the Bank's World

VOLUME 8 / NUMBER 5 • May 1989

Public Disclosure Authorized
Rehabilitation to Involve Main Complex

Building the Future

by Alan Drattell

The World Bank is taking the same approach to the Main Complex rehabilitation project that it takes in designing and appraising projects it finances," says Harinder Kohli, Director, Information, Technology and Facilities Department.

ITF will manage the rehabilitation of the A, B, C and F buildings—which account for about half of the Main Complex and which will be razed and rebuilt—and retrofit of the D and E buildings. The project, approved by the Board in March, will cost $186 million and involve three phases. The B and C buildings will be rehabilitated first, followed by the A and F buildings in Phase 2. D and E will be retrofitted in the final phase.

In an interview with The Bank's World, Mr. Kohli reviewed the reasons for the project, explained how it was evaluated and what will happen to services staff use in these buildings as well as what's ahead for staff who now work in the Main Complex.

Question: Why is rehabilitation necessary?

Answer: There are five fundamental reasons. First, we have some serious health and safety issues in the existing buildings that need to be resolved. Second, much of the critical physical plant and equipment are obsolete and must be replaced. Third, our building operating and housing costs are high, and there are opportunities to reduce them. Fourth, the functionality of the workplace doesn't meet our needs anymore. Since the buildings were designed and constructed—the A building, the oldest, dates to 1941—the Bank has been making greater use of office and communication technologies. Office technology has a major impact on the design of offices and accompanying furniture, and on the need for better lighting. Fifth, we can make more efficient use of the Main Complex site and reduce or even eliminate the use of expensive leased space. The new Main Complex will have the capacity to house some 4,900 staff instead of the approximately 3,100 now.

Question: For staff who must remain for a considerable length of time in the buildings to be rehabilitated, how dangerous is it in terms of fire safety, asbestos, security risks?

Answer: I must emphasize that while there are potential hazards, they do not currently cause, in our judgment and in the judgment of outside experts, undue risks to staff. I think it's very important for staff to know that they're not exposed to any immediate danger.

Yes, there have been problems, and we've had an active program for many years to reduce risks in all areas.

When the Main Complex buildings were designed and constructed, they incorporated the safety codes and technological developments of the time. Since then, the codes and technologies have changed; we've learned more, for instance, about the fire hazards in high rise buildings, and codes have been revised to manage this risk better. Also, most buildings that, like ours, were erected between the 1930s and the 1960s used asbestos as a construction material. Fortunately, the immediate danger is negligible because most asbestos-containing materials in the Main Complex have been encapsulated. Also, an outside licensed company regularly monitors the air by taking samples under the supervision of the Health Services Department. To
date, they have detected no unusual levels in these samples. But we cannot and do not want to stay in this situation forever. The preferred solution is to remove the asbestos permanently.

The Main Complex buildings will be razed in a way that ensures asbestos particles do not get into the air. We will be following strict regulations observed by the District of Columbia and other cities in the United States. For instance, the asbestos will be removed only after a building is emptied. The air circulation system will be shut off so there’ll be no danger to staff working in adjacent buildings, and a negative pressure will be created so that nothing leaks out. Finally, the work will be carried out by contractors who are certified by the authorities under very strict guidelines, and they will be supervised by inspectors.

Current building codes provide grandfathering for old buildings in terms of fire detection and fighting systems, asbestos, etc. We’re not required by any local regulations to take corrective action, but management strongly believes that we have an obligation to our staff and to our visitors, irrespective of legal requirements or liability considerations, to resolve these risks as soon as possible.

**Question: How will the new buildings be an improvement in terms of these hazards as well as in terms of providing improved data and voice communication systems?**

**Answer:** The first thing to note is that the buildings will have the most up-to-date fire safety and security measures. As you know, our newest building, the J, is outfitted with all up-to-date systems. If anything, the new buildings will be even better because we will have the advantage of three to four years of additional developments in the areas of fire safety and security technology. Furthermore, we will have modern, flexible data communication systems to meet communication needs well into the next century. Here again, we hope to build on the experience with the J building, which is considered one of the “smartest” buildings in the city.

**Question: What other advantages will the new buildings provide?**

**Answer:** I think there are three advantages. First, the workplace will be more functional and will more explicitly recognize the use of office technology. We’ve recently developed workplace standards based on best practices in other institutions as well as from a survey of staff who looked at mock offices about three years ago and then gave us their opinions. The initial results were used in designing the J building.

In the new buildings staff will have access to more natural light. The lighting systems will be improved and will include lights on working surfaces. There will be much better noise, humidity and temperature controls. The furniture will be ergonomic, taking into account the fact that people are different sizes and can’t comfortably use one standard chair height. The desks will be adjustable in height too. The J building furnishings are a good example of the type I’m talking about.

Second, we will have a better layout of Bank and staff services. We will have all the travel services together. We’re hoping to put all the libraries in one area for efficiency. We will be consolidating kitchens. We intend to have a larger exercise facility in one of the buildings. We will review the designs and locations of all services with a Bankwide Advisory Committee.

Third, the new interior space will be more responsive to changes in organizational needs, work unit configurations and use of technology.

**Question: How many moves will each staff member be expected to make before the project is completed?**

**Answer:** No more than two for the vast majority of staff—that’s our expectation. Some will move only once—directly from their current location to the new one when a building is completed. We’re well aware that moves are disruptive. The implementation plan was designed to minimize moves.

**Question: When will the moves start?**

**Answer:** Late this summer, and there will be other moves in the fall and winter.

**Question: There’s going to be an awful lot of construction noise; how are staff expected to be productive during this period?**

**Answer:** Construction is part of the urban renewal process. It’s commonplace in Washington and other large cities. Techniques have been developed...
to isolate construction areas to cut down noise and vibrations and to keep the dust out. Staff who have been here for some time have seen construction of the C, D, and E buildings and later the I, H and J. So construction is something we have lived with before.

But we do recognize that even if people can become accustomed to living with the noise and dust, etc., we must take all practical steps to minimize disruptions and nuisances due to construction. The engineering consultants have prepared a detailed plan for this purpose. For example, demolition and excavation will be done mostly during evenings and weekends. By using a variety of recently developed construction techniques we’ll be able to cut down on other inconveniences as well.

**Question:** How many options did the Bank look at and how were they evaluated?

**Answer:** In addition to options related to moving to the suburbs, we looked at all conceivable options for the rehabilitation of the Main Complex. They range from the minimum possible retrofit that would resolve only the most immediate health, safety and plant obsolescence problems, to alternatives that would significantly improve workplace quality and efficiency and fully meet the Bank’s longer-term facilities management objectives and strategy. Our staff and Bill Stanton’s Review Committee looked at a total of 16 such options formulated by the consultants. Six options involved various levels of renovation while retaining all of the current building structures. The other 10 involved construction of new structures to replace some or all of the buildings.

There were five managerial considerations that had to be balanced in making a choice. One was to ensure that health and safety problems could be resolved and codes fully met. Second, we wanted to ensure that staff will have a more inviting and pleasant work environment. The option had to create a workplace for the future. Third was to ensure that the option picked would allow a superior architectural design and also the design and implementation over time of a logical master plan for the whole site. Fourth, we wanted a project that would help accommodate most staff in Bank-owned space. Fifth, the option had to be attractive in financial and economic terms. The management also wanted to keep the investment costs within a reasonable level.

**Question:** Why did the Bank choose the selected option?

**Answer:** It was judged to offer the best balance. It was rated the highest on the basis of the above managerial considerations. It also fits very well with the Bank’s long-term facilities strategy. It’s certainly not ideal in every single aspect; it’s neither the cheapest one nor the most costly. It would, we believe, deliver the most value for the money and a workplace better suited to our future needs.

Last year, Mr. Conable appointed a Review Committee, headed by his Counselor, Bill Stanton, to look at the options. The Committee’s job was to provide a sort of “second opinion,” and they also preferred this option as being the best in terms of balance. We all felt that the selected option provided the best alternative to develop a quality workplace for staff in a cost effective manner. It will also provide a rare opportunity for an architectural expression of the Bank’s mission.

**Question:** Why didn’t the Bank simply move all or part of its operations to the suburbs?

**Answer:** When we planned the H and J buildings, management considered a long-term strategy for Headquarters facilities, including moving to the suburbs as an alternative. We could have looked at other cities, but there are a large number of advantages to remaining in the D.C. area. It meets our needs so far as infrastructure, communications, and proximity to other international institutions. Over the years it has served us well and there are no compelling reasons to move. If we had opted for a suburban move, the question would be whether to move all or part of our operations. To move only a few—most likely support—units would create a great deal of disruption and inconvenience. To move everyone is simply not practical. There’s just not enough office space available in a close-by area to house all of us. If we were to build our own complex in an outlying area, we’d require a campus-like setting. Then, we would need to provide all the necessary facilities—such as cafeterias, parking and other conveniences—not only to house staff currently in the Main Complex, but also eight other buildings downtown. As a result, we would need at least 300 acres of land to meet local building codes to accommodate 8,000 people. This option was costed and analyzed last year. In economic terms, it wasn’t as attractive as staying in our current location. It also had some other, non-economic, disadvantages.

**Question:** To what extent was the Staff Association consulted?

**Answer:** We've had, I believe, nine meetings during the past year. We organized tours of the Main Complex buildings with representatives of the SA so they could become familiar with the problems. In the meetings, we reviewed engineering study results and problems the Bank faces, as well as the various options under consideration. The material developed for Mr. Stanton’s committee was shared with the SA on a regular basis. The SA provided ITF with written comments which were annexed to the report that went to the Board. Discussions have been frank and quite comprehensive. The SA made many suggestions which were useful and were reflected in the final proposal—such as the fact that there should be an international competition for the design. And it worked with our staff and consultants on a survey of staff in the J building to learn what they like and don’t like so that we can use their experiences in the design of the new Main Complex. As can be expected, there are areas where management could not agree with the SA proposals.

