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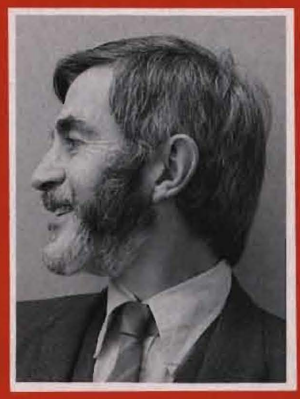
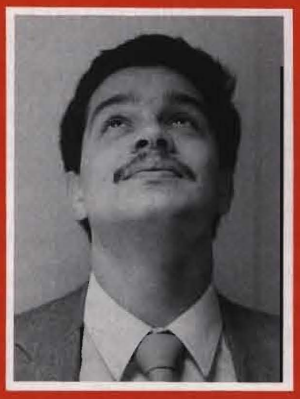
the Bank's World



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Photos by Jill Roessner

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Hopper Outlines Progress and Future

The CGIAR: Poised for the '90s

Senior Vice President W. David Hopper, Chairman and one of the founders of the Consultative Group on International Agricultural Research (CGIAR), recently shared his views with The Bank's World *about food crop research for developing countries.*

Q: You recently chaired your first meeting of the CGIAR since assuming leadership of the Group last May. How have things changed in the 10 years since you last worked with the CG and where do you think the Group is heading?

Hopper: As you know, the CGIAR has one of the best track records of all the development assistance programs that the Bank has been involved with. It's fair to say that CGIAR research has been an important factor in helping much of the developing world become more or less self-sufficient in food production. The most obvious examples are wheat and rice, but we're also seeing substantial impact with other crops.

A great many things have changed, however, since I was last associated with CGIAR. Back in 1978 our budget was only about $75 million. It's now nearly three times that. Also, the system has become a good deal more complex. We have many more donors than we did 10 years ago and the issues that we are facing are more difficult and more pressing. From an institutional point of view, the challenge is to maintain efficiency without sacrificing autonomy. We also have to come to grips in a substantive way with such issues as African food production, production sustainability and the role of women. These are difficult challenges, but certainly no more so than the ones we faced 20 years ago when the Malthusians were suggesting that we write off many of the countries in Asia that are now quite capable of producing their own food.

Q: What are the chances that the CG centers will be able to develop new crop varieties for Africa that will equal what rice and wheat did for Asia and Latin America.

Hopper: The former Chairman of our Technical Advisory Committee, Professor Guy Camus of France, pointed out during our annual meeting that it is unlikely that this will happen any time soon. There are several reasons for this. One is that the green revolution in wheat and rice occurred on irrigated land, and when you work with irrigated land you wipe out a lot of constraints. In most of the countries that benefited from the green revolution you also had access to both good varieties and to the inputs needed to grow them.

In Africa the situation is quite different. We do not, for example, have much of a history for the crops we are dealing with in Africa. Professor Camus pointed out, however, that there is good reason to expect significant increases in crops such as cassava and maize, both of which are important commodities in Africa and both of which are receiving significant attention at the moment. I think we're also likely to see progress with sorghum and millet, which are important crops in the drier regions where food problems are particularly critical.

David Hopper

The problem is to decide the degree to which you're a custodian of resources for future generations or the degree to which you draw down now what may be totally non-renewable.

Q: Isn't a lot of this going to depend on national progress, and isn't it true that local systems in Africa are pretty weak at the moment?

Hopper: Well, it varies of course, and there are some pretty good national systems in Africa, but, generally African programs require substantial support. Centers and donors both recognize that the effectiveness of research depends on having strong national programs in place that can adapt research results to local conditions. Remember, the CG centers work exclusively through the national programs. So what we want to do is to ensure a strong level of partnership and collaboration. I think the Group takes this issue pretty seriously. We now have one center whose sole function is to assist developing countries strengthen local programs.

But the problems aren't limited solely to national programs or to the CG. I hope that through SPAAR (Special Program for African Agricultural Research) we'll be able to get a better handle on sharpening the definitions and classifications of research potential and research needs in Africa. SPAAR should also help to improve coordination within the donor community. There also needs to be a very functional discussion with our colleagues who are in charge of investment activities. I don't see how we are ever going to conquer the African agricultural problem until we conquer things like the African transport problem and the African education problem.

Q: You mentioned a moment ago the question of sustainability. How does this issue fit into the CG's agenda?

