Partnership for Governance and Harmonization: An Opportunity for Poverty Reduction
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.
Ten years ago, the World Bank declared that governance and anti-corruption strategies were vital to its core mission of fighting poverty and creating opportunities for the poor.

Also ten years ago, the Debt Initiative for Heavily Indebted Poor Countries (HIPC Initiative) was created by the International Monetary Fund and the World Bank Group’s International Development Association. The goal was to provide a fresh start for the world’s poorest countries by offering debt relief from all multilateral, bilateral, and commercial creditors. To date, thirty countries have benefited from this important initiative—twenty-one of these having reached the completion point—with nine more receiving partial relief and a further ten working on eligibility.

For successful implementation of efforts such as the HIPC Initiative, our partner countries must ensure that public goods and services reach the poor. When weak governance and corruption persist, efforts to fight poverty falter. There is no quick fix or “one-size fits all” solution. Only when we work together in a sustained fashion will our efforts yield significant long-term dividends.

Corruption is more than a moral issue—it hinders development and creates poverty. That is why the World Bank continues to take a leadership role in the fight against fraud and corruption, investigating and closing more than 400 cases involving Bank-financed projects over the past two fiscal years and sanctioning over 100 entities for engaging in wrongdoing in projects.

But good governance is much more than just the absence of corruption. Over the past year, the World Bank held fifty-one sets of multi-stakeholder consultations throughout the world on the topics of good governance and anti-corruption. Stakeholders from Latin America to Africa and Asia agreed that the international community must stay involved, even in poorly governed settings, and to partner not just with governments, but also with the private sector, civil society and media to improve public services and combat entrenched corruption.

Sound governance and harmonization can only result from strong partnerships among stakeholders. The Partnership Programs embody the principle of collaborative effort. They also strive to contribute to the achievement of the Bank’s diversity targets, as well as capacity-building efforts in partner countries.

As the participants in these Programs strengthen fundamental strategic alliances by sharing knowledge and expertise with a wide array of partners, they represent the human faces of the World Bank’s quest for harmonization and governance.

We support and salute their invaluable work.

Aulikki H. Kuusela
Acting Vice President
Human Resources Services
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Export-Import Bank of Korea (KEXIM)
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Fauna & Flora International (FFI)
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Financial Reporting Council (FRC)
Financial Supervisory Service, Financial Supervisory Commission, Korea (FSC)
Financial Supervisory Service, Korea (FSS)
Food and Agriculture Organization of the United Nations (FAO)
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France—Ministry of Economy, Finance and Industry
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Japan—Cabinet Office
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Solena Group
Spain—Ministry of Economy
Stanford University
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Sure
Sumitomo Corporation
Swedish—Ministry of Foreign Affairs (MFA)
Swedish International Development Cooperation Agency (SIDA)
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Severn Trent Water International
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Shinsei Bank
Siemens
Société Générale
Solena Group
Spain—Ministry of Economy
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Swedish—Ministry of Foreign Affairs (MFA)
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Tajikistan—Government of the Republic
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University of Glasgow
Volkswagen
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Volta River Authority (VRA)
World Business Council for Sustainable Development (WBCSD)
World Economic Forum
World Links
World Tourism Organization
World Trade Organization (WTO)
WWF International (WWF)
Our seven Partnership Staffing Programs continue to thrive and evolve, with close to 300 individuals participating through one of these programs in the past year. We have refined and augmented the scope of the programs to better respond to the Bank’s and our partners’ growing demand for capacity building and staffing options, and to leverage participating institutions’ knowledge and experience for development. In 2006, we added five new SEP partner organizations, including the International Federation of Red Cross and Red Crescent Societies, and strengthened our partnerships with Saudi Arabia and Kuwait. Our newest program is the Externally Funded Staffing Program (EFSP), which will fund mid-career professionals for up to four years. Still in its startup phase, we know the EFSP will become a significant staffing and capacity-building tool for the Bank and its donor community.

The success of our programs relies on channeling the wealth of knowledge and perspectives of our participants into our shared development activities. To encourage their active collaboration, we have found it beneficial to provide our participants with insight into their own and others’ cultural values and communication styles which, if not recognized, can lead to misunderstandings or lost opportunities for learning and sharing. This has led us to develop a series of workshops for participants on managing cultural diversity, “Developing a Multicultural Perspective,” the first of which took place in January 2007. The premise of the workshop was: “Just because you speak the language doesn’t mean you think the culture.” The key is to acknowledge, value, and make the most of diversity in pursuit of our shared goals.

This issue’s theme, “Partnership for Governance and Harmonization: An Opportunity for Poverty Reduction,” highlights the importance of working together toward this common goal.

It is fascinating to see through the articles how the scope of our global partnerships has evolved over the years: from more trust-based partnerships to the shifting on how disaster assistance or disaster relief is being globally implemented, to the roles of cooperatives or local economic development in poverty reduction, and how reforms, better coordination, better governance and harmonization are now replacing redundancies with synergies.

Looking forward, through our programs we will continue to foster alliances to share knowledge and perspectives within our Share communities, as well as with World Bank staff as a whole. We will persevere in our efforts to encourage and support staffing assignments and partnerships which advance our collective development priorities.

Let’s continue our work together.

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

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

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

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

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

The Multilateral Investment Guarantee Agency
MIGA offers investors insurance against non-commercial 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.

About the Partnership Programs

Over the World Bank's 63-year history, the institution has become a global partnership of 185 member countries 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 Partnership Programs Unit provides opportunities to create and enhance strategic alliances and partnerships with the private sector, the public sector, and from all levels of civil society. This is achieved by generating opportunities which enable calculated impacts on the acquisition and increase of new and existing skills; development of new activities, development of a diverse and tested pipeline, supporting strategic staffing options, and leveraging financial resources. The essence of the Partnership Programs is simple: it supports the development agenda through capacity-building, knowledge and skills sharing, and leveraging diversity to promote inclusion through global partnerships.

Below is a description of our programs. For more detailed information, including on how to join us, please visit our website at www.worldbank.org/partnershipprograms

Staff Exchange Program (SEP)
The first of the Partnership Programs, the Staff Exchange Program was launched in 1995 as a way to leverage the skills of World Bank staff and foster cultural exchanges with our partners in the development field. The objectives of SEP are to: increase strategic alliances with global partners; focus on long-term capacity building for developing countries; enhance skills and knowledge of program participants and foster cultural diversity and awareness for the Bank and its development partners. Since its inception, 393 participants, representing over thirty fields of expertise, have shared their skills and gained knowledge through the Staff Exchange Program.

Secondment Program
The Secondment Program was established to provide an opportunity for officials of a member country, regional agency, development bank, international organization or private enterprise to contribute to the Bank's work program. It is often used as a pre-recruitment step and provides a pipeline of tested and diverse candidates. It is a flexible alternative to the Staff Exchange Program (for instance, the duration of the assignment can be shorter). Since 1999, 209 participants have joined the program.

Junior Professional Officers Program (JPO)
Established in 1997, the JPO Program offers young professionals from seven participating donor countries an opportunity to gain exposure and experience in the development field. It was created to provide a pipeline of diverse candidates for future employment, and to diversify the "traditional" sources of recruitment. JPOs can apply for a more permanent appointment through the Bank's regular recruitment process at anytime during their assignment. Since 1997, 87 participants have joined the program.
Voice Secondment Program (VSP)

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

Externally Funded Staffing Program (EFSP)

The existing Donor National Staff Programs are being consolidated under a single program, the Externally Funded Staffing Program. EFSP provides a standardized, harmonized and transparent governance structure applicable to all donors aligned with World Bank Trust Fund reform and World Bank policies. EFSP will strategically leverage the agenda of both the donors and the Bank through the enhancement of diversity targets and by contributing to capacity-building efforts in client countries. EFSP is centrally managed under the Human Resources Partnership Programs Unit (HRSP) to ensure a strategic approach and consistency in providing advice to donors.

A Word of Thanks

I would like to offer my sincere thanks to Share’s editorial committee. Their insightful comments and knowledgeable guidance helped shape the publication into an interesting, timely and relevant resource. The committee members include: Mr. Franck Bessette from the Ministry of Foreign Affairs, France, Secondment Program participant assigned to the World Bank’s Public Sector Governance Department; Ms. Lynn Brown from the World Bank, SEP alumni formerly assigned to the World Food Programme in Italy; Mr. Jorge Dallmann from the Ministry of Industry and Commerce, Paraguay, 2nd cohort Voice Secondment Program alumni assigned to the Latin America and the Caribbean Region, Public Sector Unit; Ms. Gabriela Gonzalez from the World Bank, SEP participant assigned to the Inter-American Institute for Cooperation in Agriculture in Brazil; Mr. Jurgen Lohmeyer from Deutsche Post World Net, Germany, SEP alumni formerly assigned to the Infrastructure Vice Presidency, Mr. Christian Holde Severin from the World Bank, Junior Professional Officer with the Global Environment Facility Secretariat; and Mr. Mikko Ollikainen from the World Bank, Junior Professional Officer with the Indonesia Country Management Unit.

Thank you for your commitment, time and valuable input.

Benedicte M. Boullet

The articles in this magazine represent the personal views of the authors and do not necessarily reflect the opinion of the World Bank’s Partnership Programs Unit.
Skills and Expertise

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

Economic Development
Infrastructure; Financial and Private Sector Development; Investment; Project Finance and Guarantees; Public Administration; Law and Justice

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

Sustainable Development
Agriculture and Rural Development; Communications Technologies; Economics and Regulation; Energy (Renewable Energy, Biomass etc.); Environment; Financing and Private Participation; Oil, Gas, Mining and Chemicals; Social Development; Transport; Urban Development; Water Supply and Sanitation

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

Policy Dialogue Capacity
Advanced technical skills to formulate and implement projects and programs. Ability to integrate across-sectorally. Ability to deal with complex operations and regulations.

STAFF EXCHANGE PROGRAM
Moving In

Yongjoo Ahn (Korean)
Samsung Corporation, Republic of Korea: Underwriter, Multilateral Investment Guarantee Agency (MIGA), Operations Group

Margaret Arnold (American)
Senior Program Officer, FEU; Head, ProVention Consortium, International Federation of Red Cross and Red Crescent Societies, Switzerland

Stefan Wihelms Emlad (Swede)
Ministry of Foreign Affairs, Sweden: Adviser, Office of VP, Concessional Finance and Global Partnerships

Sung-Soo Fun (Korean)
Ministry of Finance and Economy, Republic of Korea: Senior Economist, East Asia & Pacific Sector Units, Poverty and Economic Management Sector Department

Kazunori Fukusuzui (Japanese)
Japan Bank for International Cooperation, Japan: Operations Officer, Resource Mobilization Department

Frederic Giclen (Belgian)

Jonathan Hooper (British)
Financial Reporting Council (FRC), UK: Senior Financial Management Specialist, Europe & Central Asia Sector Units, Operations Policy and Services

Dong-Hyung Lee (Korean)
Ministry of Information and Communication (MIC), Republic of Korea: Senior Information Officer, Information Solutions Group, e-Government Practice

Joon Soo Lee (Korean)
Financial Supervisory Service (FSS), Republic of Korea: Senior Financial Sector Specialist, Finance and Private Sector Development, Financial Systems

Susanna Lundstrom (Swede)
Swedish International Development Cooperation Agency (SIDA), Sweden: Senior Economist, Poverty Reduction & Economic Management Network, Poverty Reduction Group

Chang-Kang Seo (Korean)
Samsung Corporation, Republic of Korea: Senior Information Officer, Information Solutions Group, e-Government Practice

Kyung Woo Shim (Korean)
Ministry of Labor, Republic of Korea: Senior Social Protection Specialist, Human Development Network, Social Protection Team

Jaeyong Song (Korean)
Ministry of Environment, Republic of Korea: Senior Environmental Specialist, East Asia & Pacific Regional Office, Environment Sector Unit

Shintaro Takahashi (Japanese)
Bank of Tokyo-Mitsubishi, Japan: Investment Officer, IFC: Global Financial Markets Department, Portfolio and Client Relations

Siria Taurelli (Italian)
European Training Foundation (ETF), Italy: Senior Education Specialist, Middle East & North Africa Region Sector Groups, Human Development Group

Adrien Veron (American)
Ministry of Economics, France: Transport Specialist, Latin America & Caribbean Region Sector Units, Transport Cluster
Philippe Huc (French)
Veolia Water, France; Senior Water & Sanitation Specialist, South Asia Sector Units, Energy & Infrastructure Unit

Moving On

Petros Aklilu (Ethiopian)
Senior Policy Advisor, Middle East & North Africa, Rural Development, Water & Environment Group: Senior Policy Advisor, World Food Programme, Italy

Herve Allais (French)
Ministry of Economy, Finance and Industry, France: Senior Financial Management Specialist, East Asia & Pacific Regional Office, Central Operational Services Unit

Wahid Almarshed (Saudi Arabian)
Saudi Arabia Monetary Agency, Saudi Arabia: Investment Officer, IFC: Middle East & North Africa Department, Financial Management

Gyeong Soo Bae (Korean)
FSS, Korea: Financial Sector Specialist, Financial Sector Operations & Policy Department

Eric Bell (Mauritian)
Lead Economist, South Asia Sector Units, Poverty Reduction and Economic Management Unit: Adviser, AusAID, Papua New Guinea

Roman Binder (Austrian)
SAP, Austria: Senior Management Consultant, Information Solutions Group, Enterprise Business Systems Solutions

Hans-Martin Boehmer (German)
Manager, Corporate Strategy and Integrated Risk Management: Head, DFID, UK

Lynn Brown (British)
Communications Specialist, Agricultural and Rural Development Department: Development Policy Officer, World Food Programme, Italy

Jong-Ku Choi (Korean)
Ministry of Finance and Economy, Republic of Korea: Senior Economist, East Asia & Pacific Sector Units, Poverty Reduction and Economic Management

