A Network of Growing Relationships

Staff Exchange Program
THE WORLD BANK GROUP
World Bank Group Mission

To fight poverty with passion and professionalism for lasting results.

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

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

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

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

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

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

James D. Wolfensohn
President
World Bank Group
Staff Exchange global partners

Many organizations—private industry, nongovernmental organizations (NGOs), the public sector, development agencies—from all regions of the world currently participate in the Staff Exchange Program. Our list of partners continues to grow.

Action Aid
Aga Khan Fund for Economic Development (AKFED)
Agence Française de Développement (AFD)
Aguas Argentinas
Aston
Austro
Antioquia Presente
Asea Brown Boveri (ABB)
Austrian Development Corporation
Autostrade
Aventis
Bahrain Stock Exchange
Bank of England
Bank of Israel
Bank of Korea
Bank of Tokyo-Mitsubishi
Banque de France
BP
Brisbane City Council/City Enterprises Ltd.
Caisse des Dépôts et Consignations
Canadian International Development Agency (CIDA)
Chase Manhattan Bank
CH2M Hill Companies Ltd.
Citibank
COMESA Clearing House
Corporación Inter-Red
Crédit Agricole Indosuez
DaimlerChrysler
Department for International Development (DFID)
Deutsche Bank
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
Deutsche Post
Development Bank of Southern Africa (DBSA)
Dexia
Dow AgroSciences
Dresdner Bank
EastWest Institute
Egyptian Centre for Economic Studies (ECES)

Electricité de France (EdF)
Enron
European Commission (EC)
European Bank for Reconstruction and Development (EBRD)
European Investment Bank (EIB)
European Training Foundation (ETF)
ExxonMobil
Export-Import Bank of Korea (KEXIM)
Federal Emergency Management Agency (FEMA)
Fichtner
Food and Agriculture Organization of the United Nations (FAO)
Fountain Publishers, Uganda
Fuji Bank, Ltd.
Human Resources Development Canada (HRDC)
Inner and Eastern Health Care Network, Australia
Inter-American Development Bank (IDB)
Japan Bank for International Cooperation (JBIC)
Japan International Cooperation Agency (JICA)
JP Morgan
Kansai Electric Power Co., Inc. (KEPCO)
Keidanren
Luhmeyer International
Macro International
Marubeni
Merk
Mitsubishi Corporation
Mitsui & Co., Ltd.
NAL Merchant Bank
Nippon Life Insurance Company
Nippon Steel Corporation
Novartis
Organisation for Economic Cooperation and Development (OECD)
Philipp Holzmann
Pricewaterhouse Coopers
Rio Tinto

Samsung Corporation
Sanwa Bank Ltd.
Saudi Arabia Monetary Authority (SAMA)
Saudi ARAMCO
Scottish Enterprise
Severn Trent Water Authority
Shell International
Shinsei Bank
Siemens
Société Générale
Stanford University
State Environmental Protection Administration, China
Suez Lyonnaise des Eaux
Sumitomo Corporation
Swedish International Development Cooperation Agency (SIDA)
Tokyo Electric Power Company (TEPCO)
Tractebel
United Bank for Africa (UBA)
United Nations
United Nations Centre for Regional Development (UNCID)
United Nations Children's Fund (UNICEF)
United Nations Development Programme (UNDP)
United Nations Economic Commission for Africa (UNECA)
United Nations Environment Programme (UNEP)
University of Arizona
Vivendi
Westvaco
World Conservation Union (IUCN)
World Links for Development Organization (WoLD)
World Tourism Organization

New partners are joining the exchange program all the time. This was the full list at the end of September 2000.
Dear Partners,

We released the first issue of this magazine in May at the First Conference of the Staff Exchange Program, the theme of which was “Building Long-Lasting Global Relationships.” I welcomed some 50 of our corporate partners who took the time to attend the conference and participate fully in the proceedings, making it an overwhelming success. I am now delighted to have this opportunity to thank everyone, even those who could not attend but who contributed in other ways, for their excellent support. More than 100 representatives from our partner organizations travelled to Washington, D.C. for the conference. By all accounts, it was a wonderful forum in which not only were we in the Bank Group able to meet our partners, but our partners were able to meet one another and through active networking create and grow the global relationships that are at the heart of the Staff Exchange Program.

To build on this success, we are even now planning our next conference, to be held in early May 2001. We will announce the precise dates shortly and look forward to seeing old friends again and welcoming new ones.

With the conference over and our members once more dispersed around the globe, remember that “out of sight” is not “out of touch.” By virtue of our ever-improving Web site—our knowledge portal—the Staff Exchange Program is a true virtual global community. The new site, at www.staffexchange.org, has been in place since August. Our knowledge management project is one of the first in the world to be developed using Microsoft Exchange 2000. Through it, we are capitalizing on one of the greatest benefits of the Internet, the ability to bring people together to share ideas and knowledge—in this case, on global development issues. Both Staff Exchange Program participants and their member companies and organizations will be able to share information and to network through their individual portal pages.

The theme of this issue of Share magazine is the Staff Exchange Program’s growing network of relationships, and I am proud to report that our community of corporate partners continues to grow. It was a great pleasure to announce, during the conference, a new partnership with Samsung. That brought our list of partners to 85, and in the few months since the conference, still more have joined us. At the time of writing, we have just over 100.

Who knows how many there will be when we welcome them at the next SEP conference? The number is not yet certain—but the warmth of our welcome and the strength of our commitment to our partners and to our joint efforts in global poverty alleviation are beyond question.

My best personal regards,

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

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

Our group of institutions includes:

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

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

- **The International Finance Corporation (IFC)**. The IFC supports private enterprises in the developing world through the provision of loans and equity financing, and through a range of advisory services.

- **The Multilateral Investment Guarantee Agency (MIGA)**. MIGA offers investors insurance against non-commercial risk and helps governments in developing countries attract foreign investment.

- **The International Centre for Settlement of Investment Disputes (ICSID)**. ICSID encourages the flow of foreign investment to developing countries through arbitration and conciliation facilities.

Over the Bank's more than 50-year history, we have become a global partnership in which more than 180 countries have joined together for a common purpose: to improve the quality of life for people throughout the world and meet the challenges of sustainable development.

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

**How to join us**
The SEP Office is our focal point for establishing and maintaining these partnerships. The SEP Manager is the contact for advice and guidance on the process. The steps to establish the partnership agreement follow.
We agree with your representative on the mutual objectives to be gained through the staff exchange partnership and on the skills, needs, and developmental opportunities to be gained in each assignment. (Note: It is not necessary for both parts of the exchange to take place at the same time. Either process can begin first, and the exchange can be completed at a later date that is convenient for both organizations.)

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

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

The sponsoring organization forwards appropriate staff profiles or curriculum vitae (CVs) to the host organization for consideration. Individuals who are nominated are assessed by the host organization and interviewed before a decision is made.

The receiving organization selects an individual to participate in the Program.

Our Staff Exchange Program Office will discuss and agree with your representative on cost-sharing arrangements.

The partnership agreement is finalized and signed by both organizations. These agreements contain details of the assignment (clear expectations on work program, terms of reference, performance evaluation process, induction, training, etc.); administrative information (duration of the assignment, leave, relocation, etc.); and financial details (which organization pays for what). The participant joins the host organization for the start of the assignment (the duration of an assignment is typically up to two years, with an extension of up to a third year if both organizations agree).

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

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

Achievements
Since its inception, the Program has succeeded in providing external skills development opportunities for more than 100 talented professionals with a variety of skills profiles and expertise.

The World Bank Group
and the Private Sector
A revolution in economic management is occurring throughout the developing world. There is global consensus that countries must foster an open and stable economic climate that encourages entrepreneurship and competitive private sector activity. A “market-friendly” approach to development is widely viewed as the basis for economic growth, technological progress, and job creation.

The private sector can help to make economies nimble and responsive enough to compete in today’s fast-moving global markets. Moreover, by relieving governments of excessive responsibilities and financial burdens, the private sector can play an important and complementary role in reducing poverty and securing sustainable growth.

