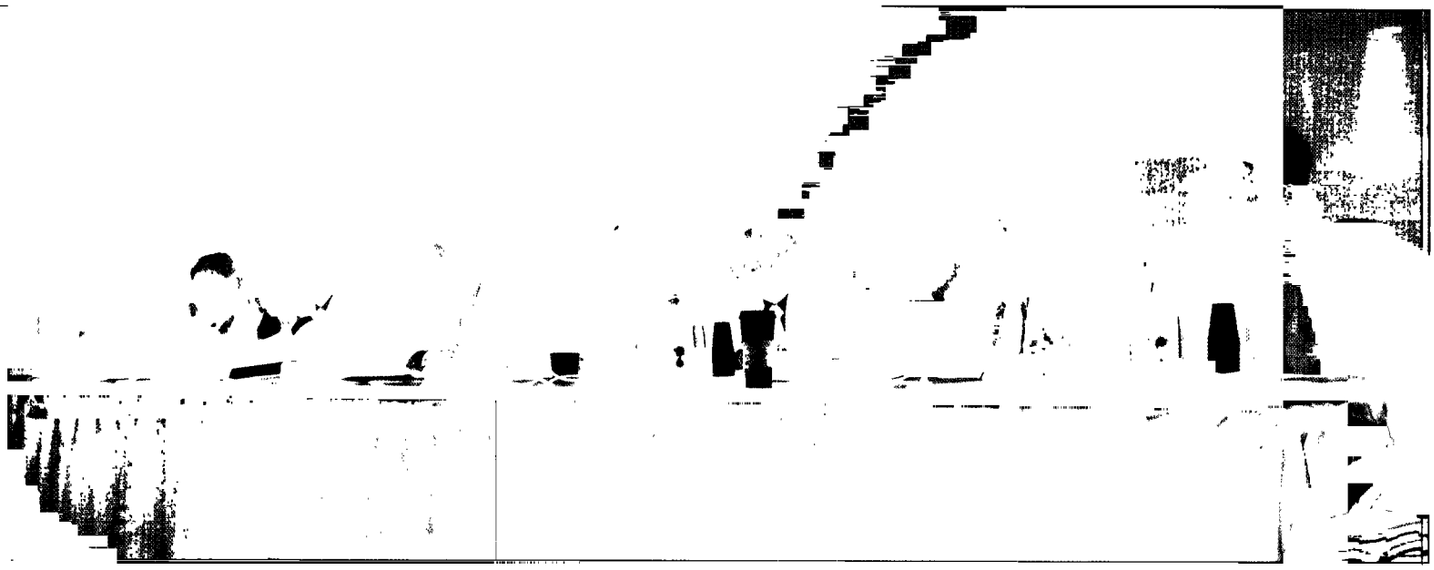
Knowledge management panelist Dr. Maki Mandela, executive director of corporate services for DBSA.

Keynote speaker Reid Smith, vice president of knowledge management for Schlumberger Limited.

For us the idea of partnership reflects the way in which the Bank is now working, because we have concluded that the challenge of development is too big for any one institution.

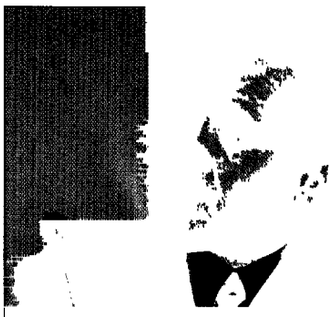
—Wolfensohn

Sean Dorgan, Chief Executive Officer of IDA Ireland and keynote speaker, talks about Ireland's economic transformation.

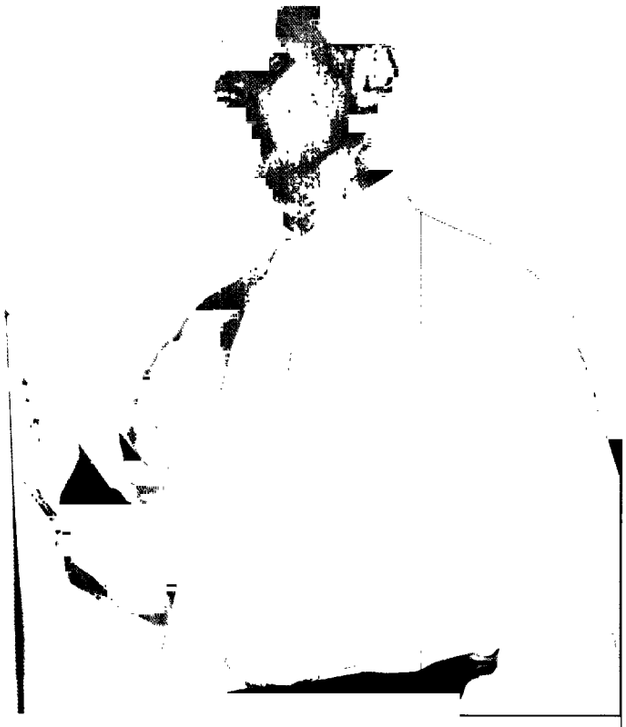


Panel participant Dr. Namane Magau from CSIR South Africa.

Panel participant Clair Blong from the U.S. Federal Emergency Management Agency.



Panel participant Alan Mercier from ALSTOM.



Robert Crawford, chief executive of Scottish Enterprise and keynote speaker, delivers his address on the power of partnerships.

We have a lot to learn from nongovernmental and community organizations around the world. We also have a lot to contribute. We have Bank staff working in civil society and have some of their people working with us. We're all pursuing the same objective.

—*Wolfensohn*

The old thinking was that knowledge came only from within the Bank, not from outside, from you. All that has changed.

—Wolfensohn

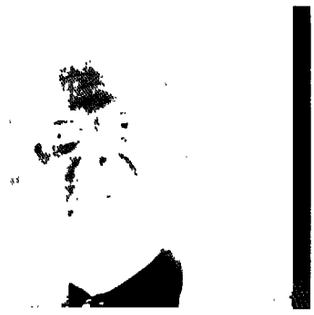
Share

STAFF EXCHANGE PROGRAM

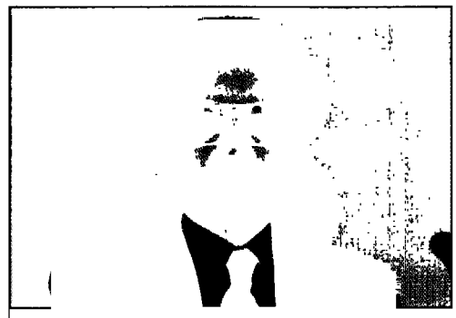
THE WORLD BANK GROUP

Shengman Zhang, managing director of the World Bank, wraps up the conference.