Jacques Christien (French)

Bong Gun Chung (Korean)
Ministry of Education and Human Resources Development, Republic of Korea: Senior Education Specialist, World Bank Institute, Human Development Division

Fernando Cubillos (Chilean)
Hidroelectrica Guardia Vieja S.A. (HGV), Chile: Senior Technical Specialist, Environment Department, Carbon Finance

Jonathan Darboux (Beninese)
BCEAO, Benin: Financial Sector Specialist, Africa Technical Families, Financial Sector

Dina-Maria Deringer (American)
Institutional Integrity Officer, Department of Institutional Integrity: Inspection and Investigations Officer, World Food Programme, Italy

Muhamet Fall (Senegalese/Gambian)
ICIEC, Saudi Arabia: Investment Promotion Officer, Multilateral Investment Guarantee Agency (MIGA), Operations Group

Stephan Garnier (French)
Electricité de France (EDF), France: Power Engineer, Africa Technical Families, Energy Unit

Alison Gillies (Australian)
AusAID, Australia: Adviser, Operations Policy & Country Services, Office of the Vice President

Joerg-Werner Haas (German)
GTZ, Germany: Senior Urban Specialist, Transport and Urban Development Department, Cities Alliance Program

Yoshitaka Hagiwara (Japanese)
TEPCO, Japan: Senior Engineer, Environment Department, Carbon Finance

Andre Heinz (German)
Siemens AG, Germany: Recruitment Officer, Human Resources Vice Presidency, Executive Search
Masahito Hiratake (Japanese)
Mitsubishi Corporation, Japan: Senior Operations Officer, Environment Department, Carbon Finance

Tatsuto Ishida (Japanese)
Bank of Tokyo-Mitsubishi, Japan: Investment Officer, Joint Bank/IFC Units, IFC: Chemicals Division

Ralph Karhammm (Australian)
Sida, Sweden: Senior Energy Specialist, Africa Technical Families, Energy Unit

Dong Yeon Kim (Korean)
Ministry of Planning and Budget, Republic of Korea: Senior Public Sector Specialist, World Bank Institute, Poverty Reduction & Economic Management Division

Yun Hwa Ko (Korean)
Ministry of Environment, Korea: Senior Environmental Specialist, East Asia & Pacific Sector Units, Environment and Social Development Sector Department

Yong-Hwan Lee (Korean)
Ministry of Information and Communication, Republic of Korea: Senior Information Officer, Information Solutions Group, Informatics Program

Mohamed El Maini (French)
Ministry of Economy, Finance and Industry, France: Institutional Integrity Officer, Department of Institutional Integrity

Yang Il Nam (Korean)
Samsung Corporation, Republic of Korea: Business Development Officer, IFC: East Asia & Pacific Department, Regional mission in Hong Kong

Pablo Rosenthal-Broudel (German)
GTZ, Germany: Senior Energy Economist, Energy and Water Department, Office of the Director

Georg Schmidt (German)
Bavarian Ministry of Economic Affairs, Transport & Technology, Germany: Communications Advisor, IFC: Executive Vice President, Corporate Relations Unit

Norie Sekimoto (Japanese)
Asian Development Bank, Philippines: Senior Recruitment Officer/Senior Human Resources Officer, Human Resources Vice Presidency, Corporate Team 2

Anoine Simonpietri (French)
Senior Statistician, Africa Technical Families, Knowledge & Learning: Manager of the Paris 21 Secretariat, OECD, France

Byungdoo Solh (Korean)
Ministry of Finance and Economy, Republic of Korea: Senior Economist, Vice President Development Economics & Chief Economist, Office of the Senior Vice President

Yuchua Tang (Chinese)
Investment Officer, IFC: Special Operations Department, Office of the Director: Vice President, Mizuho Corporate Bank, Ltd., USA

Paz Valiente (Spaniard)
Ministry of Economy and Finance, Spain: Environmental Specialist, Global Environment Facility

Julie Viloria-Williams (Filipino)
Senior Institutional Development Specialist, South Asia Sector Units, Agriculture & Rural Development: Senior Adviser, ILO, Switzerland

Luming Wang (Chinese)
DFID, UK: Economist, Poverty Reduction & Economic Management Network, Poverty Reduction Group

Qing Wang (Chinese)
SEPA, China: Environmental Specialist, East Asia & Pacific Sector Units, Environment and Social Development Sector Department.

Richard Wong (Singaporean)
Senior Financial Officers, Europe & Central Asia Sector Units, Environmentally and Socially Sustainable Development: Siemens, Germany

Hyun Sik “Lambert” Yang (Korean)
Samsung Corporation, Republic of Korea: Underwriter, Multilateral Investment Guarantee Agency (MIGA), Operations Group

Lirong Yang (Chinese)
China State Environmental Protection Administration, China: Senior Environmental Specialist, East Asia & Pacific Sector Units, Environment Sector Unit
SECONDMENT Moving In

Neil Ahlsten (American)
Department of State, United States: Financial Economist, Africa Technical Families, Financial Sector

Jose Alberto Aranjo (Brazilian)
Companhia do Rio Doce (CVRD), Brazil: Counsel, Legal, Environmentally & Socially Sustainable Environment & International Law Division

Taoufik Bennouna (French)
Ministry of Foreign Affairs, France: Senior Environmental Specialist, Africa Technical Families, Environmentally & Socially Sustainable Development

Franck Besseste (French)
Ministry of Foreign Affairs, France: Public Sector Specialist, Poverty Reduction & Economic Management Network, Public Sector Governance Department

Yvan Deceurs (French)
Centre d'Etudes Prospectives et d'Informations Internationales (CEPII), France: Senior Economist, Vice President Development Economics & Chief Economist, Development Prospects Group

Renu Chhabra (Indian)
Office of Controller General of Accounts (CGA), India: Auditor, Internal Auditing Department, Office of the Director

Nadine Dulac (French)
Ministry of Foreign Affairs, France: Environmental Specialist, World Bank Institute, Environmentally & Socially Sustainable Development Division

Michael Maurice Emgeau (American)
Centers for Disease Control & Prevention (CDC), United States: Senior Public Health Specialist, South Asia Sector Units, Human Development Sector

Karne Guillot Meunson (French)
Ministry of Equipment, Transport, Tourism and Maritime and Ministry of Foreign Affairs, France: Transport Specialist, Africa Technical Families, Transport Unit

Jean-Jacques Helliun (French)
Ministry of Equipment, Transport, Tourism and Maritime and Ministry of Foreign Affairs, France: Operations Officer, Transport & Urban Development Department, Transport Unit

Deepika Jain (Indian)
Office of Controller General of Accounts (CGA), India: Auditor, Internal Auditing Department, Office of the Director

Naresh Mohan Jha (Indian)
Office of Controller General of Accounts (CGA), India: Auditor, Internal Auditing Department, Office of the Director

David Moreno Garcia-Arisco (Spaniard)
Instituto Espanol de Comercio Exterior (ICEX), Spain: Knowledge Management Analyst, Latin America & Caribbean Region Sector Units, Knowledge Management Unit

Francois Onimus (French)
Ministry of Foreign Affairs, France: Senior Irrigation Specialist, Africa Technical Families, Environmentally & Socially Sustainable Development

Harry Palmier (French)
Institut de Recherche pour le Developpement (IRD), France: Senior Liaison Officer, Consultative Group for International Agricultural Research -Executive Secretariat

Andrea Ries Padmanabhan (Swiss)
Swiss Development Cooperation, Switzerland: Social Development Specialist, Social Development Department

Nita Rudra (American)
University of Pittsburgh, United States: Social Development Specialist, Social Development Department

Farouk Tebbal (Algerian)
UN HABITAT, Kenya: Senior Urban Specialist, Transport and Urban Development Department, Cities Alliance Program

Wiltrud Toelau (German)

Franke Toornstra (Dutch)
Xavier Vincent (French)
Ministry of Foreign Affairs, France: Fisheries Specialist, Africa Technical Families, Environmentally & Socially Sustainable Development

Gilles Auriault (French/Beninese)
European Central Bank, Germany: Senior Auditor, Internal Auditing Department, Office of the Director, Internal Auditing

Flavia Bustreo (Italian)
WHO, Switzerland: Senior Public Health Specialist, Human Development Network, Health, Nutrition & Population Team

William Cobbett (British)
UNCHS (Habitat), Kenya: Senior Urban Specialist, Transport and Urban Development Department, Cities Alliance Program

Gerald Collange (French)
L’Agence Francaise de Developpement (AFD), Morocco: Senior Economist, Middle East & North Africa Region, Social & Economic Development Group & Social Development Group

Fook Yen Chong (Singaporean)
Intl Organizations Business Associations (INTOBA), Singapore: Education Specialist, Africa Technical Families, Regional Human Development

Bouba Cisse (Malian)
UNDP, Denmark: Economist (Health), World Bank Institute, Human Development Division

Isabelle Anna Danel (American)
Centers for Disease Control (CDC), United States: Senior Public Health Specialist, Latin America & Caribbean Region Sector Units, Health Sector/ South Asia Sector Units, Human Development Sector

Christiane Einfeldt (German)
GTZ, Germany: Research Analyst, Transport and Urban Development Department, Cities Alliance Program

Reiner Forster (German)
GTZ, Germany: Senior Social Development Specialist, Social Development Department

Marc Godbout (Canadian)
Ministry of Finances of Quebec, Canada: Senior Housing Specialist, Latin America & Caribbean Region Sector Units, Water & Sanitation Cluster

Jose Gomez-Ibanez (American)
Graduate School of Design, Harvard University, United States: Senior Adviser, Infrastructure Network, Office of the Vice President

Hilde Gronblad-Ericson (Swede)
Swedish International Development Cooperation Agency (SIDA), Sweden: Program Analyst, Europe & Central Asia Country Units, South Caucasus Country Unit

Harvey Himberg (American)
United States Overseas Private Investment Corporation, United States: Senior Environmental Specialist, Operations Policy & Country Services, Quality Assurance & Compliance

Jacqueline Irving (American)
IMF, United States: Senior Economist, Vice President Development Economics & Chief Economist, Development Prospects Group

Gaspard Kabongo Mukise (Congolese)

Thomas Levin (German)

Jerome Leyvigne (French)
Ministry of Equipment, Transport, Tourism and Maritime and Ministry of Foreign Affairs, France: Transport Specialist, Middle East & North Africa Region, FFPSI Group

William Lorie (American)
Educational Testing Service, United States: Senior Education Specialist, Human Development Network, Education Team

Karenc Melloul (French)
Ministry of Foreign Affairs, France: Social Development Specialist, Social Development Department
Irena Omelaniuk (Australian)
International Organization for Migration (IOM),
Australia: Adviser, Vice President Development Economics & Chief Economist, Development Prospects Group

Axel Raholn (French)
Ministry of Social Affairs, France: Economist (Health), Human Development Network, Health, Nutrition & Population Team

Pelayo Rojas (Spaniard)
Instituto Espanol de Comercio Exterior (ICEX), Spain: Knowledge Management Officer, Operations Support Unit, Knowledge Management Unit / Latin America & Caribbean Region Sector Units, Knowledge Management

Masayoshi Saito (Japanese)
Japan International Research Center for Agricultural Sciences (JIRCAS), Japan: Liaison Officer, Consultative Group for International Agricultural Research - Executive Secretariat

Elisabeth Sandor (French)
Ministry of Social Affairs, France: Health Specialist, Human Development Network, Health, Nutrition & Population Team

Eric-Antoine Thint de Roodeubke (French)
Ministry of Foreign Affairs, Ministry of Health, France: Senior Health Specialist, World Bank Institute, Human Development Division / Africa Technical Families, Human Development 2

Clement Tukeba Lessa Kimpumi (Congoese)

Yonghuan Wang (Chinese)
People’s Bank of China, China: Financial Sector Specialist, Financial Sector Vice Presidency, Financial Market Integrity Unit

Zhujun Wang (Chinese)
Ministry of Water Resources, China: Water Resources Specialist, South Asia Sector Units, Agriculture & Rural Development

Yong Zhong (Chinese)
Ministry of Water Resources, China: Water Resources Specialist, East Asia & Pacific Sector Units, Rural Development and Natural Resources Sector Department

JUNIOR PROFESSIONAL OFFICERS PROGRAM
January 2006 to April 2007

Linda Maria Katarina Arvesson (Swede)
Sustainable Development Network, Energy, Transport & Water Department, Water & Sanitation Program - Africa /Sustainable Development, Senegal

Barbara Bech (Dane)
Operations Policy & Country Services, Procurement Policy & Services Group / Operations Services Procurement Policy, United States

Anne Christensen (Dane)

Lars Christiansen (Dane)
GEF/ Global Environment Facility, United States

Laurent Olivier Corthay (Swiss)
Joint Bank/IFC Units Investment Climate, Office of the Director/Finl & PSD VP/IFC Chief E, United States

Adrien Arnoux Duval (French)
Human Development Network, Health, Nutrition & Population Team/Human Development, United States

Anne Louise Grinsted (Dane)
Africa Region World Bank Offices, Maputo Country Office - Southern AFR 2 /Africa, Mozambique

Asa Margareta G. Hoglund Giertz (Swede)
Europe & Central Asia Country Units, Chisinau Country Office / Europe and Central Asia, Moldova

Julien Gourdon (French)
Vice President Development Economics & Chief Economist, Office of the Senior Vice President/Development Economics, United States
Niels B. Holm-Nielsen (Dane)
Middle East & North Africa Region, Sustainable Development Group/Middle East and North Africa, United States

Antti Ernesti Inkinen (Finn)

Francesca Lamanna (Swiss)
Monitoring, Analysis & Policy - Financial & Private Sector Development - Enterprise Analysis Unit, United States

Pierre Jacques Lorillou (French)
Africa Technical Families, Water & Urban 2/Africa, United States

Charlotte Lundgren (Swede)
Africa Technical Families, Poverty Reduction & Economic Management 2/Africa, Uganda