Skills and Expertise
Accounting
Agriculture/Agribusiness
Auditing
Compensation
Corporate Planning
Economics
Education
Energy/Power
Environment
External Affairs
Finance
General Services
Health
Human Resources
Industry
Informatics
Information Management
Investment
Legal
Nutrition
Organizational Development
and Learning
Population
Private Sector Development
Procurement
Project Finance and Guarantees
Public Sector Management
Social Science
Telecommunications
Transportation
Treasury Operations
Water and Sanitation
Greg Toulmin came to the Bank from Britain on an SEP assignment and soon found himself giving presentations on the Comprehensive Development Framework for people from partner organizations, a staff exchange assignment is a great opportunity to learn about the Bank. But as Greg Toulmin found out, they can end up teaching as well as learning.

Greg, who came to the Bank in September 1999 from the British government's Department for International Development, now regularly gives presentations on the Comprehensive Development Framework (CDF) both to new Bank staff and others—which is how he found himself addressing an audience of Bank interns in the 11 auditorium one afternoon in July.

As in the rest of Washington, D.C., summer is intern season at the Bank. Interns start arriving around May, and some stay as late as October. This year there were more than 120, from 50 countries as diverse as China, Estonia, Guinea-Bissau, Italy, Japan, Niger, Russia, Saudi Arabia, and Senegal. Most are graduate students.

Greg's address was part of the Bank's one-day Summer Internship Program Seminar. The day kicked off at 9:15, and by the time Greg addressed the interns they had already heard presentations on the International Development Association, the project cycle, the Young Professionals experience, knowledge management, and the International Finance Corporation. Talk about knowledge sharing.

Much of what Greg does in the secretariat is concerned with assembling and sharing knowledge. Implementation of the CDF approach is being tracked on a pilot basis in a number of countries. The secretariat's role is to coordinate that tracking, support World Bank country teams in helping governments address CDF implementation, and ensure that the Bank Group and the development community more widely learn the lessons from the pilot experience. The secretariat also has the task of reporting on progress, including reporting to the World Bank and IMF Annual Meetings in 2000.

Greg also works with country directors as they support the CDF pilots, collecting and digesting information on progress. He supports internal lesson learning and cultural change more widely in the Bank, explaining what the CDF is about to internal and external audiences and contributing to reports from the CDF Secretariat.

The question-and-answer session at the end of Greg's presentation to the interns proved that a world shortage of bright graduate students is not something we have to worry about any time soon. The interns went straight for the aspects of the CDF that some regard as controversial. Their questions boiled down to: "Under the CDF, countries are supposed to take ownership of their development process. How do you square that with the need to satisfy Bank and Fund requirements, and having to produce a Poverty Reduction Strategy Paper (PRSP) that meets with Bank and Fund approval?"

According to Greg, a complete answer must have several parts: "First, Poverty Reduction Strategy Papers are not compulsory. Rather, the Governors of the World Bank and IMF took a decision in September 1999 that, after a transition period and for reasons of development effectiveness and financial prudence, they will only lead concessional resources to the governments of countries that have a strategic focus on poverty reduction demonstrated by producing a PRSP.

"Second, precisely because of the requirement to achieve real country ownership, the development of a PRSP must be led by government, not the Bank or other international partners. Therefore, it will be up to government to ensure that the strategy that emerges is one with which they, and the country more broadly, are content.

"Third, the process that the government leads must be open and participatory, and aimed at building a credible consensus both with their own society and with their development partners, including the Bank and Fund. This approach should create the space to work through differences of approach and opinion.

"Fourth, in assessing whether the strategy a government proposes provides a sound basis for concessional lending, the boards of the World Bank and IMF will have before them a joint staff assessment, addressing both the intrinsic merits of the strategy and its relationship to their institutional fiduciary concerns. The accent is on finding the right solution to support the shared objective—effective poverty reduction—but with distinct accountabilities for the Bank and Fund, as well as for the country concerned.

"Lastly, emergent practice suggests that this dilemma is more theoretical than real. The PRSPs and Interim PRSPs that have come forward so far have shown credible evidence of country ownership, while also easily achieving the threshold required to secure staff support, in terms of structure, poverty focus, and macroeconomic context."

The question-and-answer session over, and Greg's knowledge-sharing mission for the day fulfilled, the interns returned to their duties. Who knows, some of them could be among the SEP participants of the future. One of them might even end up giving presentations on the CDF.
This year's SEP platoon is ready to get the most out of the Executive Development Program—by putting the most into it

When people come to the Bank on staff exchange assignments, they probably don't expect to be sent to boot camp. But the Bank has a boot camp with a difference—it's a boot camp for brains.

It's known as the Executive Development Program, and every year about 120 senior executives from the Bank, IMF, client countries, and partner organizations attend two intense three-week modules with the Harvard Business School and other institutions. Setting up the EDP was one of James Wolfensohn's earliest initiatives when he became president of the Bank, as a way of introducing the changes he wanted to make at the highest levels.

Learning is one of the central themes of the Staff Exchange Program, and some of our visiting participants have attended the EDP every year since it began in 1996. This year the SEP has sent its biggest contingent to date—seven SEP people went to Harvard in August for the first module.

As they prepared to go, some of this year's participants discussed the EDP with Share magazine. Asked why they wanted to attend, they were unanimous in viewing it as a great opportunity. But it was also noticeable that they echoed the Staff Exchange Program's themes not just of learning, but of knowledge-sharing. They were concerned not only with what they could take from the program, but what they could contribute.

Joel Gamboa, from Exxon-Mobil, said: "The program set-up should allow not only for gaining knowledge from an academic perspective but more importantly from the sharing of the knowledge and experiences of the participants. The interaction amongst the participants should be one of the highlights... I plan to take advantage of this great opportunity to gain and share experience and knowledge."

Markus Repnik, from the Austrian Development Cooperation, described the EDP as "a tremendous opportunity to learn jointly with Bank colleagues."

Participants also expressed eagerness to learn more about areas and activities of the Bank beyond their own specialization. Knut Leipold, from Siemens, said: "I will have the opportunity to meet a lot of Bank staff involved in managerial activities in other Bank sectors, which will widen my horizons."

Rómulo León, also from Siemens, said: "I think this is the opportunity to experience the organization from various angles and facets."

Our group also displayed a strong belief that the EDP is a leading program in the ambitious process of change on which the Bank has embarked, and that SEP participants can contribute to and learn from that process. Rómulo León said: "EDP participants should be the ones who should carry on with the World Bank's change process and I want to be part of that."

Asked what skills he expected to acquire on the program, Joel Gamboa also emphasized the process of change: "In particular, the formulation of strategies—global, regional, sectoral—and how these interrelate in support of the transformation process. Also, having gone through successfully several cultural and change management initiatives in the private sector with the latest one being global as well as non-US in nature, I am very interested in learning about the facilitation of these in an institution like the World Bank."

Joel's comments highlight another striking aspect of the SEP participants' attitude to the EDP. Of course the SEP attracts people who are open to knowledge-sharing and learning, but still it was remarkable how many of the participants expressed interest in learning more in fields where they already have experience. That belief that you never know it all, that any day you could meet someone who could teach you more, is a very SEP frame of mind.

Markus Repnik, who already has considerable experience in the management of change, said he hoped that one of the skills he would improve on the EDP is change management in international development cooperation.

Knut Leipold said: "Participation in the EDP offers the opportunity to acquire more knowledge on how to approach strategic planning in such a huge public institution as the World Bank in particular and in the public sector—to which the World Bank dedicates a lot of developmental work in its client countries—in general. This will help to understand the strategy of the World Bank better and at the same time to contribute to developing strategic approaches at the Bank in my special expertise area: e-government." He added that he also hopes to learn more about strategic and business planning and organizational management.

Rómulo León said he is interested in learning more skills in strategic planning for public organizations, and the development of management systems for its implementation.

Clearly, the EDP is no ordinary boot camp. And by their comments and commitment, the participants from the SEP prove that they are no ordinary recruits.
May was conference time. The Staff Exchange Program's first conference, based on the theme "Building Long-Lasting Global Relationships," was held at the Bank on May 10–12. It was a great success, attracting more than 100 representatives from 50 of our partner organizations. Over the three days the packed agenda featured no fewer than 19 sessions, and the conference was addressed by 25 visiting speakers, with many contributions from Bank Group staff and SEP participants. The conference was accompanied by an Expo in the atrium of the MC building, with 20 stalls hosted by exhibitors from ABB to Xpedior.