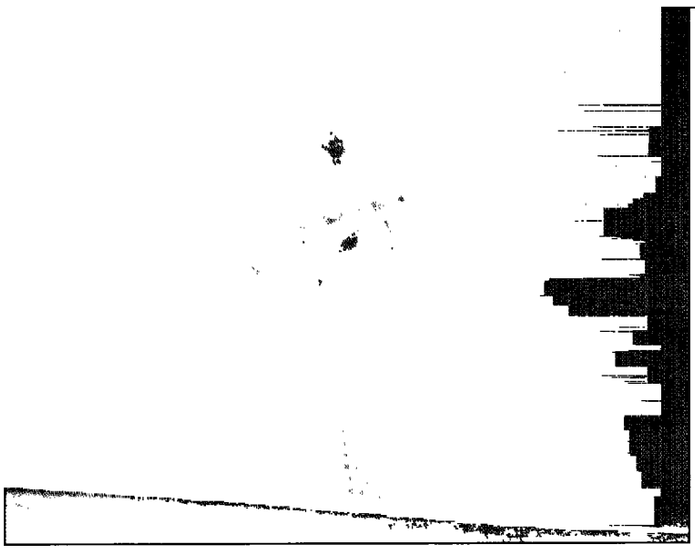
Vinod Thomas, at the time vice president of the World Bank Institute.



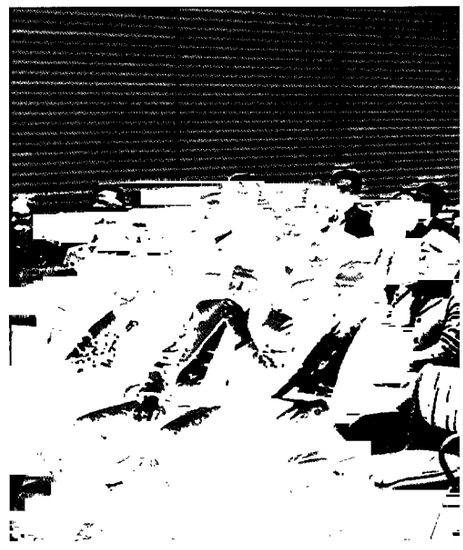
Keynote speaker Thomas Standing, senior adviser for BP.



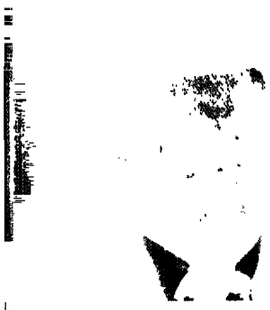
Panelist Toru Tokuhisha, chief representative for the Washington office of JBIC.



Peter Woicke, executive vice president of the IFC and managing director for private sector development in the World Bank, shares observations on partnership with the private sector.



Motomichi Ikawa, executive vice president of MIGA (fourth from left), surrounded by several delegates from Keidanren and the Japanese business sector.



Panelist Dr. Ceslav Ciobanu, ambassador of the Republic of Moldova to the U.S.

Panelist Toru Taguchi, resident representative for the Washington office of JICA.

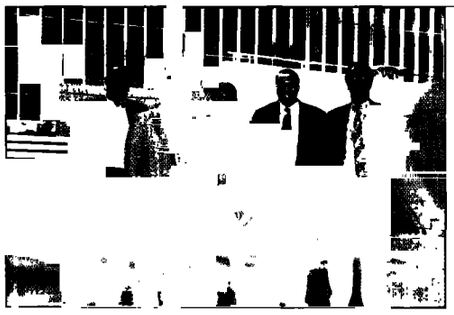
Lunch speaker Karen Millett, director of investment marketing services at MIGA.

World Bank President James D. Wolfensohn with representatives from Siemens Corporation, including SEP conference special keynote speaker Gerhard Schulmeyer.

World Bank President James D. Wolfensohn with the Keidanren delegation. Shun Imaizumi, executive vice president, Komatsu, center.

SEP alumnus Kwawu Gaba, Société Generale.

Informal gatherings at the official reception and business lunches for visiting delegates.



Pauline Ramprasad with SEP participants Markus Repnik (Austria Development Corporation), Robert Whyte (Scottish Enterprise), Akin Oduolowu (World Bank/ExxonMobil), Greg Toulmin (DFID, U.K.).

Staff Exchange Program staff Yaprak Gungor, Regina Austria, Lauren Cato, Hubert Sinclair, Pauline Ramprasad, and Ceci Barlow.

Bank President James D. Wolfensohn with Peter Hartmann, Washington, D.C. Office director, DaimlerChrysler.

At the SEP award ceremony, Kathy Sierra recognized John Guerre of U.S. FEMA for his strong contribution as a SEP alumnus.

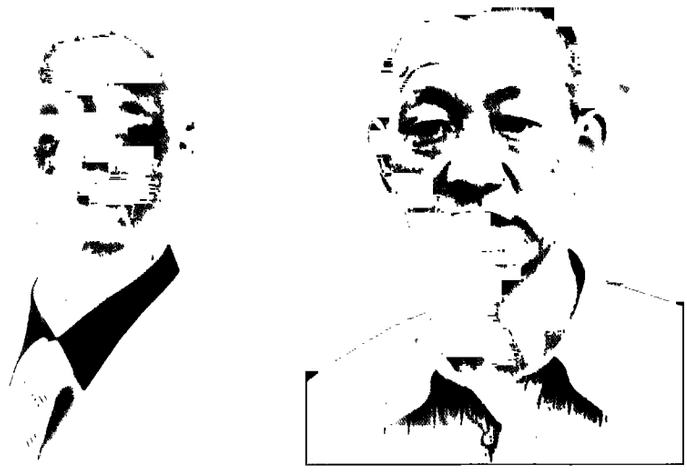
A case of spontaneous connection

Some free spirits at SEP have been putting their heads together

Bring together a bunch of inventive professionals from all over the world, tell them they are here to share knowledge, and what do you expect? They start inventing new ways to do so.

For the last year, an interesting case of spontaneous connection has been going on. It spun off from a venerable SEP institution known as the Thursday Lunch. The Thursday Lunch is a regular forum for the SEP community in the Bank, where we all get together to socialize, exchange knowledge, and listen to and discuss a paper from an invited speaker.

Last year some enterprising participants set up their own variation. They started meeting on Wednesdays (I told you they were inventive) to discuss issues in Asian economics, calling themselves the Asian Study Group.



Ho-Chul Lee (left) and Akifumi Kuchiki founded the Asian Study Group with author Qingfeng Zhang.

The founder members were Ho-Chul Lee from the Korean Ministry of Finance, Qingfeng Zhang from the Chinese State Environmental Protection Administration, Joel Gamboa from ExxonMobil in the United States, and Akifumi Kuchiki from the Japan External Trade Organization.

We met every Wednesday for lunch at the MC-C1 cafeteria at 12:10 p.m., going on to a meeting room on the fourth floor near the office of the Bank's chief economist, Nicholas Stern, to discuss the topic of the day. The founders were soon joined by Heenam Choi and Kyu Ok Kim, both from the Korean finance ministry, and Eiichiro Kawabe from the Japan Prime Minister's Office.

Word of the meetings got around. People from beyond SEP began to turn up, and the group started expanding the topics of discussion. As the participants and topics widened beyond the original Asian core, in the true SEP spirit of inclusiveness, the group changed its name to the Wednesday Study Group.

The recruits included Toshihide Endo, who is on placement at the IMF from the Japan Ministry of Finance, Debra Jewell from the Washington office of the Japan Bank for International Cooperation, Rita Pasi of the World Bank's Trust Fund and Cofinancing Department, Yingwei Wu of the Bank's Human Development Sector Unit for Europe and Central Asia, and Kyung-Ho Choo of the Korea Ministry of Finance and Economy.

Initiatives like the Wednesday Study Group are creating global citizens for development.

