Cross-Sector Partnership in a Global Economy
World Bank Group Mission

To fight poverty with passion and professionalism for lasting results.

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

To be an excellent institution that is able to attract, excite, and nurture diverse and committed staff with exceptional skills who know how to listen and learn.
More than 50 years after the World Bank made its first loan, we turn to our partners in development to help us create a renewed Bank—one that shares its most important resource, its people.

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

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

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

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

James D. Wolfensohn
President
World Bank Group

What is this new partnership?
It is an understanding that leaders of the developing and developed world are united by a global responsibility based on ethics, experience, and self-interest. It is a recognition that opportunity and empowerment—not charity—can benefit us all. It is an acknowledgement that we will not create long-term peace and stability until we acknowledge that we are a common humanity with a common destiny. Our futures are indivisible. And we have the makings of just such a new partnership before us.

Remarks to the Plenary Meeting,
Finance for Development Conference,
Monterrey, Mexico, March 2002
Many organizations—private industry, nongovernmental organizations, the public sector, development agencies—from all regions of the world currently participate in the Staff Exchange Program.

ABB
Abdo & Abdo (Attorneys)
ACE Bermuda
ActionAid
African Development Bank Group (AfDB)
Aga Khan Fund for Economic Development (AKFED)
Agence Française de Développement (AFD)
Ahold
AOG Consulting (Nigeria)
Arab Urban Development Institute
Aventis
Bahrain Stock Exchange (BSE)
Baker, McKenzie (Solicitors & Attorneys)
Bank of England
Bank of Israel
Bank of Korea
Bank of Tokyo-Mitsubishi (BTM)
Banque de France
Bavarian Ministry for Economic Affairs, Transport and Technology
BCEAO - Central Bank of West African States
Boston University
BP
Brisbane City Council/Brisbane City Enterprises
caisse Des Dépots et Consignations
Central Bank of West African States (BCEAO)
Canadian International Development Agency (CIDA)
CH2M Hill Family of Companies
China Financial & Economic Publishing House (CFEPH)
Citibank, N.A. (UK)
COMESA Clearing House
Consoco
Consulting end Audit Canada (CAC)
Corporación Antioquia Presente
Corporación intermediada
Crédit Agricole Indosuez (CA)
CSR, South Africa
CSIRO Land and Water, Australia
DaimlerChrysler
De Nederlandsche Bank (Central Bank of the Netherlands)
Department for International Development (DFID)
Deutsche Bank
Deutsches Gesellschaft für Technische Zusammenarbeit (GTZ)
Deutsche Post World Net
Deutscher Entwicklungsdienst (DED)
Development Bank of Japan (DBJ)
Development Bank of Southern Africa (DBSA)
Dexia
Dow AgroSciences LLC
Dresdner Bank
East/West Institute (EWI)
Economics Education and Research Consortium (EERC)
Eksport Kredit Fonden (EKF), Denmark
Electricité de France (EDF)
European Bank for Reconstruction and Development (EBRD)
European Commission (EC)
European Investment Bank (EIB)
European Training Foundation (ETF)
Export-Import Bank of Korea (KEXIM)
ExxonMobil
Fauna & Flora International
Federal Emergency Management Agency (FEMA)
Fichtner GmbH & Co. KG
Financial Supervisory Service, Korea (FSS)
Food and Agriculture Organization of the United Nations (FAO)
Fountain Publishers, Uganda
GKW CONSULT
Human Resources Development Canada (HRDC)
IDA Ireland
Ingenieur-Gesellschaft für Internationale Planungsaufgaben (IGIP)
Inner & Eastern Health Care Network (IEHCN)
Intergovernmental Development Bank (IDB)
Intercontinental Consultants and Technocorps Pvt. Ltd. (ICT), India
International Food Policy Research Institute (IFPRI)
International Institute for Management Development (IMD)
International Labour Organisation (ILO)
International Monetary Fund (IMF)
International NGO Training and Research Centre (INTRAC)
International Women’s Health Coalition (IWHC)
International Youth Foundation (IYF)
InterAlGa
IUCN - World Conservation Union
Japan - Cabinet Office
Japan: Ministry of Finance
Japan Bank for International Cooperation (JBIC)
Japan External Trade Organization (JETRO)
Japan International Cooperation Agency (JICA)
J.P. Morgan Chase & Co.
Kansai Electric Power Company
KPMG, Germany
Komatsu
Korea - Ministry of Education
Korea - Ministry of Finance and Economy
Korea - Ministry of Environment
Korea - Ministry of Planning and Budget
Kuwait Fund for Arab Economic Development
Lahmeyer International
LISTER Hill Center for Health Policy (University of Alabama at Birmingham)
MBC International Bank Limited, Nigeria
MoodyWestroco
Merrill & Company
Merrion Partnership
Middlesex University
Milennium Institute
Mitsubishi Corporation
Mitsui & Company
Minho Bank
Moldova - Government of the Republic of
Munich RE Group
N.A.L. Merchant Bank PLC
Nippon Keidanren
Nippon Life Insurance Company
Nippon Steel Corporation
Organization for Economic Cooperation and Development (OECD)
Philipp Holzmann AG
Prefixs
PriceWaterhouseCoopers (PwC)
Rabobank International
Rio Tinto, plc.
Samsung Corporation
Samwa Bank Limited
SAP AG
Saudi Arabian Monetary Agency (SAMA)
Saudi Aramco
Schlumberger Cambridge Research
Scottish Enterprise
Senni Trent Water International
Shell International
Shinsei Bank
Siemens
Société Générale
Spain – Ministry of Economy
Stanford University
State Environmental Protection Administration (SEPA), China
Suez
Sumitomo Corporation
Swedish International Development Cooperation Agency (SIDA)
Syngenta
Tad Alu-Ghazaleh & Co.
International (TAGI), Jordan
TNO International
Tokyo Electric Power Company (TEPCO)
Tractelbe Group
UBS A.G.
United Bank for Africa, plc
United Nations (UN)
United Nations Centre for Regional Development (UNCRD)
United Nations Children’s Fund (UNICEF)
United Nations Development Programme (UNDP)
United Nations Economic Commission for Africa (UNECA)
United States Postal Service (USPS)
University of Arizona
University of Glasgow
Vivendi Group
World Business Council for Sustainable Development (WBCSD)
World Links
World Trade Organization (WTO)

New partners join the exchange program all the time. This was the full list at the end of May 2002.
Welcome

Dear Partners:

It is conference time, the most exciting three days of the year for us at the Staff Exchange Program (SEP). It is exciting because this is when we get to meet our partners—not that we are not connected the rest of the year. Participants come and go at the Bank Group all the time. Partners old and new visit us and, with the help of our knowledge portal, the SEP is a global virtual community that never sleeps. However, while virtual is great, face to face is even better, and that is why we always look forward to welcoming all of you to Washington for our annual conference and expo.

As we look forward to a wonderful event together, let us pause for a moment and look back. I wrote our first letter of welcome in the inaugural issue of this magazine in May 2000 for our first SEP conference. That year the development community dedicated itself to the Millennium Development Goals. The first seven goals set targets for improving the lives of the poorest people on this planet, but the eighth gave a vision of how the other goals would be achieved—through a global partnership for development.

Our conference this year takes its direction from that eighth goal. Our theme for the three days is “Leveraging Cross-Sector Partnership in a Global Economy,” and we will be exploring ways in which all sectors—public, private, and civil society—can pool their talents in the service and achievement of the goals.

This issue of the magazine echoes the theme of the conference, with articles showing how partnership works in action. Engineering consultancy CH2M HILL extols the advantages of having strong local partners in developing countries, and Dow describes an environmental initiative in Africa that it hopes will be a model for partnership between private enterprise and civil society worldwide. Hamish Dingwall, from Scottish Enterprise, explains his work in ensuring that local businesses benefit from big development projects in their areas. Gérard Mestreillet of Suez argues that private-public partnership can deliver water for all, and the Commonwealth Scientific and Industrial Research Organization alerts us to a partnership we too often take for granted—with the natural world around us. These and the other articles in this issue all demonstrate the principle of global partnership—that the whole is greater than the sum of its parts.

Partnership has been the essence of the SEP since its inception in 1995. We see partnership as a way of investing in people and exchanging knowledge to bring about needed changes in global development. Our partner organizations have enriched the Bank Group by assigning us talented staff with skills and perspectives we could never otherwise have acquired and by hosting Bank staff who return to us with wider horizons and different perspectives. From your feedback, we know these exchanges have also benefited you, our partners, bringing you a new understanding of global development and the roles that we can all play together in this increasingly interdependent world.

At the March 2002 Financing for Development conference in Monterrey, Mexico, World Bank president James D. Wolfensohn addressed leaders from all sectors, rallying them to the new global partnership, declaring that “We will not create long-term peace and stability until we acknowledge that we are a common humanity with a common destiny.”

His message—that a global partnership is the way forward—is at the heart of the Staff Exchange Program and also at the heart of our Third Annual Conference and Expo.

Let’s partner.

All the very best,

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

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

Our group of institutions includes:

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

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

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

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

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

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

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

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

How to join us

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

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

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

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

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

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

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

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

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

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

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

Program objectives

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

Maria Guía (Aggie) Cabugo, Filipino national, joined the World Bank's Human Resources Vice Presidency, Compensation Management Unit, as senior compensation and benefits officer. Aggie comes to us from the Asian Development Bank.

Patricia Cronin, Irish national, joined the Joint World Bank/IFC's Small and Medium Enterprise Development Unit as senior program officer. She comes to us from IDA Ireland in Dublin. Patricia's work will focus on the local economic development practice area within the unit's SME Enabling Environment Business Line.