The World Bank president, James D. Wolfensohn, opened the conference with a welcome address to our partners. The photographs on these pages show our first conference in full swing, and the quotes that accompany them are from Mr. Wolfensohn's opening address.

Above: James D. Wolfensohn, the president of the World Bank, opens the conference.
Right: Hans Holz ABB's liaison officer for the multilateral development banks, addresses a reception in the atrium of the MC building.

Above: At the Expo in the MC atrium on the first morning (from left) Pauline Rumpf, manager of the Staff Exchange Program; James D. Wolfensohn; president of the World Bank; and Marta Rogalla von Biberstein Koch-Weser, director general of the World Conservation Union.

Left: The Staff Exchange Program team at the SEP stand at the Expo (from left) Yaprak Gungor Cez Barlow; Hubert Simian; Regine Austin; Marian Lewis; Pauline Rumpf; and Pen Hia Henley. Right: The entrance to the Expo in the MC atrium.
"This is enriching, it's long term, and it's going to build a network of relationships that will be very meaningful for us."
Conference Highlights

"In the development business, it's no longer a question of a few multilateral institutions making the difference. The difference now comes from the private sector and all aspects of civil society coming together with institutions like the Bank."

Above: The Expo stand of Microsoft and Xpedion were collaborated on building the new knowledge portal for the Staff Exchange Program, one of the world's first applications to use Microsoft Exchange 2000. Below: Delegates at a panel discussion of gender law on the first afternoon of the conference, moderated by SEP arbitrator Leslie Otuor, of the University of Arizona, and attended by ministers for gender issues from Tanzania, Uganda, Zambia, and Zimbabwe. Top: Robert Crawford, chief executive of Scottish Enterprise, gives his address. Below: Manita Rogali von Seisenstein Koch-Weser, director general of the World Conservation Union, speaks about its partnership with the World Bank Group.
Above: Nigel Twose (left), manager of the Bank's Business Partnership and Outreach Group, set up this year to develop partnerships with the private sector with the delegation from Kreditner, the Japan Federation of Economic Organisations, which represents more than 1,000 corporations in Japan.


Above: The Staff Exchange Program signs up its 85th partner. Behind, left to right: Myung-Kwon Hyun, Samsung's vice chairman and chief executive, shakes hands with Richard Swan, the Bank Group's vice president for human resources, and in front, Pauleine Ramprasad, manager of the Staff Exchange Program, with Kim Chang-So, Samsung's director of personnel.

"We appreciate enormously the possibilities of working with you. I want to thank you, all of you, for being our partners and for helping us build this really remarkable endeavor."
Fast forward with Samsung

The Staff Exchange Program doesn't drag its feet. One of the highlights of our first conference in May was Samsung Corporation's signing up as our 85th partner. Things moved quickly after that. Little more than a month later, the first participant from Samsung arrived to start his assignment at the Bank, and he was joined by the second participant a few weeks later.

The first arrival was Byung-Kwon (BK) Kim, whom we welcomed on June 20 for a two-year assignment as a private sector development specialist in the Africa Region Technical Families, Private Sector Unit. He worked in the Project (Plant) Department at Samsung.

Very soon afterward, we welcomed Bong-Jin (BJ) Kim, who arrived on July 11, also for two years. His assignment is as a financial adviser in the Strategy and Resource Management, Commodity Risk Group. At Samsung, he is a finance manager in the Finance Team.

With two Samsung participants already here, the reciprocal part of the exchange has not been forgotten, and preparations are well under way to send Bank Group staff on assignments to Samsung.

Samsung is the Group's first SEP partner in the Korean private sector. Speaking at the signing of the partnership agreement during the conference, the president of the World Bank, James D. Wolfensohn, said: "This first-ever staff exchange by the Bank with a Korean company, in this case Samsung, is sure to be a win-win arrangement. The Bank will benefit from corporate Asia-Pacific knowledge and Samsung will gain from our global development perspective."

Everyone has heard of Samsung. They do video players, right? Well, yes. But don't forget the cars, aerospace products, jet fighters, fertilizers, insurance, banking, and the construction of oil refineries and nuclear power plants. Not to mention the professional baseball and soccer teams, and sponsorship of the Sydney Olympics. The workforce worldwide numbers a mere 193,000, and net sales in 1998-99 were $72 billion. That's quite a partner.

Among those 193,000 employees, the Bank could hardly have found two with a greater understanding of the purposes of the SEP. Talking to Share magazine as they settled in here, BJ and BK showed determination to fit into the multicultural world of the Bank, enjoy their time in Washington, and fulfill the SEP's primary mission—by sharing knowledge in both directions.

BJ said: "I worked for the Finance Division in Samsung, so I hope I hope that my experience in the Finance Division, especially structured financing experience, will be helpful to the Bank, and also I believe that I will get a lot of advanced financial skills and great experience from the Bank."

BK hoped that the private sector perspective he offers might be a valuable contribution to project planning by the Bank or by client governments. But like BJ, he emphasized his interest in learning as well. He believes that his assignment in the Africa region will give him more understanding of the special character of each African country and enable him to promote business activities in the African market when he goes back to Samsung.

While it was a little early for them to have digested all the contrasts between two organizations as different as Samsung and the Bank, both BJ and BK said that one difference was immediately obvious—the much greater diversity of culture here. BJ said: "I have noticed that employees at the Bank come from all over the world. It is a multinational culture, and I hope to learn about various cultures at the Bank." BJ agreed: "The biggest difference in the Bank is the culture, because the Bank is an international organization."

Just coming to the States has been a new cultural experience for BJ, but one he seems to relish. He said: "This is my first time to visit the U.S., but I believe I enjoy American life."

BK lived in the States for two years in 1989-90, but had never been to Washington before. He said: "Washington, D.C. is an elegant and historic city, I love D.C. and hope to have a wonderful time here during my assignment."

With such a positive attitude, we are quite sure he and BJ will. 😉

Bong-Jin Kim (left), and Byung-Kwon Kim came to the Staff Exchange Program from Samsung Corporation.

This video maker doesn't believe in slow motion. Just weeks after our 85th partner signed up, two of its staff began their assignments at the Bank.
An SEP graduate has gone on to lead a new unit dedicated to forging relationships between the Bank Group and the private sector

As the World Bank Group has developed its new approach of forging relationships with development partners, the Staff Exchange Program has been in the forefront of that effort. And one of its alumni is now leading a major initiative in outreach to the private sector.

Nigel Twose, who completed his SEP assignment in 1998, is manager of the recently-formed Business Partnership and Outreach Group (BPOG). Nigel was director of a programme development at ActionAid in the U.K. and came to the Bank on assignment in September 1997. BPOG is focusing on business partnerships as a way to bridge business interests and a country's social and environmental interests.

"There are a lot of new activities underway throughout the World Bank Group aimed at helping countries leverage private enterprise's potential as an engine out of poverty," Nigel says. Companies are realizing that it is in their business interest to do the right thing, but to add significant value to the company by preventing social and environmental problems before they happen, as they identify opportunities for new products, he adds.

The mandate of the new group, established by Peter Weirke in April 2000 and co-funded by the Bank, IFC, and MIGA, is to support and guide private sector partnership and outreach activities across the World Bank Group. The focus of this uniquely structured unit is on mainstreaming the lessons from the World Bank Group's work on private sector partnerships into the Bank's, IFC's, and MIGA's core business.

"At BPOG, we are working hard to promote socially responsible business partnerships. That means, among other things, addressing questions on how to build public-private partnerships around a Bank loan and how to use IFC's engagement with a client more broadly to achieve social benefits, along with business benefits," BPOG partnership specialist Amanda Blakeley explains.

The unit is considering convening a world conference of telecommunications and information technology companies to brainstorm ways to address the sector's skill shortage, which is increasing costs and hitting profits.

Meanwhile more than 30 projects are under way as part of the unit's Business Partners for Development initiative (BPD). BPD is a three-year, project-based initiative that involves more than 120 global firms and civil society organizations, working on partnerships for natural resources, water and sanitation, youth development, and road safety. Since 1996, it has set up 30 "focus projects" in 20 countries. Partners have a common goal to maximize the public good in the private investment activities of multinational corporations through tri-sector partnerships that benefit the long-term interests of the business sector while meeting the social objectives of civil society and the state.