**Question:** Did the Bank consider moving everyone out of the Main Com-
plex to other sites so that the rehabilitation would take less time than the projected 76 months?

Answer: Yes. We looked at that carefully. To do it, we would need to move out some 3,000 people. We asked our real estate agents if we could get space in nearby buildings for that many. We were advised that it wasn’t possible in downtown Washington or in one single convenient suburban location. Even if such space were available, more than half the staff now located in other buildings would continue to work in downtown Washington. Such disruption must be weighed against inconveniences due to construction. Overall, the proposed implementation strategy was considered least disruptive.

Question: Where is the money coming from to pay for the project?

Answer: The rehabilitation will be financed through a special capital project approved by the Board. It does not affect the administrative budget until completion. Then, the project will have a major positive impact, with the average net financial savings amounting to $39 million a year between FY95 and 2013. The project has an attractive financial return of about 27 percent.

Question: What’s going to happen to me and my work area?

Answer: At present, the majority of staff does not work in the Main Complex so the impact on most people—unless they change work units—is expected to be minimal. Staff in buildings B and C will be moved later this year—with some of them going into the A building where we have been keeping space open. Others in that move and later moves may go into the J, H, N and S buildings, and some into additional leased space which we hope will be within walking distance of the Main Complex. Of course, after project completion, we hope to be able to move these colleagues back into the new Main Complex.

Question: Is there a master plan for staff moves during the project, and, if so, how will it work?

Answer: A master plan is being developed. It will be agreed to by line managers. To minimize disruption, we expect that new work space will be ready before staff move in. Organizational units will move in an orderly manner over a period of months.

Question: Will all Bank services continue during the construction—such as travel, security, cables, etc.—and where will these services be located?

Answer: Yes, they certainly will be continued. We know location and quality of these services have an impact on Bank staff. The General Services Department is working with ITF on this so that, when the project starts, all existing services will be available. We plan to expand the E cafeteria, for example, because we’ll be closing the C coffee shop. We are also actively looking at options for the relocation of the Childcare Center and the Travel Office.

Question: We’re going to lose the courtyard in the Main Complex. How will three atria be an improvement?

Answer: They will be covered and temperature controlled and therefore be of use year-round, and they’ll be designed and furnished attractively to be enjoyed by staff as an integral part of common-use facilities. They’ll be specifically designed to bring more natural light for offices—much the same as now occurs with the atria in the J building. The three atria in the Main Complex, however, will be much larger than the two in the J. Finally, their total combined size will be some 23,000 square feet, which is 40 percent larger than the size of the current courtyard.

Question: Will parking improve as a result of the project? What about in the short term?

Answer: After the project is completed, we expect to have some 200 more parking spaces. In the short term, during construction, we will lose some spaces in the Main Complex. We’re currently looking for additional spaces in nearby commercial parking lots. With the exception of the C building parking, other parking in the Main Complex will be available during the project. And, after Phase I, we should actually gain some parking spots.

Question: How many architectural firms will compete to design the new buildings, and who will choose the winner?

Answer: We will have an international competition. We expect to start with some 200 firms from over 40 member countries. From these, we will prequalify six to eight finalists who will submit detailed designs to be judged by an international panel of architects. Members of the Bankwide Advisory Committee and the Executive Directors will be consulted. Ultimately, Mr. Conable will decide which design will be accepted. That decision should come this fall.

Question: Will penalty and bonus clauses be in the contract with the construction companies chosen?

Answer: Yes, whenever feasible.

Question: Who will be on the Bankwide Advisory Committee, how will they be selected, and how will the committee operate?

Answer: By the time you read this article, Willi Wapenhans, Senior Vice President External Affairs and Administration, will have named those selected to the committee, to be chaired by Everardo Wessels, Director, LAC Technical Department. There are 10 committee members, including two nominated by the Staff Association. The members come from all major Bank complexes and different levels. Together, they represent a rich blend of personal and cultural backgrounds. The role and scope of the committee are expected to vary over time as the project moves into different phases, but it should participate in and advise on a large number of issues which will affect how the buildings look and how staff are housed. I’m looking forward to its advice and counsel.
How Does Your Garden Grow?

by Jill Roessner

For centuries, poets have waxed lyrical about the garden, especially the English garden. But Rudyard Kipling was somewhat more realistic in his lines:

“Our England is a garden, and such gardens are not made, By singing: ‘Oh, how beautiful!' and sitting in the shade.”

Gardening is hard work. And creating an English garden in Washington, D.C., is especially difficult. Yet, expatriates—English or not—often like to introduce something from home into their outdoor environment. Jill Nightingale is English and she is a professional garden designer; her husband, Mick, is in EMENA 3. Bank’s World talked to Mrs. Nightingale about the horticultural challenges in this area.

“Despite the inhospitable climate, several of my English friends maintain respectable herbaceous borders,” she told us. “One has to forget the 6-foot delphiniums and majestic lupins and take pleasure in a mass of black-eyed susan and the sturdy blue veronica. Coax Virginia bluebells, foam flower and bleeding heart to establish in the shady areas, and concentrate on a succession of spring bulbs. Snowdrops, scylla, crocus, daffodils and tulips will give patches of color from early February through April.”

Michael and May Payne (he’s also in EMENA 3) have a glorious garden that appears English, but Mrs. Payne points out that what they’ve achieved is the effect of an English garden, using plants that flourish in these climes. “I don’t spend time trying to grow things out of their element,” she declares firmly. She’s the one with the green thumb, while her husband describes himself as a reluctant gardener who “does what I’m told, and cuts the grass.”

Since Mrs. Payne spends a fair amount of time in England where she has another garden, both properties must survive periods of what the Paynes call “benign neglect” and both gardens are planted accordingly. In Bethesda, Maryland, May Payne has concentrated on ground cover and hardy perennials: hydrangeas, daylilies and other lilies, iris, bluebells and wildflowers. The latter were acquired when Mrs. Payne raced the bulldozers to an area that was about to be developed near her home. The English effect is accomplished by the way the plantings are grouped, “not stylized like the typical garden here,” says Mrs. Payne, who uses logs to outline winding flower beds. There’s a rambling path that looks as though it leads back into the woods behind their property, but really takes you somewhat unromantically to the compost heap—an important element in her gardening regimen.

Mrs. Payne prides herself on being able to pick flowers or foliage from her garden 12 months of the year.

Extreme climate

Caroline Berney is English too, although her husband, Richard (IFC), is American. “It’s so different gardening in this country,” Mrs. Berney points out. “All of the English people who come here suffer great frustration with the extreme climate.” Nevertheless, she focuses on flowers that are hardy in both countries and has chosen many of them for sentimental reasons—“the flowers I grew up with.” Forget-me-nots, sweet williams, peonies—particularly tree peonies, bluebells, snowdrops, antirrhinums (snapdragons), viburnum and winter
A Japanese scene. Mari Iizuka's balcony in Washington, D.C.

Jasmine—are bountiful in her Bethesda garden. "Richard grows tomatoes and fruit," she says, "so we compete for space."

**Very formal design**

In striking contrast to the English garden, Liliane Le Breton (AFRCA) strives for a very formal, distinct design—the sort of garden she grew up with as the daughter of the horticultural curator who was responsible for restoring the gardens at Versailles, no less, as well as some other important gardens in France. Her father was awarded the *Merite Agricole* for his hybrid eglandier "black rose," one of two roses he created, and he was also noted for his topiary, something his daughter is replicating in her Northern Virginia garden. She prunes and trains evergreen bushes into ornamental shapes. She has wielded her clippers to transform juniper bushes into baskets, thus creating living containers that can be filled with seasonal decorations (they held eggs at Easter and packages at Christmas). Tamarix also lends itself to topiary, as does Japanese maple.

The highly stylized shrubs and small trees make a handsome backdrop for the annuals she raises from seed indoors, under lights. They go outside in a cold frame in April then, in late May, are transplanted in definite patterns. This year, in honor of the French Bicentennial, she will use red, white and blue flowers laid out in three broad bands representing the French flag. She selects flowers that are typically French—myosotis, French begonia and French dwarf marigolds are among those that can be ordered through the Burpee catalog. Ms. Le Breton adds, "It's important to learn what to expect from a particular plant, how tall it will grow, when it will bloom, and so on. The way a plant behaves in this country may vary considerably from what it will do elsewhere, soil and weather conditions being different."

She wouldn't be a Frenchwoman if she didn't care about cooking too, and she also has a herb garden and an extensive, all organically grown vegetable garden for culinary purposes. There she raises *mache* (corn salad), *petit pois provencales*, Belgium endives, the tiny *oignons blancs de Paris* and French beans and lettuce as well as Italian plum tomatoes.

**A Scandinavian garden**

Other practical gardeners who grow herbs or vegetables include Vanja Jordan (OPNSV), who's Swedish and whose dinner guests will testify to the excellence of her *gravlax*—marinated salmon. The recipe calls for a lot of dill, so she's always made a practice of growing her own. "Wherever I've lived, I've grown dill," she says. "I've managed to have a patch of it in England, in Kenya and here in Washington. You often can't find fresh dill at the market, so I have to be sure of a steady supply. That's the only claim I can make to having a Scandinavian garden."

For the same reason, *Bank's World* Executive Assistant Morallina Fanwar-George is planting coriander. "We use so much of it in Indian cooking that I don't want to keep buying it," she says.