Emma (Mina) Serafina Gulí, Australian national, joined the World Bank's Legal Department, Environment Unit, as counsel. Mina comes to us from Baker and McKenzie (Solicitors and Attorneys) in Sydney, Australia. She will be a member of the core team of the unit's Prototype Carbon Fund management unit.

Thomas Laursen, Danish national, joined the World Bank's Poverty Reduction and Economic Management Network, Economic Policy Division, as lead economist. Tom comes to us from the International Monetary Fund. He will play a lead role in the division's macroeconomic work.

Paula Middleton, UK national, joined the World Bank Institute's Knowledge and Distance Learning Unit as information management specialist. Paula comes to us from the British Council in Manchester, UK. She will facilitate the development and delivery of distance learning courses for senior-level policymakers from client countries.

Meike van Kinneken, Dutch national, joined the World Bank's Energy and Water Department, Water and Sanitation Unit, as water and sanitation specialist. Meike's assignment is sponsored by the United Nations Office for Project Services.

Nawaf Al-Mahamel, Kuwaiti, joined the World Bank's Legal Department (Middle East, North Africa, and South Asia) as counsel. Nawaf comes to us from the Kuwait Fund for Arab Economic Development.

Manabu Hirano, Japanese national, joined the World Bank's Environment Department, Prototype Carbon Fund Team, as senior engineer. Manabu comes from the Tokyo Electric Power Company, Inc. He will act as focal point for one or more carbon finance operations, delivering carbon asset quantity and quality due diligence in the project teams.

Bob Kirmse, US national and senior forestry specialist in the World Bank's Latin America and the Caribbean Region, stepped away from the World Bank to begin an assignment with MeadWestvaco in Summerville, South Carolina. Bob will provide consulting services to various departments in MeadWestvaco's forestry operations and serve as policy adviser to the division manager.

Amanda Liddle, UK national, joined the World Bank's South Asia Region, Human Development Unit, as investment promotion officer. Amanda comes to us from the University of Alabama, Lister Hill Center for Health Policy. She will focus on maternal and child health issues in India as well as nutrition in the South Asia Region.

Colin Lonergan, Australian national, joined the World Bank's East Asia and Pacific Region, Office of the vice president, as adviser. Colin comes to us from AusAID in Canberra. Colin will assist the vice president, East Asia and Pacific Region, in development and implementation of a regional program for mainstreaming knowledge initiatives launched at the corporate level.

David Marsden, UK national and lead social development specialist, stepped away from the World Bank for an assignment with the International NGO Training and Research Centre in Oxford, UK. David will be the acting research director providing support to research into the emergence of civil society in Central Asia.

John W. Fraser Stewart, UK national and senior biodiversity specialist, stepped away from the World Bank to begin an assignment as regional director with Fauna and Flora International (FFI) in Hanoi, Vietnam. John will develop and implement FFI's regional program on conservation and development solutions, while contributing to the strategic and operational development of the organization as a whole.
Moving on

Eiichiro Kawabe, Japanese national, returned to the Government of Japan’s Cabinet Office at the end of his assignment in the World Bank. Eiichiro was assigned to the Global Development Network.

Akifumi Kuchiki, Japanese national, returned to IDE-JETRO at the end of his World Bank assignment in the Global Development Network. In parting he said Washington life had been enjoyable and that the Bank had greatly broadened his experience.

Ikuo Nishinura, Japanese national, returned to the Tokyo Electric Power Company at the end of his World Bank assignment as senior environmental specialist in the Environment Department. He managed the relationship between Japanese Prototype Carbon Fund (PCF) investors and the PCF to ensure that they were well-served by their investment.

Xavier Furtado, Canadian national, returned to the Canadian International Development Agency at the end of his assignment as economist in the World Bank Institute’s Economic Policy and Poverty Reduction Unit.

Ivan Rossignol, French national, returned to the World Bank on completion of his assignment with the COMESA Clearing House and the African Trade Insurance (ATI) Agency, where he was project adviser. Ivan played a key role in setting up ATI. He assumes a new position as senior private sector development specialist in the Africa Technical Families, Private Sector Unit.

Share pays dividends

Professional payoff
Promotions and awards catch the headlines, but one of the biggest ways in which Share pays dividends is that participants return from assignments with new experience and skills. It’s a huge payoff for the Bank Group, and it’s always good to hear participants affirm that they have benefited professionally too. So we were delighted to hear recently from Yang Li. Yang wrote to us from Sichuan province in China, where he took a posting straight after returning to the International Finance Corporation (IFC) from his SEP assignment with Dresdner Kleinwort Wasserstein in London. As head of the investment advisory group at IFC’s China Project Development Facility (CPDF), helping small and medium-size enterprises, he says he applies the standard of client service he observed at Dresdner—and it works. Clients choose the CPDF service because they know they will get a prompt response.

President’s Awards for Excellence
Many congratulations to SEP alumni Ruediger Sura and Aurelio Menendez, who were on teams that received President’s Awards for Excellence for 2001. One of the awards was to the Heavily Indebted Poor Countries Unit in the Poverty Reduction and Economic Management Network, where Ruediger worked as senior economist in 1999-2001, on assignment from Deutsche Bank. Another award was to the Peru Rural Roads Program Team, on which Aurelio was senior transport economist. He had spent two years (1997–99) on his SEP assignment as an economist in the transportation division of Lahmeyer International in Germany.

Knowledge sharing
It was great to see a SEP participant putting one of our core missions into practice—knowledge sharing. In April 2002 Ho-Chul Lee, from the Korean Ministry for Finance, spoke on “Economic Crisis, Reform, and Cultural Issues in Korea” at a symposium at the University of North Carolina at Chapel Hill.

IFC Awards for Excellence
We are proud to report that Shinichi Imanishi and Anita M. George, SEP participants, were on teams that received IFC’s Awards for Excellence for work on Expanded Project Supervision Reports (XPSRs) for 2000. Shinichi was investment analyst on the CPW-Jamaica Jamaica Energy Partners team that won an award for Best Nonfinancial Market XPSRs. Anita was principal investment officer in the Infrastructure Department, which won a special departmental award. Shinichi spent two years on assignment at IFC, and returned to his post at Mitsui’s head office in Tokyo in Fall 2001. Anita spent two years on assignment at Siemens in 1997–99.

Alumna heads university
Our best wishes to Nora Lustig, appointed president of the University of the Americas-Puebla in October 2001. UDLA-P, in Cholula, is one of Mexico’s premier private universities. Nora was at the Bank on a SEP assignment from July 1999 to January 2001, first as deputy director then as director of World Development Report 2000/01. She came to us from the InterAmerican Development Bank. Nora was born in Buenos Aires, has lived in Mexico and the United States, and has a Ph.D. in Economics from the University of California at Berkeley.

GDN-Japan expands
The Japanese national, returned from the Japanese arm of the Global Development Network. GDN-Japan has acquired 9 new member institutions, bringing the total to 16. Established in the World Bank in 1998, the GDN benefited from the expertise of two SEP participants in its start-up phase, Akifumi Kuchiki and Eiichiro Kawabe, who returned to Japan after two years at the GDN. Congratulations to both on their contribution to this successful start-up.

Audit accreditations
Finnish SEP participant Ari Tapio, on assignment to the Internal Auditing Department from the European Investment Bank as audit senior, acquired two international auditing accreditations last fall. He became a Certified Fraud Examiner of the Association of Certified Fraud examiners, and a Certified Investment and Derivative Auditor of the Investment Training and Consulting Institute. These accreditations add significant value to the Internal Auditing Department.
When drilling for oil costs $140,000 a day, small efficiencies can add up to big savings. Getting the word out is crucial. Recently, an engineer in Norway found a way to cut costs and put it on his company's intranet. The next day his colleagues in Trinidad were using the technique. That is knowledge management in action—but would it work in other areas, such as human resources?

Well, have you tried to put a price on motivation? Have you thought about how much more productive your employees are when they are motivated? Schlumberger has more than 80,000 employees in 90 countries, and if there were a way to make every one of them feel really connected to the company, putting the most in and getting the most out, it would make a huge difference. Here’s how Schlumberger is meeting the challenge, using the power of the Internet, the intranet, and knowledge management.

BUILDing motivation

The oil industry boomed in the early 1990s, but as it slowed later in the decade Schlumberger had time to reflect on how it was going to attract and keep the best recruits, and how to make the most of the wealth of talent and experience it already had.

The program that emerged was called BUILD-IT (Business Impact through Local Development and Integrated Training). BUILD-IT provided credit-based structured learning paths and clearly defined assessment objectives that were open and available to all participants both on the Schlumberger intranet and through the Web-enabled training database. In the database, participants, in discussion with their managers, developed the learning road maps and identified the mentors for particular areas of expertise. Inside our competency database, we provided a collaboration mechanism for the mentors to contact each other and share notes about how they measured so that we could ensure consistency across the organization. We also ensured that the collective learning of the technical leaders was captured in the mentor notes and was fed back into the way the new geoscientists and engineers were developed. Learning objectives covered technical skills and leadership skills.

Did it work? The users seem to think so. “In 25 years in Schlumberger I have seen many training programs come and go, BUILD-IT is certainly one of the better ones. We have come a long way,” wrote one senior mentor.

Managing careers

We didn’t stop at training. We also wanted to make career management more open and accessible. In 1998 Schlumberger established SLH People, starting with three primary areas: employee-centered career planning (The Career Center), a management tool to help match employee career aspirations with present opportunities and future business needs (PeopleMATCH), and a secure self-service portal to connect employees to their personnel records and benefits information (Employee Self-Services).

The Career Center is where Schlumberger employees focus on the essential resources for managing their careers. At “A World Within” employees can see what opportunities are open and what training is available.