At most meetings an article on the Asian economy, the world economy, or development issues is chosen for discussion. But sometimes a member presents a paper on the economy of countries in Asia. All present get a chance to air their views: it's a group rule that no discussion is complete until everyone has had an opportunity to speak on the topic for five minutes.

A recent topic was the review of this year's UN Human Development Report in the August 1 *Economist*. One of the members took issue with the Human Development Report's recommendation that Africa should invest more in higher education and research and development, arguing that the brain drain is a serious problem in Africa and that borrowed technology is more efficient than research and development.

As Akifumi Kuchiki says, the group was set up to advance the SEP principle that people should exchange knowledge while at the Bank and bring their new learning back to their countries when they go home." Our group understands, supports, and realizes this purpose, as SEP intends," Kuchiki says.

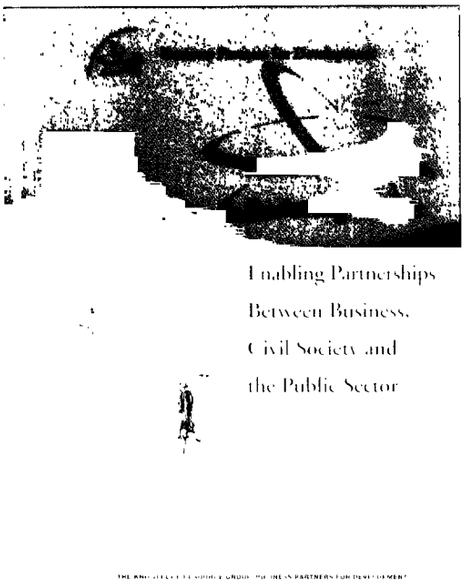
But the Wednesday Study Group hasn't forgotten the human and social dimensions of SEP. Kuchiki also says that the purpose is to make friends and construct a lasting network that will stay in touch when the participants return home. In this way, initiatives like the Wednesday Study Group are creating global citizens for development.

The group will continue to meet until March 2002, while Ho-Chul Lee and Aki Kuchiki are still at the World Bank. But it has been such a success that we are looking for successors to keep it running after they leave.

—Qingfeng Zhang completed his SEP assignment as a senior environmental specialist in the Bank's East Asia and Pacific Region in August. He returns to China's State Environmental Protection Administration, where he is deputy chief of the Foreign Economic Cooperation Office.

Does one partnership lead to another?

BPD tests "truths" of trisector partnerships with the Staff Exchange Program



Endearing Myths, Enduring Truths documents and tests myths and truths about trisector partnerships.

Business Partners for Development (BPD) was established three years ago to study, support, and promote strategic examples of partnerships involving business, civil society, and government working together for communities around the world. From 1998 to the present, more than 120 companies, civil society organizations, and government agencies, including the World Bank, have joined the program and participated in 30 different "focus projects" and programs in 20 countries.

Twelve BPD members participate in the World Bank's Staff Exchange Program (SEP). They are BP Amoco, Daimler Chrysler AG, the U.K. Department for International Development, the European Commission, Inter-American Development Bank, International Youth Foundation, Placer Dome, Rio Tinto, Shell International, Suez, Vivendi Group, and the World Bank Group itself.

In the course of our work with BPD as part of our SEP assignments, we wondered if BPD's findings about trisector partnerships—published in May in a report entitled *Endearing Myths, Enduring Truths: Enabling Partnerships Between Business, Civil Society and the Public Sector*—held true for SEP.

When presented with ten pairs of statements about trisector partnerships—one statement representing BPD's findings and the other a commonly held alternative—SEP participants engaged in trisector projects tended to agree with BPD's "truths." By contrast, those whose assignments involved only two sectors (usually business and government) were more likely to agree with the alternative.

Ensuring that a partnership contains the right mix of partners

a) "Successful partnerships include the right combination of organizations to secure the necessary institutional mandates and delivery mechanisms to achieve the partnership's objectives and activities."

b) "Successful partnerships are those where partnering organizations share an interest in addressing common goals."

BPD has found (a) to be the truer of the two assertions, but most of the SEP respondents answered (b). The distinction is that a common goal and shared interest in reaching that goal are not enough to ensure success. The partnership needs to take account of the characteristics of the intended beneficiaries and potential costs.

Partnership drivers

a) "Successful partnerships are primarily shaped around a common or shared long-term vision or aim."

b) Successful partnerships are those shaped around common or shared activities that first and foremost deliver against the individual aims of each partner, particularly where these have been legitimized within the partnership.

Even where partners share a common goal, their reasons for seeking the goal may be different. For that reason, the most successful partnerships acknowledge each partner's individual aims and structure the program's activities to achieve them.

In industry-specific projects (among others), business partners are most enthusiastic when the program helps the business meet contractual obligations, identify marketing opportunities, or manage risks and expectations related to specific project sites.

Most SEP participants with exposure to trisector projects recognized this.

Ensuring operational success

a) "Methods for building partnerships are relatively interchangeable during their initial stages, but as the partnership is operationalized, structured methodologies become relatively more effective than approaches dependent on individual champions."

b) "Individual champions are the key to successful partnerships, all the more so when diverse organizations are involved with very different aims and world views."

Our SEP colleagues were split on this question. One responded, "Although answer (a) is the ideal one, (b) is the reality, especially at the formative stages of the partnership."

BPD's experience is more clear cut. Although both approaches have proven successful in getting a partnership started, the formal, structured approach performed better in implementing and maintaining cohesion among the partners. Most successful partnerships have a formal process and structure based on the principle of building collective commitments through a shared work plan underpinned by mutual recognition of partner-specific and common interests.

How context influences the potential for partnership

a) "Partnership potential is greatest when the context ensures that partners are most receptive to, and knowledgeable of, each other."

b) "Potential benefits from partnerships are often greatest where social, economic, and political uncertainties have historically constrained cooperation (although if the historical grievances are too great, this can also prevent the partners from coming together without an initial process of conflict resolution)."

It would seem natural that partnerships should show the most potential where prospective partners were already predisposed to working together. The majority of SEP colleagues responded accordingly.

Nevertheless, BPD experience shows that the partnerships yielding the most direct and immediate benefits are often those where social, business-economic, or political pressure created urgency to explore innovative partnerships as potential solutions to a problem.

Contributions from outside the partnership

a) "Partnership success is dependent on those most directly involved and with most at stake."

b) "Partnership success often depends on individuals and organizations not directly involved that can bring critical experience and financial leverage—a feature of many partnerships involving international business and public sector agencies."

SEP participants here overwhelmingly agreed with BPD that success sometimes depends on individuals or organizations not directly involved in the partnership. For example, the Partnership for Careers in Agriculture for Thai Youth operates at the international, national and local levels, each reinforcing and enabling the other. International players that facilitated formation of the partnership include the International Youth Foundation (IYF) and Shell International, which provides financial resources through its Thai business unit. At the national level, Shell Thailand, several national companies, government departments, and the National Council for Child and Youth Development (IYF's Thai partner) reach out to the community-based organizations that work with youth.