And Frenchman Jean Boutan (AFTIE) grows *oseille*—sorrel—for his culinary endeavors, sorrel soup being a staple. "We had *Gloriosa simplex* everywhere I lived in Africa," says ENV's Mary Dyson, describing the stunning scarlet and yellow lily-like flower, sometimes called the flame lily. "It was all around my childhood home on the south coast of Natal, and in the '60s and '70s I lived in Kenya and Ethiopia, where it grew profusely. It even blooms in the Kalahari Desert after the rains. But I was amazed when I first saw it here in Washington. Turns out you can buy it at Johnsons and through various plant catalogs. Actually it is *Gloriosa Rothschildia* in this country, but it looks almost identical, though you have to dig the tuber out in the winter and keep it indoors. When spring comes, you stick it back in the ground and it flourishes."

**River of white stones**

Mari Iizuka (CECPS) doesn't worry about wind and weather. Nothing grows in her garden which is, nonetheless, exquisite. Sit on a tatami mat inside her northwest Washington apartment and look out onto the balcony and you will be transported to Japan. You can see a tranquil river of white stones winding through darker stones; there are a few small islands in the river, and a Japanese pagoda lantern on its banks. With dramatic simplicity, Ms. Iizuka has created something from her culture.

There are many beautiful gardens to visit around Washington. There is currently an Elizabethan garden at the Folger library, planted with flowers and herbs typical of the 16th century. Dumbarton Oaks in Georgetown is glorious, the National Arboretum is magnificent, and the Botanical Gardens are well worth a visit. Washington is famous for its flowering cherry trees—a gift from Japan—and all over town colorful flowerbeds delight the eye. Yet, your own little patch of fragrant lavender, or a bright hibiscus bloom, even a potted plant indoors, can evoke the most poignant emotions and give you the greatest pleasure.
Environmental Action Plan
Increases Awareness

Madagascar: Education and Reforestation

by Mary Lou Ingram

A tour of the Andasibe Forest Reserve 100 kilometers east of Madagascar's capital city, Antananarivo, will quickly convince any visitor he has discovered a unique and fascinating world of plant and animal life. The visitor may, as I did, begin with a night excursion, following rather timidly after the young forest guide who somehow discovers nocturnal creatures with a simple flashlight. He pointed out the tiny Brookesia chameleon, as small as your thumb, but perfect in every detail. And the much larger Parson's chameleon, a thickset, ponderous lizard which varies its color according to mood. There seemed so many varieties of these miniature monsters with their independently moving eyes that I was not surprised to learn that half of the world's species of chameleon is found in Madagascar.

Strange flashing eyes

Our search through the dark forest continued until we finally spotted the strange flashing eyes of the mouse lemur, a tiny animal with a timid nature, quite different from his larger relatives. According to naturalist Alison Jolly, who has studied lemurs for several decades, there are 26 species of lemur in Madagascar, their only home now as they were crowded out elsewhere in the world by monkeys.

My daytime hike into the forest was, perhaps, less exotic, but facilitated a rare meeting with the largest of the lemur—the Indri. Its teddy-bear-like face and lively antics have made it a drawing card for all visitors to the reserve. And its piercing cry was easily recognizable above all other forest sounds.

These creatures are but a sample of the myriad varieties of animals and reptiles found in Madagascar. The world's fourth largest island also harbors some 10,000 kinds of flowering plants, varieties of baobab trees found nowhere else, thousands of tropical plants, many of which have valuable medicinal properties, and strangely, but pleasantly for hikers, no poisonous snakes.

Rivers run red with topsoil

There are other lovely forest areas in Madagascar with dozens of plants and animals unique to the island. But they are quickly disappearing, at a rate of thousands of acres a year. As man destroys the forests, the fragile highland soil is exposed to the elements which gradually erode its outer layer, washing it down the rivers to the sea. Rivers now run red with topsoil, siphoning away the nutrients and leaving behind a wasteland for future generations.

Madagascar holds the world's record for erosion, causing considerable damage to agricultural land, infrastructure and coastal ecosystems. The natural forest, once covering most of the country, may disappear in coming decades.

The plateau around Antananarivo bears witness to how destructive man can be. In the past, a small population was able to burn down a patch of forest, plant crops for a few years until the soil became depleted and then move on to another area. The technique was also used to clear land for the growth of new tender shoots to feed wandering cattle. At one time the available forest must have seemed endless and the natural resources free for man's own use. It was then that the Malagasy people developed the taste for wood charcoal cooking fires, a habit which contributes to the forest destruction. Such seemingly innocuous habits carried on for generations have caused irreversible damage to much of this country's land which must sustain its quickly growing population—for the growth rate of about 3.2 percent is one of the highest in the world. It has been widely recognized that this rate of destruction must be halted—that man and nature must coexist for mutual benefit. But that is not an easy task.

The situation is not without hope, however, as government officials, private non-governmental organizations, bilateral and multilateral donors have recognized the need for urgent environmental action. They have, over the past few years, been assessing, through pilot experimental projects, the best means of confronting the situation.

Since the international conference on the environment held in Antananarivo in 1985, special attention
has been given to developing a national plan. As Joseph Randrianasolo, Minister for Water and Forest Management, noted recently, this strategy should help integrate efforts to develop agricultural, pastoral and forest ecosystems which can provide man with the livelihood he needs without permanently destroying the natural resources.

A national plan

Madagascar was one of the first countries to respond to Barber Conable's appeal to implement an Environmental Action Plan. A World Bank team of ecological experts, led by Francois Falloux (AFTEN), has been working with some 150 Malagasy experts, representatives from NGOs such as the World Wildlife Fund, donors such as USAID and Cooperation Suisse, and other international organizations like UNESCO and UNDP, to develop the plan—the idea being that the sum of the knowledge and experience of these groups will improve the end product.

Many of the groups had been working on their own particular projects, but now they have been given the opportunity to meet together and exchange views. Over the past year, the Bank has helped to coordinate public fora where issues were brought out in the open and the pros and cons of various actions were thrashed out. "The response was amazing," according to Mr. Falloux. "These debates were televised and published in the local press in a consistently forthright manner. Obviously there are many people in the country who are concerned about the long-term welfare of the environment. We helped to encourage a national debate of the issues."

The result: increased awareness, cross-fertilization of ideas and an Environmental Action Plan. It is an organized assessment of the present situation, a prioritized analysis of goals for the future and, most importantly, an agreed upon means of achieving these goals through specific actions of participants who in the past had worked in an ad hoc fashion.

Five major programs

Five major programs have been proposed: first, the protection and management of biological diversity; second, the creation of a National Environmental Fund for rural and urban communities; third, a mapping and land management program; fourth, a program of environmental education, training and sensitization; and, finally, a support program for the reinforcement of the institutional framework, development of environmental studies and strengthening of resource management tools.

Some important progress has been made already in several areas—progress that the plan will try to expand upon for the long-term benefits of the country. For example, Roland Ramahatra, President of the Province of Antananarivo, the most populated area in the country, is enthusiastic about the reforestation efforts being made in his region with the assistance of Cooperation Suisse. In the hills just outside the city, the villagers are being encouraged to develop their own mini-plantations while at the same time restricting their agricultural production in other areas. At this point, the pilot project has been under way for three years, and the foreign assistance is planned to last five years.

Mr. Ramahatra notes that, during these five formative years, project management closely monitors the programs, educating the farmers to show them how they can manage their forest products and plan their agricultural development to prevent soil erosion, develop supplementary sources of income by introducing new crops or establishing small nurseries. "The key to the success of such a project," admits Mr. Ramahatra, "is the final acceptance by the farmers that slash and burn techniques are not necessary and are dangerous to their long-term economic well-being."

The same may be said of the small farmers throughout the country who make up 80 percent of the population. Close to the East Coast, for example, where rainfall is more plentiful than on the plateau, many farmers continue to chop down trees and burn their natural surroundings, trying to eke out a meager existence in an ultimately self-destructive fashion.

Gains in productivity

But there are bright spots. For example at Savoka, north of the port city of Toamasina, an important pilot project originally funded by UNDP and now managed by the Bank has made a big difference to the peasant farmers of the area. They have been learning agro-forestry techniques, discovering through the experiments of a local agronomist that the area is suitable to the growth of teak trees mingled with the crops. The farmers' land, therefore, gains in productivity over the long term. The teak stands, if carefully managed, will provide an extra source of funds in future years with minimum extra effort. The agro-forestry technique of mixing food crops with tree...
crops may be used to increase the productivity of the plot, to decrease erosion, or to discourage certain types of insect pests without resorting to chemicals.

Traditional practices, no matter how detrimental to the environment, are not abandoned easily. But in Savoka, farmers agree to adopt new farming techniques such as terracing and reforesting the denuded hillsides. Why? Perhaps because they are now experiencing the benefits of such practices. They are able to plant in areas revitalized by a crop plowed under the year before to restore the soil. They see their tea stands increasing in size. They are selling vegetables at the local market and making a profit—vegetables that they had not seen before the project began. And their wives are growing flowers and establishing nurseries—again increasing the family income.

A magnificent country

Bank Resident Representative Jose Bronfman is encouraged by these developments and the changes he has seen since his arrival in Madagascar. “This is a magnificent country with phenomenal natural beauty and warm, friendly people. Yet, it has been undergoing a dangerous destructive process. With the serious commitment of the government and all participating groups to this new action plan, we are hoping to slow and ultimately halt that destructive process.”

To ensure the long-term sensitivity to environmental awareness, the World Wildlife Fund has been helping to establish educational campaigns, particularly in those areas where forest protection is considered vital. The Fund is training teachers first and producing materials to make the knowledge of basic environmental concepts available to youngsters at an early age. “We must work with the young, too, and maybe by the time they are grown they will have abandoned the destructive habits of their parents,” Mr. Bronfman says. “That can only happen if viable alternatives are offered. And that is what we all hope to do with the Action Plan.”