Hopper: A special subcommittee of the CG Technical Advisory Committee has been studying the issue for some time, and will present its report at our next meeting. We'll also be discussing the Brundtland report on the environment at the meeting to assess its implications for the CG system. The question that we need to answer is how do you grow enough food to feed a rapidly expanding population in a way that doesn't destroy the resources you need to continue production? Do you try to extend productivity on to more marginal lands where the risk to the environment is very high, or do you try instead to intensify production on the more productive lands, which also creates environmental problems?

When my grandfather went to school it used to be called good husbandry. It meant that you could pass the farm on to your grandchildren, you hoped, in better shape than you received it from your grandfather. It is a very, very difficult issue, and one in which you raise questions about exhausting soils. You raise questions about how much investment do you put in now that is not going to be immediately recouped, the short-term kind of payoff versus the longer term. I can assure you that if the price of wheat went to $14 a bushel, a lot of land would blow away because farmers would be out there planting wheat and to hell with the next generation. Most agricultural researchers are very much aware of these issues of preserving the resources. We now have a perspective on the long-term implications of modern agricultural technology, and that's what we are trying to get at in these issues of sustainability.

Q: Is this an ethical question as well?

Hopper: Sure, very much so. The problem is to decide the degree to which you're a custodian of resources for future generations or the degree to which you draw down now what may be totally non-renewable. The temperate soils are much more forgiving than tropical environments or mountain environments. Whole civilizations have been destroyed by salts drawn up or laid down by irrigation systems. That's what happened in Mesopotamia and it can happen again, and indeed is happening in many parts of the world where we are over-irrigating.

Q: What about insect resistance to pesticides?

A millet harvest made more bountiful thanks to ICRISAT, the International Crops Research Institute for the Semi-Arid Tropics.

Hopper: The Group recently discussed the problems of pest and pathogen control. There is considerable awareness of these issues and this is very much a part of the sustainability question that's now on the CG's palette. As I've already mentioned, we will be using the Brundtland Commission report as one of our texts at our next meeting to look at the concerns of that Commission regarding the conduct of CG research. With the new Environmental Department in the Bank and with other collaborating agencies, we'll see if we can't line up what the implications of that major document are for the conduct and future work of the CG centers.

Q: On that same subject, is there a sense that basic research and farming systems might be moving in the direction of the Rodale approach, the low-input agriculture getting away from a heavy dependence on chemical fertilizers and pesticides?

Hopper: I'm not sure that it will go quite that far, but certainly the issue of costs of production which are entailed in the use of pesticides, the use of herbicides, the use of fertilizers, are very much there. How can you reduce those so that you lower the impact of these costs in production and lower the utilization of these chemical materials? Biological fixation of nitrogen is part of the program of several of the centers, and they are also looking at better biological controls and the possibility of incorporating pesticides into plants. We know that insect resistance is genetically transferred in plants. Can we identify these genes and put them into the plants or put plants in a crossing program so that they carry their own resistances to pests and pathogens, rather than using artificial chemicals or other forms of resistances?

Q: A lot of people seem to think that many of the problems developing countries face can be solved through biotechnology. Up until now, scientists at the CG centers have pursued fairly traditional research paths. Is that likely to change?

Hopper: Well I think it has to, not because biotechnology is an answer to all of our problems, but because of the tremendous efficiencies that it has to offer in conducting research. Some of the centers are already involved quite heavily in this. For example, our livestock laboratory in Nairobi is a major center for molecular biology, a term that I prefer to biotechnology.

During our recent meetings in Washington, the chairman of one of our

center boards pointed out the first genetically-engineered cultivars should be in production in about five years. These new materials will likely have disease and insect resistance genes. And it should be possible to give crop or pasture plants the ability to resist herbicides. The implications of this on developing countries are enormous and can't be ignored simply because some people think that biotechnology isn't going to be appropriate in developing countries. Just the opposite is probably true. In fact, the environmental implications alone are sufficient to justify a strong case for more of this kind of research. That kind of investment, however, will probably mean cuts in some of the other things that we're doing.

Q: The Bank and many other donor agencies are focusing more and more these days on the issues of women in development. Can you tell us where the CG stands in this area?

Hopper: When we talk about women in agriculture, we're really talking about sex-neutral technologies. But what we refer to as sex-neutrals very often has in its cultural applications real sex differentiations. This was drawn to the Group's attention at a seminar we held during our annual meeting. One of the delegates pointed out that although Asian women are traditionally responsible for cleaning rice, in one instance, when rice dehullers were introduced, the job was taken over by men and the women lost the income.