How partnerships evolve

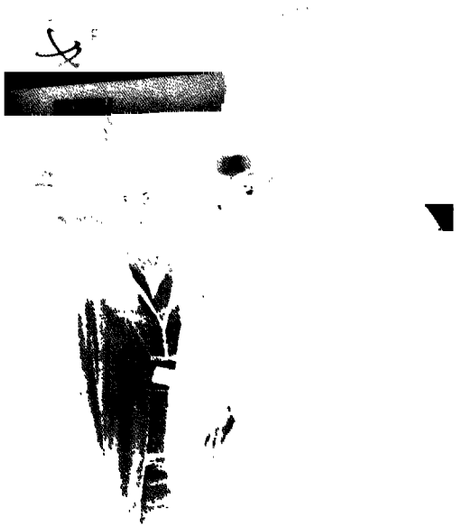
a) "A partnership's success often depends on its evolution, for example, in its membership and wider relationships—and in some instances even in its purpose."

b) "Stable and clearly bounded partnerships are most likely to be effective."

Here again SEP colleagues overwhelmingly agreed with BPD's findings. Partnerships change over time—sometimes dramatically.

The life cycle of many trisector partnerships begins with a set of engaged organizations, expanding gradually to fulfill previously unrecognized or unmet needs. For example, the Global Alliance for Workers and Communities—involving the International Youth Foundation, Nike Corporation, Mattel Inc., and the World Bank—began as a formal trisector partnership to improve the prospects for young employees of suppliers to global manufacturers.

In the early days the critical and driving relationship was that between Nike and IYF. Now the alliance is engaged with the international trade union movement, other key civil society organizations in labor relations, and the International Labour Organization. The key relationships and actors have changed over time.



Leigh Sontheimer and Julia Lewis at the Civicus World Assembly in Vancouver.

The direct costs and benefits of partnership

a) "Partnership costs are so high as to make them unprofitable for the participating business units."

b) "Focused partnerships often yield net benefits to those organizations directly participating, particularly over the medium to longer-term."

SEP respondents have no doubt that partnerships yield net benefits. And BPD is unearthing evidence that trisector partnerships generate direct business benefits as well as enhance development impact.

Direct development benefits have also accrued. In the case of Buenos Aires, by July 2000, water services had been extended to 1.2 million poor people and sewerage services to 0.3 million, in part as a result of the partnership.

The extended benefits of partnerships

a) "Extended benefits from the partnerships are most likely where there has been growth in participants' own abilities to work across sectors—and where the abilities are recognized and rewarded."

b) "Extending benefits from the partnership requires scaling up or replicating successful partnership experience."

Broad, long-term benefits can arise from the partnership's positive impact on partner competencies. These in turn enhance the partners' ability to engage elsewhere in beneficial activities—including other partnerships.

This finding is particularly applicable to the SEP program. SEP's management recognizes that the potential for extending benefits beyond individual partnerships is enhanced when the partners build learning across their operations—hence the emphasis on knowledge sharing via the SEP Web site, regular participant lunches, the Share on-Line electronic newsletter, this magazine, and SEP conferences.

Conclusions

People involved in trisector partnerships are more likely than "bisectorals" to agree with the sometimes counter-intuitive truths about such partnerships that BPD has identified. But it is encouraging that all participants believe that the benefits of partnership generally outweigh the costs, particularly where organizations recognize and reward the efforts of the people involved.

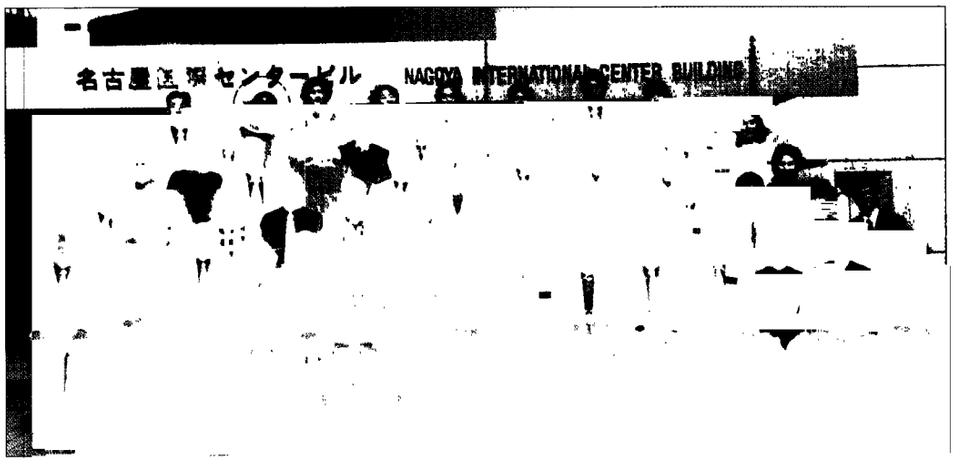
That belief may account for the tendency of organizations to initiate more partnerships once introduced to the benefits partnerships can bring.

In other words, one good partnership leads to another.

—Julia Lewis, an assistant adviser at the Department for International Development in the United Kingdom, is on an exchange assignment with the Business Partnership and Outreach Group at the World Bank to work with Business Partners for Development. Leigh Sontheimer, an operations officer with Operations Policy and Country Services at the Bank, is on an exchange assignment at the International Youth Foundation, working on the youth cluster of the BPD program.

The personal price of professionalism

Ivy Cheng's diary records the lows and highs of a SEP assignment



The author (last row, second from left) with her colleagues at the UN Centre for Regional Development in Nagoya.

At the end of August 2000 I started a one-year SEP assignment with the UN Centre for Regional Development in Nagoya, Japan. As chief of operations, I was to assist the UNCRD by using my project experience from the Bank.

Professionally, I learned a lot from the experience. Personally, however, the time away from my family was a high price to pay. These diary excerpts speak for themselves.

September 6. Met most of the senior staff (10 of about 50 employees) at the weekly management meeting. The style is definitely different—it was largely a monologue by the director, Yo Kimura, and others spoke only when asked.

September 9. YK explained that the title chief of operations is really a misnomer as he wants me to be involved in the overall management and research side of the Centre as well. The research papers I have read so far are full of facts but weak on analysis and recommendations.

September 12. Our first typhoon. Didi [my 11-year-old son] and I got soaked yesterday. A lot of stranded people spent the night in the underground mall connected to the bus and train stations. Nagoya seems completely paralyzed.

September 28. Our first all-staff meeting, at which I was formally introduced. YK prefers that I project a more "western" image. He had asked me to say something after the introduction (instead of the usual Japanese way of standing up and bowing). Afterward he told me he liked what I said (confident but modest). He now consults me on a lot of things and asks me to sort out tricky situations for him.

October 10. Chieh [my husband] is visiting for 10 days. It makes Didi and me appreciate what we normally take for granted.

November 7. Joined our environmental management training course participants on a trip to some solid waste handling facilities. Japan takes its solid waste management and recycling programs seriously; households have to sort their trash six different ways. The country learned some painful lessons in the 1950s and 1960s when the environment was sacrificed to rapid economic growth.

November 16. Visited a small university with a new department on the "human living environment." Attended a moving philosophical lecture on how human behavior affects the environment. Interesting that one professor is an artist, teaching environmental issues purely from an artist's point of view.

On to a tiny elementary school (39 pupils in all), that is of special interest to our training course because it is known for monitoring the water quality in the Yahagi River. Every morning students sample the river, record its pH and turbidity, and send the results to the municipal government for publication in a local paper. They haven't missed a single day for 25 years, and they are very proud of the tradition.