Mikko Antti Ollikainen (Finn)
East Asia & Pacific Country Units, Jakarta Country Office/East Asia and Pacific, Indonesia

Ditte Marie Fallesen Petersen (Dane)
Social Development Department/Sustainable Development, United States

Bjorn Philipp (German)
Europe & Central Asia Sector Units, Sustainable Development Sector Unit/Europe and Central Asia, United States

Anke Reichhuber (German)
Africa Technical Families, Environmentally and Sustainable Development 1/Africa, United States

Julienne A. M. Roux (French)
Sustainable Development Network, Energy, Transport & Water Department, Water Unit/Sustainable Development, United States

Sebastian Martin Scholz (German)
Latin America & Caribbean Region Sector Units, Environment Family/Latin America & Caribbean, United States

Emma Sorensson (Swede)
Human Development I, WB Office Nairobi

Andre Manfred Ufer (German)
Joint Bank/IFC Units, Oil Gas, Mining & Chemicals Department, Policy Division IBRD Oil, Gas and Mining/Sustainable Development, United States

Carl-Fredrik von Essen (Swede)
Europe & Central Asia Sector Units, Sustainable Development Sector Unit/Europe and Central Asia, Albania

VOICE SECONDMENT PROGRAM

Waqar Abbasi
Section Officer, Ministry of Economic Affairs, Pakistan: South Asia Regional Office, Financial Management Unit

Saad Abdulah
Deputy Director General, Ministry of Planning & Development Cooperation: Middle East & North Africa Region, Rural Development, Water & Environment Group

Mirza Abdullayev
Deputy Director, Project Coordination & Project Management Units, National Bank of Azerbaijan: Europe & Central Asia Sector Units, Poverty Reduction & Economic Management Sector Unit

Carole Abi Khalil
Senior Tax Auditor, Ministry of Finance, Research and Analysis Unit, Lebanon: East Asia & Pacific Sector Units, Financial & Private Sector

Aliyu Ahmed
Chief Finance Officer, Ministry of Finance, Nigeria: Field Office Sub Saharan Africa Region, Private Enterprise Partnership Unit, Johannesburg, South Africa, IFC Country Office

Moez Ben Hassine
Deputy Head of Department, Central Bank of Tunisia: Middle East & North Africa Region, Social & Economic Development Group & Social Development Group

Christine Christopher
Compliance Officer, Ministry of Finance, St. Vincent:
Latin America & Caribbean Region Sector Units, Financial Management Unit

Lucretia Ciurea
Adviser to the First Deputy Prime Minister, Government of the Republic of Moldova: Europe & Central Asia
Sector Units, Poverty Reduction & Economic Management Sector Unit

Jean Clevy
Chief of Monetary Programming Department, Central Bank of Nicaragua: Latin America & Caribbean Region Sector Units, Poverty Reduction & Economic Management Unit

Sergio Duran
Public Sector Specialist, Ministry of Economy, Ecuador: Latin America & Caribbean Region Sector Units, Human Development

MacDonald Guanue
Economist, Central Bank of Liberia: Africa Technical Families, Public Sector Reform & Capacity

Ghada Waheed Ismail
Economist, Ministry of Investment, Egypt: Middle East & North Africa Region, Social & Economic Development Group & Social Development Group

Tmai Kaickieki
Chief Economist & Deputy Director, Ministry of Finance, Kiribati: East Asia & Pacific Sector Units, Infrastructure Sector Department

Fisselha Kidane
Head, Multilateral Cooperation Department, Ministry of Finance, Ethiopia: World Bank Institute, Sustainable Development Division

Asa Lemanii
Principal Accountant, Ministry of Finance, Tonga: East Asia & Pacific Regional Office, Central Operational Services Unit

Nations Msowoya
Principal Debt & Aid Management Officer, Ministry of Finance, Malawi: Sustainable Development Network, Energy, Transport & Water Department, Transport Unit, & South Asia Sector Units, Energy & Infrastructure Unit

Ahmad Farid Nabi
Fiscal Policy Analyst, Ministry of Finance, Afghanistan: Europe & Central Asia Country Units, South East Europe Country Unit

Christ Paddia
Principal Analyst, Ministry of Finance, Mauritius: Operations Policy & Country Services, Country Services Division

Zouhro Qourbonova
Senior Economist, Ministry of Finance, Tajikistan: Latin America & Caribbean Region Sector Units, Poverty Reduction & Economic Management Unit

Champika Ranasingha
Assistant Director, World Bank Desk, Ministry of Finance, Sri Lanka: South Asia Sector Units, Agriculture & Rural Development

Mbayani Saruni
Economist, Ministry of Planning, Economy and Empowerment, Tanzania: Africa Technical Families, Operational Quality and Knowledge, Results & Learning

Peggy Serame
Principal Economist, Ministry of Finance, Botswana: East Asia & Pacific Sector Units, Poverty Reduction & Economic Management Sector Department

Mokhir Shagazatov
First Deputy Head of Foreign Exchange Department, Ministry of Finance, Uzbekistan: Europe & Central Asia Regional Office, Office of the Regional Vice President

Marica Strickland
Administrative Officer, Ministry of Finance, Barbados: World Bank Institute Evaluation Group & Multilateral Investment Guarantee Agency Independent Evaluation Group

Tshering Tenzin
Program Officer, Department of Aid and Debt Management, Ministry of Finance, Bhutan: Financial Management & Disbursements Group 1 (Europe & Central Asia/Middle East & North Africa & West Africa)
Through his SEP assignment with the Bill & Melinda Gates Foundation, Louis Boorstin is leading an initiative that is exploring whether the Foundation should establish a long-term initiative in the water, sanitation and hygiene sector. This article describes the Foundation and shares some observations from outside the World Bank Group on pursuing development.

Founded in 2000, the Bill & Melinda Gates Foundation is guided by a core value of the Gates family: all lives have equal value. This drives the Foundation’s goal that every person has the opportunity to live a healthy, productive life.

The Foundation puts this goal into action by supporting activities in two international areas, Global Health and Global Development, as well as a work program in the United States. Despite the broad names, each program focuses on a limited set of problems where the Foundation has the potential to make a real difference in people’s lives. In addressing the selected problems, the Foundation seeks out innovative solutions, creates partnerships across all relevant sectors (public, private, non-profit) and then shares the results of its work and adjusts its strategy based on that learning.

Global Health accounts for about fifty percent of the Foundation’s activities and is the best known in the international community. Global Health concentrates on diseases that primarily affect the poor in the developing world, including: HIV/AIDS, malaria, tuberculosis, diarrheal diseases, and other infectious diseases. The Foundation supports a range of interventions from longer-term research of new vaccines to efforts to accelerate the distribution of existing vaccines. It also provides funding in areas such as maternal, newborn and child health, nutrition, and reproductive health.

Global Development is the newest program area. It was established in May 2006 and it represents about twenty-five percent of the Foundation’s work. It has three long-term areas of grant making:

- **Agricultural Development** works to help smallholder farmers overcome hunger and poverty by increasing their productivity and boosting their incomes. To do this, the Foundation collaborates with many partners to improve the entire agricultural value chain, from better seeds and other inputs to market linkages. For example, the Foundation has committed $13 million to International Development Enterprises to develop and promote irrigation technologies that are critical to the success of small-plot farming.

- **Financial Services for the Poor** aims to substantially increase access to microfinance, which currently only reaches ten percent of the world’s poor, as well as to expand the range of other financial services – insurance, savings, etc. – available to the poor. We work with partners to support scalable products, technologies, and business models and to advance research in the field. As an example, the Foundation has made a grant of $5 million to the Aga Khan Foundation, USA to provide microinsurance in Pakistan and Tanzania that protects poor families from financial shocks such as the death of a breadwinner or loss of crops.

- **Global Libraries** seeks to bridge the “digital divide” that prevents five billion people, almost ninety percent of the world’s population, from using the Internet. Building on the success of a similar program undertaken by the Foundation in the United States, Global Libraries partners with governments, business, community groups and others to provide free access to computers connected to the Internet through public libraries.

Global Development also pursues a small number of special initiatives that allow the Foundation to explore opportunities falling outside the established areas of giving or to respond to emergency situations. While most of these are one-time situations, I have been leading a multi-year initiative to identify whether there is a long-term role for the Foundation in the water, sanitation and hygiene sector.
The work program in the United States accounts for the remaining twenty-five percent of the Foundation's activities and includes three main areas: Education, Pacific Northwest (which focuses on at-risk children and families), and U.S. Libraries. The largest of these, Education, has taken on the challenge of improving U.S. public high schools.

In 2006, the Foundation made about $1.5 billion in grants through these three program areas from an endowment of approximately $32 billion. A team of over 300 people, most of whom are based in Seattle, Washington, implements the Foundation's activities. Grant making is expected to grow to about $3 to 3.5 billion in 2009 as a result of an extraordinary commitment last year from U.S. investor Warren Buffett, which will effectively double the resources available to the Foundation.

In order to operate at this scale with a relatively small staff, the Foundation primarily acts as a "shaper" and funder of activities, not as an implementer. Foundation staff members choose the areas where the Foundation is expected to have the largest impact, identify potential partners, and work with those organizations to develop proposals. In some cases grantees act as intermediaries, managing projects that in turn use other organizations as implementers, and in some cases the Foundation has helped to establish new entities (e.g., AGRA, the Alliance for a Green Revolution in Africa, was recently created by the Foundation and the Rockefeller Foundation).

Bearing those basics in mind, I would like to highlight several points about how the Foundation operates based on my own experience:

- The Foundation is open-minded in that it looks at each problem without any preconceived ideas or restrictions on what should be done or who should do it. Unlike most development institutions, which are mandated to work with particular sectors or to use specific financial instruments, the Foundation can design interventions and work with the parties best able to solve a problem.

- Related to the previous point, the Foundation actively reaches out and listens to a wide range of partners, valuing the perspectives, experience and candor that others bring. The World Bank Group is one of those organizations, and the Foundation has not only learned from the Bank Group but also supported more than a dozen projects being executed by the Bank Group and affiliates, such as the Water and Sanitation Program.

- The Foundation will take risks that others will not accept. Of course, these should be well considered risks—but if the potential reward is high enough, the risk will not scare the Foundation away.

- The Foundation is relentlessly results-driven. Yes, almost all institutions make this claim, but the Foundation does its best to deliver solutions that clearly meet three criteria: effectiveness (having an actual impact on the lives of the poor, not just delivering outputs); sustainability (so that activities continue in the long run); and scalability (to reach many millions of people).

Louis Boorsin is a Staff Exchange Program participant currently assigned to the Global Development Program of the Bill & Melinda Gates Foundation.
Learning from Market Leaders through Staff Exchange

The World Bank’s Eugene Gurenko shares his experience – gained through the Staff Exchange Program – with Munich Re, the world’s largest global reinsurance company. He also calls on the Bank to provide more knowledge-sharing programs with private sector leaders to ensure staff technical skills remain current and competitive.

Catastrophe insurance in the context of Bank operations
Lending for reconstruction in the aftermath of large natural and man-made disasters has always been a significant part of the World Bank country assistance programs. However, only recently has the focus of the Bank’s disaster assistance started shifting from ex-post lending to ex-ante disaster risk management and risk financing programs. This change in the overall institutional perspective on funding natural disaster assistance gave rise to the increased demand among Bank clients, and internally among the Bank’s regional operational departments, for catastrophe insurance and other innovative risk financing instruments. As opposed to ex-post emergency lending, which takes a long time to disburse and requires no action on the part of the receiving government prior to a disaster, such new risk funding instruments not only provide countries with stronger incentives for proactive risk management but also enables them to access funds immediately after a disaster. In addition, by enabling countries to access additional risk funding from the global reinsurance and capital markets, the Bank plays a pivotal role in reducing their physical and fiscal vulnerability to future natural disasters.

Rationale for my staff exchange assignment
Catastrophe insurance is a highly specialized and technical area of insurance. Traditionally it has been the domain of large global reinsurers that for more than a century have been providing reinsurance protection to thousands of insurance companies worldwide, including those located in developing countries. Knowing where the expertise on the subject lies, I felt compelled to learn more about the catastrophe reinsurance business from the source. The Bank’s Staff Exchange Program (SEP) provided a unique learning opportunity with Munich Re, the largest global reinsurance company. After extensive technical consultations with Munich Re, the Financial & Private Sector Development Vice Presidency (FPD) and SEP management, I made a decision to go on a one-and-a-half year staff exchange assignment with Munich Re to learn as much as I could about the business of catastrophe reinsurance. The objectives of the program were to: upgrade the insurance skills base and overall technical expertise of the Bank’s insurance practice; raise the quality of insurance advisory services FPD provides the Bank’s regional lending departments to a new level; and conceptualize potential ways of leveraging the Bank’s lending for natural disasters with risk capital of global reinsurance markets. The assignment also sought to provide important contributions to the ongoing work of developing new World Bank lending instruments for natural disasters.

My experience with Munich Re
After completing the necessary formalities in rather record time (for which I want to thank the Partnership Programs Unit), I relocated to Munich to start my program with the company. My first posting at Munich Re was with the Integrated Risk Management Department (IRM) whose main function in simple terms was to ensure adequate risk management of company assets and liabilities. After completing several interesting small projects, I was asked by the company’s Board to manage Munich Re’s Working Group on Terrorism Risk Management which comprised major lines of business and company reinsurance operations worldwide, including the United States. This challenging project gave me a truly unique opportunity to examine the heart of key business processes of the organization – varying from risk underwriting to risk modeling, capital allocation, accumulation control, and portfolio management. I was also very lucky to get an opportunity to work with key technical staff of the organization and interact almost monthly with the
As the Bank turns more and more into a knowledge management institution, our ability not only to keep up with the industry but also to provide intellectual leadership in certain areas of technical expertise becomes critical.