BPD projects include:

- The Global Alliance for Workers and Communities, which brings NGOs, multinational corporations, and factory owners together to provide young factory workers (predominantly women) with opportunities to improve their lives, workplaces, and communities. The initiative has begun in Vietnam, Thailand, Indonesia, and China, and partners include Nike, The Gap, the International Youth Foundation, and the World Bank. Discussions are well under way with some major Asian companies.

- The Sarthalai coal mine, which is an IFC client, and the first privately operated coal mine in India. It is located in West Bengal, which has a long history of social unrest around the mining industry. Over the past year, through BPD, local partners have been involved in a livelihoods assessment and a set of trust-building activities. These activities have used partnership training to lay the foundation for longer-term sustainable development and built collaboration between the company, its NGO partners, and local community groups, with active participation from the public sector led by the local district magistrate.

- A road safety project in Poland, as part of the Global Road Safety Partnership, working to improve road safety and visibility at "black spots" with the General Directorate for Public Roads, the Red Cross, 3M, Siemens, and others. The companies, with the help of a World Bank loan, are working to improve night visibility, erect traffic signs, and improve road alignment at five black spots identified by the Road Administration.

- Water concession contracts in Buenos Aires, where Aguas Argentinas, the private contractor, and Suez-Lyonnaise des Eaux, the operator, were looking for mechanisms to supply drinking water and sanitation services to the poorest areas, the shanty towns or villas miserias. From the company perspective, these areas were bad business: their 3 million people account for 15 percent of the company's customer base, yet deliver only 1.5 percent of the income and use up to 25 percent of investments.

BPD's Water and Sanitation Cluster has included this project among a series of focus projects around the world aimed at sharing innovative approaches to serving poor communities. An additional 100,000 people were connected in 1999 as a result of these innovative solutions.

BPOG is intent on fostering partnerships where meeting social obligations is as important as achieving business and corporate goals. In practical terms, that also means providing training to Bank Group staff, among others, on how to partner with the private sector. BPOG is working with partners at the World Bank Institute and a training consortium led by the Prince of Wales Business Leaders Forum (UK) that includes the University of Cambridge (UK), Monterrey Tech (Mexico), EMPRETEC (Ghana), Philippines Business for Social Progress, Partners for Change (India), and the Polish Environmental Partnership.

The Business Partners for Development Web site is at http://www.bpdweb.org

*Our thanks to Jean-Marie Yamine of the Business Partnership and Outreach Group for providing this feature, which was edited for Shore.*
outside the tinted windows of the 11th floor of the MC building, there was sweltering August sunshine, but Richard Stern had a cold. He caught it from sleeping in near-zero temperatures, on a slab bed on a mud floor, with only a sheet for cover.

The World Bank’s vice president for human resources had not been reduced to these straits by budget cuts. He was just back from the final module of the Executive Development Program—a placement in a developing country. He had spent a week in a village in Kenya.

After three years in charge of human resources, Richard is moving on. He is staying at the Bank but looking for a new mission. During his watch, the Staff Exchange Program became firmly established and grew to its present scale. Gazing across Pennsylvania Avenue from his office, handkerchief in hand, Richard reflected on its beginnings.

In an unsystematic way, the Bank had been importing technical know-how by borrowing staff from other organizations for years before the SEP was formally established. “We didn’t have the expertise, and we needed a jump start,” Richard said.

The notion that Bank staff would benefit from experience outside the Bank was also in the air, but again it was implemented in an ad hoc way. “Development is a partnership business,” Richard said. “The lessons from one sector or country can gradually be applied elsewhere. So if you want truly rounded development professionals, they probably need to stay in the Bank a long time. The downside is that they become good development professionals, but they lack other perspectives. So spending one or two years outside the Bank is extremely important. We hadn’t been doing that systematically before the SEP.”

The concept of staff exchange rapidly became formalized after a new president was appointed to the Bank in 1995, “When Jim Wolfensohn arrived, he started pursuing the idea of partnerships—he was simply recognizing the fact that we had gone from dominance in the development business to being one among a number of players, and we couldn’t succeed without building strategic alliances and systematically learning from others,” Richard said.

The SEP, established in 1995, was still in the start intended to serve both staff development and the growth of partnerships with other organizations. “The justification for it was that if we’re going to be a successful development agency we must form partnerships, and second we need it for staff development reasons. It’s always got to be both,” Richard said.

So when Richard came to human resources in 1997, the SEP was already established. However, as James Wolfensohn said at the SEP conference in May, Bank staff were initially apprehensive that an SEP assignment was a step off the career ladder, with no clear way back on. During Richard’s time, that has been corrected—some 50 Bank Group staff have gone on assignments, and interest in participating in the SEP has increased dramatically. The program has expanded to embrace all the institutions of the World Bank Group.

The roster of partner organizations has also grown, from fewer than 20 when Richard arrived to just over 100. Although the private sector is still strongly represented, more partners from all levels of civil society have been found, in keeping with the Bank’s public-private partnership agenda.

Richard’s belief in the principles of staff exchange is reinforced by personal conviction. As chief of the Indonesia division in the late 1970s, he worked with a young staff member seconded to the Bank from Japan’s Overseas Economic Cooperation Fund.

Richard said, “He worked with us for two or three years, and became a close friend. He is now a senior officer of JBIC [the Japan Bank for International Cooperation, OFC’s successor]. Now when we work together on matters of mutual interest to the two organizations, the element of trust is very strong.

“These are all intangibles, and you never know when the payoff is going to be. The great thing about the SEP is that we have systematized all these things.”

Richard is glad to have spent time in human resources, but feels it is time to get back to operations. “I have done 30 years in the Bank, and 3 years in human resources. I’ve enjoyed it immensely, but I’m an operations person.” Whatever he does next, the inspiration will come from that hut back in Kenya where he caught a cold.

“I have been to plenty of places in the developing world, but coming face to face with abject poverty is still a radicalizing experience,” he said. “We live in a global village, in communications terms—we can’t say we don’t know. So how can we, as a global community, tolerate it?”

Where he caught cold: Richard Stern outside his EDP quarters in Kenya.
Let the conference commence

The second annual Staff Exchange Program conference will take place in May 2001. But in a virtual sense, the conference begins right now—because we are asking for YOUR input into the design of the events.

On our knowledge portal at www.staffexchange.org, our virtual community can meet, confer, and discuss the design. True to our mission as a partnership, collaboration, and knowledge-sharing endeavor, we are inviting all of you, our global partners, to tell us what kind of event you would like in May. Help us to structure it and shape it so that all the participants can feel they have ownership of the event.

Watch our Web site! Soon we will be opening a discussion room where all our partners can have their say in developing the conference. As of right now, the design is open.

Some of the design is a given. Same duration, same place—the formal events will take place over two days in the Preston Auditorium, with the Expo and opportunities to network extending into the third day. But we plan to make the proceedings very different this time. Yes, there may be some formal addresses in plenary sessions. We certainly had interesting speakers last time. But we are also looking for a design that allows more interaction, networking, and discussion.

This is where your input is crucial. Those of you who were with us at the first conference may want to propose ways to do things differently this time. Others may draw on their experience of other such events to make suggestions. We want to pool all the vast resources of talent and experience we have in our network of global relationships to make this the best conference we can.

Soon we will have the precise dates for your diary. But in the meantime, we ask all of you to start gathering your thoughts and proposals for the design. The earlier we get feedback from everyone, the better.
Two years on a secondment at the World Bank, convinced Robert Crawford that staff exchange is vital for Scottish Enterprise

Scottish Enterprise, Scotland’s economic development agency, is leading the government’s efforts to promote and build a dynamic and competitive knowledge-based economy.

As knowledge and its application become ever more important in the global economy, our focus is increasingly on stimulating innovation and creativity in business and encouraging a framework of skills, education, research, and enterprise to project Scotland firmly into a very global 21st century.

We are now working closely with large numbers of organizations both in Scotland and elsewhere in the world to develop the best ideas, the best designs, the best products in markets across the globe for the benefit of the Scottish economy and people.

How do we ensure that our people can help to deliver this? At Scottish Enterprise we believe that success will come from investing in our people. Part of our long-term strategy includes the pursuit of partnerships and strategic alliances, and we are confident that Scottish Enterprise is an attractive partnership candidate to other organizations.

We are already working with some of the best companies, organizations, and individuals in the world on a range of groundbreaking projects. That exchange of ideas and information draws new experiences and thought processes into Scottish Enterprise. But we also believe that we can offer new experiences and ideas to other organizations throughout the world.