Promotions Arrive for Messengers

It’s in the Mail

by Morallina Fanwar-George

Haq Khan
Pakistani national...7-1/2 years in the Messenger Unit...Promoted to Plate Maker, Prep Unit, Print Shop. “An opportunity which I had looked forward to. I prepare film for projection for the Rachwal computerized camera system. I really like it.” Married. One son.

Jesus Rodriguez
Spanish national...7-1/2 years in the Messenger Unit...Promoted to Plate Maker, Prep Unit, Print Shop. “My thanks to the Bank and my managers for giving me this chance. I work with the Rachwal system, projecting onto 70mm film from original sizes.” Married. Two sons, one daughter.

Piyadasa Kahangama
Sri Lankan national...8-1/2 years in the Messenger Unit...Offered additional apprentice training in the Bindery Unit, Print Shop. “I’ve had some previous experience with bindery work but I was not able to develop my skill until now.” Married. A son and a daughter.

Selahattin Ayyildiz
Turkish national...8-1/2 years in the Messenger Unit...Promoted to Small Sheetfed Pressman, Press Unit, Print Shop. “I’ve worked in many places, including the Turkish Embassy in Moscow, and learned different skills in my life. I’m pleased to add to my experience.” A father of three and grandfather of one. Fluent in Russian and German.

Winston Carew
Sierra Leonean national...9-1/2 years in the Messenger Unit...Promoted to Production Control Clerk, Production,
The above five promotions were the result of a career development initiative the Support Services and the Printing and Graphics Divisions put together more than six months ago. The program, which was jointly initiated, designed and implemented by John Montefusco, Division Chief, GSDPG; Luis Descaire, Division Chief, GSDSS; and Ivan Radan, Section Chief, GSDPT, is a success.

Mr. Descaire says, "The morale of my staff has increased through this program and I'm proud to be a part of it. Everyone deserves a chance to climb up, if possible."

These managers felt there was a need to develop a career option for their own staff—especially those who are at the lowest level and might not otherwise have the opportunity to move up. Variables were considered: What skills or experience would be required? Who would be eligible for such a program?

The answer evolved in the form of this training program. Although not a new concept, such an initiative had not been used often, and, therefore, no set guidelines were available. It was a learning experience.

The Print Shop was losing five of its staff members through early departure from the Bank. Instead of seeking to hire externally, Mr. Radan broached the possibility of a training (apprenticeship) program with the Messenger section. Interested applicants were invited to apply and managers studied staff profiles in earnest.

"Choosing a candidate with the right adaptable skills, particularly those with a mechanical background, was our main criterion," points out Mr. Radan, who himself joined the Bank as a messenger 26 years ago, "and, of course, years of service and good performance reviews were also considered."

**Assigned to different units**

Six trainees were chosen. After signing a Memorandum of Understanding (that this was only a training experience and not a job offer), they were assigned to different units of the Print Shop to be trained—based on their background skills—directly under the expertise and guidance of the respective supervisors. The six months' training period was intensive and included two reviews—one at three months and another at the end. The trainees were cross-trained in the different jobs in the units to which they were assigned. Mr. Montefusco says the program was as structured as possible and the "trainees were not just thrown to the wolves." They were guided very carefully through each stage and monitored closely.

**Quick learners**

"They were all hard workers, quick learners willing to take on added responsibility," adds Mr. Radan. "There was also a lot of healthy competition."

At the end of the six months, five of the trainees were offered permanent positions in the Print Shop and shortly thereafter, a sixth slot opened in the Bindery Section and was filled.

Says Mr. Descaire, "What I wish is that we could repeat this type of initiative throughout the Bank—to draw from a pool of talented staff, who have different skills, to fill openings. It would not only give our staff a chance to move up or to another job opportunity, but also avoid having to recruit from external sources who are not familiar with the institution."

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[Photos by Jill Roessner]

Piyadasa Kahangama

Selahattin Ayyildiz

Winston Carew
Resettlement, Development, and the World Bank

Late last year, Moeen Qureshi, Senior Vice President, Operations, addressed a seminar of senior Operations and Policy staff in Annapolis, Maryland. Here are excerpts from his speech:

Resettlement is a topic which touches upon the most central aspects of Bank work. About one million people are being involuntarily resettled in ongoing Bank projects and that many, or perhaps more, will be displaced by projects already in the pipeline lending program.

The Bank has had a comprehensive operational resettlement policy for involuntary resettlement since 1980. Implementation, however, in far too many cases has fallen short of our policy's requirements. This situation has started to change in recent years thanks, I think, to concerted efforts by staff and management. We reformulated and strengthened our resettlement policy in 1986. The policy guidelines paper on involuntary resettlement that the Bank published has been received very favorably, even by many of our usual critics such as OXFAM, the Environmental Defense Fund and others. After years of neglect, Bank supervision teams are now beginning to give hands-on attention to involuntary resettlement components and to use qualified resettlement experts—sociologists and anthropologists—as members of supervision teams. Even so, this is no time to become complacent. There are still major hydropower, thermal, urban and agricultural projects where even large resettlement components have not been prepared, appraised and supervised to our full satisfaction.

I will not be overstating the issue if I underline the seriousness with which Bank management views this situation. Between 1980 and 1988, 75 percent of the supervision missions for irrigation and hydropower projects with resettlement components did not review these components' status in the projects they were supervising at the time.

There are important differences between population displacement caused by natural disasters and resettlement caused by development. Involuntary relocation caused by national calamities is an Act of God. Involuntary resettlement made inevitable by various development projects is a deliberate, man-made act. It is the outcome of a plan—a decision about whether to build something that is believed to be in the public interest. The resettlement that follows from a project is part and parcel of the decision to build it and of the technical evaluation of how it should be built. As part of the overall project decision, there must be a carefully designed and fully financed resettlement for people affected by our projects. This is the core idea of our resettlement policy and it merits a full explication of what it means for Bank thinking.

The Bank's commitment to project quality does not waver when it comes to involuntary resettlement. Development-related resettlement is a technical part of the Bank's work; its social planning, financing and execution must be prepared with the same skill and care as that applied to any other project component.

What should be the content of the resettlement plan? As you know, the Bank considers plans to be the core of projects. It is what we help borrowers prepare, it is what we appraise and it is what we finance. Plans to restore lost livelihood are a precondition for approving any project, and this planning must begin early in the project cycle. A key element for most resettlement situations—especially those in the rural, agricultural parts of the developing world—is providing resettlers with lands to replace those lost to the project. Too many concerned project managers have learned the hard way that cash compensation rarely restores people's productive capabilities. The Bank now insists not only that replacement land be located and reserved for the resettlers, but that appraisal must assess the institutional mechanisms for making sure that alternative lands or realistic employment opportunities are developed for them.

Resettlement costs are an integral part of total project costs. If restoring people's productive assets and living standards is too expensive to be covered by project cost allocations, the project may be economically non-viable. Simply put, the Bank is not in the business of giving out benefits with the one hand and taking them away with the other. Project planners and managers should be particularly attuned to the way resettlement affects the most vulnerable portions of the population, since all too often the burden of resettlement falls disproportionately on the shoulders of those least able to bear it.
Let me share some of my impressions from the very complex resettlement operation I visited in India. That is the Narmada Sardar Sarovar project (NSSP), the first part of a river basin development project.

Narmada Sardar Sarovar requires some 70,000 people be resettled. Many of these are “tribal” people, socially marginal and culturally distinct populations now living in the reservoir area. They, and the NGOs working with them, are understandably concerned about their future once the reservoir submerges their land. An equally important aspect of their concern is what development benefits will come to them as a result of these projects.

I had a series of discussions with various people representing organizations involved with the project. These included people who were managing the project and people who were affected by it, as well as various policy-makers in India. I can assure you that the Narmada project presents the issues related to resettlement in all of their great complexity. NGOs are actively involved. The governments, both central and state, are very sensitive to the issues related to the project. There are also conflicts between the different administrative levels. The entire resettlement potpourri is here.

The eyes of the world are on the Bank as to how we conduct ourselves in this project. When I was at the Annual Meetings in Berlin, I had contacts and visits with international donor governments and NGO representatives. And when I was in India, I had contacts with the press, with the NGOs and with the highest officials of the government, including the Prime Minister. The press was full of the environmental implications of this particular project. I met with some NGOs located here in the United States the day before I was to leave for India. I met various NGOs in India, and a group of oustees came to see me in Delhi. All were concerned with resettlement in the NSSP. The Bank’s loans, the work of the Bank’s staff, are in the international limelight.

The first point that is striking about this project is that the role the Bank has already played is an extremely important and constructive one. It has made a difference.

We sometimes receive conflicting messages while carrying out our activities and policies. The Bank is sometimes seen as being excessively intrusive by some governments, while regarded by NGOs and oustees as not doing enough. We are going to face similar problems everywhere we operate. This is why we must, first and foremost, consistently follow our policies, which balance the various sides of such matters.

There is, unfortunately, no way of avoiding some disruption in the lives of people displaced by a project. This, however, puts even greater responsibility on those who perpetrate this disruption to make sure it is responsibly done, that it is planned and meticulously implemented, that the implications and costs of resettlement are fully taken into account, and that resettlers share in project benefits.

One cannot overemphasize the importance of careful preparation of a plan for resettlement from the very beginning. Since no initial plan remains totally unchanged, planning needs to be adapted to emerging and evolving situations. There is always a need for mid-term corrections and adaptations to changing situations.

The other point is that, although it took a little while to realize this, the NGOs, particularly those operating at grass roots level, can be our allies, not our adversaries. They believe the Bank makes a difference.