Applying what I learned to the World Bank
After completing my assignment, I returned to the insurance practice of the Bank where I was promoted to Lead Financial Sector Specialist. The timing of my return was quite opportune as the Bank was in the process of initiating several important catastrophe insurance projects both at the country level and globally. These initiatives, some of which are quite advanced by now, include: the Caribbean Catastrophe Insurance Facility; the Global Catastrophe Insurance Facility; the Romanian Catastrophe Insurance Pool; the opening of a technical dialogue with China on the creation of a national catastrophe insurance pool; and the preparation of the new World Bank lending instrument, entitled “the Natural Disasters Deferred Drawdown Option.”

I believe that the skills acquired during my SEP assignment have given me an integrated perspective on how a country’s risk management needs can best be addressed by a combination of risk management solutions and products. The importance of developing customized catastrophe risk management solutions for Bank client countries has also been recognized in the latest World Bank Middle-Income Countries Strategy, as endorsed by all Bank shareholders during the last annual meetings.

Conclusion and a word of thanks
All-in-all, my SEP experience has been very positive, as it enabled me to enhance my technical skills and bring back to the Bank the latest expertise in the area of catastrophe insurance. As the Bank turns more and more into a knowledge management institution, our ability not only to keep up with the industry but also to provide intellectual leadership in certain areas of technical expertise becomes critical. In light of my own experience at Munich Re, I would like to suggest that the Partnership Programs Unit facilitate more staff exchanges between private sector leaders and the Bank to ensure that the quality of our staff members’ technical skills remain competitive.

SEP alumna Dina-Maria Deringer, an investigator in the World Bank's Department of Institutional Integrity, shares her experience of being seconded to a similar department within the World Food Programme (WFP). The assignment took her to Italy, the Gambia, Ghana and Azerbaijan, and she returned to Washington with a fresh perspective, new contacts, and expanded career skills.

When the opportunity arose to join the World Food Programme's Office of Inspections and Investigations (OSDI) in Rome as an Inspections and Investigations Officer through the Staff Exchange Program in 2004, how could I say no? I had been working at the World Bank's Department of Institutional Integrity (INT) in its many incarnations since 1998. INT is responsible for investigating allegations of fraud and corruption in Bank Group operations, as well as allegations of possible staff misconduct. INT also assists in preventive measures, to protect Bank funds from misuse and to deter fraud and corruption. It had been exciting to be a part of an integral component of the Bank's growing anti-corruption agenda launched in the late 1990's under former Bank President Jim Wolfensohn. After six years with INT, however, I felt that I needed to stick my neck out and experience how other agencies handled their investigations.

The world of international investigators is not very large, and many of us know each other – investigators and forensic auditors from various agencies such as the UN, World Bank, Inter-American Development Bank (IADB), the African and Asian Development Banks and the EU frequently liaise on cases or discuss policies which may affect their respective organizations. An annual Conference of International Investigators was launched in 2000 to discuss the challenges, processes and procedures for fighting fraud and corruption, culminating in a set of standardized principles captured in the Uniform Guidelines for Investigations in 2003. It was in this spirit of cooperation that I gladly accepted the challenge of working with WFP's OSDI, not only to learn more about how other international organizations conduct their investigations, but also, I hoped, to be able to contribute something to WFP's mission from my years of experience at the World Bank.

At the World Bank I worked solely on external investigations involving fraud and corruption affecting Bank-financed projects. Allegations involving possible misconduct by Bank staff were conducted by INT's internal unit. In contrast, WFP's investigative unit was much smaller, and investigators were expected to conduct both internal (involving WFP staff) and external (involving commodities) investigations. This meant that I would now be looking into allegations such as harassment, staff misconduct and abuse of power (and, of course, those pesky missing bags of rice), and I had to be brought up to speed quickly on the sensitivities of resolving cases involving staff members.

In addition, part of OSDI's mandate, as evidenced by its title, was conducting inspections. This consisted of visiting country offices and sub-offices, such as the one in Imishli, Azerbaijan, to ensure compliance. I was introduced to the joys of inspecting warehouses full of commodities such as sugar, corn, wheat and vegetable oil, and my colleagues and I spent considerable time carefully recording images of the occasional hole-pocked bag of rice and noting precariously overloaded sacks of corn.

We also visited schools in the Gambia and Ghana where kids took part in the School Feeding Program, one of WFP's most successful ventures whereby children receive a free meal while attending school. There we inspected school kitchens and wells for health and safety and discussed food collection schedules with school administrators.
It was an exciting time to join OSDI, as the unit’s goal was to ramp up its existing investigative policies and procedures. Besides drawing upon my own experiences at the World Bank, my colleagues at INT were of invaluable assistance in providing me with examples of policies for OSDI to review for its own use. I also really enjoyed working in a smaller and more intimate environment where I felt I had considerable influence. However, the best and most memorable aspect of my experience, in addition to the endless cappuccinos and gelatos, was all the new people I met and friends I made – both at WFP headquarters and in the field. I still continue to have contact with many of them.

Finally, what I brought back with me from Rome – besides a newborn daughter (or “pupa” in the Roman vernacular), and the unleashing of my creative driving talents – was a new skill set in conducting internal investigations, which I put to immediate use by joining INT’s internal unit on my return to the World Bank.

Dina-Maria Deringer is an Institutional Integrity Officer with the World Bank’s Department of Institutional Integrity.

"It was in this spirit of cooperation that I gladly accepted the challenge of working with WFP’s OSDI, not only to learn more about how other international organizations conduct their investigations, but also, I hoped, to be able to contribute something to WFP’s mission from my years of experience at the World Bank."
Governance and Harmonization: What I Learned from DFID and Learned to Appreciate about the Bank

Staff Exchange Program alumnus Hans-Martin Boehmer shares insights from his two years with the UK’s Department for International Development, from expectations to lessons learned.

I recently reentered the Bank after completing a two-year program assignment at the UK’s Department for International Development (DFID). Being German, I was prepared to defend German development assistance and policies. As it turned out, being German was a non-issue – coming from the World Bank was the far more important characteristic. And as Head of Human Development, I had to contend with perhaps one of the most visible areas of DFID’s work, at least in the eyes of Parliament, NGOs, and other domestic constituencies.

During my last months at DFID, the UK was preparing its new White Paper, eventually titled “Making Governance Work for the Poor.” One of the most surprising aspects to me was the time it took to agree on a title for the paper. Coming just on the heels of the G8 Summit at Gleneagles in 2005, a number of much more inspirational titles were considered. But through much discussion, there emerged a consensus within DFID that it was important to focus on the essential long-term challenge: governance. This is particularly true in a world where attention to development is growing, along with aid volumes and the multiplicity of new development partners.

How the UK decided to respond to the challenge of governance was driven principally by a convergence of three factors: development effectiveness, long-term commitments to countries, and UK aid dynamics.

Unlike most other bilateral aid agencies, DFID receives its funding “in bulk,” rather than through line-items in the annual government budget. By law, the Secretary of State for International Development is given great discretion in the way development assistance is provided. In fact, the 2002 International Development Act begins with the defining statement: “The Secretary of State may provide any person or body with development assistance if he is satisfied that the provision of the assistance is likely to contribute to a reduction in poverty.” From here, DFID has built much of its intellectual work around the question of aid effectiveness – with very few self-imposed constraints. This is significantly different from the way the Bank has historically operated.

One person I did not envy was the DFID’s Permanent Secretary. While the Secretary of State is accountable to the Prime Minister and the public, it is the Permanent Secretary who has to appear regularly before the Public Accounts Committee of the House of Commons to testify. There, he has to make a compelling case that the way the Department spends its resources is efficient and effective in fulfilling the law’s mandate – to contribute to a reduction in poverty. No wonder development effectiveness becomes the driver and not the after-thought.

Long before Gleneagles, with the initial proposals for the International Finance Facility (IFF), the UK started to take a very long-term perspective on development. The UK entered into ten-year partnership agreements with countries, and later backed ten-year education programs. The Advance Market Commitments and the IFF for Immunization are based on such a long-term view.

Beyond DFID’s long-term commitment to development, this approach was equally grounded in development effectiveness. Short-term fluctuations in aid, often for reasons more related to domestic fiscal and political developments in donor countries than to country performance, is one of the constraints in scaling-up aid and making it effective. And speaking of scaling-up aid, given the broad political support for
The Bank has a unique capacity to improve development, but the value to shareholders is only fully realized if the Bank’s efforts support the international development system as a whole.

raising the UK’s level of official development assistance to 0.7% of gross national income by 2013, the projected rise in DFID’s aid resources was staggering and virtually certain. This is another obvious difference between the institutions.

The way out for DFID is to embrace the connection between governance and harmonization – out of conviction and out of necessity. Out of conviction, because over a ten-year or longer horizon, very few development results are sustainable if they are not accompanied by governments making better choices for their populations, and being more accountable to their people. And to achieve this goal, the sooner national systems and decision-making processes mature, the better. Thus, anytime the trajectory is pointing in the right direction, DFID moves to align its support behind national programs and national systems.

Operational need is a reinforcing factor. Finding aid channels that better leverage scarce capacity has become par for the course. This perhaps explains DFID’s near obsession with issues of aid architecture, and the role of the Bank in the international system. The Bank has a unique capacity to improve development, but the value to shareholders is only fully realized if the Bank’s efforts support the international development system as a whole.

I learned quite a bit while at DFID and believe there are some strong institutional lessons for us to share. I also came to appreciate a few things about the Bank, especially its truly global outlook. What makes perfect sense for aid-dependent low-income countries may not be the right approach elsewhere.

Hans Martin Boehmer is Manager for Corporate Strategy and Integrated Risk Management Group of the World Bank.
After two decades with a narrow focus on basic literacy and numeracy as the prime weapons in the fight against poverty, skills and skills development are enjoying renewed popularity among international donors. The recently published 2006 edition of the European Training Foundation (ETF) Yearbook analyzes this trend and its consequences for skills development and poverty reduction in impoverished transition countries.

During the 1990s, worldwide donor interest in human resources development declined at the expense of large scale structural adjustment policies. The recently agreed upon EU Development Aid policy – already being dubbed the European Consensus – marks a turning point, better defining the skills needed in our globalized and interconnected world and firmly placing them at the heart of development agendas.

This renewed attention for skills development reverberates in EU external aid. Supporting education and training is now viewed in a more holistic way again, recognizing that universal literacy alone does not bring sustainable development. We want to help people work their way out of poverty, and to do that they need more than just basic literacy skills.

Vocational education and training in some of the regions neighboring the EU – such as in the Western Balkans and Eastern Europe – is deteriorating at an alarming rate. As a result, today we can see a growing skills mismatch in their reemerging labor markets. The skills and competencies that fledgling private industries crave are unavailable, while unemployment and poverty spread among the educated.

But if skills development is important to fight poverty in developing countries, then surely it should also be given priority in fighting poverty in impoverished transition countries.

Better understanding of needs
Our experience with skills development for growth and social inclusion must be put in the context of transition countries with high poverty levels. These countries are not traditional developing countries.

First, they are impoverished rather than simply poor. That is to say, individuals, families, communities and institutions have become poor. There is a memory of times when things were better. But poverty may become a structural problem if current impoverishment is not properly addressed.

Second, these countries have traditionally strong vocational education and training systems which have become impoverished too. They need to be modernized through systemic reform so they can respond to new market-based conditions. There is no need to build up systems from scratch. But neither does it make any sense to further destroy existing systems.

Revitalizing VET systems
A review of experiences within vocational education and training (VET) reforms shows that many impoverished countries have not been able to revitalize their VET systems. They remain centralized and under-funded. They lack the human and financial capacity for change and innovation. In many countries, vocational schools have become the only option for children from poor families and for this reason have lost status. Those who can afford to, pay for their children to enter the general and higher education tracks. As a result, vocational schools become institutions for the poor and the risk is that they offer mere social protection rather than proper training. They no longer provide the kind of skills development that can help poor families to escape poverty.

In many of these countries, local development projects offer various forms of non-formal skills development. These projects are generally donor-driven, short-term,
Supporting education and training is now viewed in a more holistic way again, recognizing that universal literacy alone does not bring sustainable development. We want to help people work their way out of poverty, and to do that they need more than just basic literacy skills.

and of limited scope and duration. They remain – often deliberately – isolated from public forms of skills development despite the fact that there are vocational schools in practically every community.

But these projects also use innovative learning contents and methods. They respond to the real learning needs of people. Better integration of such local projects with local vocational education should be supported. Schools need more autonomy. Schools need real opportunities to increase their relevance and attractiveness by cooperating with other skills development initiatives in their environment. This will require relative autonomy vis-à-vis the budgeting, organizational and pedagogical strategies and local planning of VET courses adapted to the needs of learners. In almost all transition countries, schools still have very limited scope for their own initiatives and must comply with requirements set by the state in rule-based systems not only regarding “what” to teach but also “how” to teach. The inclusiveness of education implies a change in focus from the centralized curriculum and the teacher towards the learner, and this is where vocational schools could learn a lot from training projects offered by NGOs. Flexibility and creativity require more freedom of action for schools.

Lifelong learning

Another key message concerns the whole concept of skills development. That concept does not match well with current discussions in EU countries about vocational education and training reforms in a lifelong learning perspective which promotes vocational training as much more than a transfer of relatively simple manual abilities for lower qualified people. The renewed attention for skills development in the context of poverty reduction should therefore not simply mean a return to old approaches. Instead, it should be firmly based on modern concepts of vocational education and training. EU member states have agreed to base the European Qualification Framework on a combination of knowledge, skills and personal competencies. This should also guide policy learning for VET reforms in impoverished transition countries.

Dr. Muriel Dunbar is the Director of the European Training Foundation. For more information, please visit www.etf.europa.eu
Implementing the UN Convention Against Corruption: The Role of Technical Assistance

With a focus on technical assistance, the German Agency for Technical Cooperation (GTZ) helps countries implement the UN Convention Against Corruption – a critical tool in the fight against corruption.