One of the most effective ways to do this is by exchanging staff with our partner organizations. Staff exchange began at Scottish Enterprise in 1996. One of our most successful exchanges has been with the World Bank Group. This exchange program has offered and will continue to offer varied, dynamic opportunities for Scottish Enterprise participants to acquire, share, and act on knowledge.

I saw for myself how effective the program was—I spent two years on secondment at the Bank. On my return to Scottish Enterprise as chief executive this year, I was determined to use the World Bank model to support my personal commitment to having the very best people within our organization and to create value from their knowledge and capabilities.

Within Scottish Enterprise people play the valuable role of navigators—putting knowledge into context for others and creating the trust and relationships that foster effective knowledge sharing and learning.

Scottish Enterprise faces many challenges, and the imperative for change has never been more pressing. Three major forces drive this change: globalization, competition, and technology. As companies globalize they need to marshal their resources of knowledge more comprehensively and effectively, making them globally accessible. As competition intensifies they need to bring to bear their entire capacity of excellence and through the use of technology maximize their ability to utilize knowledge across the entire enterprise.

Staff exchange, by connecting people to people and people to knowledge, creates a real long-term advantage for any organization. It also brings to the organization different cultural must-haves—trust, sharing common goals, a thirst for learning, and an acceptance of change.

Our staff exchange program will play a key role in supporting the goal of sharing knowledge through partnerships. At Scottish Enterprise we believe that the only path to success as an organization, or to prosperity as a nation, is to make learning and knowledge-creation of prime importance, and we recognize that knowledge gained by experience is vital for the individual, the organization, and the economy.

The staff exchange program at Scottish Enterprise will offer a diverse range of flexible opportunities that will be aligned to the organizational and individual need. Exchange placements will vary from short project-based exchanges to longer national and international exchange opportunities.

The program will represent a paradigm shift in the current Scottish Enterprise secondment process. Participation will be for individuals who:

- Have maintained a consistently high performance record.
- Can demonstrate the ability to learn from and add value to the host organization.
- Will return to the sponsoring organization and apply new learning.

Staff exchange will be one of the most effective ways of sharing knowledge across, within, and beyond our organization. Scottish Enterprise has benefited greatly from the World Bank staff exchange program. We are committed to continuing these relationships and creating closer partnerships with other countries, organizations, and businesses that embrace economic development and change.
Five years and counting

Since its birth in 1995 the Staff Exchange Program has grown healthily. Here is a selection of the vital statistics it had reached by Summer 2000.

100 partner organizations

108 male participants

18 Bank Group alumni

23 female participants

108 incoming participants now at the Bank Group

6 months Shortest assignment

30 countries Participants from

61 Bank Group staff now on assignment

23 First Bank Group participant

Selina Shum in September 1996

29 Partner alumni

Most new incoming participants in a year 33 in 1999

Most new Bank Group participants in a year 15 so far in 2000

First incoming participant

Akira Tanabe arrived in June 1996

4 years Longest assignment

46 Average age of Bank Group participants

42 Average age of participants from partners

7 Most participants from one partner: from Siemens
When an organization coordinates activities in 180 countries in an effort to foster economic growth and reduce world poverty, it learns a thing or two about the importance of collaboration.

The World Bank is just that organization, and it has naturally taken to the Internet as a tool for gathering the best minds in the corporate world to help stimulate its nonprofit work. One important development is the Staff Exchange Program’s new portal (www.staffexchange.org), designed to capture and publish the intellectual capital the Bank generates through the SEP. The Bank accelerated the establishment of the portal, which went live in August, by handing over the hosting of the portal’s infrastructure and applications to a third party.

Until the advent of the portal, the Bank had no way to capture and catalog the ideas generated within the SEP, which has more than 100 corporate members. Now the intent is to create an ever-evolving Web-based library of documents that can be used as a reference tool by program participants and educate the public about the Bank.

For the foundation of the project, the Bank used Microsoft’s Exchange 2000, and outsourced the portal, called My Staff Exchange Program, to service provider Data Return. The Bank spent eight weeks getting the portal developed and deployed, including working with systems integrator Xpedior.

To get the portal into operation, the Bank contracted with Data Return. The hosting service in Dallas was running early-release code of Exchange 2000, which is touted as a platform for building collaborative applications.

“The Web storage system is key for Staff Exchange in that it allows file storage and full text search,” says Mark Warren, a vice president at Data Return. Another key is that Exchange 2000’s Web Store can be accessed using HTTP, meaning users can get to documents using only a Web browser. Also important are index and search features that let the Bank maintain its internal rules for cataloging documents by subject such as “Transport” or “Water.”

SEP manager Pauline Rampassad says it’s too early to rate the hosted infrastructure, but her judgment will be based on reliability and responsiveness.

“They are the same issues as if it were our own IT staff,” she says. The World Bank, which has more than 200 IT staff, plans to bring the portal in-house once Exchange 2000 ships in early fall.

In building the portal it was key to keep in mind future growth, Pauline says. She picked Exchange 2000 over Lotus’s Raveut collaboration server because she felt Exchange was more flexible and would be less expensive to customize in the long run.

The portal lets users create documents, exchange data, and post information for public review. Each program member gets a personal site on the portal to store documents in public or private folders to control access.

One goal is to add discussion, chats, and instant messaging, all supported by Exchange.

Pauline says program participants were blown away by the prototype. “People’s eyes popped out when they saw they could interact with the Bank in such a way,” she says.

“We have a global community and we are moving that physical community into a virtual one.”

The Internet does not mean the end of postal services—it means a whole new range of opportunities for them, says Jürgen Lohmeyer

It may sound like heresy in the age of e-mail, but the good old-fashioned postal service is an essential part of a country's infrastructure. In the developing world it is vital to economic development—it provides communications and logistical services to remote regions and contributes to poverty reduction.

Postal services' potential for driving economic development makes them a perfect arena for participation by the World Bank. But postal services can only deliver if they are radically overhauled to take advantage of the opportunities offered by the digital age.

The transformation of my own organization is a good example of such modernization. From ten years of change, Deutsche Post, the traditional German postal service, has emerged as Deutsche Post World Net, a modern, diversified organization that is feeding off the digital world instead of suffering by competing with it. On my staff exchange assignment at the Bank, I can help others to face the same challenge by sharing the lessons we learned at Deutsche Post.

The German postal system has come a long way in 500 years. A major reform in 1990 separated post from telecommunication (which became Deutsche Telekom), and converted them from government agencies into corporations. After a profound strategic and structural transition, Deutsche Post is today a modern and profitable company that provides high-quality postal services to customers in Germany and worldwide.

This transformation can be seen as a model for the modernization of the postal sector in many industrial countries and in parts of the developing world. But it can only be understood in the context of a wave of change that is currently redefining the entire communication, information, and logistics industry.

By offering new ways to communicate, new technology is threatening mail volumes. But it also provides the posts with new tools for higher efficiency and with opportunities for innovative value-added services. Deregulation and market liberalization, as well as new customer needs, require postal organizations to improve their competitive strength, enhance their performance, and become more market oriented. And globalization makes it vital to provide high-quality solutions that do not stop at political borders.

New postal partnerships, joint ventures, and strategic alliances have started to make the news. Commercialization, corporatization, and privatization are the hot topics in the industry. The multiple changes that have been so evident in the telecommunications market over the last 10 or 15 years have now clearly hit the postal sphere.

Deutsche Post has significantly improved its operations, productivity, and quality of service. The entire organization has been restructured in order to support the strategic reorientation that focuses on customer needs. Functions that did not really exist in the old government organization have been successfully introduced: controlling, sales and marketing, management information systems. Cutting-edge information technology systems play a major role in allowing high productivity and customer value.

Volumes and revenues have steeply increased, and costs could be drastically reduced. Today's corporate strategy (chart 1) emphasizes four directions: globalization, expansion of the product base, development of value-added services, and e-business.

Postal services must see the new Internet economy as an opportunity, not a threat. They can facilitate e-commerce in several ways. Cyberspace has a very real extension, a physical dimension whenever "bits become boxes." The posts provide reliable, affordable distribution of goods. They offer logistical solutions that include warehousing and fulfillment services—all the picking, packing, and shipping needed to get goods from the supplier to the consumer.