There is more the Bank could and should do about resettlement. There is far greater moral persuasion that we can bring to bear in these issues. Most of all, it is our professional contribution that is a critical factor giving us the leverage we have.

Take the case of replacement land. In terms of legal covenants, how is it possible to define comparable land for those relocated? The need to capture the cultural relationship between people and their land makes resettlement a sociological problem and not simply one of economics and environment. For this reason, governments must act with cultural sensitivity and an openness of mind. This can only happen when they are convinced what we are saying is, after all, in their countries’ political and social interests.

There is no way to completely square the resettlement circle. I myself come from a fairly rustic background. Let me recount a story often told in my part of the country, where there are more mules than anywhere else in the world. A farmer died, leaving behind 17 mules and three sons. In his will, he disposed of his mules as follows: one-half to the eldest son, one-third to the next and one-ninth to the youngest. A wise, old retired accountant who was also a farmer was asked to divide the property. He drove his own mule-drawn carriage out to the farm. But when he went to divide the 17 into halves, thirds and ninths, he found it was impossible with live mules. So, mules not being very valuable at that time, he unhitched one of his own mules, adding it to the 17 and thus making them 18. He then divided them as follows: one-half, or nine, to the eldest son; one-third, six, to the next son; one-ninth, or two, to the youngest son. If you add up nine, six and two, you will find that it makes just 17 mules. So he took back his own mule, hitched it to his carriage and drove away.

This story illustrates how sometimes the Bank can, with a little bit of its own money and a little advice, help square the circle. A little flexibility is needed; a little innovation and creativity are needed, as well as a lot of concern to do what is right. Difficult though it may be, however, I’m counting on you to make resettlement work.

We in the Bank clearly do not wish to get into a situation where a lot of people are left worse off as a result of development. For our work, that would be a contradiction in terms. Future Bank work must turn resettlement obligations into development opportunities. There is no doubt in my mind that a developmentally-oriented approach to resettlement makes for more humane and sustainable projects, and that is a goal upon which we can all agree.
Memphis, Tennessee, has a hotel in which half a dozen ducks make a solemn procession from the roof-top, down the elevator and to the lobby fountain every morning. The city's best-known event is the anniversary vigil marking the death of Elvis Presley. And its "Beale Street Blues," with the help of a clarinet, folds all life's bittersweet into a brief, haunting refrain. Memphis also has money. Maybe not as much as New York or Tokyo, but money nevertheless. Which explains why Jan Wright, a Senior Officer in the Bank's financial complex, visited the ducks at the Peabody Hotel and the bond salesman down the street at Morgan Keegan the next morning. An improbable Bank mission destination such as Memphis is all in a day's work for Mrs. Wright and her colleagues of the U.S. dollar Funding Group (FG3) in the Financial Operations Department.

Mrs. Jones' baby's college fund

"It's easy to forget, in an institution owned and managed by the world's public sector, that most of the money the Bank lends for roads in Zimbabwe, schools in Malaysia or land management and conservation in Brazil doesn't come from governments and taxes in the industrialized countries," says Mrs. Wright. "It comes from Dr. Smith's individual retirement account, Mrs. Jones' baby's college fund, the Brown Cement Company's insurance policy or Mr. Brown and his employees' 401(k) savings plans."

FG3 staff are charged with selling the Bank's securities—and, by implication, the Bank itself—to cautious investors in the United States. Many of these investors have never heard of the Bank or have little knowledge of what we do. This may seem surprising. After all, the Bank has been headquartered in the U.S. capital for more than 40 years, issued tens of billions of dollars of securities in the U.S. markets and paid tens of millions of dollars in underwriting fees to U.S. securities dealers.

Presence in the U.S. market

The Bank's low profile among U.S. investors reflects profound changes both in global finance over the past 15 years and in the development of the Bank's multicurrency borrowing program. The size of the institutional bond market in the U.S. has been growing rapidly, quadrupling the last seven years alone. With this growth, the institution's static borrowing program in U.S. dollars (as the Bank sought to diversify its borrowing by currency) has shown a decline in the relative share of the market that Bank securities represent. At the same time, the rapid growth of the eurodollar market, coupled with its lower distribution costs, has placed further constraints on our ability to choose to maintain a presence in the U.S. market.

As a result, the Bank's share of the U.S. market, always small, dwindled further. At the end of 1985, its U.S. dollar bonds offered initially in the United States comprised only 0.3 percent of the total domestic bond market (0.5 percent if U.S. Treasury borrowing is excluded). Concurrently, the Bank's share of the eurodollar market rose to 2.2 percent. In a large and growing Bank that looks to U.S. dollars for nearly one-third of its funding, we recognized that such heavy reliance on nondollar-based investors who participate in the eurodollar market isn't prudent as a long-term strategy.

How has the Bank responded to this problem? One answer has been the COLTS program, inaugurated in April 1986, through which the Bank has raised more than $2 billion directly from the U.S. market in over 1,000 transactions with more than 550 different investors.

COLTS is an acronym for the descriptive, though cumbersome, legal name of these instruments: Continuously Offered Longer-Term Securities. The Bank makes COLTS continuously available to U.S. investors, using electronic market information screens to inform a selected group of broker-dealer firms across the United States of the interest rates at which the Bank is prepared to sell COLTS on any given day in various maturities ranging from three years to 30 years or longer. "This means that our agents discuss Bank securities with their U.S. clients every day, rather than only once or twice a year, as when we relied only on large, underwritten transactions for U.S. dollar funding," explains Kenneth Lay, Managing Officer of FG3 and one of the people responsible for starting the COLTS program.

Flexibility

One key feature of the program is the flexibility the Bank has gained in offering its securities through broader distribution channels. When the program first began in 1986, the Bank appointed only four New York-based investment firms as agents, who sold COLTS to their traditional institutional clients. (The Bank monitors the distribution it achieves by requiring the name of the investor immediately after the terms of a sale are negotiated. Sales are restricted to North American investors.) In the first year of the program, COLTS raised $481 million in transactions averaging $5 million—hardly a mass-market product even by
Wall Street standards. Yet by year end, COLTS had been sold to virtually every class of institutional investor, and several investors were confident enough about the Bank’s credit and the product itself to become repeat purchasers.

Broadened distribution

In the second year of the program, we broadened this distribution. Picking up on a casual comment by one of the COLTS agents, FG3 staff began exploring the potential latent in the smaller, regional United States’ securities firms. These houses, headquartered all over the U.S., lack the capital and staff of their New York counterparts, but are nevertheless businesses of great importance to their home and neighboring states. Moreover, the core of their client base is different from that of our New York agents. It quickly became apparent that COLTS would command the enthusiastic support of the regional brokers.

After a detailed selection process (staff visited 30 firms in 20 cities from November 1987 to March 1988), the Bank invited 14 U.S. regionals and three Canadian firms to join the COLTS program. To prepare them further for the task ahead, the Bank hosted a day-long orientation program in April 1988 covering all aspects of our finances and operations. Vice President and Treasurer Donald Roth hosted a reception for the new regional agents to get acquainted with Barber Conable, Ernest Stern and a number of Executive Directors.

Communicate directly

The regional firms began selling COLTS a year ago. These firms now account for more than half of the transactions in the program and 15 percent of the volume. About 97 percent of the investors to whom they have sold COLTS are new not only to the COLTS program, but, in many cases, to Bank securities of any kind. The average transaction size has fallen dramatically (to less than $1 million), and the Bank has been able to sell COLTS at a relatively lower cost than if it depended solely on sales to the largest institutional investors. As important, the regional firms are a new and much-needed way for the Bank to communicate directly with and receive feedback from a widely distributed group of U.S. citizens—a useful endeavor since the United States is the Bank’s largest shareholder—and to garner the support that comes with improved understanding of the institution.

These firms now account for more than half of the transactions in the program and 15 percent of the volume.

Vaden Scott, Executive Vice President of Richmond-based Craigie Incorporated, captured the COLTS combination of blue-chip quality and domestic appeal when he remarked to a group of clients, “This thing’s a Rolls Royce with a raccoon tail.”

Thirty cities

Taking advantage of this new communication channel doesn’t come easily. All five of FG3’s professional staff (and, occasionally, Financial Relations and Legal Department colleagues) have been on the road all over the United States to meet with salespeople, traders, credit analysts, investors and state legislators to present the Bank’s story and highlight features of its securities. In the last three years—in addition to their ongoing responsibility for foreign and domestic operations—these staff have covered over 30 cities and met with several hundred salespeople and investors in over 85 individual meetings.

“The extent of misconception or simple lack of knowledge about the Bank is discouraging,” says Mrs. Wright, “but it’s also a challenge.” Long before investors consider buying World Bank securities, they often ask why they should support an institution that squanders U.S. taxpayer’s money, if the Bank will ever be repaid on its loans, and if we really know what our projects are about. They want to know what makes the Bank different from commercial banks. They want to know how strong the U.S. government support is for the institution.

Robert “Moss” Cartwright, partner in Chicago’s William Blair & Co., says, “Making the sale’s easy once you get a chance to tell the story. The history of the Bank as an institution and its AAA rating, coupled with the uncertainties in the industrial/corporate market—the risk of leveraged buy outs and management buy outs like the R. Nabisco case—are major selling points for World Bank securities.” And the COLTS agents tell the story: Blair and others have sponsored investor seminars, published research reports on the Bank and lobbied state legislatures to improve the eligibility of the Bank’s securities for purchase by regulated investors.

Unique elements and strength

But the satisfaction for FG3 staff comes in seeing the lights go on, one by one, in people’s eyes—many conditioned by the press to suspect the worst of international organizations such as the Bank—as they come to appreciate the unique elements and strength of the Bank’s financial structure and its approach to lending.