PeopleMATCH facilitates the matching of employees’ life aspirations with career opportunities and business needs. Employee Self-Services connects employees to their secure personnel records and allows them to change pensions options, access stock purchase information, and select options for flexible benefits.

From all this, Schlumberger has learned lessons. Change is hard. Success depends on thorough communication through the commitment of managers and local champions. High-performing and high-potential people, vital to the company’s future, are usually the first to get involved and to embrace change. Finally, recognizing contributions is important. Saying “thank you” makes a big difference.

—Rachel Kornberg was the customer solutions manager for the Schlumberger Knowledge Management Solutions team and is now solutions champion for Schlumberger Learning Solutions. Malcolm Beattie is the business development manager for Next, an oil industry training joint venture between Schlumberger, Heriot-Watt University, Texas A&M University, and the University of Oklahoma. Harry Love is Manager of HR Systems for Schlumberger Limited and, as Knowledge Champion for the HR function, is actively involved in developing and promoting the use of knowledge management tools and best practices across Schlumberger’s global businesses.
It is time to end ideological disputes about who should distribute water—the answer is partnership, argues Gérard Mestrallet, a special keynote speaker at this year’s Staff Exchange conference. In Kipling’s Jungle Books the animals at the watering holes reached a truce when drought came. They united to face a common danger: We need to learn that lesson.

W hy don’t people have water? Why do we allow water-related diseases to kill 30,000 children every day? Why does the proportion of city-dwellers who have drinking water diminish every day? I am horrified by the reality—the problem is less the lack of resources than dogmatic disagreement about what should be done.

We need to clear the air about the fears of privatizing water, to talk about which forms of economic activity might require that some water be treated as a commodity, and to face concerns about what some call the internationalization of the water industry. Suez is ready to enter into dialogue to clear the misconceptions. Of course, our company has an interest in making this happen, but the issue is infinitely larger than our own corporate outreach. We think we have a lot to contribute to the global dialogue that’s needed now. In providing our services, we are for transparency and accountability.

Local services
The word “internationalization” has no meaning when applied to water services. We are an international company, but we provide local services with local resources that cannot be transported far. Moving water out of the area of service provision, or moving the infrastructure, is impossible. But we are ready to listen to concerns on this and other points and to reflect these in our approaches.

I think we can agree that water is a common good, one of the basic public goods. At Suez, we are opposed to the private ownership of water resources precisely because water is not a commodity. We do not trade in water. We do not sell a product. We provide a service—making clean water continuously available to all and returning water to the natural habitat once it has been treated. It is the price of that service that is billed, and not water as a raw material.

And I think we can also agree that the public sector remains the owner of both types of assets, water and water infrastructures. The privatization of water infrastructure is unnecessary in most developing countries. Suez prefers a public-private partnership in which the assets remain publicly owned and the private partner operates and maintains the infrastructure. Through this type of contract we have invested nearly $2 billion in engineering structures that will be returned to the local authorities at the end of the contracts.

This sector desperately needs more investment that is more closely adapted to reality. There is not enough money in national treasuries—the developing countries alone need $180 billion each year to implement the goals of the UN Millennium Declaration.

We share the view that has been growing among recognized specialists in water and sustainable development. Backed by the wise reflections of that committee, and by the solid experience of Suez, I now launch this appeal: “Water for all. Quickly!” We need to “Bridge the Water Divide.”

Bridge the divide
These outcomes are encouraging, but they are far from meeting today’s needs. Solutions are being stalled by inappropriate debates. That’s why, two years ago, I set up a committee of 20 independent internationally recognized specialists in water and sustainable development. Backed by the wise reflections of that committee, and by the solid experience of Suez, I now launch this appeal: “Water for all. Quickly!” We need to “Bridge the Water Divide.”

This is the message that, in the name of Suez, I have addressed to all national governments and international institutions around the world. I remember what Kipling wrote in the second Jungle Book when describing a drought-stricken jungle: “By the Law of the Jungle it is death to kill at the drinking-places when once the Water Truce has been declared. The reason for this is that drinking comes before eating.” Think about it. Think twice. The water truce

Gérard Mestrallet: “We can agree”
Green is good in any language

Conservation is finding new partners in Africa, writes John Waugh.

We all know what “green” has come to mean in English—eco-friendly, nonpolluting, maybe even organic. In KiSwahili, the word for green is kijani, the name of a new partnership between governments, the International Finance Corporation (IFC) of the World Bank Group, and nongovernmental organizations to promote green development in Africa. The World Conservation Union (IUCN), a SEP corporate partner, is facilitating the kijani partnership.

Kijani is a joint initiative to develop and invest in commercially viable businesses whose activities conserve nature. It focuses on investments in economic sectors that are natural allies to biodiversity conservation, such as organic agriculture, ecotourism, sustainable forestry, non timber forest products, medicinal plants, and sustainable aquaculture. The project aims to link sustainable economic development with the sustainable and equitable use of natural resources.

Private capital fund

The core feature of Kijani is a private capital fund providing long-term equity and debt finance to African biodiversity entrepreneurs. Kijani also provides pre-investment technical assistance to develop bankable biodiversity business plans and participates in promoting the sustainability of the business during the life of its investment.

Endorsed by 25 African countries, Kijani has been awarded $350,000 from the Global Environment Facility, $350,000 from Norway, and Technical Assistance Trust Fund support from Switzerland. With this support, the IUCN and IFC are currently undertaking feasibility studies and developing the business plans for the technical assistance and private equity components of Kijani.

Kijani is an early example of an emerging phenomenon—banking expertise and biodiversity expertise coming together to mobilize capital for sustainable development. But it is not expected to remain an isolated example. In the preparations for the World Summit on Sustainable Development in Johannesburg in August-September this year, there is new emphasis on voluntary initiatives of this type that can complement and go beyond the negotiated texts of international agreements to augment the implementation capacities of governments and international bodies.

In partnership with NGOs and business groups, the IUCN convenes dialogue between banks, businesses, NGOs, and governments on national governance for sustainable development, including considering voluntary initiatives that advance implementation of resolutions reached at Johannesburg.

Kijani plans to become operational in 2003 and will be particularly relevant in light of the need to harness the global economy for sustainable development. Incentive mechanisms for biodiversity conservation, climate adaptation, and carbon sequestration are evolving, and the lessons from Kijani will be significant for strengthening new paradigms for partnerships in the post-Johannesburg era.

Kijani aims to link sustainable development with sustainable use of natural resources.

Results orientation

The partnership proposals would be one of three outcomes for the summit, according to Preparatory Committee Chairman Emil Salim. The result-oriented partnership initiatives, he said, would be linked to a political declaration and an implementation program. In the parlance of the summit, the implementation program has come to be known as a Type I outcome, and the partnerships, Type II. The partnerships, Salim said, are supposed to address the issue of who is doing what, where, and with what resources.

Partnership is an answer to a question that has plagued international conferences—how to make sure the good intentions translate into action. If specific actions by specific partners could be announced at Johannesburg, it is hoped that donors would steer resources to actions that can achieve results.

—John Waugh works for IUCN—the World Conservation Union.

For more information on Kijani and its aims, visit http://kijani.com.
When three is company

The World Bank has been studying a special form of cross-sectoral partnership, writes Nigel Twose. Trisector partnerships unite business, civil society, and government.

For three years, Business Partners for Development (BPD) has studied and promoted partnerships across three sectors—business, civil society, and government. Representative of the 30 projects in which BPD was involved was a health facility in Latin America. A mining company put up the money and materials, the government provided training, a nongovernmental organization (NGO) provided equipment, and local communities provided volunteer construction labor.

In 1998 the Bank set up BPD in response to the growing debate about corporate responsibility. The group was designed to study and promote strategic examples of partnerships involving business, civil society, and government working together for community development around the world.

BPD came to an end in December 2001 and published its report, Putting Partnering to Work, in April 2002. The report provides an analytical review of the lessons of BPD’s 30 partnerships, as well as advice and tools for setting up successful partnerships.

A strategic approach

Trisector partnering is a strategic approach to managing social issues that allows partners to draw on the strengths of other organizations from business, government, and civil society. All partners use their core complementary resources—knowledge and skills—to jointly address the complexities surrounding social development and their key goals.

In Las Cristinas, Venezuela, Minera Las Cristinas, CA (MINCA), a joint venture that included Placer Dome, used a partnership approach in constructing a major health facility close to the Las Cristinas gold mine. MINCA managed the construction of the facility and provided financing and building materials; the Ministry of Health sponsored training for local participants; and a regional NGO supplied the medical equipment, while communities supplied voluntary labor and food. Placer Dome has withdrawn from the area, but it has left a legacy of improved health in the community and an energized local community looking to pursue more partnership projects in the future.

In Senegal a partnership was set up to upgrade and expand the local water networks with the private sector, led by Senegalaise des Eaux (SDE) and ENDA, a Senegalese water NGO. With the installation of standpipes, safe and clean water is now provided to 200,000 people in poor communities. There has been a drop in water-borne illness among children, and several hundred jobs were created.

Trisector lessons

In Vietnam road safety initiatives have been set up with partnerships including Shell, 3M, Ford, BF, Yamaha, and DaimlerChrysler from the private sector; the government’s National Traffic Safety Committee; and such civil society organizations as a university, radio stations, the International Federation of Red Cross, and Red Crescent Societies.

Putting Partnering to Work presents lessons about how to run a trisector partnership—and when it might be better not to. It suggests that partnerships need time—mutual respect is not instant. They work best when their governance structure is agreed by negotiation, but they should be flexible enough to adapt to changing circumstances. Thus the partnerships need to be dynamic, with structures and processes for accommodating and responding to change.