As well as delivering to existing customers, the post can attract new ones. Post offices can help to provide access to the Internet where people have no connection at home. And more than that: hard copy mail is a powerful communication tool that attracts consumers' interest and gets traffic to Web sites.

There is also a financial services dimension: postal companies can offer payment functions and, because of their image of trustworthiness, can overcome one of the great obstacles to e-commerce—the reluctance of consumers to commit confidential information such as their credit card number to cyberspace.

Postal services is a thriving industry, in spite of and due to the digital revolution. A recent survey commissioned by the postal services company Pitney Bowes showed that among the activities that Americans enjoy daily, reading their mail ranked higher than using the phone, reading the newspaper, reading e-mail, or even watching TV. There is a future for the mail—and it lies in exploiting the new potential that the Internet-related knowledge economy offers.

Jürgen Lohmeyer came to the Bank in August 1999 for a two-year assignment in the joint IFC/Bank Information and Communication Technologies Department, supporting postal modernization projects in all regions, particularly postal e-business opportunities.

Deutsche Post and the world: a modern corporate strategy to benefit from the digital age
How a relationship grew

Once you set up a global network like the Staff Exchange Program, it takes on a life of its own. And new relationships start growing in all sorts of ways. How about the two staff exchange participants who arrived at the Bank from opposite sides of the globe, became friends, and arranged for their home organizations to begin their own staff exchange? The formal agreement was signed at the conference in May. Thanks to the SEP, a whole new relationship has begun. This is the first time that two partner organizations have entered a formal agreement, but doubtless it won’t be the last.

First came the friendship. Qingfeng Zhang and Hans Eric Berggren came to the Bank in mid-1999, and got to know each other at what has become an SEP institution—the “Thursday lunch.” It’s a fortnightly forum at which the SEP community in the Bank gathers to socialize, listen to an invited speaker, and share knowledge.

Qingfeng and Hans had not met before, but they already had plenty in common—Qingfeng came from the State Environmental Protection Administration of China (SEPA) and Hans from the World Conservation Union (still known by its old initials, IUCN—International Union for the Conservation of Nature and Natural Resources), so they both had a commitment to the environment. Nor were their home organizations strangers—they were well acquainted through their participation in the China Council for International Cooperation on Environment and Development.

But Qingfeng and Hans soon saw the potential for much closer cooperation between SEPA and IUCN.

They met regularly to exchange ideas, update each other on developments in their home organizations, and discuss new initiatives. They also discussed possibilities for knowledge-sharing in nature conservation. They became convinced that opportunities existed for increased cooperation between SEPA and IUCN in combating environmental damage in China.

Environmental issues have become a priority for the Chinese government. The critical issues are land and soil degradation, loss of forest reserves, degradation of freshwater resources and coastal ecosystems, and loss of biodiversity in general. Given the serious situation, there could be advantages for both SEPA and IUCN in expanding their cooperation. SEPA is a developing institution with a wealth of young but less experienced professionals. IUCN is an international nature conservation organization with a strong and large network of international experts. In addition, IUCN has considerable knowledge in institutional development the field of conservation of nature.

SEPA and IUCN’s acquaintance in China goes back to the mid-1990s. But it was the friendship between Hans and Qingfeng that finally transformed the relationship between their two organizations from close cooperation to a formal agreement. As a result of their discussions, the two friends arranged a meeting between IUCN and SEPA during the Staff Exchange Conference. On May 10, the first day of the conference, Marita Rogalla von Bieberstein Koch-Weser, director general of IUCN, and Li Jianxin, deputy director general of institutional and personnel management at SEPA, met for a detailed discussion of the work, in particular in cross-border issues affecting China. At the national level, SEPA will send staff from the Chinese Research Institute of Environmental Sciences to IUCN’s Beijing office, which is due to open in 2001, to build local capacity in conservation.

If funds are available, IUCN will send subject specialists to China to work with SEPA to provide training and institutional support in the field of nature conservation. SEPA and IUCN are also exploring the possibility of cooperation in research and development. Subject to availability of finance, it is envisaged that IUCN will provide support to SEPA in its research activities. IUCN could draw on its research networks and member organizations to facilitate work in the areas of development of information systems and indicators, protected area management, and species protection and biodiversity issues.

The two organizations are also discussing organizational arrangements, including the establishment of a steering committee and the appointment of liaison officers. They may organize project cooperation seminars to disseminate the lessons learned from their projects and discuss forthcoming projects.

In consultation with their headquarters, Hans and Qingfeng are preparing a memorandum of understanding to be signed by SEPA and IUCN at the World Conservation Congress in Jordan in October.
Weaving a network of CDF partnerships

The Comprehensive Development Framework brings many changes and challenges. As a specialist in change management, Markus Repnik hopes he can help.

When the Staff Exchange Program talks about building a network of relationships, it is often looking outside the Bank, thinking of its network of partners across the globe. But a challenge now exists that makes relationships inside the Bank every bit as important.

Implementing the Comprehensive Development Framework demands networking of a high order both inside and outside the Bank. Internal change will be a challenge for the Bank. On my staff exchange assignment, with my experience in the management of change, I hope to contribute to meeting that challenge.

Development cooperation is about building partnerships aimed at realizing our dream of a world free of poverty. That's why I am here at the World Bank, and that's why I work in the CDF Secretariat.

Having worked for several years in Germany as a consultant to NGOs on organization development, I joined the Austrian Development Cooperation (Österreichische Entwicklungszusammenarbeit) eight years ago, acting as project manager, country director, and change advisor as we decentralized our operations to promote greater ownership and enhance partnership. In the decentralization project, we consolidated our existing offices in partner countries and opened new ones, bringing the total to eight. The Austrian Development Cooperation is one of the Bank Group's Staff Exchange Program partners, and within this program it supports the CDF secretariat. The grateful person from the Austrian Development Cooperation who has the outstanding opportunity to contribute to the CDF's new approach to development, which has the potential to make a great difference—that's me.

Launched by James D. Wolfensohn, the president of the World Bank, in January 1999, the CDF builds on the lessons of development experience and advocates a holistic approach that balances macroeconomic with structural, human, and physical development needs. The CDF is based on four interrelated principles: that countries should have a long-term vision and strategy for their development, that they should have full ownership of that strategy, that the strategy should be supported by more strategic partnership among stakeholders, and that it should be focused on accountability for development results.

With my experience in organization development and change management in different contexts, in the German NGO movement as well as in the bilateral Austrian Development Cooperation, my role in the CDF Secretariat is now to focus on the internal change of the Bank required by the CDF approach. My role is a catalytic one, trying to bring together people and ideas in the Bank to work jointly on this issue. As a staff exchange person, I can bring an "outsider" perspective, which, together with the "insider" perspective of my colleagues, facilitates this task. The most positive experiences in my first months at the Bank were to get to know so many engaged and committed staff colleagues and to have their support in doing my work.

But what are the key CDF-related changes in the Bank's way of working? Living the CDF approach requires all of us to internalize and incorporate the CDF principles into our way of doing business, and to build relationships with clients, partners, and each other. This requires new leadership behavior at all levels of staff, a supportive organizational environment, and a new approach to learning and training.

Concerning leadership behavior, we all have to make greater efforts to build trust and mutual respect, empowering individual staff members and teams, giving priority to national experience and capacity, thinking more holistically, and shifting the focus from inputs management to outcomes management. The changes in individual behavior are influenced by the organizational environment, as reflected in the Bank's matrix structure and the internal culture.

The experience gained so far in the countries in which the CDF has been launched as a pilot scheme suggests that even small changes to facilitate working across sectoral boundaries, decentralize decisionmaking, and modify cultural norms can significantly support new behaviors. The changes that are most needed in the Bank's approach to learning and training are to emphasize action learning together with clients and partners; promote skills to support working in a partnership mode; and create a community of CDF change agents, supporting each other in nurturing the CDF approach.

If we want to change the world we have to change ourselves. The CDF approach sets the framework for these changes, and the Staff Exchange Program effectively supports these changes by sharing people, perspectives, skills, knowledge, and learning, thereby weaving a network of growing partnerships, which are the centerpiece of every development process. And I have the privilege to be one of the "exchangees" who contributes and learns by jointly working on our dream of a world free of poverty.