The UN Convention against Corruption (UNCAC) is the first globally negotiated treaty universally applicable for fighting corruption. One hundred and forty states have now signed the Convention and another ninety-one have ratified it, thus making it possible to actively include this instrument in political dialogue with partner countries. The GTZ’s UNCAC project supports developing and transition countries in implementing this Convention. The objective is to strengthen capacity, analyze corruption-conducive scenarios, and develop strategies to prevent and combat corruption as well as to effectively track it down. GTZ works for the German federal government and other clients.

In 2006 the UNCAC project carried out a survey of twelve technical assistance (TA) projects in the area of good governance, focusing on administrative reform, public finance management, decentralization and municipal development, fiscal transparency, and the rule of law. The projects were located in Ghana, South Africa, Indonesia, Guatemala, Costa Rica, Nicaragua, Colombia, Dominican Republic and Paraguay. The aim was to establish how far individual TA projects contribute to the implementation of the UNCAC and to identify links between the measures of the individual projects and the provisions of the Convention.

Contribution to UNCAC compliance

The results show that all the TA projects have a direct or at least an indirect focus on anti-corruption. The four projects in South Africa, Ghana, Indonesia and Colombia explicitly contribute to the prevention and to the criminalization of corruption as part of their remit. They also contribute directly to compliance with the UNCAC. However, most projects do not address the issue of corruption directly in dealing with government bodies due to political sensitivities.

In contrast with the situation in South Africa, Ghana and Indonesia, the majority of staff in the Latin American projects surveyed are not familiar with the UNCAC. They are unaware that the measures being carried out by their projects contribute to the prevention of corruption and also to compliance with the Convention. Thus, although corruption prevention is already embedded in many projects, there is still much catching up to be done in the area of know-how, particularly with regard to how anti-corruption could be incorporated into national and regional reform processes and how appropriate links could be created at the international level.

Overall it was clear that the projects’ main focus was on strengthening citizen participation in the decision-making process of the administration and in getting involved in monitoring the performance of delivery of services through dialogue, information management and empowerment. In Guatemala, for example, German TA is strengthening the participation of civil society by contributing to reforming the system of Development Councils. Development Councils can submit project proposals, which are then passed by the local council. NGOs can also take part as Development Councils. The public administration reform project in South Africa, together with the UNCAC project, supports the National Anti-Corruption Forum’s production of a booklet aimed at educating civil society and public officials on anti-corruption measures. The opening of dialogue between state and civil society makes it possible to address transparency and accountability standards directly, which include codes of conduct for public officials, public accountability and public service regulations.

Aside from TA projects in South Africa and Indonesia, the private sector is largely excluded. But in this area, where the awarding of public contracts is involved and the private sector and government bodies come into close contact with each other, there are opportunities for
and the civil society, particularly the private sector, would also play by involving the private sector.

Social accountability is a key element in preventing corruption and for their participation in the fight against corruption and effective anti-corruption measures.

The importance of this role, for their participation in the fight against corruption and effective anti-corruption measures, is crucial in developing and minimizing the UNNCNG. With the UNNCNG in effect, corruption is no longer an acceptable practice in developing the programmes and mechanisms becomes obvious.

In the view of the European Commission, the foreign country: The potential for foreign countries, the potential for foreign countries to prevent corruption and to promote effective anti-corruption measures to be supported by promoting communication between countries involved in the fight against corruption, are crucial in promoting communication between countries involved in the fight against corruption, are crucial.

Problems at the international level.

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Former SEP participant Mark Bassett reviews what his assignment achieved in terms of knowledge production and partnership building – across institutional, disciplinary, sectoral and national boundaries – in the field of voluntary health insurance.

In the case of our principal book, specifically on voluntary health insurance, we built a community of interest that penetrated a number of natural boundaries. From the academic world we drew authors from as far afield as Berkeley, Wharton, Zurich, York, Ljubljana, Sao Paulo, Cape Town, Bangkok, Fudan and Seoul. Institutionally we drew contributions from the International Finance Corporation (IFC), WHO and the Organisation for Economic Co-operation and Development (OECD), as well as the Bank. Involvement of the International Federation of Health Plans (iFHP) enabled the Bank to access commercial experience from the U.S., UK, Ireland, New Zealand, Australia, India, South Africa, Botswana and Zimbabwe. Better still, a conference at Wharton Business School in March 2005 drew most if not all of these actors together into dialogue. Operational and teaching missions, together with video conferences to Ghana, Nigeria, Singapore, Iran and Saudi Arabia provided additional insights.

Are there things we might have done better? Of course. With the benefit of hindsight, we probably should have given greater attention to post-publication dissemination of the work. Had this been a commercially led activity, greater attention would undoubtedly have been given to this phase of the project.

Looking back over the past four years, many of the partnerships and friendships established during the course of the project and secondment have endured. Over the past six months, colleagues at Berkeley, Harvard, WHO and OECD have all been in contact as have colleagues in Singapore, China, Tunis (African Development Bank) and New Zealand. Sometimes it is about building on our voluntary health insurance work. Often it is about exploring collaboration in related spheres of health policy.
Last month I visited Beijing for the first time. My company (BUPA - The British United Provident Association) has just opened a representative office there and our strategy will undoubtedly be formed by some of the things I learned at the Bank. This month I have met friends from the IFC and Berkeley and helped them extend their networks in London. Next month, I am looking forward to the opportunity to contribute to a panel discussion on voluntary health insurance in development at Harvard University’s Kennedy School of Government.

Was the SEP assignment a good experience? Would I recommend such an opportunity to others? Undoubtedly — I may be a little older, but I am equally a little wiser, and a lot humbler. With the friends I made at the Bank it could not be otherwise!

Mark Bassett is a former SEP participant assigned to the Health, Nutrition and Population Team as a Senior Health Specialist. For more information on the publications mentioned in this article, please visit (http://publications.worldbank.org/ecommerce/catalog/product?item_id=S84153) for Private Voluntary Health Insurance in Development: Friend or Foe and (http://siteresources.worldbank.org/TNTHSD/Resources/topics/Health-Financing/HFRFull.pdf) for Health Financing Revisited.

“Sometimes it is about building on our voluntary health insurance work. Often it is about exploring collaboration in related spheres of health policy.”
Former Staff Exchange Program participant Lynn Brown exposes the truth about hunger in today’s world – from its devastating effect on children to the dire situation in Darfur – and how the World Food Programme is leading the fight against hunger.

How many people are hungry in today’s world? How serious is the problem? Who is doing something about it? In this article the goal is to move you a little more to activism on the hunger front. I make no apology for this....I regard myself as someone who tries to push the development agenda on hunger and was recently assigned to the World Food Programme (WFP). This is the United Nations agency working sometimes literally in the trenches, tackling hunger on the ground, feeding people in the war zones, the conflict zones, the tsunami devastated areas, the storm or drought ravaged areas, and those who are just too poor to buy enough to eat each day.

So what is the size of the problem? Today more than 850 million people go to bed at night not sure if they will have enough to eat tomorrow. A quiz on the BBC website to commemorate last year’s World Food Day, October 16, puts the number of hungry people equivalent to the combined population of the United States of America, Canada and the European Union. Hunger devastates children. More than twelve children a minute die of causes related to hunger and those who survive to adulthood will fail to live up to the potential with which they were born. Hunger will have compromised their health, making them sick more often; it will have limited their cognitive development, caused them to enroll in school later and miss more days of school, to grow up shorter in height than they should have been. All this will mean they will earn lower wages as adults, often destined to repeat the poverty cycle all over again, unable to provide enough food for their own children.

The World Food Programme works at the frontline of the fight against hunger, delivering food to those who need it most. One important program is school feeding, which encourages parents to enroll their children in school, and helps children learn better in the classroom. The bulk of its work is concentrated in emergency situations or in the rehabilitation period following emergencies. Helping people get back on their feet after years in a refugee camp, or war such as in Afghanistan, or the devastating effects of an earthquake such as in Pakistan, can take years. In 2005 WFP provided 4.2 million tons of food assistance for 97 million people, including 58 million children, in 82 countries at a cost of US$3.1 billion.

In an emergency situation, WFP sends in an assessment team to decide how much food is needed, who needs it most, where it is needed, and for how long it will be needed. Next comes the plan of operations, including identification of who will receive food aid, what they will receive, how much it will cost, and how it will be delivered. Then comes the stage many people are familiar with: the financial appeal. The success of this can often depend on whether it becomes a CNN or BBC moment. Following media coverage, the Niger appeal was far more successful than it had been to that point in time. WFP is unlike most other UN agencies – it is in essence a charity. It has no core funding, all of its resources have to be raised from voluntary contributions, largely on a project by project basis.

Contributions can be in cash or in kind including food and other services, such as transportation, advertising, or management consulting services. WFP funds its staff of more than 10,000, with 92% located in the field, with an overhead rate of just 7%. WFP is given a good deal of its assistance in the form of food by donors in developed countries. However, where it has cash resources and it makes economic and logistical sense, it sources food commodities locally or in neighboring countries, therefore helping agricultural development in those countries.

Implementation of many WFP operations is done jointly with partners. In many countries crop assessment missions are undertaken jointly by the UN Food and
Agriculture Organization (FAO) and WFP to assess whether food assistance will be required. Delivery of food to beneficiaries often involves local NGOs and sub offices of international NGOs, such as World Vision, CARE, or Catholic Relief Services (CRS), who may provide additional project inputs such as training programs or materials.

Maybe no article would be complete on WFP without a focus on one of its operations, perhaps the most well-known crisis in the world today: Darfur, Sudan. This is WFP’s largest operation, where it fed an average of 2.5 million people per month in 2006, largely in camps for internally displaced people (IDP), costing approximately half a billion U.S. dollars, and involving the moving of some 387,000 metric tons of food. It takes an average of four months to transport food from abroad, from securing funds to delivering food to people in the camps. Most often food comes in by ocean freight and is trucked across Sudan to Darfur in the west. The largest IDP camp is at Gereida, once a small town and now home to 122,000 people.

For the people of Gereida, life is about dependence – they cannot grow their own food or establish normal livelihoods. Those who leave the camp to find firewood may even incur the risk of rape. Life for the residents of Gereida depends on organizations like WFP who supply almost everything they eat. But even that isn’t easy in the precarious security situation that prevails. In Darfur, security has worsened in recent months – with conflict and banditry an almost daily occurrence. In the second half of 2006, twelve humanitarian workers lost their lives.

People have a right to food and humanitarian personnel have a right to safely access those in need. However, in conflict situations, rights are not always respected. Encourage your government to support organizations like WFP and to protect those who undertake such work.

Lynn R. Brown is a Communications Specialist at the Agriculture and Rural Development Department (ARD). For more information on WFP, please visit www.wfp.org

“Today more than 850 million people go to bed at night not sure if they will have enough to eat tomorrow.”
Year after year, the international community comes to the conclusion that public expenditure is still very low in most developing countries. It seems that one of the ways to increase the amount and improve the quality of public expenditures must be to create and provide mechanisms to ensure trust between the international community and its clients in the programming of social sector budgets.

For clients in Poverty Reduction and Growth Facility (PRGF) programs, the situation should be easier because national budgets are established in partnership with the World Bank, International Monetary Fund (IMF) and, for African countries, the African Development Bank. These international organizations advise their clients during the budgeting process.

However, while social conditions collapse in the Republic of Congo, Chad, and elsewhere in Africa, the populations of these countries do not appreciate the international community advising their governments to save money, or to not use the funds because of low absorption capacity, high corruption, lack of management, and so on. As we all know, many African countries are oil producers, while several of these have poor public management. But, if it was possible to rank societal needs – in terms of addressing social needs, fighting corruption or improving public management – we would most likely agree to put social needs first.

We may therefore be erring on the side of caution, and exaggeratedly so, when the actual client – the poor – is neglected for political or other considerations. From an outside perspective, it seems that international financial organizations do not treat all countries equally. The international community asks more of some countries, such as the Republic of Congo, than others who have obtained debt relief without any economic reforms in place. These countries need the assistance of the international community, which is not always, or necessarily, financial.

For the Republic of Congo, following the end of the civil war that ravaged the country between June and October 1997, reconstruction was very difficult. It had not been receiving bilateral aid from industrialized nations, as was the case for other African countries that went through similar hardships. On the other hand, the World Bank, one of the most important partners of the Congo, has been very active post-war and has provided much assistance. In particular, the Republic of Congo has benefited from the PRGF program after it reached the Highly Indebted Poor Countries (HIPC) Initiative Decision Point on March 2006. As a result, countries such as France, Norway, Russia, Brazil, Spain, the United States and others have relieved their debt which has enabled the country to save money. In addition, oil producing nations like the Congo received an income windfall during 2005 and 2006.

For many possible reasons – poor public management, corruption and so on – the Congolese Government must have authorization from the IMF and the World Bank prior to using the money. These international organizations believe it is better to save this money for future generations. If this would help the country improve its management, I believe the international community would be right in enforcing this condition. In reality, the Congo is afraid of its relationship with the Bretton Woods Institutions and will not use available money at a time when the population is as anxious as ever because basic social and infrastructure needs are not being met. Anyone who has visited the Congo should understand the difficulties of life in Brazzaville.
For example, there is limited electricity, safe water, schools, teachers, and roads. After raining it is not possible to join different districts in Brazzaville or Pointe-Noire.

Maybe the international community in general, and the World Bank in particular, needs to change some rules and perceptions to develop better partnerships with and have more confidence in developing countries, and to be more realistic with their advice. We need social development while combating poor governance and corruption.

Isidore Ondoki, former Voice Secondment Program participant in the Legal Department Africa Practice Group (LEGAF) 2006, is currently Administrative and Legal Advisor to the Minister of Finance, Brazzaville, Republic of Congo.