Benefits and risks

The report concludes with four sections, each for a different audience: businesses and investors, developing country governments, NGOs, and multilateral and bilateral development agencies. These sections explore the sectoral benefits to be gained by partnering and the potential risks, and conclude with operational and policy recommendations for each audience.

In the words of World Bank President, James D. Wolfensohn: “This is new territory. This is a new way of thinking. And my hope is that we can engage business in this new approach as well because the currency of community development is not just money; it is knowledge, and it is experience.”

Putting Partnering to Work is available online, and copies can be ordered from www.bpdweb.org.
As consulting giant CH2M HILL expands into developing countries, it is learning the value of local partners in a global market. Dan Hoornweg and Stephanie Foster tell the story.

Entreprises in developed countries are learning that finding reliable partners is a good way to do business in developing countries. When a U.S. engineering consultancy took on design work in Singapore on a wastewater project—one of the biggest projects of its kind—it looked for a regional partner. It found one in Design Ltd., an engineering design center in India.

The U.S. firm is CH2M HILL. The name is not a chemical formula or a piece of computer code—it’s the initials of the people who founded the firm in 1946: Holly Cornell, James Howland, T. Burke Hayes, and Fred Merrifield. The Hill was added by a merger in 1971 with Clair A. Hill and Associates, and now CH2M HILL is the world’s largest employee-owned consulting firm, with more than 10,000 employees.

It had revenues of $2.3 billion in 2001, but wants to nearly double them to $4.3 billion by 2007. Expanding revenue from international projects is a key part of that plan.

CH2M HILL has 20 years of experience delivering projects in developing countries. The firm’s restructured strategy is based on the experience gained during those years. The new approach includes relying more heavily on local partnerships and paying closer attention to culture and business protocol.

CH2M HILL’s leadership understands the opportunities of expanding into the world market. They have created an organization and operating procedures to take advantage of global opportunities. But CH2M HILL’s revenues come largely from advisory services such as engineering, planning, and design, and maintaining competitiveness in the global marketplace presents unique challenges.

International firms can rarely provide region-specific advice on their own. Their first priority in entering a new market is usually to build local partnerships that are culturally, technically, and professionally robust. Also, firms in developed countries are helping firms in developing countries increase their market share in “rich” countries.

Knowledge now spreads rapidly, and large consulting firms can no longer work in only one region. Monopolizing new knowledge is not possible, so partnerships and niche marketing are required. These partnerships are increasingly taking consulting firms into developing countries.

Today, 30 percent of CH2M HILL’s offices are outside the United States, and 18 percent of its revenues are generated abroad. The firm provides a comprehensive array of services. For example, in addition to designing a water treatment facility, CH2M HILL can provide financing and even contract operations. The company has grown considerably over the past five years and offers a full range of infrastructure services in markets including water, environment, transportation, and telecommunications.

CH2M HILL is naturally cautious of working in developing countries. Protection of the brand name is essential as the firm is recognized for quality in its key North American, Pacific, and European markets. And any increase in revenues from developing countries will be marginal compared with these mature, reputation-based markets. Preservation of intellectual property and optimum staff deployment are also a concern, since employees are the key asset of any consulting firm. Deploying scarce staff to an untested market, which is often less lucrative and occasionally unsafe, is difficult. Expansion into developing countries is generally driven by potential revenues (get in early to be better positioned when things improve), altruism, and staff’s career aspirations.

Globalizing a knowledge-based consulting company is different from expanding a manufacturing operation. Standards, public involvement, access to experienced staff, contractual and payment issues, and community priorities and financial capabilities all vary widely across countries.

But some aspects of doing business are the same in all markets. Businesses providing advisory services must be client-focused, adept at building trust and working relationships with clients, and willing to deliver valuable services no matter what the project. CH2M HILL is learning.

—Dan Hoornweg is a Senior Environmental Engineer in the East Asia Region who went on SEP assignment to CH2M HILL in October 2000.
Staff Exchange Program Manager Pauline Ramprasad presents World Bank President James D. Wolfensohn with a special bound edition of Shore magazine.

Wolfensohn with Laura Küllenber, SEP alumna from the United Nations Development Programme (UNDP), and Xavier Coll, director, Office of the President.

World Bank President James D. Wolfensohn welcomes SEP participants, alumni, and corporate partners for cocktails and a discussion of the program and its achievements.
Networking was the name of the game at a reception for the SEP community hosted by World Bank President James D. Wolfensohn recently. The president welcomed participants, alumni, and representatives of our corporate partners to Bank headquarters for cocktails and a discussion of the program and its achievements.

Since 1995, when he arrived as president of the Bank Group, Jim Wolfensohn has steadfastly championed the idea of building partnerships and exchanging staff and knowledge with the private sector and civil society, to leverage assets all round and achieve results not otherwise possible. Nearly seven years later, he remains a true SEP believer, as all who conversed with him at the reception can testify.

Our special thanks to our Internal Communications Department, particularly Gerry Rice, Director of Internal Communications and an SEP alumnus, and Seth Weaver Kahani, also of the Bank's Internal Communications Department, for facilitating the president's reception for us.

Markus Repnik, SEP participant from the Austrian Ministry of Foreign Affairs, chats with Seth Kahan and Edita Andreis, both with the Bank's Internal Communications Department.

Arcadie Caprelea, SEP participant from Moldova's Ministry of Environment and Territorial Development, and Peter Hartmann of DaimlerChrysler share their SEP experiences.
I think we have learned here, if not about sharing, then certainly about partnership.

...Surely the Bank has no monopoly on either ideas or on techniques in development.

—Wolfensohn
Junji Nakanishi, SEP participant from Mitsubishi Corporation; Satoshi Matsuoka, SEP participant from Tokyo Electric Power Company; Toshiko Furuya, company representative from Tokyo Electric Power Company; and Manabu Hirano, SEP participant from Tokyo Electric Power Company toast the SEP.

And we certainly are unable to complete the task alone.

—Wolfensohn
John Guerre, SEP alumnus from the U.S. Federal Emergency Management Agency, with SEP staff member Yaprak Gungor.


Laura Kullenberg, SEP alumna from UNDP and SEP participant Astrid Hillers, of Deutsche Gesellschaft für Technische Zusammenarbeit.

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We need to reach out to other organizations.

—Wolfensohn

World Bank President James D. Wolfensohn thanks SEP participants for making the program such a success for the Bank and other partners.
Enriching our organization with people such as you really gives us a tremendous burst of energy and experience.

— Wolfensohn
We're tremendously grateful to those of you who are with us tonight from other corporations and from other public entities.
...But we’re equally grateful for organizations like yours for receiving people from the Bank.

—Wolfensohn
New partnership reawakens ancient respect for nature

Conservation has deep roots in Moldova, says Arcadie Capcelea.

Biodiversity is one of the Republic of Moldova’s most important natural resources. For centuries the inhabitants between the Prut and Nistru Rivers have lived in harmony with nature. Their respect for the natural world has its roots in pre-Christian times, when people believed in natural deities. Their love and respect for nature can be found in elegiac songs typical of Romanian lyrical folk poetry and music—*doina*—unique collections of historical value that embody the nation’s way of thinking and its perceptions of nature. Moldova’s rich endowment of natural resources is reflected in these *doina*: rivers and springs, forests and meadows, birds and animals. All are perceived as sacred in this folk tradition.

Densely populated

That ancient reverence for nature persists, but nowadays protection of nature is much more complex. Evidence of human occupation in Moldova dates back at least 5,000 years, but the Dacians of the centralized state established there in the 5th century AD trod more lightly on the landscape than their modern descendants. Today, with almost 4.3 million people in a country about twice the size of Hawaii, Moldova is the most densely populated of the states of the former Soviet Union. Economic and social development has left its mark on the land and has led to the destruction and increased vulnerability of many species and biotopes.

However, a cross-sectoral partnership, assisted by the World Bank, is coming together to stem the damage and help conserve Moldova’s biodiversity.


Intensively farmed

Intensive land use, especially for agriculture, and pollution of ecosystems in recent decades have reduced the country’s biodiversity. Biodiversity has been more affected by human impacts in the southern steppe zone than in the central and northern forest zone, resulting in a nonuniform distribution of biodiversity. Some 484 rare plant and animal species are currently protected by statute, and protected areas now cover nearly 2 percent of the country.

In 2001 parliament approved a new strategy for biodiversity conservation. The goal is to establish the prerequisites for preserving geosystems, ecosystems, and species of major importance for future generations and to ensure sustainable development and adequate management of natural resources. The strategy includes an Action Plan for the creation of an Ecological Network, protection of forest ecosystems, and plans for meeting other objectives.

Active protecting

Moldova is also active in regional multilateral cooperation programs to protect the Black Sea and Danube Basins. In 1993 Moldova joined the regional program on ecological administration in the Danube River Basin, and in 1994 it signed the Convention and the Declaration for the Danube River. In 2000 it joined with Romania and Ukraine on a special project on extension of the reservation in the Danube Delta.

Moldova believes that these partnership principles are the way forward.

—Arcadie Capcelea, the Minister of the Environment of the Republic of Moldova, came to the World Bank Group in October 2000 on a SEP assignment.
When you're trying something new, it's always reassuring to get advice from those who have already been there. The Koreans know as much as anyone about rapid economic expansion. Now, in partnership with the World Bank, they are offering to help others in the region to handle its environmental consequences.

The Environment and Social Development Division of the East Asia and Pacific Region (EASES) of the World Bank has two strategic priorities—to strengthen client countries' environmental performance and to ensure the environmental quality of the East Asia portfolio of the World Bank. EASES advances these priorities by delivering four kinds of products: strategic environmental policy analysis, country operations, technical support, and quality assurance services.