And there are less obvious rewards as well: Amedee Prouvost, a Parisian, picked up the finer points of Western boot buying from a South Texas pension fund manager and part-time rancher. Yoshi Isaka, a Japanese colleague, sampled American cuisine ranging from Columbia River salmon in Portland, Oregon, to the blue plate special at a truck stop outside Milwaukee, Wisconsin. The author, a Louisiana native, watched frenzied trading in the commodity pits on the floor of the Chicago Board of Trade. And all associated with the COLTS program have gained a keener appreciation of Americans’ perspective of the world.
I arrived in Abyei under a hot midday sun. The purpose of my trip was to photograph the 22,000 displaced southerners who, having lost their villages, their cattle and their homes, had walked for miles, surviving on grass, to escape violent death in the south of Sudan. Their host village, Abyei, with a population of 6,000, is located in the region of South Kordofan—approximately four hours from Khartoum by plane.

There are a few shacks and a main building, which is used as a hospital though there are no beds and hardly any basic facilities. It is enclosed by a surrounding wall, the open part of which is a common kitchen where food is cooked and distributed.

Before I reached the hospital, hundreds of children were seated on the shimmering hot ground, some naked, some wearing barely a wrap, with their bowls of food in front of them. Some thin women were dancing along the lines of children while they clapped their little hands in a gesture of make-believe joy for the benefit of visiting dignitaries.

"I will follow you."

I sat with a group of children and talked with Angelina, one of the dancers. She complained about the hot sun. "We sit under the sun a long time to get some food; really this is not good for the children. Some have died from lack of food and some from too much sun. Before my child died, I was asked to give him blood, but the doctor cannot take any blood from me—I had none, so I simply told my son 'My child, you just die, and God knows, tomorrow I will follow you.' "

The entourage had left and the civil-ian guards ordered the children to get up and leave. We started walking toward the center of the village when I heard a faint sob. I looked through the crowds and saw a child had fallen on the ground and next to him was a guard in his green "yalabia" holding a whip with a long, round handle. The boy, covered with blood and food from his overturned bowl, was unable to stand up. In my limited Arabic, I told the man to pick up the boy and take him to the hospital. He looked at me and ordered the boy to get up. I wanted to pick up the child myself, but the load I was carrying—which now seems so insignificant—or perhaps my fear of getting dirty, or perhaps my own selfishness which prevented me from holding him in my arms and carrying him myself, made me full of anger.

With difficulty, the boy stood up and, crying, asked for his rag. I photographed him as he walked with the guard. As I followed them, I realized that nothing is more important than the life of a child. I helped him, holding his thin, bloody body next to mine and shouting angrily at the man. As we entered the wall of the hospital, my camera and flash fell to the ground and broke. To my surprise, I found it did not matter. At the hospital, the soldiers with their machine guns did not allow me to enter, and I saw the boy disappear into a room.

Later, I was able to find a woman who got me into the hospital. I went into several rooms looking for the boy but he was nowhere to be found. The men in charge told me he had gone to his "home." I was determined to find him and kept inquiring where his home was, but by then it was time to leave Abyei and, once again, forces beyond my control prevailed.

Devastating and immoral

We all want peace. The effect of any war is devastating and immoral. I have to be continuously reminded that the World Bank does not give grants: "It is a financial institution geared to raise the living standards of the peoples in Third World countries." The Bank undoubtedly is not the answer to all problems and self-help is an essential prerequisite for development. But would it be possible for the Bank to consider more directly supporting emergencies, such as the victims of natural and man-made disasters through relief grants? It has the resources, more than any other relief organization. And while this is not an objective of the World Bank, I believe it is powerful enough to become one in an institution with a more idealistic viewpoint.
Are We or Aren’t We International Civil Servants?

by Ann Hammond

"In 1818 H Street, though, it is not hard to envisage the nucleus of a properly international civil service, dedicated not just to the dispersal of money but to the development of the world’s welfare in the fullest sense... The tradition of integrity and detachment is already there, the experience of dealing with almost every class and character of nation, the reputation built up contract by contract, project by project, loan by loan, over a decade and a half of dogged equity."

Twenty-seven years have passed since James Morris penned the above passage in the closing chapter of his book about the World Bank, The Road to Huddersfield. Did that nucleus, over the intervening years, develop into a fully fledged and properly international service? Or, in more recent times, has the concept of international civil service in the Bank been largely undermined? If so, why has that been allowed to happen?

The international civil service is not quite 70 years old. The first Secretary-General of the League of Nations had the concept embodied in a report submitted to the League’s Council in 1920. As recommended in the paper, the Council decided that, “the members of the Secretariat, once appointed, are no longer the servants of the country of which they are citizens, but become for the time being the servants only of the League of Nations. Their duties are not national, but international.”

Staff regulations

A decade later, the League incorporated this principle in a set of Staff Regulations, including the injunction that the staff “may not seek or receive instructions from any government or other authority external to the Secretariat of the League of Nations.”

That same set of principles is enshrined in similar language in Article 100 of the Charter of the United Nations. But even before the U.N. Charter had been drawn up, the founding fathers of the World Bank, which was to become in 1947 a Specialized Agency of the United Nations, had embraced the same principles when they drafted the Bank’s Articles of Agreement at Bretton Woods in July 1944. Article V, Section 5(c) reads: “The President, officers and staff of the Bank, in the discharge of their offices, owe their duty entirely to the Bank and to no other authority. Each member of the Bank shall respect the international character of this duty and shall refrain from all attempts to influence any of them in the discharge of their duties.”

National loyalty

Obvious as it may appear, it is worth emphasizing that the effectiveness of any international organization depends to a large extent on the loyalty of its international staff. To be loyal to an organization does not mean foregoing allegiance to one’s native country. National loyalty is the mark of a caring, responsible individual, and love and respect for one’s country and its people are in no way incompatible with loyalty to an international agency. Indeed, there is much satisfaction in knowing that to serve an agency well is to serve the higher interests of one’s own country. But, as employees of an international organization, our first loyalty is and must be to the organization.

Having said that, let us be clear that the strength and durability of that loyalty depend on how the organization’s objectives are defined, and how as staff we are expected to work for their achievement. It’s a two-way street, and a crucial element here is the degree to which the management of an organization protects its independence by resisting outside pressures, and the degree to which member states respect that independence, as our Articles enjoins them to do.

It is no secret that many staff feel that while management has generally done a fair job in defining the Bank’s overall objectives, it has been less successful in resisting outside pressures, and not all member governments take their obligations to respect our independence with the same degree of seriousness.

The weighted voting system in principle affords the largest shareholders a preponderant say in the conduct of the Bank’s affairs. But it was never intended that the system confer some parallel right to seek to bend the organization to anyone shareholder’s will or interests.

The dangers for the institution inherent in such an abuse are plain enough. For us staff, however, there is one particular danger of which we are acutely aware, and that is that the kind of institutional loyalty expected of an international civil servant is bound to be weakened, eventually to the point of total collapse, if national pressures from the outside are not vigorously resisted by management, and seen by the staff to be so resisted.

A shared belief

All this assumes, of course, a shared belief that we do owe a loyalty as international civil servants. But to what extent do we feel that we are international civil servants? And to what extent does management encourage us to feel that way? A. LeRoy Bennett, in a 1984 study of international organizations, suggests that if international loy-
altery is to be fostered in a secretariat, at least two-thirds of the personnel must have permanent status. He sees a career service with adequate pay, promotion and retirement benefits as essential to the building of an esprit de corps and a devotion to the purposes and principles of the organization that result "only from combined experience and interaction among personnel of diverse background."

But what is going on here in the Bank? It seems that we are in full retreat from that excellent principle. An international civil service career is giving way to fixed-term appointments, revolving-door skills acquisition and relinquishment, and an escalating use of consultants (over $60 million last year in fees, and still rising). The arguments used to justify this trend are well enough known, and in terms of cost savings the practice is not without its short-term advantages. What we should be worried about, however, is the longer term cost to the Bank in weakened loyalties and the undermining of the concept of an international civil service career.

No strong sense of loyalty
One can hardly blame short-term staff and consultants if they feel no strong sense of loyalty to the institution. After all, their careers are not intertwined with its fortunes. But there are many of us who came to 1818 H Street with the full intention of making careers here, and being proud to bear that title. The concept of the international civil service career is one to be nurtured and defended if it is to survive. It is any international organization's best guarantee of a loyal, hard-working staff. And without such a staff, the organization quickly decays.

Politization
This is not, then, a problem of the World Bank alone. Not one of our sister agencies in the U.N. System—and there are more than 20 of them—is immune to the trend toward less independence and more politicization. Today, in a shrinking and increasingly interdependent world, politics and economic conditions across the globe are of common and pressing concern to a far greater number of nations than was the case at mid-century. It is not surprising, then, that as the agencies have grown in number, size and capacity, a few nations, particularly the larger and more powerful, have been tempted to see the agencies, especially those with financial clout, as potential foreign policy instruments. Some agencies have found themselves the arena for clashes between rival ideologies. Others have found their financial health held hostage to the likes and dislikes of a single nation. In the face of such pressures, the maintenance of staff loyalty and morale cannot be assured, and faith in the durability of an international civil service is bound to be undermined.

When the concept of the international civil service is under attack in one part of the system, the entire service is weakened. When it is stoutly defended, the whole system draws new strength. James Morris saw in the Bank the nucleus of that service back in 1962. It has recently been taking quite a battering. It is now time to reaffirm respect for the concept of the international civil service, recognize its value, and assure its future.

Yes, we are international civil servants. And we are very proud to be.

Editor's note: The following publication will be of interest to international civil servants.