December 7. Didi is challenging me on almost everything. Being unfamiliar with the local language and customs I feel less confident and able to provide parental guidance to a pre-teen. We finally reached a very difficult decision: Didi will stay home in Washington, D.C., with Chieh and return to his regular school after Christmas.

January 11, 2001. Back from Christmas break. The apartment is very empty without Didi. Nothing can justify this long separation. Alas, I suppose it's a matter of a professional honoring a commitment.

January 31. Got back from Kobe late at night. The international workshop on earthquake preparedness seemed timely given the two recent major earthquakes in El Salvador and India. One of the speakers said that in last year's earthquake in Turkey, an international rescue team costing $1.5 million a day saved just one extra life. Nobody disagrees that preventive measures are more cost-effective, but there is neither a policy nor an incentive system in place to help developing countries make tough choices and change their attitudes.

February 2. YK formally asked me to consider extending my stay here. I'm flattered, but it would be difficult because we are living as a split family; also my arrangement at the Bank was for one year, for good reasons.

February 21. Very busy at work, and the load is increasing all the time. Not having Didi around seems to signal to people that I'm available to stay at work all night.

March 8. Chairing the selection committee for the upcoming annual International Training Course (UNCRD's biggest annual event) can get on my nerves. UN headquarters is trying to pressure us to include people they want. After further deliberation, the

The author found that Japan takes its recycling programs seriously. The ethos is exhibited by these residents of Nagoya.

committee stood its ground, and UNHQ eventually accepted our justification and dropped its requests.

March 29. Chris [my 24-year-old son] was here for a week. Since we were both so busy, much time was spent working quietly side by side. Still, we managed to visit Kyoto for a day and shared many private moments together. One-on-one time with a grown child is to be cherished.

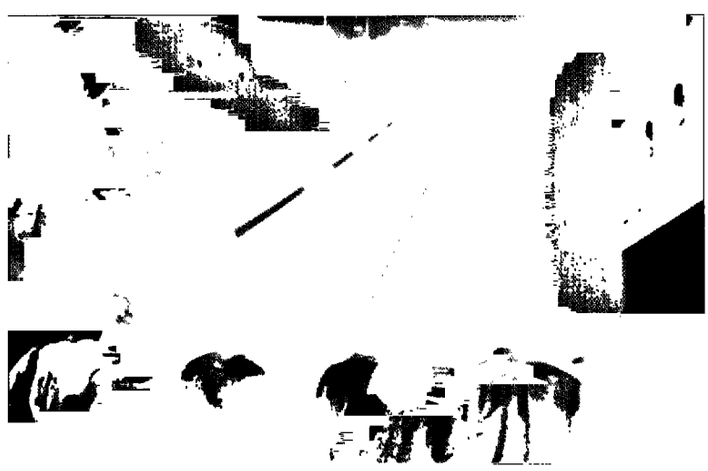
April 5. Wonderful traditional office picnic—"Hanami"—under the cherry blossoms and a bright half moon.

May 2. Just back from a field trip to the Lao People's Democratic Republic. The objective there is to help build capacity to conduct field surveys and collect data (on economic, environmental, social, and cultural vulnerability) necessary to address human security issues. Lesson learned: if we at the Bank could find ways to be a little "kinder and gentler" we might become more effective. Also, hands-on support to practitioners seems a very effective way to transfer knowledge—to build lasting capacity and partnerships. (See my article in SEP Newsletter 6, at www.staffexchange.org/Newsletter/.)

May 4. Busy getting ready for the International Training Course, which starts next week. It lasts six weeks, with 16 participants from developing countries, each on a UNCRD fellowship. It's a high-cost, high-value training course with lots of field trips, case studies, experience sharing, and large and small work group discussions. Each participant prepares an action plan to address the issues he or she identifies at the beginning of the course.

May 18. Two senior managers are spending a lot of time trading invisible punches. It makes me appreciate the value of good corporate culture, and the need to set good examples at the top. Teamwork is strong in some parts of the Centre, but does not seem to be the norm.

Hands-on support to practitioners seems a very effective way to transfer knowledge—to build lasting capacity and partnerships



Participants in a UNCRD workshop on earthquake preparedness.

June 1. Just back from field visits to Osaka, Kyoto, Kobe, and Hiroshima, learning Japan's experience on cultural heritage preservation, town renewal, disaster management, and peace promotion. Japan seems to have it all: policy supported by legislation, financial incentives (heavy subsidies for renovation of traditional homes), and citizen participation. What developing country could afford that when they have so many unmet basic needs?

June 11. Participated in a workshop in Taiyuan, China. Saw immense changes in the country since I left the Bank's China Department in 1993. Taiyuan is not a major city. Though I saw an abundance of goods and services, it's also obvious that many people are still struggling to make a living. There were interesting presentations at the workshop, but the attendance wasn't great. I doubt this kind of supply-driven workshop will ever have much impact in a huge country like China.

June 26. Arrived in the Bicol region of the Philippines, just in time for another eruption of Mount Mayon. Overwhelming sights and sounds, thankfully no life lost (credit to the government's preventive measures)—but it disrupted many of our scheduled meetings. Still, I think we made good progress. The team will return in the fall to do an in-country workshop to help a former training course participant carry out his action plan.

July 9. Very excited about Chieh and Didi's visit. Didi will be staying until the end of my term—my days alone are over!

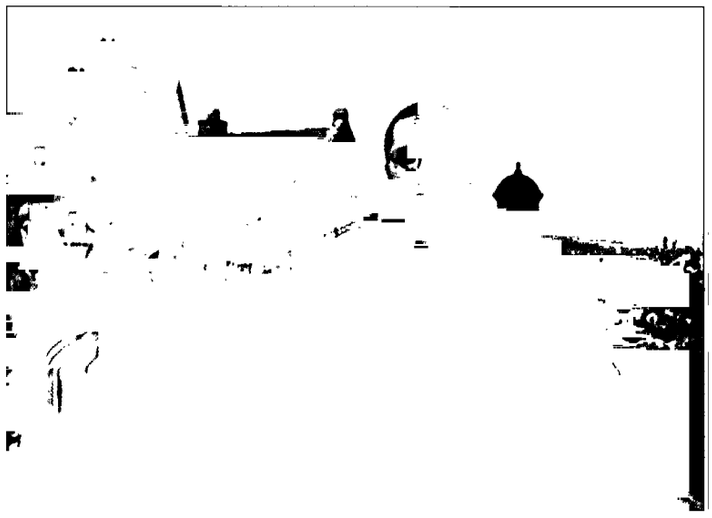
August 1. The farewell from the office was a little overwhelming. Naomi even shed tears when she handed me the bouquet of flowers. YK made a speech about how UNCRD appreciated my contribution. I'm not sure I deserve that much praise; I was only trying to do my job.

August 8. Time to leave. After many farewell get-togethers, we finally said goodbye: we hugged, we took pictures, and we wiped away tears . . . I can't wait to be home again, but I never anticipated leaving with such mixed emotions.

—Ivy Cheng is senior operations officer of the Quality Enhancement Team in the World Bank's Latin America and the Caribbean Region.

Foreign direct investment and Scotland's transformation

Mamadou Barry analyzes the lessons for developing countries



Mamadou Barry atop Edinburgh castle.