The Government of Korea has significant comparative advantage in several areas of the World Bank's environmental agenda in East Asia. It has developed methodologies and processes to introduce environmental accounting and environmental performance indicators for improving policymaking and regulatory oversight of the industrial sector. It has developed measures to improve environmental compliance by small and medium-size enterprises. And it has strengthened environmental institutions and the financial sector's ability to assess and minimize environmental liabilities associated with corporate restructuring.

To capitalize on this comparative advantage, EASES has reached agreement with the Ministry of Environment to establish a cooperative program called the Knowledge Partnership Project on Environmental Management in Asia to assist in the delivery of the regional environmental work program.

The main objective of the Knowledge Partnership Project is to facilitate the application of Korean knowledge and experience to benefit both the Bank's environmental assistance program and client countries in the East Asia and Pacific Region, particularly countries experiencing economic growth patterns and environmental problems similar to those of Korea. In this partnership, Korea can share its experience and practices in environmental management with its partner countries. It can help to bridge the gap in environmental management between developed and developing countries. It can help partner countries strengthen their capacity for policymaking, institution-building, and corporate environmental management. It can also help them to make environmental concerns an integral part of business.

The first category is environmental policy and planning. The project will help partner countries assess and prioritize existing policies and build their capacity to devise new policies. It will also pilot implementation of new regulations and establish economic incentive systems. The partnership will jointly study the environmental implications of changes in international trading and economic arrangements, such as China's accession to the World Trade Organization.

The second category is corporate environmental management. The partnership will look at how business complies with standards, both voluntarily through programs like ISO14001 and by enforcement. It will examine the pros and cons of privatization of different aspects of government functions relating to environmental management.

The third category is regional environmental management. The issues studied will include treatment of rural sewage, eco-planning for local provinces, management of pollution from nonpoint sources such as fertilizers and pesticides, integration of watershed management, and treatment of solid, hazardous, and biomedical waste. The project will study the use of industrial estates as a strategy for dealing with pollution from small and medium-size enterprises and ways of enhancing public disclosure and promoting participation of local communities.

With the Knowledge Partnership Project, a win-win-share model from which the Ministry of Environment, the Bank, and client countries all can benefit, the Bank can harness synergies in enhancing the effectiveness of its activities in the region.

Korea can help to bridge the gap in environmental management between developed and developing countries

The first Korea–World Bank Workshop on the Knowledge Partnership Project was held in December 2001 in Seoul and was followed by discussions with government officials, local researchers, and Bank staff in the three partner countries and the Ministry of Environment. These discussions produced three broad categories of cooperation and identified project activities in each category.
Responding to the youth unemployment crisis through worldwide partnership

More than a billion jobs are needed in the next decade. The public and private sectors must collaborate globally, writes Rick Little, founder of the International Youth Foundation.

Youth unemployment and underemployment pose a stark challenge to the world in lost economic growth and productivity, diminished quality of life, and civil unrest. Today more than a billion people between the ages of 15 and 24 are in the labor market with few skills and even fewer opportunities for productive work. Up to 85 percent of them are in the developing world. More than a billion jobs must be created in the next decade to accommodate this dramatic surge of young people entering the job market.

The International Youth Foundation (IYF), a corporate partner of the Staff Exchange Program, is helping search for solutions to this crisis through partnerships that bring together governments, nongovernmental organizations, and the private sector.

Ambitious effort

The IYF, which supports programs that improve the conditions and prospects for young people in more than 60 countries, has recently launched its most ambitious effort yet to address the problem of youth unemployment. Entra 21 is a partnership between IYF and the Multilateral Investment Fund (MIF) of the Inter-American Development Bank and other supporters. Its mission: to improve the employability of disadvantaged young people in Latin America and the Caribbean.

More than half of the population in the region is under the age of 24, and in some countries youth unemployment is 66 percent. More and more young people are unprepared for the workforce because of failing education systems and limited opportunities in rural areas. Yet the region’s growing information technology base urgently needs skilled workers.

This $24 million investment will cofinance up to 40 projects to train young people in information and communications technology. It’s ground-breaking in many ways. First, it’s a regional effort—potentially reaching 12,000 disadvantaged young people in more than 20 countries. Second, all projects must have a clear strategy for placing their trainees in jobs—going beyond more traditional youth programs that are concerned with technical skills training only. Third, significant emphasis will be placed on identifying best practices in training methodologies, in approaches to working with young people, and in strategies for engaging the business sector in youth employment. Those lessons will then be documented and disseminated to others in the field.

So far, the initiative has attracted such global companies as Lucent Technologies, Microsoft, and Cisco Systems as partners providing matching funds. Don Terry, manager of the MIF, readily admits that Entra 21 is a significant departure from other MIF programs in both its collaborative approach and its reach. He also underscores that success will come only “if we can create a positive environment three to five years from now in which organizations and the private sector will want to put more money into these types of programs.”

Efforts are also being made to grapple with the crisis globally. Last year UN Secretary General Kofi Annan demonstrated his growing desire to tackle the problem when he presented an initiative on youth employment at the UN’s Millennium Assembly. As a result, a 12-member high-level panel has been established for the UN’s Youth Employment Network to advise and support the United Nations, the World Bank, and the International Labour Organization in developing the Secretary General’s agenda.

Global benefits

The panel has identified four priority areas (the 4Es): employability (investing in educational and vocational training), equality (ensuring equal opportunities for women in jobs and training), entrepreneurship (making it easier to start and run a business), and employment creation. Governments are now being asked to translate these priorities into national action plans and present them to the United Nations by September 2002.

It’s not enough to identify best practices and successful programs. We must scale them up, so they can reach more people and the communities in which they live. As the World Bank and others have made so clear, the only way to have a sustained impact on people’s lives is for public agencies, civil society organizations, and the business sector to work collaboratively toward a common goal. Let us keep working to develop cross-sectoral partnerships, so that more of the world’s young people, instead of being deprived of opportunities to lead productive lives, can begin reaping the benefits of a globalized world.

—Rick Little is founder and president of the International Youth Foundation, and was recently appointed by UN Secretary Kofi Annan to serve on the 12-member high-level panel for the UN’s Youth Employment Network.
The need for systemic integration

A World Bank book recommends a systemic approach to boost China's leap in the knowledge economy. Economic reforms and investments in education, information technologies, and innovation should go together, and the related policy knowledge should be shared across all concerned communities.

"The trouble with policy knowledge is that it gets stuck in silos," said Carl Dahlman. "So you don't get sharing across sectors." Jean-Eric Aubert adds: "But when you go into the silos, you discover gold mines. And it is important to get this knowledge shared, to have better coordination and cooperation among policymakers."

Sizing up China's readiness for the global knowledge economy, Dahlman and Aubert found much evidence of the silo syndrome—the gold of knowledge was there, but it was not being shared. Their contribution to changing that is a book, China and the Knowledge Economy, of which they were lead authors. The Chinese government requested the book to give a comprehensive account of the reforms needed to take advantage of knowledge for development.

Dahlman and Aubert work together at the World Bank Institute, but they have contrasting backgrounds. Dahlman has been at the World Bank for 23 years, Aubert for only 2—but he is no novice, having worked on science, technology, and innovation policies at the Organisation for Economic Co-operation and Development (OECD) for 27 years. He came to the Bank on assignment in April 2000.

The economic challenges facing China can be illustrated by what Aubert describes as "A dramatic figure... over the 10 years to come, we estimated that there was a need for something like 300 million new jobs." Meeting such challenges requires big changes, but the silo syndrome was well entrenched.

Dahlman and Aubert confess that the silo syndrome afflicts many organizations, and is not easy to overcome. But China recognized the problem and invited the Bank to recommend ways for China to make the most of the knowledge economy.

The Bank helped China to get its sectors to share their knowledge by hosting a policy forum for China, Brazil, and India in March 2001. Half the participants were from government, and half from other sectors. All were ready to discuss the challenges their own sectors faced.

Dahlman says such events are perfect settings for cross-sectoral partnership: "It's very much an effort at getting a cross-sectoral exchange... The knowledge economy requires a lot of integration across the different sectors. One way to describe what we're doing is to call it systems integration. We're trying to bring together different kinds of expertise and perspectives into a more coherent whole."

That said, there is a need to address the right issues in the policy planks that are determinants in the knowledge economy perspective. Aubert cites numbers that show how much needs to be done. In China today, industries using and producing advanced technology tend to be concentrated in selected high-tech zones, which provide employment to only some 3 million people. "Compared to the 80 million employed in the manufacturing sector, that's a very small island."

Aubert and Dahlman say that the book has been well received by the Chinese government, even though it contains so many recommendations for freeing up markets. Dahlman ascribes the good reception in part to the book's convincing long-term historical analysis. The picture that tells it all is right on page 1: a graph showing China's share of global GDP. For centuries China's share soared far above those of Europe, the United States, and Japan—until about 1800, when it crashed as the others took off. What happened? "They missed the industrial revolution, and we're saying 'Look, you can't afford to miss this knowledge revolution.'" And more than ever, a systemic approach is required to harness its potential to improve growth and welfare.

—Carl Dahlman is a lead specialist in the World Bank Institute (WBI). Jean-Eric Aubert came to the WBI on assignment from OECD in April 2000.

The high-tech area around Shanghai shows Chinese potential
Global perspective—a couple of words that describe what being a participant in the Staff Exchange Program is all about.

By bringing together so many different people from different backgrounds in business and development, the SEP accelerates learning and makes the experience much more valuable for everyone involved. I have noticed this while working in the World Bank Group’s Small and Medium Enterprise Department (SME), an experience that has allowed me to compare best practices in small business development from all over the world.

I came to the SEP from the Scottish business development agency, Scottish Enterprise. Scottish Enterprise has developed a strong relationship with the SEP in recent years. As a partner organization, it is able to bring to the Bank Group the knowledge and experience of supply chains and on-the-ground experience while taking home from the Bank a new view of the global perspective.