"We may therefore be erring on the side of caution, and exaggeratedly so, when the actual client – the poor – is neglected for political or other considerations."
Career Synergy: On Assignment with the Private Sector

Through hands-on project management at Siemens, the global engineering and electronics leader, Staff Exchange participant Richard Wong gained a vast array of technical knowledge, operational information, and corporate contacts.

Why Siemens?
I wanted to gain a fresh perspective on project development and management, especially from the private sector angle. In addition, having previously worked in Asia and the United States, I thought it would be beneficial to get an international perspective with placement in Europe. Siemens, the world’s largest electrical engineering and electronics company, was a perfect fit. It is a global behemoth with operations in 190 countries and 475,000 employees, and provides a vast range of products, including power turbines, light bulbs, machinery controls, water filtration systems, and hearing aids. Erlangen is the headquarters for two of Siemens’ key divisions: Power Generation (PG) and Power Transmission & Distribution (PTD).

The initial period
In addition to settling my family (looking for house and schools), I received two weeks of intensive German language instruction, followed by four-month stints each with the divisions of Siemens Financial Services, Power Generation, and Power Transmission & Distribution. This included knowledge sharing through presentations and “Stammtisch” (German conversational groups) on various operational aspects of the World Bank and Siemens, such as: objectives, roles, funding, shareholding and management structure, procurement guidelines, portfolio and return requirements, project cycle and approval processes. The initial period was very helpful in broadening my understanding of Siemens and in expanding my contacts with new colleagues.

The project management period
It was an exhilarating time as I gained hands-on experience in project management, from sales and marketing to bidding to order processing. There was a lot to learn! I was involved in energy projects in South Asia (India), the Middle East (Qatar), East Asia (Indonesia) and Europe and Central Asia (Georgia, Albania and Azerbaijan).

Three key aspects stand out for me:

- “Four Eyes” principle. Normally, a technical colleague would oversee project management in addition to being responsible for all technical aspects; additionally another colleague, such as myself, would manage commercial issues. These commercial issues were already quite familiar to me as I had worked in commercial banking before; even then it was good to see it from a supplier’s perspective. As the commercial project manager, I had to be familiar with Siemens’ general terms and conditions of services and supplies, clauses on export proviso, liquidated damages, limitation of liability, force majeure, trade financing incoterms, payment terms, insurance, and price adjustment. I also had to know the entire sequence of activities relating to completion of facilities, commissioning, operational acceptance, taking over and their required type of tests (factory acceptance test, pre-commissioning and commissioning tests, field acceptance test and functional guarantees) and corresponding certificates for each type of test. Project management, especially for the types of goods and services that are being considered, can be complex. To excel, project management requires combining technical and commercial expertise into a competent team so as to successfully bid, efficiently manage, and timely deliver the solution to the customer.

- Technical forte. Siemens is a key player in the infrastructure arena with much technical expertise. I took this unique opportunity to learn from my obliging colleagues as much as I could on the technical aspects of power generation, transmission and distribution: shunt and series compensation, HVDC, communication networks, components of a
I wanted to gain a fresh perspective on project development and management, especially from the private sector angle.

circuit breaker bay in a GIS or AIS substation, power flow and fault analysis, system planning and power quality, industry networks, energy management and information systems, and of course on the latest development of boilers, turbines and generators. Indeed, I gained a tremendous amount of current knowledge from my excellent technical colleagues at Siemens.

Strategy. During my period at Siemens, I witnessed the transition of a new Chairman of the Management Board (almost like a CEO) for the first time in twelve years. It was very intriguing to see how a company like Siemens went about a changing of the guards to begin reinventing its future. A key strategy with which I am highly impressed and have read many times over is its Megatrends article on how urbanization and demographic change will shape the future and how Siemens can offer solutions for the resulting challenges. I advise you to read the summary (below) and fully at www.siemens.com:

"By 2025, the earth will be home to nearly eight billion people – two billion more than today – and most of them will be living in cities. In addition, life expectancy is continuously increasing in both the developing and industrial nations. As a result, the world of tomorrow will be shaped in large measure by the megatrends: urbanization and demographic change. Under these circumstances, ensuring adequate supplies of energy, water and other everyday necessities while guaranteeing mobility, security, healthcare, industrial production and environmental protection will be a major challenge. Siemens – with its cross-sector portfolio, technological leadership and worldwide presence – is better-positioned than any other company to provide the solutions needed to meet the requirements of tomorrow's world."

Conclusion

My family and I greatly enjoyed our stay in Erlangen, Germany. My participation in SEP was very fruitful and is helping me in my current assignment at the Sustainable Development Sector (ECSSD). Although we were sad to leave, I am happy to be back at the World Bank and would like to share, contribute and apply my knowledge gained. To my Siemens colleagues: Vielen Dank für die Ausbildung, noch im guter Erinnerung! Wie man so schön sagt: „man geht niemals ganz” und so hoffe ich und würde mich freuen, den einen oder anderen unten am Bier wieder zu sehen.

Richard Wong, Sr. Financial Officer, Environmentally and Socially Sustainable Development Sector Unit, Europe and Central Asia Region.
The fight against corruption is a tough but necessary task for the Bank in order to make sure that taxpayer money is used for its intended purposes.

The World Bank's global research, knowledge sharing and capacity building efforts in the area of anti-corruption are well known. The Bank has launched hundreds of anti-corruption programs in nearly 100 developing countries, ranging from introducing public spending reform to training judges and teaching investigative techniques to journalists.

Perhaps less known is the work of INT, which investigates allegations of fraud and corruption in Bank-financed projects as well as possible misconduct by Bank staff and consultants. It has been a privilege for me to work with such talented colleagues – the most dedicated professionals I have ever worked with in my career.

INT conducts administrative investigations of allegations of fraud and corruption. It has no subpoena or other investigative powers typical for national or international criminal investigative powers.

Most allegations involving external individuals and firms involve procurement fraud, collusion, kickbacks and bribes, the misuse of project assets, and misrepresentation of qualifications in bid submissions. Cases of staff misconduct have ranged from fraud in project operations to workplace misconduct such as harassment or discrimination, as well as non-compliance with legal obligations.

Once an investigation is completed in external cases, a report of the findings is sent to the Bank's Evaluation and Suspension Officer who may decide to declare firms and individuals ineligible for bidding on Bank-related contracts for a specific period of time, subject to appeal to a Sanctions Board composed of senior Bank staff and individuals unrelated to the Bank. Investigative findings are also referred to the authorities of relevant member countries for criminal investigation or other action. Firms or individuals that have been debarred or reprimanded are publicly disclosed. More than 330 firms and individuals have been sanctioned, with their names listed on the World Bank's website for having engaged in fraud and corruption.

The stakes are getting higher. Just as it took years for the environmental movement to arrive at a point where no profit-oriented company can afford to be anti-green, the anti-corruption agenda is now very much on the radar screen of company boards, business and political leaders, and the development community.

In March 2007, the European Bank for Reconstruction and Development (EBRD), a UK-based international financial institution, publicly debarred a German engineering company. Cross-debarment is one of the topics that international financial institutions have been discussing in a special high level task force that is looking at ways to harmonize activities and procedures of their integrity departments.

INT has recently been working to achieve a more effective balance of reactive and proactive approaches. For example, the department has been doing pioneering work with its Voluntary Disclosure Program (VDP) and Detailed Implementation Reviews (DIR), both of which are promising tools to identify patterns and schemes of fraud and corruption on a much larger scale than individual investigations allow.

Under the VDP, companies that cease misconduct and voluntarily disclose all information about their involvement in fraud and corruption in Bank activities can receive assurances of confidentiality and avoid public debarment for past misconduct.
The anti-corruption agenda is now very much on the radar screen of company boards, business and political leaders, and the development community.

A DIR could be described as an X-ray of a particular project portfolio in a country. The use of sophisticated data mining and forensic investigative techniques allows us to identify indicators of fraud and corruption in the contract, financial management, and implementation of Bank-financed projects. The reviews assess the level of risk of fraud and corruption in the procurement and disbursement process affecting projects, sectors and geographical regions in a country.

Both diagnostic instruments allow investigators to provide more “upstream” risk-mitigation advice, guidance, and recommendations concerning future lending operations to Bank staff, and are a part of the Bank’s ongoing dialogue with the countries.

Sharing lessons learned has become an important part of INT’s work. Its role is not to punish individuals or companies, but to share its findings with client countries, with staff in operations and procurement, and with sister multilateral development banks. The ultimate goal is to achieve greater development effectiveness and ensure that funds are used fully for the benefit of the poor.

In February 2007, INT published the Annual Integrity Report, Fiscal Years 2005-2006, which provides a quantitative breakdown of its investigations, their outcomes, and related activities. According to the report, the number of serious allegations of fraud, corruption and other misconduct involving Bank staff represents less than one percent of the institution’s total workforce. The vast majority of staff and consultants in the Bank Group are people of high integrity who are dedicated to achieving the Bank’s mission.

Bart Stevens is a Sr. Communications Officer in the Department of Institutional Integrity.
The Council for Scientific and Industrial Research (CSIR) seeks to improve the socioeconomic standards of South Africa’s residents, and those of the entire African continent. Scientific and technological advancements – aided by key partnerships – form the foundation of their important mission.

As a leader in research, technological innovation, and industrial and scientific development, CSIR strives to become a catalyst for change for the advancement of South Africa and subsequently to the people of the continent. In line with its mandate, the CSIR contributes to the national program of socioeconomic advancement by: strengthening the science and technology (S&T) base; building and transforming human capital; performing relevant knowledge-generating research and transferring technology and skilled human capital.

Science and technology base
The CSIR’s core research and development (R&D) domains include biosciences; the built environment; defense, peace, safety and security; materials science and manufacturing; and natural resources and the environment. The CSIR houses specialist facilities of strategic importance for African science, including information and communications technologies; laser technology; and space-related technology.

R&D outcomes for social good
In 2006, the CSIR expanded its R&D outcomes with a structured approach to implement research initiatives for social good. This approach is designed to take a product or business idea through various activities so that a sustainable enterprise is eventually created. It also assists marginalized beneficiaries to move closer or even graduate to an advanced economic status. Its purpose is to capture the opportunities that science and technology (S&T) will create to tackle poverty and especially stimulate economic growth in areas where substantial investment is required in infrastructure, amenities and services. In essence, the R&D outcomes portfolio serves as a bridge between science and its application.

In order for technology to have the desired social impact, it needs to be affordable, accessible and appropriate. Executed through partnership programs with the private sector and the three tiers of South African government, the CSIR typically operates as a technology and implementation agent for projects such as:

- A hydroponics project in Beaufort West in the arid Northern Cape. (Hydroponics is the science of growing crops without soil and under controlled conditions of light, temperature, water and nutrients.) Since its official launch in 2003, the company has built a credible reputation and positioned itself as a strong contender in the local fresh produce market, playing a vital role in upgrading the province’s infrastructure. It is currently the second largest employer in the town. This project recently received an award for its role in alleviating poverty and enhancing the quality of life of a poor community.

- The CSIR and the Department of Science and Technology (DST) are involved in developing an essential oils and medicinal plants market sector, and more than twenty sustainable community-based enterprises are being established across the country. The focus is on growing, extracting and processing herbs such as buchu, lemon grass, African ginger and milk thistle. Most of these projects are based on CSIR-developed technologies.

- A successful mosquito repellent essential oils project is the result of collaboration between the CSIR and traditional healers that led to the extraction and characterization of the active chemical of the indigenous plant used to repel mosquitoes. The oil is used as an ingredient for mosquito repellent candles produced by a community-based business incubated by the CSIR and the DST.
“In order for technology to have the desired social impact, it needs to be affordable, accessible and appropriate.”

The majority of these projects are located in rural and peri-urban areas with high unemployment levels.

The CSIR also works in close partnership with the SERA group (Southern Education and Research Alliance) that includes tertiary education institutions, private corporations and government.

In the regional arena, the CSIR is actively involved in selected NEPAD (New Partnership for Africa’s Development) flagship programs. These entail biodiversity, post-harvest food technologies, indigenous knowledge and technologies, and manufacturing programs.

The CSIR has also been instrumental in ensuring success in implementation of the NEPAD S&T focus areas. Among others, the CSIR hosts SANBio, one of four African regional biosciences hubs.

**Partnerships**

Some forty percent of the CSIR’s annual revenue comes from a parliamentary grant from the South African government, while the rest is derived from contract R&D. As a key provider of technology solutions, the organization’s focus is on regional linkages through networks and alliances, internationally-financed projects and regional business development. A strategic framework has been formulated to integrate and manage CSIR interactions in Africa within the context of NEPAD. Some key partners include the European Union, targeted multinational corporations, WAITRO (World Association of Industrial and Technological Research Organizations) and ST-EAP (Science and Technology-Europe Africa Project).

**Post-conflict reconstruction and development**

The concept of developmental peace missions, developed by the CSIR in collaboration with the South African Ministry of Defense, called for military-led peacekeeping operations to be more closely interlinked with civilian-led peace-building operations. The CSIR subsequently assisted in drafting the African Union’s (AU) post-conflict reconstruction and development policy (PCRD) framework and currently works on requirements and technologies to implement PCDR on the African continent. The CSIR is also developing a module for the AU’s Continental Early Warning System.

As a leader in innovation, the CSIR continuously strives to deliver on its commitment to assist with the advancement of the peoples of Africa.

CSIR Communication. For more information, please contact Berenice Lue, CSIR Group Manager, Strategic Contract Research and Development, at blue@csir.co.za, or visit www.csir.co.za
The German Development Service works in close partnership with the World Bank and other entities to better meet the development needs of its clients. Sabine Ludwig explains how collaboration, accountability and ownership guide the technical and financial assistance provided by this organization.

As a result of the 2005 Paris Declaration, the activities of the German Development Service (DED) have been increasingly streamlined with the international donor community’s efforts to enhance the effectiveness of development cooperation. DED strives to coordinate its activities and cooperates with other organizations with the objective to reduce or replace redundancies with synergies. Mutual accountability and strong ownership of local partners plays a key role in project design and implementation to assure sustainability.