Once a world center of heavy industry, Scotland transformed itself from a grimy producer of coal, ships, and girders into a modern economy based on electronics. Now, as jobs in the manufacturing side of electronics come under pressure from low-wage competitors, the country is performing another transformation—into a high-value knowledge-based economy.

Foreign direct investment has been central to Scotland's economic transformations. On my three-month SEP assignment with Scottish Enterprise, the country's premier development agency, I saw how FDI can be harnessed to modernize an economy and achieve high levels of growth. While Scotland's experience has not been painless, it contains lessons for developing countries in attracting, and retaining, FDI.

Promoting FDI promotion must be part of the government strategy for economic development. Scotland began to devote a special attention to attracting FDI in 1981 when it established Locate in Scotland (LiS) as the sole agency responsible for marketing Scotland abroad. Before 1981, FDI was handled on an ad hoc basis by the Scottish Development Agency, the predecessor of Scottish Enterprise. With field offices in Europe, North America, and Asia, LiS provides a "one door" approach to investors. Between 1991 and 1999, LiS attracted 650 FDI projects valued at about $13 billion.

Although developing countries may not have the resources to replicate this, similar structures could be set up by linking investment promotion agencies and the commercial offices of embassies abroad.

Competitive advantage in the new economy is driven by the quality of the enabling environment and the level of human capital. FDI responds to shifts in competitive advantage. As the Scottish economy moved into high-tech manufacturing, Scotland focused on improving the enabling environment. It already had a sound legal system, simple foreign business registration, flexible labor regulations, and low corporate tax rates. Scotland capitalized on its top-ranked university system and a business-government-academia partnership to set up the Alba Center in 1997 as a world-class hub for electronic design.

The implication for developing countries is that when the enabling environment is in place, human capital will be the key to competitive advantage.

There must be a comprehensive approach to FDI promotion. Scotland uses clusters, relying on synergies between related industries, customers, suppliers, and support organizations. Silicon Glen, the best known industrial cluster in Scotland, boasts 424 electronic companies in a 20-mile band across central Scotland and attracts nearly 70 per cent of the foreign electronic companies locating in the United Kingdom.

But developing countries should realize that clusters work only where the basic structures are in place. They cannot be engineered by policy and must grow organically out of the need to take advantage of efficient customer-supplier chains. In many developing countries, existing export processing zones (EPZs) come closest to the environment needed.

Retaining FDI can be more difficult than attracting it. Although Scotland receives 60 per cent of new FDI from repeat investors, retaining FDI is proving difficult as global companies seek to minimize losses by cutting capacity. When Motorola, which suffered first-quarter losses of $206 million in 2001, cut its worldwide workforce by 15 per cent, its Bathgate mobile phone plant near Livingston closed, with the loss of 3,100 jobs. Frantic efforts to save the plant, including an offer of cash incentives, proved fruitless. Scotland is moving away from pure assembly manufacturing and focusing on industries with high knowledge content to avoid these types of retention problems.

Financial incentives are increasingly becoming part of the enabling environment for value-added FDI. In Scotland, as in most of Europe, government subsidies play an important role in attracting FDI. Although cash incentives cannot compensate for a poor business climate, they are proving to be an added advantage. On top of its excellent business conditions, Scotland offers foreign investors tax exemptions, first-year write-offs for commercial and industrial buildings, and a range of financial assistance with relocation and expansion, property improvements, and training. These grants are tied to job creation and must be partially reimbursed should the proposed jobs fail to materialize. After its Bathgate plant closed, Motorola was asked to return more than $26 million in grants.

Scotland's transformation into a modern, knowledge-based economy was made possible by the country's ability to attract FDI in high-growth industries and rapidly adapt to changes in competitive advantage. Many of the lessons learned in that transformation can be put to good use in a developing economy.

—Mamadou Barry is an investment promotion officer in the Investment Marketing Services Unit of the Multilateral Investment Guarantee Agency.

The new Dubliners

Ireland's Investment and Development Agency draws talent and money to Ireland from all over the globe

A newly prosperous Ireland has become a magnet for skilled workers from every corner of the globe, many of them Irish emigrants heading home. It wasn't always so. Much of the credit for the country's dramatic transformation belongs to the Irish Investment and Development Agency (IDA), which has been tireless in attracting foreign investment.

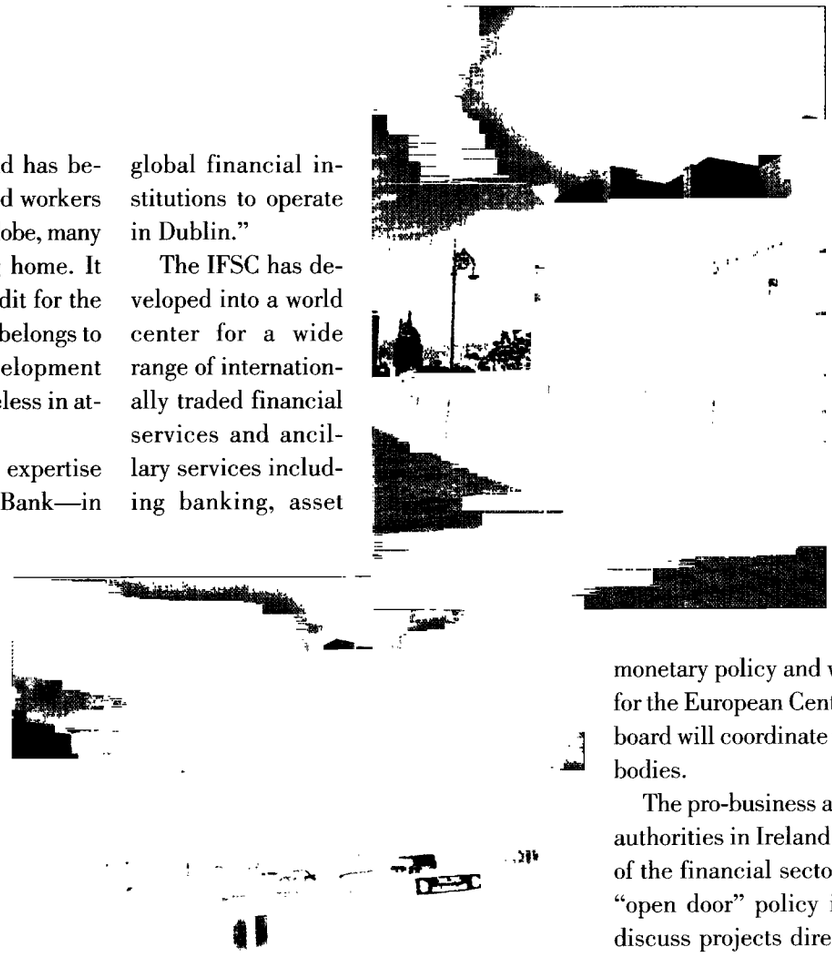
IDA's rare set of development expertise can now be tapped by the World Bank—in March, IDA Ireland joined SEP as a corporate partner. Two months later Sean Dorgan, the organization's chief executive, addressed the second annual SEP conference. Dorgan discussed many aspects of Ireland's recent phenomenal growth, but one stood out—the International Financial Services Centre in Dublin.

The IFSC, at Custom House Dock in central Dublin, is one of the world's fastest growing locations for financial services. The list of IFSC institutions reads like a "who's who" of top global financial institutions—Allianz, Merrill Lynch, Deutsche Bank, ABN AMRO, Chase Manhattan, AIG, and Citibank. The Irish financial industry employs more than 47,000 people, and 9,000 are employed at IFSC.