Joining SME has been a win-win situation for me. The department was formed jointly by the World Bank and International Finance Corporation (IFC) in Spring 2000 to coordinate the extensive small business initiatives of the world’s largest development institution and put them on a new strategic footing. As a member of the Linkages Team, I have been able to bring to the Bank Group the knowledge and experience of supply chains and on-the-ground experience while taking home from the Bank a new view of the global perspective.

Long-term impact and sustainability mean more than small firm supplier development. They imply a broader development approach to small and medium-size enterprises incorporating comprehensive elements such as improving access to finance, strengthening business-enabling environments, building local support services such as consulting firms and training providers, and promoting industry diversification into fields such as agribusiness and tourism. We want to use the Bank Group’s involvement in large projects to promote local economic development.

Areas through which my experience with Scottish Enterprise can support these goals include:

- Stimulating local small and medium-size enterprise development with networks, relationships, and coordination.
- Supporting infrastructure investments.
- Strengthening community-based programs such as health and education, through greater private sector involvement.
- Applying the practical experience of working with small and medium-size enterprises and knowing about barriers to growth.

The benefits that this activity brings to large corporations sponsoring foreign direct investment projects are many, including:

- Greater long-term support in local business communities.
- Stronger local supplier networks, which in turn can reduce costs.
- An image as “good corporate citizen.”
- An answer to criticisms that big projects benefit primarily foreign contractors at the expense of local businesses.

How do we make this happen? Not an easy job. What helps is choosing the right projects to work with, then analyzing their supply chains and gaps, identifying government and private sources of technical assistance and finance, designing strategy and work plans, and designing a capacity building program (among others).

We are already making successful interventions. Currently we have some immediate priorities in natural resource extraction industries, including the Chad–Cameroon oil pipeline and production process sponsored by a consortium led by ExxonMobil; the privatized Konkola Copper Mines, Zambia; Mozal, BHP Billiton’s aluminum smelter in Mozambique; the Niger Delta Credit Facility related to Shell’s work in Nigeria; and the gold mine owned by the Australian mining firm Oxiama Resources at Sepon in Laos.

In the future we want to deepen SME’s relationships with other parts of the IFC and the Bank. Simultaneously, we need to target additional corporations that share our philosophy and design winning linkage programs early in a project’s history and move SME toward a more structured methodology to ensure best practices and improve the chances of truly sustainable development projects. Resources on the ground are critical to success. By working with the SEP, SME is taking steps in the right direction to address many of these key issues.

—Hamish Dingwall came to the Bank in June 2001 on a SEP assignment from Scottish Enterprise, where he is Director of Energy.
Dams: a multistakeholder approach

The hydro equipment industry will play its role in partnerships, says Donal O’Leary.

Dams don’t just gain additional benefits from cross-sectoral partnerships—they don’t work very well any other way. A big hydroelectric dam affects so many people in so many ways that the best way to get it built is to ensure that all the stakeholders feel included in the partnership. Among those stakeholders are, of course, the people who build and equip hydroelectric dams. Because the industry recognizes the importance of working in partnership, last year it founded the Hydro Equipment Association (HEA) to help it do just that.

The benefits of hydroelectric power are undisputed. Dams meet about 20 percent of worldwide electricity needs and help prevent global warming: generating the same amount of electricity by burning fossil fuels can produce up to 60 times the amount of greenhouse gases. However, dams have environmental costs, too, which have caused such controversy that the World Commission on Dams was established to try to resolve it. The commission’s final report, published in November 2000, showed that partnership is the way forward. Dams and Development: A New Framework for Decision-Making acknowledged, if somewhat reluctantly, the ultimate authority of the state, but also emphasized the importance of the multistakeholder approach in decision-making in future hydroelectric resources development.

Promoting hydropower
HEA was founded in May 2001 to ensure that the equipment manufacturers play their partnership role to the full. HEA’s goals are to represent the industry in the dialogue with other stakeholders resulting from the publication of the World Commission on Dams report, promote hydropower as the most environmentally friendly and renewable source of electricity, and assist in the review and development of standards and guidelines relating to the hydropower industry. The founding members of HEA, Alstom, VA Tech Hydro, and Voith Siemens, together account for about 65 percent of hydro equipment sales worldwide.

Close relationships
HEA plays a cooperative role in the dialogue on dams and hydropower development by explaining the economic interests of the hydro industry, complementing the considerations of other stakeholders, and forming alliances with other players, such as the International Hydropower Association and US Hydropower. HEA is particularly keen to be closely involved with the Dams and Development Project (DDP), the successor to the World Commission on Dams, through membership in the DDP Forum and participation in events it sponsors. HEA also supports the Dams Planning and Management Action Plan, sponsored by the World Bank, which is a vehicle for testing many of the innovative ideas of the World Commission on Dams report.

HEA develops close working relationships with stakeholders, including the World Bank and other international financial institutions, export credit agencies, and moderate nongovernmental organizations (NGOs). It supports the new Water Resources Sector Strategy of the World Bank, with its increased emphasis on supporting the development of critically needed hydraulic infrastructure to meet the world’s increasing water and energy needs. HEA advocates the introduction of similar strategies in the other international financial institutions. Given its members’ expertise, HEA would expect that the World Bank (and other international financial institutions) would call on it to advise on policy relating to the development of hydroelectric projects. It also seeks partnership with moderate NGOs.

Cross-border partnership
HEA is also taking part in a major partnership: a project to upgrade Russia’s hydropower system. As part of a cross-sectoral partnership (which also includes RAO “United Energy System of Russia,” the European Bank for Reconstruction and Development, and the U.S. Bureau of Reclamation), HEA has been invited to ensure that terms of reference and recommendations of the project feasibility study reflect the best experience on the use of hydropower rehabilitation technology, which can increase hydroplant capacity and production by 10 percent or more at a fraction of the cost of developing new hydropower plants. The feasibility study will also address safety issues associated with the civil works on each plant. The results of this study will be presented at a multistakeholder conference later this year in Russia. That’s cross-sectoral, cross-border partnership in action.

Donal O’Leary, secretary general of the Hydro Equipment Association, based in Berlin. He is a senior power engineer at the World Bank, on SEP assignment to a division of Siemens.

[Image] Donal O’Leary: dams mean partnerships
Birth of a sustainable development project in Tanzania

Greenhouse gases could be the new cash crop. Barbara Gothard-Thompson explains how.

On the dry landscape of Central Tanzania farming is a difficult way to sustain oneself and one’s family. Yet it is the primary means of survival. Now the farmers of Mpwapwa District are engaged in a pilot program in sustainable development, backed by a SEP corporate partner, Dow AgroSciences, that could be a model for other communities throughout the world.

The project involves a range of training and environmental measures, but at its heart is planting trees—millions of trees. The trees will help to restore the local environment, which has suffered from slash-and-burn farming, but they may also provide a new “cash crop”—greenhouse gas credits. Trees absorb carbon dioxide, one of the main greenhouse gases. Forward-thinking businesses in developed countries are investing in projects like this, which have the potential to provide the credits they may require under the new environmental regime proposed at Kyoto.

In 1998 Anglican Bishop Simon Chiwanga of the Diocese of Mpwapwa began a program to organize the members of his diocese into small, self-supporting, cooperative groups. Participants developed the concept of a mixed sustainable agriculture, microlending, and tree-planting program. In late 1999, led by the Clean Air Action Corporation (CAAC), a U.S. firm that helps businesses comply with air quality standards, this idea became the Tanzania International Small Group and Tree Planting Program (TIST). TIST was not intended just to plant trees—it promotes agricultural conservation, food security, basic business management, computer training, health and nutrition, publishing, and the administration of a microlending program to assist in the move toward sustainable and balanced development.

Maize, millet, and groundnuts are being planted along with trees, some of which are fruit bearing or can be used for medicinal purposes. Training on agricultural best practices is also available to participants in TIST through technical assistance provided by representatives of Dow AgroSciences.

TIST employees, who had no prior computer skills, are training to take over all data management. In the evenings the same computer facilities are used to train young people in the community. Employees of TIST and participants in the program are also developing practical communication skills. For example, the TIST newsletter, the Habari Moto Moto, is being produced by a young man who had never touched a computer until 18 months ago.

CAAC has invested some $500,000 in Phase I of the pilot program and has committed resources for Phase II, which will continue to expand and monitor the program and plant 1.5 million additional trees by late 2002.

The Dow Chemical Company became involved in Mpwapwa when one of its vice presidents traveled to Tanzania to participate in the small group training sessions. After discussions with Bishop Chiwanga and CAAC, the Dow Chemical Company Foundation committed $1.2 million to the Institute for Environmental Innovation, a not-for-profit organization, for the three-year development of Phase II of the TIST program and its replication in other locations. In the second year of the program, TIST expanded from 40 small groups to 652.

Dow AgroSciences has also become involved with the TIST project, in addition to the funding from the Dow Chemical Company Foundation. Dow AgroSciences provides technical assistance and hopes to gain insights into the needs of undeveloped markets and the kind of new products that will be needed in the future in areas like Mpwapwa. As Mpwapwa and Tanzania enter the global marketplace, Dow scientists and engineers are interested in learning about potential uses for current and future Dow products, to help improve living for local residents.

In 2002 TIST will move into its third phase, which includes doubling the number of participating small groups, increasing the capacity of the dry-season nursery, and completing the germination and growth of an additional four million trees. When Phase III is complete by 2005, goals will be set for the next phase, the post-pilot phase. During this phase many other locations and more small groups will be organized to become involved, and an expected 35 million more trees will be planted. With experience from the pilot program, TIST participants will be able to offer a model of successful, sustainable, and empowering economic and community development for other locations to adapt to local conditions and needs.
Watering the desert

The United Arab Emirates is very hot. But one of our corporate partners is in a partnership that has the power to make the desert green.