German development policy cooperates in close coordination with other donors through a division of labor. For DED, cooperation with partner countries is a partnership at eye level, based on mutual accountability and ownership, in the interest of supporting the policies pursued by all involved.

As a demonstration of this ownership, the recruitment of DED’s technical assistants is always subject to the request of governmental or non-governmental organizations in the partner countries. All technical assistants are professionals working in programs that support self-determined sustainable development, the conservation of natural resources, the promotion of good governance and civil conflict resolution.

Capacity building plays a key role

Within the context of cooperation, DED and the World Bank plan to recruit five technical assistants at the Bank’s country offices in Zambia, Uganda, Rwanda, Mali and Burkina Faso. “The DED technical assistants will support activities in the field of results management which will include the identification and utilization of appropriate methods for data collection, analyses and reporting as well as M&E implementation plans,” points out Michael Broemmel, Head of Desk for International Cooperation with the DED. The technical assistants will be part of the mainstream business plan of AFTRL, the Results and Learning Unit within the Africa Region.

Experience has demonstrated that the combination of various instruments can be a decisive factor for success. The bundling of resident long-term technical advice with financial resources has proven to be a promising approach for sustainable project implementation. Therefore, apart from organizational recruiting, DED has also entered into co-financing agreements with the World Bank on two projects: the Health Sector Support Project in Chad in 1999, and the Information and Communication Technology assisted Development Project in Ethiopia in 2003. In both projects, capacity building played a key role supported by DED’s long-term resident technical advisors.

AIDS workplace programs in Southern Africa (AWiSA)

Above all, DED contributes to the achievement of the Millennium Development Goals (MDG), supported by the German government, to reduce poverty and advance development through 2015. The combating of HIV/AIDS is one of these goals. DED’s co-financing arrangements include other non-Bank projects as well. In Southern Africa, DED and InWEnt-Capacity Building International of Germany formed an alliance, called AWiSA, in order to cope with the pandemic. AWiSA developed the following types of interventions:

- Promotion of workplace HIV/AIDS programs during training courses of the target groups.
- A step by step approach that incorporates conceptualization, capacity building, implementation, monitoring and evaluation of workplace programs in organizations.
- Establishment of networks amongst all stakeholders within the working environment to reduce the negative impact of HIV/AIDS at the workplace.
1. Doctor Arthur Daire from the public hospital in Blantyre, Malawi explains how the antiretroviral drugs work. (Photo: Norbert Roesch/DED)

2. Simple games and paintings can lead to lively discussions. (Photo: Andrea Pfeiffer/DED)

3 & 4. Wall paintings and posters have the aim of creating more awareness towards the deadly disease. (Photo: DED)

5. More and more research is done in the field of infectious diseases in Sub-Saharan Africa. (Photo: DED)

"DED strives to coordinate its activities and cooperates with other organizations with the objective to reduce or replace redundancies with synergies."

Mainstreaming of HIV/AIDS subject matters within all DED and InWEnt partnerships in Southern Africa.

AWiSA is to create HIV/AIDS awareness in Southern Africa’s workplaces, develop strategies to overcome the identified problems, and implement workplace programs with full monitoring support. A variety of instruments have been developed to reach these ambitious goals.

Training courses were developed during the pilot program, managing the risks of HIV/AIDS in the Southern African Development Community (SADC) on two levels: micro/small enterprises and medium-sized enterprises. The modular structure allows easy adaptation to different target groups and needs. Nevertheless, professional implementation is secured in each of the participating countries by DED technical assistants who can draw from a network of local partners. Special events such as theater plays have been set up to raise awareness.

Another achievement is that advisors and trainers from DED, as well as multipliers from local NGOs and institutions, are ready to support businesses and organizations by implementing the courses. “In order to achieve impact, AWiSA trains and enables focal persons to use a variety of intervention tools: interactive learning exercises, drama groups, guest talks and quizzes,” mentions Norbert Roesch, AWiSA Regional Coordinator, based in Malawi. “Particular emphasis is on creating awareness and behavioral change, promotion of prevention (condom use), and the development of a workplace policy. AWiSA offers follow-up support to focal persons through regularly monitoring the progress of workplace program implementation, the provision of upgrading courses and quarterly held round table meetings.”

Sabine Ludwig, based in Bonn, Germany, is Editor in the Department of Communications and Public Relations for the DED.
PARTNERING FOR SUSTAINABLE DEVELOPMENT

Deutsche Post World Net is leading by example through its commitment to social and environmental responsibilities around the world. Dr. Monika Wulf-Mathies tells us how private companies can, and should, contribute to improving the communities in which they operate.

Deutsche Post World Net is leading by example through its commitment to accepting its social and environmental responsibilities. With over 500,000 employees around the globe, we are one of the world's top ten private employers.

People today expect large multinational companies to take their social and environmental responsibilities seriously – and rightly so. Yes, we profit from globalization and open markets. But this obliges us to think beyond our own profits. Our license to operate is not only based on our economic efficiency but just as much on our contribution to the development and prosperity of the societies in which we work and live.

The more national governments struggle to cope with the consequences of globalization, the higher the expectations are that multinational companies voluntarily adhere to high ethical standards and foster good governance in order to reduce the widening gap between rich and poor.

That's why Kofi Annan launched the UN Global Compact in July 2000 as an initiative to engage the private sector in combating hunger, poverty and climate change and promoting public private partnerships to help achieve the Millennium Development Goals.

And that's why more and more companies – including ours – have put in place ethical standards and codes of conduct that are binding for all their employees. They help to uphold human rights, labor standards, environmental protection and the fight against corruption.

As a signatory to the Global Compact, Deutsche Post World Net is committed to accepting its social and environmental responsibilities. One way we do this is through our comprehensive environmental management and social responsibility programs. Where possible, we seek to support initiatives where we can contribute our core competencies as well as the skills and talents of our employees.

Environment

Environmental management is a central aspect of our sustainability-based approach. Our goal is to minimize our environmental impact. This is why we are constantly improving the efficiency of our transport networks – our way of achieving both our business and our environmental goals.

The use of alternative fuels and new technologies in our road vehicles and aircraft help limit our environmental impact and our contribution to global warming. We also offer our customers environmentally-friendly products and services.

Our GOGREEN products and services are especially innovative. One example is our climate-friendly parcel for retail customers in Germany. All transport-related emissions of carbon dioxide are calculated and then offset through climate protection initiatives which include both internal and external projects such as our use of renewable fuels or solar energy generation.

Social responsibility

Our social responsibility program has two main focus areas: our local community investment initiatives and our global partnerships. We support many local initiatives every year in communities around the world. They are the foundation of our social responsibility program. Our efforts are focused on three main areas: Disaster Management, Future Generations and Supporting Entrepreneurs. Many of these initiatives have employee engagement measures such as employee volunteering and employee fundraising at their center.

In 1999, Deutsche Post World Net entered into a partnership with the World Bank. The goal of the partnership is to support the development of postal services in developing countries. As one part of our World Bank partnership, a trust fund was established in 2000 to promote postal reform in developing countries and to provide internal training seminars to improve...
The more national governments struggle to cope with the consequences of globalization, the higher the expectations that multinational companies voluntarily adhere to high ethical standards and foster good governance in order to reduce the widening gap between rich and poor.

Word Bank employees’ knowledge of the postal sector. The trust fund supported projects from 2000 to 2005. For example, the fund supported a project in India to introduce technology to improve the delivery of mail throughout the country as well as the provision of banking services at post offices.

The other part of our partnership is an employee secondment program. Deutsche Post experts support postal operators in postal reform efforts or the sharing of best practices, for example, with the goal of improving the quality of postal services in countries such as Algeria, Bosnia and Herzegovina, Egypt and India.

Even after the formal closure of the trust fund, the close relationship between the World Bank and Deutsche Post World Net continues. It is a trust-based partnership which has a solid foundation in our participation in the World Bank’s Staff Exchange Program. The established relationships continue to provide a platform for regular communication, and the exchange of information and experience.

In December 2005, Deutsche Post World Net entered into a strategic humanitarian partnership with the UN to improve disaster management worldwide. Together with OCHA, the UN Office for the Coordination of Humanitarian Affairs, we are building a global network of DHL Disaster Response Teams. The goal is to reduce logistics bottlenecks at airports close to disaster-affected areas thereby making it possible for emergency relief supplies to reach people in need quickly. We are also working with UNDP to improve disaster preparedness.

In 2006, we expanded our commitment to the UN by entering into a humanitarian partnership with UNICEF. As part of our partnership, we supported one of the largest health campaigns ever undertaken in East Africa – the 2006 Integrated Measles Follow-Up Campaign in Kenya. The campaign helped tackle the leading causes of child mortality. DHL distributed 3.5 million insecticide-treated bed nets to help protect children under five from malaria.

While we certainly do not think that private companies have all the answers, we do believe that companies can – and should – be part of a coalition of governments, international institutions, NGOs and individuals which together promote sustainable development.

Dr. Monika Wulf-Mathies is Executive Vice President, Corporate Public Policy and Sustainability, Deutsche Post World Net. For more information, please visit www.dpwn.com/sustainability
Program participant Harry Palmier examines from a French perspective how the Consultative Group on International Agricultural Research (CGIAR) is enhancing the effectiveness and efficiency of efforts to overcome hunger, reduce poverty and protect natural resources in developing countries through a World Bank-supported program of reform.

The CGIAR: An evolving network

The CGIAR is an evolving network of donors and partners engaged with fifteen autonomous international research centers, which apply science for agricultural development in collaboration with hundreds of government and civil society organizations as well as private businesses around the world. The World Bank helped found the CGIAR in 1971 and continues to be one of its mainstays, figuring as a co-sponsor among the sixty-four members supporting the Group. The French government is also a founding member.

CGIAR support initially focused on efforts begun by the Ford and Rockefeller Foundations in the 1960s to combat hunger through improvement of major food crops in developing countries. The continuous stream of improved varieties resulting from those efforts, together with changes in crop management, have made possible a steady rise in agricultural productivity over the past forty years, commonly referred to as the “Green Revolution.” Without this work, according to a recent study, developing countries would be producing seven to eight percent less food today, and world food and feed grain prices would be eighteen to twenty-one percent higher.

By the 1980s, it was evident that rapid growth in agricultural productivity, while needed to meet the growing demand for food, was being achieved at the cost of damage to natural resources. In response, the CGIAR made major investments in research aimed at improving the management of natural resources, and this work is now yielding important gains. In South Asia, for example, close to a half million farmers are applying a resource-conserving technology called “no-till” on more than 3.2 million hectares. The technology has generated benefits worth an estimated US$147 million through increased crop productivity and reduced production costs.

Far-reaching reform

After taking up new responsibilities and adjusting to new circumstances throughout the 1990s, the CGIAR was ripe for reform at the start of the 21st century. The task at hand was to better prepare international agricultural research to confront the huge challenges that lay ahead. The list was daunting: protecting biodiversity, increasing the productivity of water in agriculture, combating disease epidemics and adapting to the effects of global climate change.

The CGIAR and World Bank are addressing those and other challenges jointly through a strong and dynamic partnership. Nowhere is the innovative character of their collaboration more evident than in the CGIAR reform process. The Bank, in its significant support for rural development, is a major user of the improved seeds, knowledge and tools generated by international agricultural research. So, it appreciates the importance of increasing the effectiveness of this work and has strongly supported measures to achieve this aim.

In a first round of reforms, the CGIAR sharpened the focus of its science agenda, streamlined its operations, simplified its business practices and broadened its research partnerships. Among the key building blocks of the reform process are so-called Challenge Programs, which bring world class research to bear on development challenges of global importance through broad-based partnerships. French scientists are actively involved in these Programs, and they receive significant support from the French government. Emphasizing transparency and accountability, the Challenge Programs are a close fit with the partnership model.
All of these partners have much to learn from one another about bringing reform to fruition through strong collaboration that contributes to more effective research for development.

promoted by the 2005 Paris Declaration of the Organization for Economic Co-operation and Development (OECD).

Another key dimension of the reform process involves alignment between CGIAR centers, with the aim of enhancing efficiency. Alignment is receiving special emphasis in sub-Saharan Africa, since the CGIAR devotes more than forty percent of its resources to this continent and all fifteen of the centers it supports operate in Eastern and Southern Africa. Through the development of subregional plans for research in Africa, the centers are bringing about closer alignment on the programmatic front – not only among themselves, but also with their regional and national partners as well as with other key players, including the French system of international agricultural research.

France and the CGIAR: A shared commitment to reform

The French research system, like the CGIAR, is evolving. It has undergone considerable programmatic alignment in recent years and has devoted much energy to the construction of innovative partnerships. Its experience is thus highly relevant to the CGIAR’s reform program.

French scientists are sharing that experience and their research expertise with the CGIAR by various means. These include the active participation of French institutions in the CGIAR Challenge Programs, the secondment of two French scientists to the CGIAR Secretariat and the presence or collaboration of dozens of French researchers with CGIAR centers. The fruits of this longstanding relationship are evident in the October 2006 publication entitled France and the CGIAR: Delivering Scientific Results for Agricultural Development. (The publication is available in English and French at www.cgiar.org)

To open the way for even more intensive collaboration, France’s Center for International Cooperation in Agricultural Research for Development (CIRAD); Institute of Research for Development (IRD); National Institute of Agricultural Research (INRA); and National Agricultural Machinery Center for Rural Engineering, Water and Forests (Cemagref) have recently signed a new memorandum of understanding with the CGIAR.

All of these partners have much to learn from one another about bringing reform to fruition through strong collaboration that contributes to more effective research for development.

Harry Palmier is a Secondment Program participant from France’s Institute of Research for Development (IRD).
The Cooperative Branch of the International Labour Organization and the International Cooperative Alliance have joined in partnership to tap the potential of cooperatives for poverty reduction.