"IFSC is a "very interesting and positive example of the power of partnership," Dorgan told us, because the financial sector, government, state agencies, and other institutions came together and created the conditions that brought the leading financial institutions from around the globe to establish operations there.

"We knew that international services was a hugely growing area," Dorgan continued. "We wanted to be part of it. We wanted to capture really quality employment in Ireland from this sector. So government set out to create the conditions which would attract global financial institutions to operate in Dublin."

The IFSC has developed into a world center for a wide range of internationally traded financial services and ancillary services including banking, asset financing, leasing, corporate treasury management, fund management, investment management, custody and administration, futures and options trading, securities trading, insurance, assurance, and reinsurance.



Two views of Dublin's new International Financial Services Centre on The River Liffey.

One of the new opportunities identified by the Irish government is international financial e-business. The government believes that Ireland's existing strength in financial services, combined with the excellent environment it is establishing for e-business, make the country an ideal location for this exciting new sector.

Recently Ireland adopted a new structure for financial sector regulation. The Central Bank of Ireland and Financial Services Authority (CBIFSA) will have two independent pillars—a new Financial Services Regulatory Authority and the Irish Monetary Authority. The Financial Services Regulatory Authority will serve as a one-stop shop for the consumer and industry in relation to licensing, consumer protection, supervision, regulation, and industry standards. The Irish Monetary Authority will be responsible for monetary policy and will act as the Irish arm for the European Central Bank. The CBIFSA board will coordinate the functions of the two bodies.

The pro-business attitude of the regulatory authorities in Ireland is an important feature of the financial sector. They have shown an "open door" policy in their willingness to discuss projects directly with promoters. A high degree of participation from the existing financial services industry is also in strong evidence. Industry associations such as the Financial Services Industry Association, Dublin International Insurance and Management Association, and Dublin Funds Industry Association, as well as various policy review groups, are examples of the cooperation that exists both within the industry and between industry practitioners and the relevant authorities.

Also, IDA Ireland, with its Financial Services Division, offers a one-stop shop for foreign financial institutions that wish to locate financial services activities in Ireland. IDA can make introductions to regulators and to tax and legal advisers, recruitment consultants, and other service providers.

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The CSIR's main goal is to generate, foster and manage market-driven research and development technology transfer in support of its clients in both the public and private sector, and to meet community needs and improve quality of life in a cost-effective and ethical manner.

WHAT THE CSIR

The CSIR delivers scientific and technological services, in areas where industry, government and civil society clients require support as well as innovative leadership in the development of new technologies. The CSIR's "engine room" consists of eight market orientated operating business units, active in the areas of building and construction, food, biological and chemical technologies, defence, information and communications, manufacturing and materials, mining, roads and transport, and water, environment and forestry technology. In addition, there are many cross-cutting initiatives which draw on skills from across the organisation.

RECENT KEY CSIR

The CSIR is playing a key role in Africa by providing technical assistance to African countries. Some key projects include:

- Providing support to the growth of the small scale African food manufacturing sector in west and southern Africa;
- An EC-funded project involving Kenya, South Africa and Mozambique, to improve the nutrition of disadvantaged communities;
- The design of an environmental management programme for a proposed hotel and resort development at Victoria Falls in Zambia;
- The development of a Vision for Water, Life and Environment in southern Africa in the 21st century;
- CSIR Satellite Application Centre (SAC) project to monitor land-cover changes in Lesotho over a period of 20 years.

NETWORKING, TRAINING, CAPACITY BUILDING

The CSIR has organized, presented and participated in a number of workshops for Africa, and has also been contracted to co-ordinate a number of SADC, United Nations and World Bank initiatives.

- In November 1999, both the World Bank and the UK-based Transportation Research Laboratory drew on the CSIR's expertise to arrange and co-ordinate a series of workshops and seminars on rural transport, addressing the needs of the SADC member countries.
  The CSIR facilitated the southern African Construction Industry Initiative workshops in Botswana, Malawi, South Africa, Zambia, Zimbabwe, and Swaziland.
- The National Metrology Laboratory (NML) at the CSIR is responsible for managing the SADC Co-operation on the Metrology Traceability (SADCMET) Secretariat, the key driver to harmonise the region's measurement standards, which is an essential component for establishing a free trading block.
- The CSIR has been contracted to co-ordinate the Quality Module of the UN Industrial Development Organisations's Integrated Industrial Development Programme for Capacity Building to Enhance Industrial Competitiveness and Sustainability in Tanzania and Ethiopia. Activities include the organization of a workshop, review of existing legislation and extensive studies on existing and required infrastructure. Under a twinning agreement with the Quality and Standards Authority of Ethiopia (QSAE), the NML offers specialized training to Ethiopian metrologists and performs calibration of various standards for QSAE.

THE CSIR IS WAITRO'S FOCAL POINT FOR AFRICA

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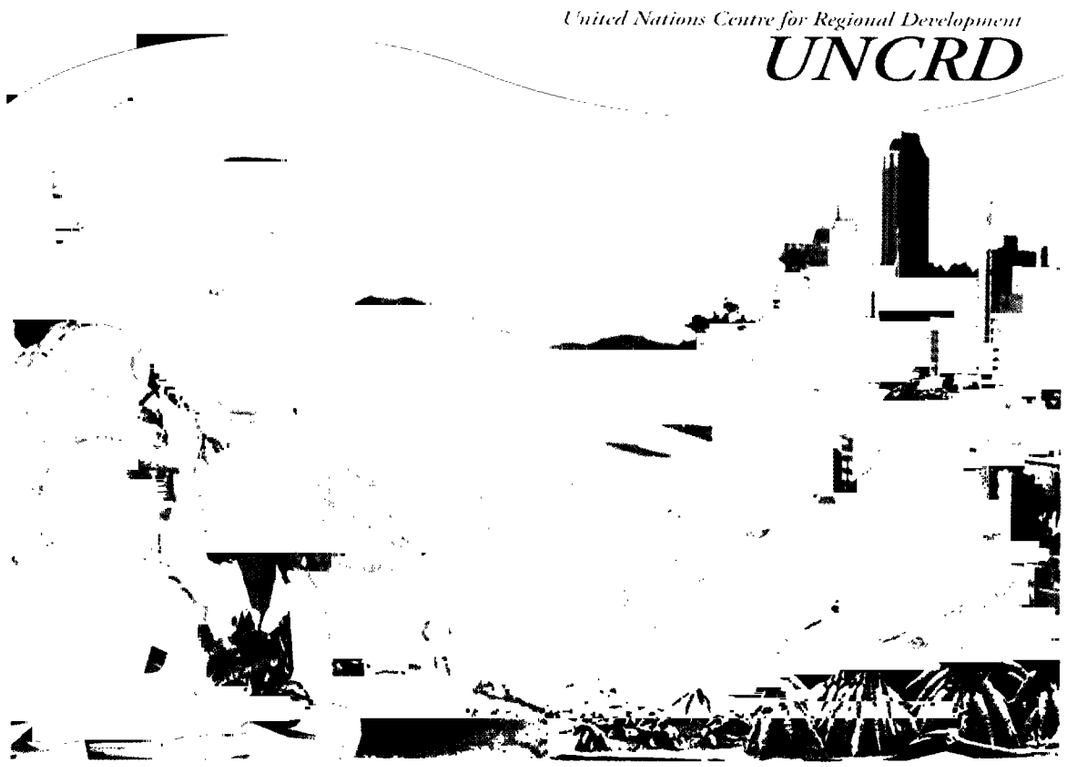