When beads of sweat start to drip off your fingertips when you're standing still, you can be pretty sure that relative humidity has reached 100 percent. Welcome to Abu Dhabi, one of the sheikdoms that make up the United Arab Emirates (UAE) on the Persian Gulf.

To have any chance of survival in this part of the world, you need water. Of course the Persian Gulf contains all the water anyone could want—but you can't drink it. That is where Siemens, a Staff Exchange Program corporate partner, comes in. It built Abu Dhabi's latest desalination plant. Although desalination isn't new, this is a pioneering venture, the first time such a project in the Gulf has been privately financed.

"Nice day, isn't it?" John Burrows shakes a gleaming bead of perspiration from the end of his finger and grins. Tall and lean, Burrows is an engineer from Britain. His specialization is seawater desalination and the huge, complex plants that pour out millions of liters of freshwater and bring life to the desert and its inhabitants.

Burrows gazes at a dense jungle of pipes, girders, gantries, walkways, pumping stations, and chimneys. "This is Al Taweelah A2," he says. The Bedouin gave this salt-encrusted stretch of coastline its name: Al Taweelah means the "Place Far Away."

Al Taweelah A2 is located next to Al Taweelah A and Al Taweelah B, which were built in the mid-1990s. Al Taweelah A2, operated by the Abu Dhabi Water and Electricity Authority and the Emirates CMS Power Company, is by no means the only seawater desalination plant in the UAE—but it is the most modern.

Altogether, there are 120 water-processing plants in the country. The oldest date to the 1960s and have a modest output of 50,000 liters (13,200 gallons) a day. Construction of new facilities has been more or less continuous since the 1960s, in a vain attempt to catch up with a constantly increasing demand for water. Today, the daily output of all the water treatment plants in the UAE is 2 billion liters.

"The plant is a technological masterpiece," says Burrows. "It's the nearest thing to perpetual motion you're ever likely to see."

Before the water can be pumped to consumers, it has to be made drinkable. First, it is passed over limestone, which adds calcium. Then, sodium carbonate is added to give the water its slightly alkaline pH of 8.5. "By the end of the whole process, our water tastes just as good as those fancy mineral waters from France," says Burrows proudly.

But to the 3 million people living in the UAE it really doesn't matter whether their water comes from an Alpine spring or the Persian Gulf. What's more, nobody is concerned that, at 500 liters a day, per capita water consumption is higher here than anywhere else in the world. True enough, there's a price to pay, but at the equivalent of $0.25 per cubic meter, it's little more than symbolic.

Water runs into the marble bathtubs of all the smart villas, into the pools of the luxury hotels, and into the fountains of the public parks—of which Abu Dhabi has at least 40. It also fills the special training pools used to put prize racing camels through their paces. And it flows at the country's golf courses—including the Emirates Golf Course in Dubai, where Tiger Woods has walked the fairways.

The desert is gradually becoming greener in the UAE. The numerous farms and other agricultural operations dotting the country's highways not only provide food but also offer a welcome defense against the inhospitable wasteland beyond. The plantations, for example, do much to keep erosion and sand storms at bay.

Meanwhile, British, Korean, and German engineers sit alongside the operating personnel from the Emirates CMS Power Company in the control room at Al Taweelah A2. Together, the partnership ensures that the water continues to flow.

Adapted from an article by Raymond Heller, courtesy of Siemens Direct magazine. Visit www.siemens.com/water.
Enabling in El Salvador

With creative use of computers, technology is helping people with disabilities define themselves by what they can do, not by what they can't, writes Janelle Conaway.

In his computing class in San Salvador, Julio Canizales teaches adult beginners how to create and save files and cut and paste text. It all sounds pretty basic, but for one detail: Canizales and the students are all seriously sight-impaired or blind. They study at a computer training center for people with disabilities, run by the Trust for the Americas, a nonprofit foundation affiliated with the Organization of American States (OAS).

The project is a great example of partnership among government, the private sector, and international financial institutions, with the Salvadoran government, U.S. Department of Labor, Microsoft, and the World Bank all pitching in as well. The OAS will be making a presentation on the project at the SEP annual conference.

In the past few months about 200 Salvadorans have acquired new job skills at the training centers. The centers offer specialized adaptive technology, such as sensitive keyboards and software such as JAWS (Job Access with Speech), which translates words on the computer screen into audible speech and allows a person with little or no vision to do virtually anything a sighted person could do with a computer.

Andres Reyes Pineda, who is blind, has a degree in social science but has been unable to find work in his field. When potential employers see him, he says, their first reaction is, "How can you do your work if you can't see?" He hopes that new technologies will help to overcome their doubts.

One of the center's priorities is to educate local employers about hiring people with disabilities. Many companies fear the costs, but in more than 80 percent of cases the employer has to invest less than $500 in adaptive technology. Studies show that people with disabilities tend to work as well or better than others and to be far more loyal.

Businesses in El Salvador are having to consider such issues more closely because of a new law designed to bring about equal opportunities for people with disabilities. The law, which took effect in May 2001, requires large and medium-size companies to hire 1 person with a disability for every 25 employees. In 1999 the OAS member countries adopted the Inter-American Convention on the Elimination of All Forms of Discrimination against Persons with Disabilities, which calls for legislative, social, and educational measures, among other reforms.

An estimated 17 percent of El Salvador's 6 million people are disabled—a proportion swollen by years of war—and most are unemployed. In 2000 the Trust for the Americas received two World Bank awards totaling $139,000 as seed money to develop the information technology project. The San Salvador center is funded by an $800,000 grant from the U.S. Department of Labor and a donation of more than $100,000 in software and funds from Microsoft.

Specialists also contribute, as international volunteers, through Trust for the Americas' Net Corps Americas program. Net Corps volunteers are also working in other Latin American countries through the Trust for People with Disabilities program. In El Salvador Trust for the Americas aims to expand training efforts beyond the San Salvador center. It is also seeking to increase the exchange of ideas and information around the hemisphere, through the newly launched Virtual Resource Center for People with Disabilities (see www.trustfortheamericas.org).

At the center in San Salvador some trainees have computer experience, but others start from scratch. "At first I was kind of afraid that I would ruin one of these machines," says Hector Antonio Hernandez Fuentes, who is visually impaired. He supports his family by selling candy on buses, but now hopes to get an administrative job. His long-term dream, he says, is to teach computer classes.

Jenny Chinchilla, who was born without the use of her legs, was recently hired as the center's receptionist, a job she loves. The fact that she's in a wheelchair may encourage other trainees with disabilities. In fact, her outlook on life could be the center's motto. "I don't concentrate on the things that I can't do, but on the things that I can do," she says. @

--Janelle Conaway is an editor with the OAS Department of Public Information.

This is an edited version of an article in Americas, a bimonthly magazine published in English and Spanish by the General Secretariat of the Organization of American States.
MIGA makes a third impossible dream happen

The agency was given the task of spreading information on business opportunities in developing countries. Not easy—but then came the Internet.

How many businesses had a Web site in 1988? Back then surfing was something you did on a board. That year the World Bank Group set up the Multilateral Investment Guarantee Agency (MIGA). Its purpose was to ensure investment in developing countries against political risks and provide technical assistance in inward investment promotion. But someone had the vision, in that netless world, to include one more task—spreading information. Along came the Internet, and MIGA had the perfect mission. It set up two Web sites, both subsequently shortlisted for the Financial Times Business Web Site of the Year award.

Then in April 2002 MIGA launched a customized e-mail alert service, FDI Xchange (that's FDI as in foreign direct investment), to deliver relevant information and business opportunities directly to investors' inboxes. Annual foreign direct investment is now almost five times as big as official aid flows, but most of it goes to a handful of countries. MIGA developed FDI Xchange as part of its efforts to ensure that foreign direct investment is distributed more evenly, reaching more of the countries that need it most. The service provides an e-mail and Web-based medium through which investment opportunities and investors can find each other. But it is also an alert service carrying information on new market research, sectoral analysis, and changes in investment-related laws and incentives tailored to the user's geographic, sectoral, and topical interests.

The snowball effect

As MIGA's executive vice president, Motomichi Ikawa, explains, the agency's ventures into cyberspace have been partnership efforts right from the inception of its first Web site, the Investment Promotion Network (www.ipnet.net): "The idea was very innovative at that time, and the Japanese government was generous enough—and I think very forward-looking—to provide $2 million." The next site was www.privatizationlink.com, and, as Ikawa says, "the FDI Xchange concept is built on the success of those initiatives." Japan continues to be a partner and has been joined by Finanzierungsgarantie-Gesellschaft (FGG), the Austrian financial guarantee agency, and the Development Gateway Foundation. FGG had already worked with MIGA on privatization issues.

Ikawa spoke to Share just after FDI Xchange went live in early April, and he said the initial response has been positive. The site has over 20 content providers, and Ikawa hopes that there will be 15 more by the end of the fiscal year. "This is built on our success with implementation of IPnet, which is widely recognized. Once we establish ourselves, and become known, I hope the snowball effect will take place. Initial success will lead to more success," he says.

The new online service will promote and facilitate investment from developed countries and from the growing number of developing countries that are investing abroad. China, India, the Republic of Korea, Malaysia, and Singapore, for a few in Asia, are among the countries Ikawa expects to use FDI Xchange to attract foreign investment and whose own businesses will use it in seeking investment opportunities abroad. He also mentions regional investment in Sub-Saharan Africa, for example, by South Africa in its neighbors. He says that foreign direct investment no longer goes only in one direction: "This has enormous potential. It's going both ways—it's a two-way street. We are literally connecting the world."