This example points out that those of us involved in research need to do a lot more to sensitize ourselves to the questions and issues that concern women. It's been suggested that the CG centers have a role to play in bringing processes and methods to national systems that encourage them to make research decisions and technology choices that take this into account. The CGIAR donors have also asked that gender be included as an explicit issue in the periodic reviews of center research and management. These are extremely rigorous exercises, and the centers take them very seriously.

These new materials will likely have disease and insect resistance genes... The implications of this on developing countries are enormous and can't be ignored simply because some people think biotechnology isn't going to be appropriate in developing countries.

Q: What about women within the CG?

Hopper: Nobody can sit in our meetings and not recognize that we have a problem. The women are outnumbered many times over. But it is interesting that we are getting in more women as CG scientists, as women themselves extend their career activities. There are the usual set of impediments at work here, but we have a number of husband and wife teams at centers, and we have women scientists, including one who was recently appointed director of research. We are also looking for women board members, and, I think, representation by women on our boards is generally up. We're not putting quota targets on this yet, but we have several donor delegations who remind us that it is all very well to talk about women, but that numbers speak for themselves.

Q: One of the things that people don't seem to understand about the CGIAR is that there are a half dozen or so centers that do similar types of research and are funded by the same donors as the CG centers, but are not part of the system. How do you explain that?

Hopper: Well, it confuses me too, and I hope that we'll be able to make some changes that help us to truly become a consultative group on international agricultural research. I've called for the Group to take a closer look at the role of the centers outside the CG structure, especially since much of their work is relevant to our concerns about production sustainability and the question of income for resource-poor farmers. I think there is considerable support for this proposition among our donors and many of the centers. When we founded the CG there were just a few centers. We've become a much more interdependent world since then.

Q: So the old idea of centers of excellence is more diffuse now?

Hopper: I don't think we're ever going to lose the goal of excellence. But the world has changed a bit in the last few decades, and the CG is making what in the Bank parlance would be a structural adjustment to this new circumstance.

Seminar Explores Small-Scale Enterprises

Women on the Move

by Maurizia Tovo

At the corner of a busy street in Manila, Rosa once sold tea. Her home was just a few steps away; she could hear the voices of her children playing and would occasionally check the food cooking on the stove. As the streets grew busier and neighbors learned how good Rosa's tea was, profits increased. Rosa was able to afford new clothes for the children, repair an old bicycle, buy better food.

Then she realized that somebody else could share her luck. With her savings, Rosa helped her sister set up a similar stand in front of her home a couple of blocks away. Now, Rosa's sister has bought new clothes for her children, and the family's diet has improved.

'Human economy'

Whether or not Rosa has been a good entrepreneur depends on your point of view. She chose not to plow her profits into expanding her business, but continued in the same little tea stall, selling the same product, employing the same methods, and using her good fortune to increase the welfare of others. Rosa, like many other small entrepreneurs, does not operate by conventional investment principles, but by the principle of "human economy," where success is not determined by increased individual profit but rather by the capacity of providing support for others.

The concept of "human economy," introduced by Irene Tinker, was among the themes debated at the International Seminar on Women in Micro and Small-Scale Enterprise (MSE) Development. The seminar was organized by the Canadian International Development Agency (CIDA) in recognition of the crucial role little businesses play in the economy of developing countries, and of the involvement of women in such businesses.

Sharp economic realities

Micro enterprises are defined as unincorporated income-generating activities with up to five employees. Small-scale enterprises have up to 25 employees, and constitute as much as 90 percent of incorporated businesses in developing countries.

For three days, members of the Donor Agency's Steering Committee on Small Enterprise Development, chaired by the Bank, and representatives of non-governmental organizations (NGOs) and government agencies reviewed experiences, discussed problems, and challenged each other to find solutions.

The analysis focused on sharp economic realities, without polemics. As CIDA's President, Margaret Catley-Carson, said: "We all know the basic facts, the sad litany . . . women are half the world's population, raise half the food, put in two-thirds of the working hours, but receive only one- tenth the wages and own 1 percent of the property." While women are the main educators of the young, they make up most of the world's illiterates. In developing countries, women are the last to eat and, in times of famine or epidemic, the first to die.

MSE development has seldom been a priority on the agenda of most donor agencies. MSEs represent a messy, unstructured, hard to define sector—impossible to plan and often beyond the reach of official institutions. But economic crisis and population pressures have forced many decision-makers to look at MSE employment and income potentials.

In the countryside, not everyone can be a farmer, and job opportunities are scarce. So small enterprises have to become an integral part of rural development, to provide employment and needed services and products. In the ever-growing megacities of the developing world, micro enterprises are often the only escape from a life more degrading than the misery left behind in the village—the best possibility of survival for the poorest.