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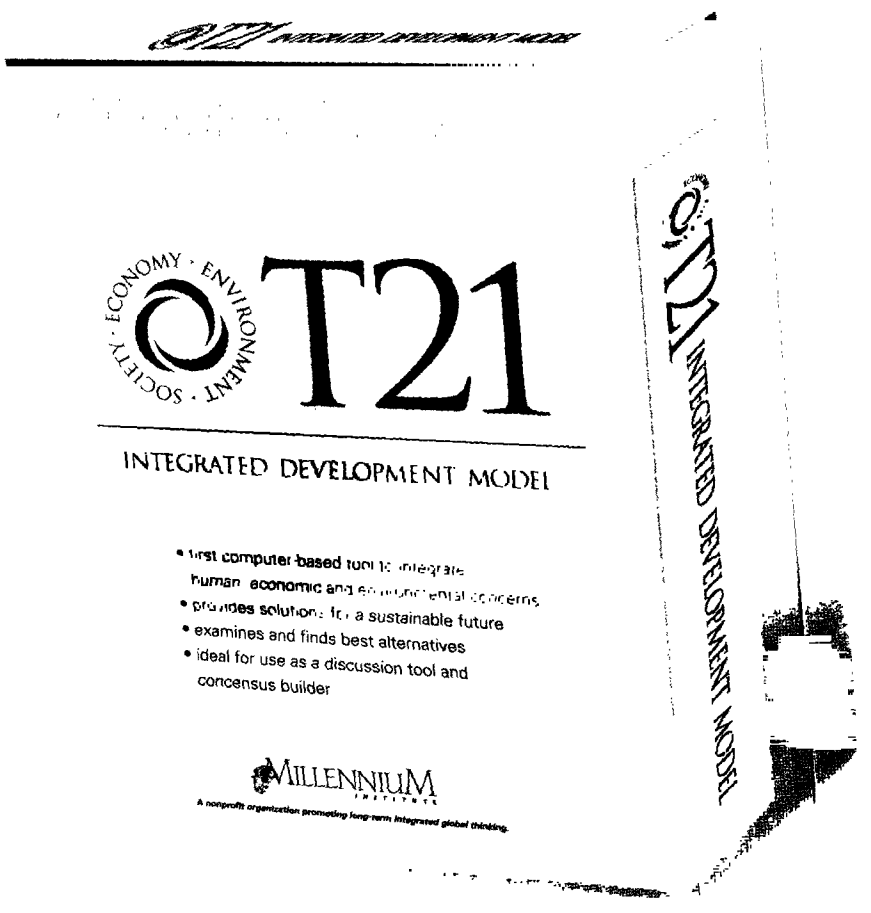

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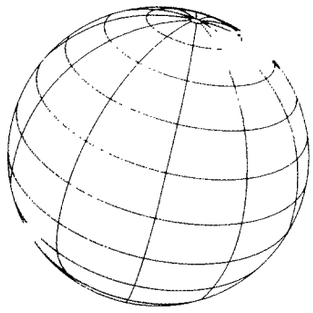

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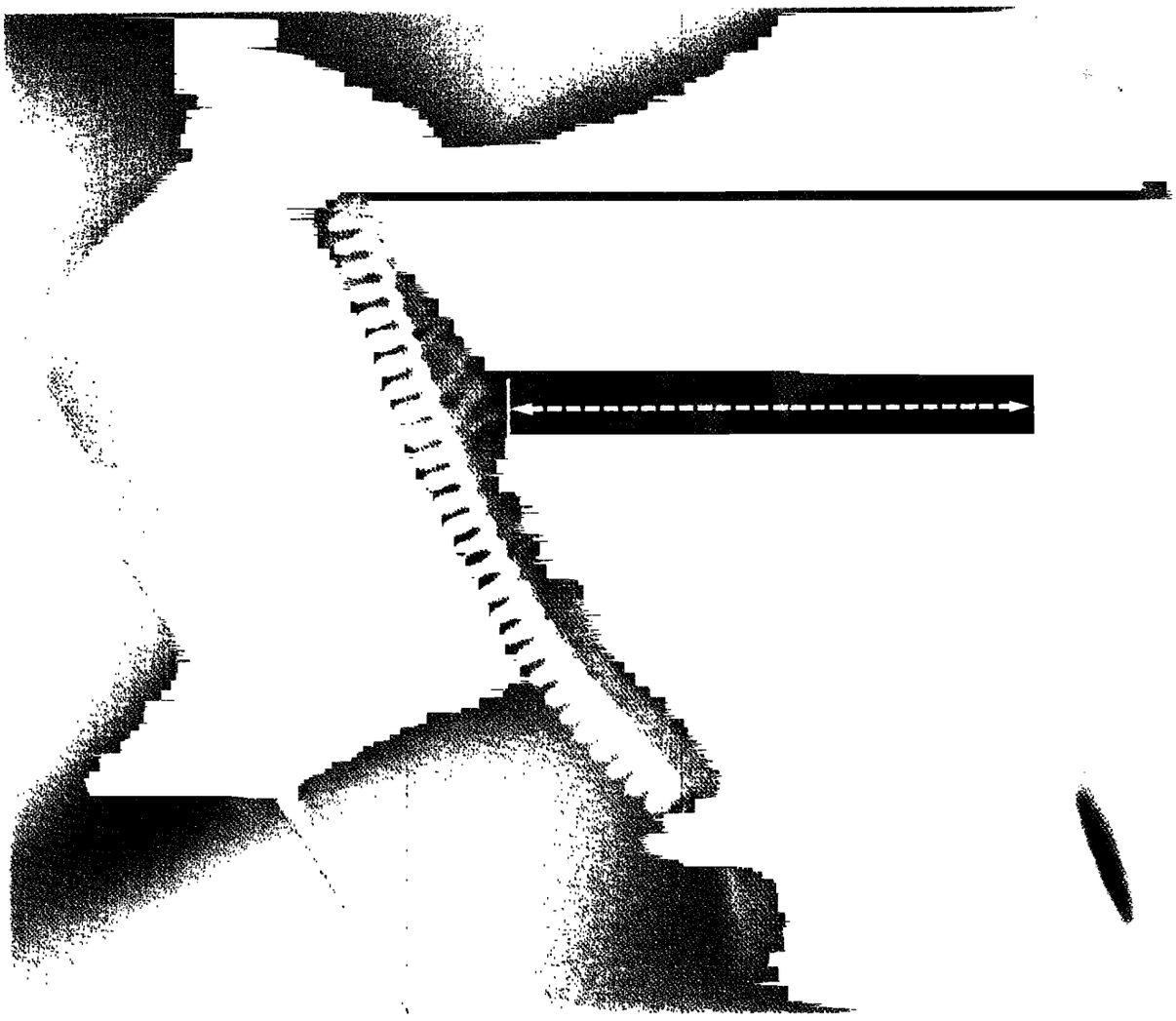

Powerful ideas for retail energy.

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