Karin Millett, director of MIGA's Investment Marketing Services, noted: "FDI Xchange provides a new channel through which our developing countries' clients can reach out proactively to prospective foreign investors. Our task going forward will be to help them hone their marketing message and mobilize the essential information and analyses that investors need in assessing business risks and making effective investment decisions in these frontier markets."

A dream come true

"Businesses face many uncertainties when considering new investments," says John Wille, program manager of MIGA's online investment information services. "Our goal with FDI Xchange is to help remove some of those uncertainties by providing the information needed to make an informed investment decision—all in one place, all for free. This in turn will play a pivotal role in getting investment into the areas that need it most."

Contemplating the success of MIGA's Internet ventures, Ikawa looks back with gratitude on the visionaries who gave the agency the task of going forth and spreading information. They may not have foreseen the Internet, but he says they had a deep insight about the usefulness of information. "They dreamed the impossible, but it turned out that their dream has come true."®

Pay per view

Nature provides vital services—but not for free. Steven J. Cork and Gunars H. Platais explain how the concept of ecosystem services is gaining ground.

Insects are not paid wages. Trees do not get a salary. There is no pension plan for birds. Yet without them and millions of other living things, much human life would be impossible. We already have a word for what these unpaid workers provide—services. But the world has been slow to recognize that like any other service, such natural services have a price.

It would help to give them the right label. Calling them “ecosystem services” expresses what they do, and a SEP corporate partner is involved in a cross-sectoral partnership to push the concept. If you want to market a service, you must use terms the consumers understand. A research group at the national research organization in Australia, the Commonwealth Scientific and Industrial Research Organization (CSIRO), is using the concept of ecosystem services to bridge the gap between how scientists talk about ecosystems and how consumers in the street (or field) understand them and their value.

Like much that we take for granted, ecosystem services are seldom valued at their true price until they are gone. Birds and insects have provided free agricultural labor for generations by pollinating crops, but in areas where their populations have declined, farmers now pay beekeepers to bring in bees to provide pollination. The hydrological services provided by forests—clean and regulated water flow, reduced sedimentation—are often noticed only when natural disasters, flooding, siltation of reservoirs, and scarcity of water occur after forest cover is removed.

The CSIRO, with seed funding from a major philanthropic organization (The Myer Foundation) and a research and development agency (Land and Water Australia), has joined in partnerships with other organizations and representatives from governments, industries, and communities to describe the ecosystem services coming from several catchments (watersheds) around Australia.

In one area an inventory of ecosystem services in the catchment was carried out, identifying which services are important for which land uses and which are in a critical state needing scientific investigation. It was important that the stakeholders develop their own inventory—the concept has to be relevant to the people receiving the services rather than to the scientists with the theory.

Several countries are already experimenting with ways to compensate land users for the ecosystems services they generate—especially in Central and South America, where the effects of Hurricane Mitch have made the need to protect ecosystem services clear. The World Bank is assisting several countries in developing systems of payments for environmental services, with the Latin America and Caribbean Region taking the operational lead.

Sustainable progress requires rules and responsibilities, which will come from broader understanding among decisionmakers at all levels from households to governments. Using everyday language instead of jargon helps.

Market forces can bring rapid change, but they can also be risky. We agree with those who see payment for ecosystem services not as a panacea but as an important tool to be used in its proper context in natural resource management in the next few decades.

—Steven J. Cork (steve.cork@csiro.au) is at the CSIRO in Australia, and Gunars H. Platais (gplatais@worldbank.org) is at the Bank’s Environment Department.

For further discussion, see www.katoomba.org; www.ecosecurities.com; www.forestrtrends.org. Details of the Ecosystem Services Project in Australia can be found at www.ecosystemservicesproject.org. Work on payments for environmental services at the World Bank is at www-esd.worldbank.org/esi.
Small partnerships, huge impacts

Our corporate partner BP supports its employees’ efforts to put a lot back into their communities, Claire Alder writes.

The partnerships that BP employees create by volunteering can be very small—some are literally one-to-one. But the impacts they have on people’s lives can be great, as can the rewards for the volunteers.

At BP, volunteering is supported by a well-developed infrastructure. The Employee Matching Fund, set up in 2001, lets all employees apply to have their gifts (personal donations), effort (proceeds from their fundraising efforts), and time matched by the BP Foundation.

In 2001 over 30,000 employees and retired staff around the world became involved. Gifts donated by BP employees and pensioners through the program raised $16.3 million. Employee effort raised $1.9 million and employee time ($234,000). In total, charitable organizations, with donations for the Houston floods, Gujarat earthquake, and floods in Algeria, benefited from $20.2 million and 56,123 hours of donated employee time.

“BP understands that encouraging its employees to become involved in the local communities makes good business sense,” explains Ramilla Shah, BP’s employee engagement advisor. “We are all part of our community, and we can learn a lot from working more closely with it. Volunteering also boosts morale and makes for a better workplace.” Employees can choose the cause they support, and there is an astonishing variety worldwide.

Mountain rescue

Przemek Wasek, a BP retail territory manager in Poland, joined the Tatra Mountains Rescue Team in 1996. Its 60 members provide a rescue service for climbers, skiers, and tourists in the Tatra Mountains.

For the Tatra volunteers a successful trip means that all the volunteers come back alive. Recently, two volunteers died in an avalanche while rescuing climbers. Przemek’s appeal to other BP staff for support for the victim’s families resulted in a one-off donation from the business unit in Poland. So far, Przemek has donated more than $650 from the BP matching fund for volunteering over 100 hours a quarter.

Tutoring

Each Wednesday BP employee Kristen Ellsworth leaves work and makes her way to Cabrini Green, a rough inner-city area in Chicago. Tutor to 15-year-old Beatrice Parks, Kristen lends her skills and knowledge to help Beatrice progress and find direction in an educationally disadvantaged community. In her two years of working with Beatrice, Kristen has given over 150 hours, and donated $1,000 from the BP Employee Matching Fund.

“Isn’t giving up one evening a week something too big a commitment for Kristen?” She disagrees. “Whatever kind of day I have had, it is erased when I get to the school. The pure reward of Beatrice saying ‘thank you’ is more than worth it.”

Aid supplies

Harold Pottinger has been balancing work as an operator on BP’s Sullom Voe terminal in Scotland with dedicated aid work for more than 10 years. As a volunteer for the Shetland Aid Trust, Harold has helped deliver supplies to Albania, Bosnia, Poland, and Romania. On the most recent trip more than 1,700 boxes of clothing, footwear, and blankets were delivered to six mountain villages in Albania, many of which lack phones and emergency services. After volunteering more than 100 hours, Harold has raised $650 for the Shetland Aid Trust through the BP Employee Matching Fund.

Care for the carers

The staff of the BP Chemicals European Customer Service Centre in Sunbury, England, is young—most employees are under 30—and diverse, with 18 nationalities represented. “Many are keen to become more involved in the community,” said Marie-Pierre Lecornu, Customer Service Leader. “We wanted to find a way to harness that energy.” In 2001 the team raised more than $2,000 for Capital Carers, which helps children care for parents with a long-term illness, physical disability, or mental health issue.

Go East: for more than 10 years, BP’s Harold Pottinger has volunteered on supplying aid to Eastern Europe

This amount will be matched by the BP Employee Matching Fund.

Mexico marathon

Recent figures suggest that there are more than 15,000 children living on the streets of Mexico City. Juan Ahedo, who works at BP Solar, has been involved in the Street Children Foundation from its inception in 1993, and in September 2001 he ran the Mexico Marathon, raising $250 that was matched by the BP Employee Matching Fund.

The activities of these dedicated BP volunteers are kaleidoscopically diverse, but they all have a shared aim—doing good through partnership.

This article is edited from the May 2002 issue of BP’s Horizon magazine.
For over twenty-five years, ExxonMobil’s Supplier Diversity Program has proven that finding and supporting qualified minority-owned businesses produces solid business results. Minority-owned businesses bring ExxonMobil innovation, responsiveness, and superior quality materials and services.

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

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

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

Your technology partner in Africa

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

- In November 1999, both the World Bank and the UK-based Transportation Research Laboratory drew on the CSIR’s expertise to arrange and coordinate a series of workshops and seminars on rural transport, addressing the needs of the SADC member countries. The CSIR facilitated the southern African Constructive Industry Initiative workshops in Botswana, Malawi, South Africa, Zambia, Zimbabwe, and Swaziland.
- The National Metrology Laboratory (NML) at the CSIR is responsible for managing the SADC Co-operation on the Metrology Traceability (SADCMET) Secretariat, the key driver to harmonise the region’s measurement standards, which is an essential component for establishing a free trading block.
- The CSIR has been contracted to support the Quality Module of the UN Industrial Development Organisations’s Integrated Industrial Development Programme for Capacity Building to Enhance Industrial Competitiveness and Sustainability in Tanzania and Ethiopia. Activities include the organization of a workshop, review of existing legislation and extensive studies on existing and required infrastructure. Under a twinning agreement with the Quality and Standards Authority of Ethiopia (QSAE), the NML offers specialized training to Ethiopian metrologists and performs calibration of various standards for QSAE.
- WAITRO is the World Association of Industrial Technological Research Organisations. The CSIR has been appointed as WAITRO’s Regional Focal Point (RFP) for Africa. WAITRO has 121 members in 70 countries, representing an aggregate of several thousand highly qualified R & D personnel, in close contact with domestic industries and policy-making bodies. WAITRO has 37 member organisations in Africa, representing 17 countries.

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IYF also serves as secretariat of the Global Partnership for Youth Development, an initiative of the World Bank's Business Partners for Development.

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