C.F. Amerasinghe, Executive Secretary of the World Bank Administrative Tribunal, is the author of The Law of the International Civil Servant (Oxford University Press, 1988). This twovolume treatise deals with the laws governing international civil service and vital to preserving the independence, dignity and basic rights of international civil servants. The law is an important contributing factor to maintaining staff morale and promoting efficient cooperation on the part of staff, as well as enabling international organizations such as the Bank Group to function efficiently and attain their objectives in the maintenance of peace and sustaining economic and social development.

Apart from international administrative tribunals—there are about 16 or 17 of them—those involved in management in general and personnel relations in particular should find this work useful.

The volumes have just been awarded the Certificate of Merit of the American Society of International Law for best publication on international law in 1988.
A Closer Look
Barber Conable listens as Sylvia Pacheco explains the inner workings of the Cashier's Department during a tour of the Department's new facilities.

Eleven Scholars Get Fellowships
Eleven young scholars have been awarded Robert S. McNamara Fellowships and will receive grants to support postgraduate research projects that make immediate and significant contributions to development.

The students, who hail from four continents, were awarded grants ranging from $20,000 to $35,000 to pursue their work in projects located in Africa, Asia, and the United States. One Fellowship, awarded to Peruvian-born Alfonso Quiroz, will enable him to study the role of international and domestic credit in a small open economy.

A second Fellow, Susan Bragdon of the U.S., will go to Kenya to research long-term resource planning through environmental legislation.

The 12-month Fellowships are financed from endowment grants made by World Bank member governments.

From the Heart of India
Ekalavya, from the ancient Indian saga Mahabharata, filled the stage of the H Auditorium March 3 and 4 in a dramatic interpretation by the Bank's Taverekere Srikantaiah and colleagues from the local Indian community. The play, like the larger saga, celebrates the ultimate triumph of good over evil in the tale of the folk hero Ekalavya, the great archer of the forest people, whose values and vanities clash with those of the nobility.

Originally produced in early 1988 by the local Natya Bharati troupe at Montgomery College in Rockville, Ekalavya was revived for the Bank performances in collaboration with Washington’s Sanctuary Theatre, co-directed by Mr. Srikantaiah and Michael Oliver and was sponsored by the World Bank Theatre Group as part of its 1988-89 season of productions, dramatic readings and classes.

Members of the troupe that performed Ekalavya.

Traveling About
Frommer’s Dollarwise USA, hot off the press in February, is a comprehensive travel guide written by Bank spouse Edouard de Blaye. At 1,154 pages, it may well become the “must read” on traveling in all 50 states. The guide is published by Prentice Hall, a division of Simon & Schuster, and available at Crown Books, Waldenbooks and Sidney Kramer Books for $15.95.

Mr. de Blaye is a French TV and radio journalist presently assigned to Washington, D.C. “When we first traveled in the U.S., we looked for something like the Michelin Travel Guides available in Europe,” says his wife, Nicole, a Staff Assistant in the Infrastructure Division, EMENA Region. That was in 1978. After discovering that no such complete guide was available, he decided to write one himself.

Both he and his wife did extensive
from any other traveler's guide is the author's personal touches. He praises the good, suggests the "musts" and singles out the bad deals. For example, on page 811, he makes a special "note" on the Grand Canyon South Rim: "In general, in all food and lodging places on the South Rim, the service is not up to par, the reception is barely civil, with unprofessional personnel who are perpetually snowed under; waits at the restaurants (where the cuisine is mediocre and expensive) can be two hours long and reservations are not always honored." The traveler is well-warned.

But you'll also find delightful anecdotes. Referring to Milwaukee on page 544, Mr. de Blaye writes, "From its Germanic antecedents the world's brewing capital has inherited a taste for order, work, classical music... and solid food... Born here were the entertainers Liberase, the clarinetist Woody Herman, the actors Spencer Tracy and Gene Wilder, and the singer Al Jarreau." Even if you're not planning a vacation, the book makes for interesting and informative reading.

The same type of trivia is provided for each hotel, restaurant and sight. About the Tabard Inn in Washington, D.C., he says, "Charming little hotel, elderly and a touch bohemian (built in 1860, it's the oldest in Washington). Comfortable Victorian-style rms, some without private bathrooms. Four floors, no elevator. Clientele of artists and intellectuals, creating a very European atmosphere. Pleasant rest, and bar. 5 min. from the White House. Worthwhile wknd discounts."

The book is being sold in the U.S., U.K., New Zealand and Australia. "We came out with a product which was needed at the right time," says Mrs. de Blaye about the exceptional reception the book has received so far. There's something in it for everyone—young and old, rich and modest, city animal or rural explorer.

Letters to the Editor

To the editor:

Please receive my congratulations for Morallina Fanwar-George's excellent article, "A Fashionable Event," in the March issue of your magazine. Ms. Fanwar-George brought to life a subject that, without her touch, might have been rather ponderous. She conveyed the essence of the project and its implications with a delightful sense of humor.

Gino di Grandi, President

To the editor:

In the April issue, an Answerline reader suggested Bank management's proposal for revisions to the Staff Retirement Plan be shared more widely with staff. We agree with Mr. Hume that the proper approach is to discuss such proposals with the Association, as the representative of staff. However, we very much agree with the reader that the proposals need broader circulation at this stage in the process. So far, management has restricted distribution, even within the Association, to the Executive Committee and Working Group. We proposed broader distribution to the President's Council on March 1, and were subsequently told management first wanted to further revise the proposal.

Ann Hammond
Chairman, Staff Association

To the editor:

Thierry Sagnier's article on "Getting Down to Earth" detailed the extensive involvement of the World Bank in environmental matters. The effect would have been more impressive without the written statement, "The greenhouse effect implies a gradual warming of the earth's atmosphere due to leakages in the planet's ozone layer."

This statement confuses two distinct phenomena: the ozone layer, which obstructs some ultraviolet rays, and the greenhouse effect, which is produced by an envelope of gases such as carbon dioxide and methane, which surrounds the earth and helps to retain some of the sun-generated heat falling on the surface of the earth. Ozone forms part of this envelope, but depletion of the ozone layer with a consequent increase in ultraviolet radiation is a separate problem from the increase in temperatures produced by an increase in the layer of carbon dioxide, methane, etc.

Roy H. Roberts
Victoria, B.C., Canada

To the editor:

I refer to your March 1989 issue and the article by Thierry Sagnier ("Getting Down to Earth"), and the Answerline by Erik Arrhenius. In particular, I refer to the "Greenhouse Effect."

Mr. Arrhenius has given quite a reasoned response in his answer to this "effect," even referring to it as "theory." A recent publication entitled "Air Temperature Trends in California, 1916 to 1987," by Jim Goodridge, a retired California State Hydrologist, reviews 72 years of temperature records.
at each of 94 station locations in California. His data and graphs show that in most rural areas the temperature trend has always remained constant, or has a downward direction. On the other hand, temperature trends in urban areas are upward. For example, in the Imperial Valley in Brawley, there was no trend in 72 years of records. Six miles away in El Centro, where the thermometer is located near some large electric transformers (a type of occurrence Mr. Goodridge refers to as “indecent exposure”), the trend is upward. Other examples are given.

Goodridge suggests that the heating trend measured in most of the world’s large cities is an expression of urban thermal pollution and thermometer location rather than a global atmospheric heating. Certainly, if there were a global warming trend, the rural areas would also have to reflect it.

However, I agree with the general thrust of both articles: that by Sagnier and the shorter one by Arrhenius. We need to monitor environmental trends better than we have in the past and action is needed in many areas to preserve and enhance the environment.

Fred Hotes
Irrigation Adviser (Retired)
Chico, California

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**Senior Staff Appointments**

**Koji Kashiwaya**

Japanese national...Appointed Vice President, Cofinancing and Financial Advisory Services, effective June 30.

Mr. Kashiwaya is not new to the Bank having served as Director of the Tokyo Office from 1984 to 1987. Currently, he is the Deputy Director General of Japan’s International Finance Bureau in the Ministry of Finance, responsible for bilateral and multilateral development and the Government’s recycling plan for mobilizing funds for developing countries. His career in the Ministry of Finance includes a number of managerial posts as Director, Capital Market Division, Securities Bureau, 1982 to 1984; Director, Direct Taxation, Osaka Tax Bureau, 1980 to 1982; and General Manager, Japanese External Trade Organization in Zurich, Switzerland, 1974 to 1978.

**Samir Bhatia**

Indian national...Appointed Senior Policy Advisor, Policy and Advisory Services Department, Multilateral Investment Guarantee Agency (MIGA), effective April 10.

1966: Joined Bank through the Young Professionals Program...1967: Economist, Economics Dept....1975: promoted to Sr. Economist, Agriculture Credit & DFC’s Div., South Asia Projects Dept., and later the same year, was assigned to the Bank’s Resident Mission in Bangladesh as Sr. Agricultural Economist...1978: returned to Headquarters as Assistant to the Director, South Asia Projects Dept....1979: Sr. Agricultural Economist, Resident Mission, Kenya...1981: EMENA Projects, Agriculture Div. III...1984: Deputy Division Chief, same division/department...1987: Principal Economist, Industry and Energy Operations III Div....1988: promoted to Projects Advisor, Office of the Director, EMENA Country Dept. III.

**David R. Bock**

U.S. national...Appointed Director, Cofinancing and Financial Advisory Services.

Joined Bank in 1976 as a Financial Analyst, Financial Analysis Div., Programming and Budgeting Dept....1977: Chief, same division/department...1982: re-

**Geoffrey B. Fox**

Australian national...Promoted to Chief Administrative Officer, EMENA Region, effective April 10.