The International Cooperative Alliance (ICA), with more than 800 million members, and the International Labour Organization (ILO) initiated the Global Cooperative Campaign Against Poverty (COOP) as a call for action to the world cooperative movement. The Campaign was a direct output of a February 2004 Memorandum of Understanding and a “Common Cooperative Agenda” between the ICA and ILO. It highlights the role and contribution of cooperatives in poverty reduction by creating awareness as well as drawing attention to successful initiatives on the ground.

Since the 2005 launch of COOP, the following has already been achieved:

- information and dissemination of COOP campaigns to all regions including meetings and seminars attended by more than 50,000 participants including those involved in the tsunami reconstruction; UN/ILO/ICA meeting on cooperatives and employment in Shanghai; participation in the World Economic Forum and UN Forum on Eradication of Poverty

- active partnerships including secondment of ICA staff to ILO, contacts with the Youth Employment Network, and joint project activities in a number of countries

- facilitation in Department for International Development (DFID) funded research in Africa to assess the contribution of potential cooperatives to create decent employment, economic activities, basic social protection, and voice and representation

- a joint World Bank Institute/ILO publication on the project’s findings

- generation of economic alternatives to indigenous women and advocacy and cooperative development in the Americas (twelve countries), Africa (fifteen countries) and Asia (eight countries), reaching out to about 80,000 participants

One effective initiative is the SYNDICOOP approach that organizes workers to formalize their employment and ensure their rights. This unique ILO program is a joint initiative designed and implemented in partnership with the International Confederation of Free Trade Unions (ICFTU) and the ICA.

An example of one such successful cooperative comes from Tanzania, Chama cha Kuondoa Umasikin (CHA), or the Association of Poverty Eradication. It has grown to over 1,000 members from its humble beginning of four youths who formed a group to contract with a municipality for waste collection in the Sisi kwa Sisi neighborhood in the Manzene area of Dar es Salaam. Loans from the cooperative have helped several women’s groups set up cafes for users of the market. According to one member of the informal economy group, “Most of the members don’t have jobs, they have to start a small business like selling vegetables. The reason for setting up a store was to create employment such as selling charcoal or vegetables.”

**How to participate in the COOP Poverty Campaign**

Participating organizations should help promote the development of sustainable cooperative business enterprises and create awareness of the significant contribution of cooperatives to poverty reduction. Further advancement and success can be achieved by:

- promoting and implementing cooperative development activities

- promoting and initiating movement to movement linkages (sharing of knowledge and experience, promoting trade links between cooperatives, etc.)
- producing, collecting and disseminating knowledge of successful initiatives and good practice to target communities, cooperative members, and decision makers within governments, etc.
- using the campaign logo to draw attention and educate those with whom you correspond (website links, letters, e-mail, publications)

Jurgen Schwettmann, ILO Director for Tanzania, Kenya, Uganda and Somalia; and Julie Viloria-Williams, Institutional & Local Development Advisor for the Local Economic Development (LED) Programme, COOP Branch, Enterprise-Employment Department. Ms. Viloria-Williams, Sr. Institutional Development Specialist, Agriculture and Rural Development, South Asia Region. For more information visit www.outofpoverty.coop

"Participating organizations should help promote the development of sustainable cooperative business enterprises and create awareness of the significant contribution of cooperatives to poverty reduction."
The International Labour Organization, in partnership with UN Habitat, is helping those devastated by the 2004 tsunami to transition from local economic recovery efforts to long-term sustainable development in Meuraxa, Indonesia.

Meuraxa is a community in Banda Aceh, Indonesia that suffered severe damage from the December 2004 Indian Ocean tsunami. Of the 40,000 people living in this area before the tsunami, only 10,000 survived, thus it was selected as a site for the United Nations Joint Programming Initiative. Within this framework, the International Labour Organization’s (ILO) tsunami response program, in collaboration with UN Habitat, introduced an integrated Local Economic Recovery (LER) followed by a Local Economic Development (LED) strategy to revitalize the community’s economy by improving economic infrastructure and facilities, developing new enterprises and generating employment for community members. The LER approach in Meuraxa was focused on producing immediate and visible results through short to medium-term interventions (three to eighteen months), as well as quick impact projects that generate opportunities to promote immediate access to employment and thus income for the communities.

The first step: LER and reconstruction strategy
A rapid participatory socioeconomic needs and opportunities survey revealed two critical gaps in the reconstruction investment process in Meuraxa: first, the weakness of housing construction workers’ skills; and second, the realization that the economic needs of tsunami widows were not being efficiently addressed. Furthermore, the survey indicated that before the tsunami, 13% of households were running home-based businesses. As a result, the ILO developed a LER strategy linking UN Habitat’s permanent shelter construction project with an ILO integrated livelihood project aimed at supporting the recovery of micro-enterprises, traditionally located in or near the houses. The ILO Home Based Business Module Program (HBBMP) provided a comprehensive LER assistance package consisting of physical productive space to be annexed to UN Habitat shelters and integrated business start-up support (vocational training, access to microfinance, business management training, and enterprise development activities).

Three productive space prototypes were made available to beneficiaries depending on the design of the house, shape of the land, and business needs. The ILO mobile construction trainers coached and guided workers and community contractors on how to build UN Habitat shelters and these productive spaces. The mobile construction trainers, staff of UN Habitat, and officials of the local Manpower Office were also trained on occupational safety and health in construction sites. The recipients of the productive space were required to attend a ten-day “Start Your Business” training course, during which they would develop a business plan and agree to finance their businesses with loans received from a local microfinance institution. The ILO provided extensive capacity-building support to the bank. One of its feature services was microleasing, a financial product that reduces credit risks while decreasing the need for collateral. The Meuraxa branch allowed local entrepreneurs to lease the necessary equipment for their start-up businesses while making other financial services, such as savings and loans, available to community members.

Achievements of LER as foundation for employment focused LED
By bringing together the local community from refugee camps and barracks to Meuraxa villages for specific social gatherings organized by the ILO (national commemorations and sports events), the ILO assisted in the engagement of community dialogue. Moreover, these activities helped in the healing process and in bringing together many families who were psychologically affected and economically ruined by the tsunami. The candidates for the program underwent a thorough assessment conducted by the local bank to determine who qualified for loans or leases to restart their businesses. The efforts made in reviving local economies and rebuilding livelihoods in Meuraxa had many positive impacts, namely:

- construction of 42 housing modules
such as the introduction of platforms and mechanisms for dialogue; focus on context in order to make more informed and relevant resource allocation decisions; mixed participation of governmental authorities and the private sector; and the introduction of participative and inclusive modalities of community consultation – will converge into a solid foundation and evolve into the LED process.

**Lessons learned**

In a post-crisis context, the LER process demonstrates the value of providing for basic survival, as well as quick and immediate results-oriented programs to reestablish primary livelihood provisions. Employment-intensive infrastructure building, decent jobs, and income generation are several of the general economic restoration activities under LER. To ensure effectiveness and sustainability of LER interventions as they move toward LED, ILO emphasizes the importance of local community participation in the recovery process. Active engagement in determining one's own relief and recovery priorities and activities is encouraged.

Another lesson retained is the importance of effective partnerships with other agencies working in the same area, such as UN Habitat, providing for complementary and fundamental community recovery needs in Meuraxa. This joint effort involved sharing resources and developing a common strategy in providing integrated response to the affected communities. In this partnership, the ILO offers consolidated technical components that address the different gaps, needs and opportunities that fall between the interventions of the various donor agencies.

Finally, by targeting micro-entrepreneurs, this program upgraded the work conditions of low-income workers and reduced the Decent Work deficit in the informal sector. By giving workers new skills, access to finance, safety at work training and a physical working space, beneficiaries – especially widows and widowers – got the opportunity to earn an income at home, allowing them to raise their children in a safe environment and to resolve some gender concerns in the community.

Julien Magnat, former ILO Aceh Local Economic Recovery and Development Program Manager; Pauline Pramudja, Junior LED Specialist. Julie Vilaria-Williams, Sr. Institutional Development Specialist, Agriculture and Rural Development, South Asia Region.
Nigeria’s Center for Management Development and the Department for International Development’s State and Local Government Program have joined in partnership to support state level poverty reduction strategies. It is a mutually beneficial union, explains SEP participant Obi Ugochuku, with organizational and financial support from within Nigeria and throughout the donor community.

State Economic Empowerment and Development Strategies (SEEDS) are the state level equivalent of Nigeria’s home grown poverty reduction strategy, NEEDS. All 36 states plus the Federal Capital Territory (FCT) have SEEDS at various levels of development. A benchmarking exercise was completed in 2005 to assess capacity at state level to implement SEEDS (See Share, Issue 9, Page 30). Results indicate overall weakness in the ability of states to deliver the promises in these documents. Common flaws are weak and uncorroborated targets. In some cases too many targets mean resources may not be sufficient to achieve expected results. To address this, Nigeria’s National Planning Commission (NPC) indicated a need to provide training that is available to the states in the areas in which benchmarking showed them to be weak. As a result, the Center for Management Development (CMD) and the Department for International Development’s (DFID) State and Local Government Program (SLGP) decided to partner.

Center for Management Development

The CMD was established in 1976 as the resource institution of Nigeria’s NPC and the operating arm of the Nigeria Council for Management Development (NCMD). It is responsible for developing and delivering training programs for both the public and private sectors. CMD has wide coverage of Nigeria and can deliver programs either at its facilities in Lagos or designated centers requested by clients.

State and Local Government Program

SLGP is a DFID funded program established in 2001 with the primary objective to support governance reforms at the state and federal level. SLGP has offices in five states plus the FCT. Part of its mandate is to support institutionalization of capacity building essential to ensuring reforms are a success. Partnering with CMD is seen as a vehicle to achieve this, not just for SLGP states but for all states interested in implementation of SEEDS.

Pilot

In March of 2006 SLGP and CMD decided to partner on the development of a module on budget management. This was a direct response to the results of the SEEDS benchmarking exercise which had been released in late February and showed this to be one area where states are weakest. The plan was to test a working relationship and use that to guide future collaboration. A CMD facilitator worked with three SLGP consultants on this. The module was completed and delivered in four SLGP states plus the FCT between April and May of 2006.

Memorandum of Understanding

With the successful completion of the budget management module, the Director General of CMD agreed to an expansion of the working relationship to include more CMD facilitators and more modules that address capacity gaps. Discussions began in August of 2006. Five areas were identified: SEEDS Framework, Setting and Deciding Strategies, Costing and Funding Strategies, Budget Management, and Public Participatory Techniques. In the course of discussion it was discovered that CMD and SLGP had similar modules in some of the areas, namely SEEDS Framework and Budget Management. The team agreed to harmonize in those areas. Where CMD and SLGP had no modules, new
Dr. Osita Ogbu, Former Economic Adviser, and Mrs. Nenadi Usman, Former Minister of Finance, launch the SEEDS Manual in May 2006.

The relationship expects to increase CMD’s profile in the NEEDS/SEEDS process. Between January and April of 2007 the five modules were developed and offered to the general public. It served as response to state agitation for better guidance on how SEEDS can be implemented. It also gave CMD opportunity to improve its delivery style, with more focus on group interaction, presentations and case studies that draw from best practice in Nigeria over the last three years. This is particularly important as 2007 is an election year. During CMD’s first session, held in May 2007, thirty-six participants attended from eight states and two federal agencies. Eighteen of the participants were state officials of deputy director and above, which included four permanent secretaries and one head of service.

Continuing the reforms beyond May will need readily available support to new administrations to assist their understanding of the process. Donor interest in the exercise has been positive. SRIP-EU, an EU funded governance program, is keen to support officials in its partner states to attend the courses once available. UNDP has indicated interest in doing the same with the Costing and Setting Targets Modules. The World Bank is also providing technical support to the SEEDS Framework and Budget Management Modules. Other agencies are interested in supporting the printing of course materials and attendance by officials in their partner states.

Obi Ugochuku is on a Staff Exchange Program assignment with HTSPE UK Ltd., the managing agent for SLGP.

Nigeria’s performance will affect the achievement of the MDGs in Africa more than any other single country. By the Nigerian constitution, the thirty-six federal states receive half of all government VAT and oil export revenues. Nigeria’s performance therefore depends on effective leadership from the states. At the prompting of President Obasanjo’s Economic Team, all thirty-six states have developed their own poverty reduction strategies in the form of State Economic Empowerment and Development Strategies (SEEDS). The National Planning Commission (NPC) encouraged the states to produce a detailed SEEDS document and carried out a SEEDS benchmarking process which requested the states to assess and improve their capacity to deliver their strategies. Lastly, it prepared a SEEDS Manual and training package to make international best practice accessible to, and useful for, politicians, civil society and public servants in the states. The Manual was launched in May 2006. Over the last three years, DFID’s State and Local Government Program has been assisting the NPC with the benchmarking and the drafting of the SEEDS Manual. This high profile program began in November 2000 and aims to support State and Local Government efforts to improve the delivery of services and standards of government. These aims are consistent with the NEFDS/SEEDS process. The program has also worked closely with the governments of eight Nigerian states, developing a good understanding of what makes states tick.
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Dr. Jürgen Wilhelm - Director General of DED
"The 2005 earthquake in Pakistan was devastating. Tens of thousands died, dozens of villages were laid waste. Winter came. The survivors were starving and freezing. Aid supplies piled up at Islamabad Airport, but the roads were destroyed and no planes could land in the mountains. We wrapped up food and medical supplies in blankets and mattresses, and packed everything into huge balls, using tear-proof red DHL bags. The balls were dropped by helicopter over the mountains. Everything remained intact and the balls rolled down the mountains to the people in distress. We packed all the DHL bags we could get hold of – over 6,000. We cannot hesitate when help is needed."

Edward Lim
Safety & Security Manager, DHL Express
Singapore, member of the DHL Disaster Response Team, Asia Pacific
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