Markus Repnik started his assignment at the Bank in April 2000. He already had experience of working closely with the Bank while he was country director in Cape Verde for his home organization, the Austrian Development Cooperation.
Seizing the future at the UBA

Mansur Muhtar began his assignment at the United Bank for Africa in July. After his first month in Lagos he sent us his impressions of a dynamic corporation and a warm welcome.

The UBA has its antecedents in the British and French Bank Limited, and was incorporated in 1961 as the first of the international banks operating in Nigeria at the time to be registered under Nigerian law. The Nigerian government acquired a major stake in the bank during the mid-1970s, as part of an indigenization program spurred by the country's oil boom. By the early 1990s, the UBA had become a well-established name in Nigeria's financial industry. However, like many of the other big banks in which the Nigerian government had acquired controlling shares, it had also become chronically lethargic and inefficient. There was complacency about customer service and quality while internal structural deficiencies, including obsolete technology and antiquated practices, were causing it to flounder against newer and much more aggressive players.

The window of opportunity for organizational transformation and renewal came in 1994. As part of its privatization program, the Nigerian government divested its 40 percent stake, which was acquired by the public. A new, dynamic, innovative, change-oriented management took the helm and navigated the UBA through Nigeria's turbulent waters on a journey of transformation and renewal.

Inspired by a new vision—to be the undisputed leading and dominant full service bank in Nigeria—and with strong, unwavering commitment and focus, the new leadership successfully engineered a major restructuring and repositioning exercise over five years. Widespread and far-reaching changes were effected in all facets of the bank's operation, encompassing management structure, people, skills, attitudes, organizational culture, technology, and processes, as well as systems and performance measures.

These changes have transformed the UBA into a highly efficient, innovative, and profitable institution, as demonstrated by its superlative performance in the last two years. The bank has stayed at the forefront in product development as well as customer service orientation.

Management correctly recognizes that these successes are largely attributable to the bank's principal asset—people. As aptly stated by the chairman, Hakeen Belo-Osagie, in his statement to the annual board meeting recently, “a key factor behind our successful journey from just a big bank in 1991–95 to the strong, healthy, and vibrant bank that we have today is the quality, dedication, and commitment of our people ... they displayed unequaled commitment to the realization of our shared objectives.”

The UBA is continually seeking ways to strengthen its principal asset—and, in this context, embraces partnerships, linkages, and alliances, such as the current one with the World Bank under the auspices of the Staff Exchange Program. These partnerships are an important element in its strategy for exploiting market and technological opportunities while responding to competitive threats in a constantly changing environment.

According to Mallam Abba Kyari, UBA’s managing director and chief executive officer, “despite our recent successes, we are constantly seeking out new ways of leapfrogging the competition and catalyzing change in Nigeria’s banking industry. The World Bank’s Staff Exchange Program provides us with immediate access to new competencies, perspectives, and contacts available within the global partnership network, to help realize our goal of being the country’s undisputed leading and dominant bank.”

The managing director is very keen on cementing the UBA’s new partnership by sending its staff to the World Bank on staff exchange assignments. This enthusiasm has been mirrored by the warm and cordial reception showered on me since arrival at the UBA.

Mansur Muhtar, from Nigeria, entered the World Bank as a young professional in 1992. He was an administrator of the Young Professionals program before starting his two-year assignment at UBA.
A local government with a global perspective

In the last five years Brisbane has learned many lessons about city administration. It wants to share them with developing countries, says Robyn Renneberg

Brisbane City Council? Why on earth would an Australian city council send someone to Washington, D.C. on a staff exchange to the World Bank? Isn’t local government about roads and rubbish? And why send someone who works in human resource management? Surely the World Bank is more interested in economists and engineers?

Good questions. The story begins in the early 1990s when Brisbane elected a new lord mayor, Jim Soorley. He promised greater community participation, more effective management, better use of resources, and better customer services. He also recognized the importance of placing Brisbane in a global context. He and the chief executive officer, Bob Carter, were committed to establishing it as a world class city.

One strategy was to establish a private sector company called Brisbane City Enterprises (BCE). BCE is owned by the City of Brisbane and its charter is to sell the products, services, and skills of the Brisbane City Council to Southeast Asia. The goals are both altruistic and commercial. Brisbane is committed to making a contribution to the development of the Asia-Pacific region, and it believes that exposing its staff to cities outside Australia, particularly in developing countries, will expand their personal horizons while developing a greater global culture within the city administration.

This is where the World Bank Staff Exchange Program came in. Through my assignment at the Bank, Brisbane seeks to develop a closer relationship with the Bank as well as a better understanding about the development aid sector.

Why me? Through BCE I was fortunate to work in the Lao People’s Democratic Republic as human resource development adviser to their land titling project. My experiences there confirmed my interest in the work and my belief that capacity building was a field in which I had something to contribute. Capacity building is a critical aspect of sustainable development. It doesn’t matter how well a bridge or a water supply is built—if the capacity is not in place to manage and maintain the facility, then in the long term the benefits are lost.

In local government in Australia, we don’t call it capacity building. We use words like human resource management, staff development and training, and organizational development, but the principles and processes are the same. Brisbane has used all of these strategies to reinvent its own capacity and has done so while continuing to serve its people.

From my experience in national and local government, I have been able to make a contribution to the Bank’s debate and strategy development on urban capacity building. In my work with the World Bank Institute on the Urban and City Management Core Course, I am bringing a practitioner’s appreciation of the challenges facing city managers and applying my project management and pedagogy skills to converting the course to a distance learning mode.

So what can Brisbane City offer the World Bank? Surely a local government in a developed country cannot help the Bank to appreciate the challenges facing cities in developing countries. In some ways this is true. Brisbane does not suffer from many of the issues facing cities in developing countries—we don’t have slums, we do have clean water, effective waste management systems, and a good public transport system. What we have to offer is linked primarily to our technical capacity in those areas and to our strong organizational experience.

In the last five years Brisbane has implemented many of the reforms the Bank hopes to foster in cities in developing countries. We’ve made mistakes. We’ve had success. We have a lot of lessons learned to share with the Bank. We are looking forward to the opportunity to do so.

Since I started working in Washington there has been a definite increase in the number of people travelling from Brisbane to the United States! I introduce them to Bank people of like interests and bring them to brown bag lunches or presentations. They find it all very exciting and enlightening.

And I hope that when the World Bank person starts his or her staff exchange assignment in Brisbane that people from Washington will drop in—Brisbane City is looking forward to the opportunity to build on the relationship.

Robyn Renneberg began her one-year assignment at the Bank in January 2000. She is working as a senior urban specialist in the Infrastructure and Urban Development Department.
Moving on, moving in

Moving on

It's nice to see Elena Fokkerts-Landau back in Washington after almost three years on assignment at JP Morgan Securities in London. She was vice president, Structured Products Department, structuring profitable deals in European countries where the infrastructure for asset-backed transactions is just developing. Elena completed her assignment in August, and her post on return to the Bank is lead specialist, Private Sector Finance, Africa Region.

Steven Jaffee is back at the Bank having completed his one-year assignment in September. Steven was in Switzerland, working as issue manager on food safety in the Public and Legal Affairs department of Novartis Crop Protection, based in Basel. He has a Ph.D. and is an agricultural economist with almost 13 years' experience in research, policy analysis, and project management, mostly related to the commercialization and diversification of agriculture and to the interface and division of roles between the private and public sectors. He returns to the Private Sector Group of the Finance, Private Sector, and Infrastructure Department of the Africa Region as a senior agriculture specialist.

Rómulo León headed back to Siemens in October after his two-year SEP assignment at the Bank, where he worked as a senior informatics specialist in the Global Information and Communications Technology Department. We wish him well in his new appointment at Siemens, as regional operational manager responsible for Spain and Portugal at Siemens Business Services in Munich.

In June we said goodbye to Ken Nakahira, who had been on assignment at the Bank for just over two years as a financial officer in the Project Finance and Guarantees Department. Ken has returned to the Sanwa Bank, based in Tokyo.

All too soon we'll be saying farewell to Robyn Renneberg, who returns to Australia in January 2001. Robyn's assignment has been for one year as a senior urban specialist in the Infrastructure and Urban Development Department. She has also worked with the World Bank Institute on distance learning. She will be returning to Brisbane City Council where she is an organisational development consultant. But she's not leaving without contributing to Share magazine—thanks Robyn (see her article on page 23).