1973: Joined the Bank through the Young Professionals Program...1974: Agricultural Economist, East Asia & Pacific Projects Dept....1980: promoted to Assistant to the Director...1986: promoted to Deputy Chief, Agriculture Div. I, Resident Mission, Indonesia...1987: Unit Chief, Agriculture Staff, Indonesia...1988: Principal Agricultural Economist, Asia Region.

continued next page
Wadi D. Haddad
Lebanese national... Appointed Senior Education Adviser, Population and Human Resources Department, Policy, Planning and Research Staff, effective March 1.

First joined the Bank in 1976 as Education Specialist, Education Dept.... 1980: promoted to Division Chief, Western Africa Education Projects... 1982: resigned from the Bank to serve as Chief Adviser to the President of Lebanon for national security and policy affairs... 1985: rejoined the Bank as Chief, Policy Div., Education and Training Dept... 1987: Chief, Education and Employment Div., Population and Human Resources Dept.

Mr. Haddad has also been appointed Executive Secretary of an Interagency Commission to manage the preparation and organization of a World Conference on Education for All to be held in Bangkok in March 1990. He has been assigned to this task for the next 13 months and will operate mainly from UNICEF, New York.

Assaad Jabre
Lebanese national... Appointed Special Assistant to the Executive Vice President, IFC, effective May 1.

1980: Joined the Bank through the Young Professionals Program... 1981: Investment Officer, IFC’s Dept. of Investments, Africa II... 1986: transferred to the Dept. of Investments, Europe and Middle East... 1987: promoted to Sr. Investment Officer.

Guy Le Moigne
French national... Promoted to the position of Senior Agriculture and Water Resources Adviser, Agriculture and Rural Development Department, effective March 1.


New Staff Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Nationality</th>
<th>Position</th>
<th>Department</th>
<th>Start Date</th>
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<tbody>
<tr>
<td>Jock R. Anderson</td>
<td>Australia</td>
<td>Principal Econ./AGR/3/20</td>
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<td>Rosabel Barcelo</td>
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<td>Expense Asst./LOA/3/13</td>
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<td>Jan M. Castro</td>
<td>Philippines</td>
<td>Expense Clerk/CTR/4/3</td>
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<td>Myung-Ju Choi</td>
<td>Korea</td>
<td>Research Analyst/IEC/4/3</td>
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<td>Francine Coscolluela</td>
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<td>Mercedes De Arteaga</td>
<td>Argentina</td>
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<td>Michel Debatisse</td>
<td>France</td>
<td>Sr. Agro-Industries Spec./EMT/4/3</td>
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<td>Maria Theresa Escay</td>
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<td>Donna M. Gedi</td>
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<td>Tariq Hasan</td>
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<td>Claude R. Heimo</td>
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<td>Sr. Forestry Spec./AFT/3/20</td>
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<td>Suzan Huang</td>
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<td>Michael Irwin</td>
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<td>Janet L. Leno</td>
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<td>Sierra Leone</td>
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<td>United States</td>
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<tr>
<td>William R. Wright</td>
<td>United States</td>
<td>Secretary/AF/2/3/20</td>
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The cherry blossoms were in full bloom to remind the multitude of officials and ministers who swarmed to Washington in early April that, despite the precise business at hand, this is indeed, from time to time, a gentle and beautiful city. Such reminders are not misplaced when the pressures mount in the conference rooms as the detail of writing communiques concentrates the mind, forces compromises and generates final agreements. Some may regret that the visiting officials were not more distracted by the blossoms—the final agreements at the meetings place new pressures on the Bank's staff.

For example, amid the mountain of published papers, the assiduous searcher for instruction will come across paragraph 19 of the communiqué of the Development Committee, which was concerned with what is rapidly becoming the most important political issue, within the development context, of many of our member countries: the environment. Here the World Bank is called upon to provide a "comprehensive" annual report on the environmental aspects of its operations to the next meeting of this committee on September 25. In addition, preparations are going to have to move promptly at the staff level to provide the late September discussion with material for the ministers on our efforts to integrate environmental concerns into operations and "measures to increase public awareness of Bank environmental activities."

IDA

One can expect the next set of meetings to pay a good deal more attention to prospects for the ninth replenishment of IDA. The April session amounted to a set of opening salvos on this critical matter. Those salvos, mostly positive and stressing urgency and the need for real increases, must encourage Ernest Stern and his team as the mid-May negotiating session in London draws near.

IDA-8, with its three-year volume of $12.4 billion, expires June 30, 1990. It would be excellent if all the IDA-9 negotiations were completed by the Annual Meetings, so that there would be a full eight months for the national legislatures of the donor countries to approve IDAs funding for the three years starting July 1, 1990. Quite a few ministers at the April meetings urged swift action on this front and some stressed that the IDA-9 volume had to realistically meet the crucial needs of the poorer countries.

Adjustment

An interesting session in the Development Committee meetings concerned itself with structural adjustment. The record of our work in this area since it started in 1980 has been reviewed in a series of recently published reports. Overall, the record isn't bad. That we need to pursue adjustment lending, refine our approaches, strengthen social aspects, strive to find ways to enhance governmental ownership of programs and mobilize increased external supportive resources, seemed to be the unanimous view of the ministers in this session. That is encouraging, but I came away from the discussions with the sense that staff needs to recognize that our work in this area is likely to come under increasing scrutiny by our political masters.

Debt

Debt dominated the recent meetings. Ambiguity ran through numerous statements and this was clearly intentional. The subject is complex, and striving for simple formulas can all too easily prompt the wrong impressions. Yet it seemed to me that concern was considerable among the ministers about the fundamental social and political problems of the highly-indebted countries and the linkages of these problems to the debt issue. Finding ways to reduce the debt stockpiles is a stunning quest that has been placed upon the Bank and Fund's joint shoulders. The challenge has been defined; now our staffs have to find the answers.

The importance of the challenge and the importance of the closest Bank-Fund cooperation in seeking to meet it were on the minds of many of the participants at the meetings. That Barber Conable and Michel Camdessus could forge a cooperative pact on the eve of the meetings was welcome news. That the agreement underscored the determination of the heads of these agencies to ensure closer staff ties places clear pressure on us—pressure to find ways to ensure the meeting of the minds with our colleagues across the street. Some officials were openly skeptical about the degree to which staff in both institutions will cooperate. Such skepticism serves as a warning that this is another issue the politicians will be watching closely.

And in a lighter vein

Meanwhile, Advertising Age columnist Lenore Skenazy caught my eye with a piece warping some favorite children's book titles. The ones that seemed most pertinent for our environmental staff include the following: "Mary's New Greenhouse (effect); "The Little Engine That Could," (a DC-10 reaches its destination without incident); "One Fish, Two Fish, Don't Eat Bluefish!" (a kiddie guide to the ocean toxins); "Babar the Endangered Elephant."

My favorite, however, was made up by one Phyllis Golberg of Ander Communications in New York. Her children's book is: "Bambi in Brooklyn" (without the rain forests, Bambi must learn to forage in the big city).
Question: The Bank’s policy toward accumulated sick leave at retirement is “use it or lose it.” It seems to me that for some staff such a policy could create a built-in disincentive to accumulating large amounts of sick leave on an annual basis even though it is in their best interests to do so. For those who do acquire significant amounts of unused sick leave, it likewise seems to me that there is an obvious bias toward taking unusually large amounts in the months immediately preceding retirement. Wouldn’t it be more cost effective for the Bank to develop some sort of sick leave policy under which, at retirement, staff could receive a lump sum payment for unused sick leave based on, say, a 1/3 to 1 formula? For example, if 120 days of accumulated sick leave had a value of $18,000 (i.e., six months at $3,000—the monthly net of tax salary of the staff member at retirement), the staff member could receive a cash payment of $6,000. Another possibility would be to apply the 1/3 to 1 formula and attach the time, in this case two months, to the years of service for pension purposes. Perhaps the staff could have the option. In my judgment, such a sick leave policy would inspire staff to accumulate sick leave but, at the same time, not be so generous as to tempt staff who are sick to come to work. Similarly, in the months prior to retirement, staff who may be otherwise inclined would want to work to the extent they are well enough to do so.

Answer: The question of how to treat unused sick leave upon separation is a perennial one for organizations with formal sick leave plans such as the Bank’s. One viewpoint holds that sick leave is a benefit that is strictly contingent on need, i.e., illness or injury, and therefore it would be inappropriate to “reward” those employees fortunate enough to remain well through any form of credit or payment for unused sick leave. Another viewpoint holds that, since realistically there is sometimes a discretionary element in sick leave use, an incentive for sick leave conservation could be justified.

Since a review of the Bank’s benefit policies and administrative practices is currently under way, this is a good time to review the current policy rationale and consider alternatives such as those mentioned by the writer. Accordingly, we will include this issue in the scope of the benefit review. Brian Donnolley, Manager, Personnel Policy

Question: I understand (reluctantly) that the Bank refuses to institute an across-the-board no-smoking policy for fear of offending foreign dignitaries. However, could we please at least eliminate the smoking of cigars on Bank premises? Many people find the odor of cigars extremely distasteful, even sickening, and a single cigar burning in one office can foul the air over a large area. I personally have less objection to the smell of pipe tobacco, but as many others also find this extremely noxious, perhaps pipes could be banned as well. After all, even the airlines restrict cigars and pipes while permitting cigarettes.

Answer: The current smoking policy does not specifically prohibit pipes or cigars. Nevertheless, pipe or cigar smokers will want to ensure that smoke from pipes or cigars does not cause discomfort to colleagues in their office. They should, as a matter of courtesy, discuss the smoke situation with their co-workers and take appropriate measures if there is a problem, e.g., agree to smoke only at certain times or places. William J. Cosgrove, Vice President, Personnel