David Stiggers completed his two-year assignment at the Bank in September. David was senior water and sanitation specialist in AFTU/2 Water and Urban, West and Central Africa, and contributed a fascinating account of his work in Africa to the first issue of this magazine in May. On his assignment, he worked as team leader and team member on projects preparing for private participation in the water and sanitation sector in Nigeria and Niger. David is now a freelance consultant based in Washington, D.C., advising on private sector participation, project implementation, and project marketing.

He has had a wide-ranging career covering most aspects of the water industry, starting in consultancy on large water schemes, then a period with an international contracting organisation, and then with an international utility operating company. He has worked in many countries in Europe, the Middle East, Africa, the Far East, and South Asia.

Moving in

For our last issue we photographed Moon Kyu Bang at an SEP Thursday lunch, all of two days after he arrived from Korea to start his assignment. Now he has settled in and we have time for more details: he joined us in March for two years as a knowledge coordinator in Distance Learning and Knowledge Products at the World Bank Institute. His career has been in the Korean government, working at the Ministry of Finance and Ministry of Planning and Budget. He is a specialist in public finance, particularly taxation and budget, having extensive experience in tax treaty negotiations with over 20 countries including China, Russia, Mexico, Vietnam, Portugal, Romania, and Belgium. He has been involved in five supplementary budget proposals to cope with the Korean financial crisis of 1997.

In September Makoto Kawada arrived from London, where for the last three years he has been assistant general manager of the Project Finance Division for Europe, the Middle East, and Africa at the Fuji Bank. Makoto's assignment is for two years as syndications officer at the Syndications and International Securities Department of the International Finance Corporation in Washington, D.C. Makoto is Japanese, and worked for five years as a U.S.-Japan cross-border mergers and acquisitions specialist, then spent six years as a project financier based in Tokyo and London, covering Asia, Europe, and the Middle East. He has been with the Fuji Bank for 16 years.

Yongbeom Kim joined us in July for a two-year assignment as a senior financial economist in the Financial Sector Development Department. Yongbeom has worked at the Ministry of Finance and Economy of the Republic of Korea for 13 years, most recently as director of the Financial Policy Division, based at the Government Complex, Kwachon, playing a key role in promoting capital markets and improving corporate governance.

Jong-Kun Lee arrived from Korea in August for a two-year SEP assignment as a senior economist in Financial Sector Strategy and Policy. Jong-Kun joins us from the Research Department of the Bank of Korea, the country's central bank, where he has worked for 19 years, the last 10 as senior economist. He joined the Bank of Korea on graduation from Seoul National University in 1984, working mainly on economic research, primarily focusing on macro and industrial economic issues such as inflation, monetary policy, economic projection, productivity at the Research and Statistics Department. Just before his SEP assignment, he was working on inflation targeting, a kind of new paradigm of monetary policy, introduced by the revision of Korea's central banking laws in 1998. Jong-Kun earned a Ph.D. in economics (specializing in productivity studies) in the University of Illinois at Urbana-Champaign in 1991.

In April we welcomed Irit Mendelson for the start of her one-year assignment as a senior investment officer at the Investment Management Department of the World Bank Treasury. Since 1985 Irit has been chief foreign exchange and investment officer at the Foreign Currency Department of the Bank of Israel in Jerusalem. She has been with the Bank of Israel since 1983. She was born in Jerusalem, and has a B.A. cum laude in economics and an M.B.A. in finance from the Hebrew University there.
We hope Takashi Miyahara from the Financial Reconstruction Commission in Japan is enjoying his assignment—this is his first experience of working outside Japan. He’s no stranger to the United States, however—he took an M.P.P. degree here in 1988–90. Takashi came to the Bank in July for a two-year assignment as a financial sector specialist in the Banking and Financial Restructuring Unit in the Financial Sector Vice Presidency. Takashi was born and grew up in Japan, and after graduating with an LL.B. in 1986 he joined the Ministry of Finance, from which he was seconded to the FRC in 1998 as senior deputy director in the Coordination Division of the Secretariat.

In April Roland Schurmann came to Washington from the Food and Agriculture Organization of the United Nations, based in Rome, where he is a senior economist in the Investment Centre Division. His most recent posting, from 1996 to 2000, was in Manila, liaising with the Asian Development Bank. Roland is on a two-year assignment as the FAO liaison officer in the Bank’s Rural Development Department. He is German and has been at the FAO for 33 years, joining the Investment Centre Division in 1972 after completing a number of field assignments.

In July we welcomed Robert Whyte to the Multilateral Investment Guarantee Agency for a one-year assignment. Robert comes to us from Scottish Enterprise, in Glasgow, where for the last four years he has been head of strategic futures in the Knowledge Management Division. At MIGA his assignment is as senior investment promotion adviser in the Investment Marketing Division. Robert, who is British, has been at Scottish Enterprise for 10 years and has worked in the field of regional economic development for more than 20, specializing in strategy and policy development and in the monitoring and evaluation of economic development initiatives.

Share pays dividends

As promotions and awards pile up for alumni of the Staff Exchange Program, the career benefits of participating become ever clearer. But the SEP also pays big dividends for the Bank Group, as returning alumni put to work the experience and expertise they acquire on their assignments.

A good illustration is the work being done by Elena Folkerts-Landau, who completed her three-year SEP assignment in August (see “Moving on,” opposite). She is now lead specialist in Private Sector Finance in the Africa Region, a posting in which she can put to good use the experience she gained on assignment to one of the world’s more innovative investment banks, JP Morgan. Elena’s assignment was to the Structured Products Group of JP Morgan Securities in London, where she was involved in designing asset-backed financial transactions for banks, utility companies and governments throughout western Europe.

That experience is invaluable, as Elena has joined the Bank’s urgent response to the financial crises that shook the world in the last few years. In a major collaboration with the International Monetary Fund, the Bank has introduced a new technique for assessing and strengthening client countries’ financial systems, known as the Financial Sector Assessment Program. These analyses were begun in a number of countries as a pilot scheme in 1999, and the full program was approved by the Bank and Fund this year. Elena is working on the assessment in a West African country. She will be contributing to two of the FSAP’s objectives. One is an examination of key financial sector development issues to provide the basis for advice and technical assistance by the Bank and the Fund. The other is an assessment of the effectiveness of and compliance with major international standards relevant for the financial system.

Elena’s contribution to this vital work, like that of so many returning Bank Group alumni, is a perfect example of the SEP in action—bringing expert knowledge into the Group, and building a network of relationships in which that knowledge is put to best use.

Van Rossignol, a senior underwriter at the Multilateral Investment Guarantee Agency, has been promoted while on his SEP assignment. His new appointment is as MIGA’s special representative for Africa. Ivan began his assignment to the Common Market for Eastern and Southern Africa (COMESA) in Harare, Zimbabwe in December 1999. Drawing on his previous experience at MIGA as a political risk underwriter, Ivan has been advising COMESA on setting up an innovative new multilateral agency to foster trade in Africa. The African Trade Insurance Agency, which should start operations during the first quarter of 2001, will manage a World Bank–funded facility to issue political risk insurance to foreign exporters trading with local African companies, as well as to local companies trading among member African countries of the Agency or with non-African countries. As well as being promoted, Ivan has had his SEP assignment extended from one year to two, and will now stay until November 2001.

Nils Tcheyan, who recently completed a staff exchange assignment in France, was appointed country manager Policy Support Unit in the Corporate Secretariat on his return. Nils, who is American, joined the Bank as a Young Professional in 1990. On graduating in 1991, he joined the Latin America and Caribbean Region where he served as senior loan officer for Brazil. In 1995, he transferred to the Eastern and Southern Africa Region to lead the development of the Bank’s programs in Mozambique; and in 1999 he was selected as the Bank’s first resident representative to Mozambique, serving until 1993. He then returned to Washington as division chief, Agriculture and Environment, in the Central Africa and Indian Ocean department. In 1996, he was appointed country director for Burundi, Democratic Republic of Congo, and Rwanda. In 1999, Nils was invited by the Aga Khan Fund for Economic Development to lead its strategy for investment in small business development and equity investments in financial institutions in Asia and Africa. His SEP assignment was with the Fund as senior adviser, Financial Institutions and Microfinance, in Paris.
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— Kenneth J. Arrow, Professor, Stanford University and Nobel Laureate, Economics

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