Obstacles multiply

MSEs have been estimated to account for 50 percent to 60 percent of total employment in low-income countries, with shares as high as 75 percent in cities like Lima or New Delhi.

The majority of countries now have specialized agencies to promote small-scale enterprises, but they face daunting obstacles. When the entrepreneurs are women, these obstacles multiply since women's productive and reproductive roles are inextricably linked, and one limits the other.

As CIDA's background paper stated: "Women are virtually ignored by the modernization process . . . While men were encouraged to participate in modernized agriculture and capital-intensive industry, women were generally left behind to mind the children at home." In addition, women are often

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Editor's note: Maurizia Tovo works in EDI where she manages a project on Entrepreneurship Development for African Women.

African women farmers produce 90% of domestically consumed food.

handicapped by laws and practices that rob them of autonomous adult status. The result is that, although MSE credit programs are for men and women alike, women's participation rarely exceeds 20 percent. It is 15 percent in Peru's Banco Industrial program, and 11 percent in the programs of 38 major Indian banks.

Values also play a role

Cultural and religious values also play a role. In Zaire, for example, women must obtain their husbands' permission to travel, and many countries still require that women obtain a male guardian's permission to enter into any kind of contract or to apply for loans. In Bangladesh, religious tradition prevents women entrepreneurs from selling their wares directly to the public, forcing them to rely on middlemen. Training courses away from home are open to women in principle but, in reality, women cannot leave their household responsibilities for extended periods, especially in the small rural communities of many African and Asian countries.

Even when special efforts are made to help women entrepreneurs, old attitudes get in the way. Such was the case in Tanzania where some village women were given a maize mill by a donor. Grinding maize is women's work and the project was considered a women's project. As a result, the group was low on the priority list for distribution of diesel fuel to run the mill. The accounts of the project were kept by a man, even though he had received no formal training to qualify him for the job. Profits from the mill were deposited in the village account because women did not know how to deal with banks—most of them had never even seen a bank—and could not afford "wasting" two days to go to a bank in the city. When a dignitary came to the village, the women's funds were used to pay for entertainment without the women's consent.

Importance of training

So what can be done to help women-owned MSEs grow and prosper? Although the themes discussed in the seminar varied from "human economy" to the role of appropriate technology, the following issues kept emerging:

— the importance of training, and the need to train trainers in MSE development as extension workers;

— the crucial role played by NGOs, which are often the only organizations able to reach the beneficiaries, and are knowledgeable about their situation;

— the need to set up flexible credit programs—whether through substitution of personal or group guarantees for physical collateral requirements (the Grameen Bank in Bangladesh provides one example) or less time-consuming procedures (women's time is limited.) It is essential to find formulas that give women easier access to capital;

— the need to ensure the active participation of beneficiaries in the design and implementation of programs to encourage MSEs, and specifically to involve women; and

— the importance of outreach efforts and networking among donors, NGOs, and beneficiaries.

One part of the seminar was devoted to the role of international donors. While the conference themes apply to all institutions working for the promotion of women-owned MSEs, the more influential agencies were urged particularly to take advantage of their influence to encourage governments to approve policies and procedures favorable to MSEs and to women. They include the reformulation of laws and regulations that inhibit women's full participation in the economy; the legitimization of MSEs through easy licensing requirements; and preferential treatment of small, women-owned enterprises in procurement contracts to offset some of the constraints these businesses face.

While the World Bank has long advocated integrating women into development, it has only recently taken special project initiatives for women entrepreneurs. In Zaire, a project to promote small-scale enterprises has a fund set aside for women; in the Southern Africa Development Coordination Conference (SADCC) sub-region, an EDI project financed by the Italian government will develop and deliver a training program for promoters of women entrepreneurs in four countries; in Uganda, a project to provide training, credit, and technical assistance to potential women entrepreneurs is under study; in The Gambia and in Gabon, Women's World Banking, an NGO, will provide outreach to bring in and guarantee women clients for Bank-financed lines of credit.

Increased ability to act

As rapporteur for one of the sessions, William F. Steel, of the Industry Development Division, observed: "The discussion pointed out the importance of raising the income of women in developing countries. Donor agencies need to find more effective ways of enhancing women's dual roles as managers of both the businesses and homes. Their increased ability to act effectively as entrepreneurs will determine how rapidly their income—and that of the society—can grow. It's up to us to grow with them."

Five Bank Couples and How They Met

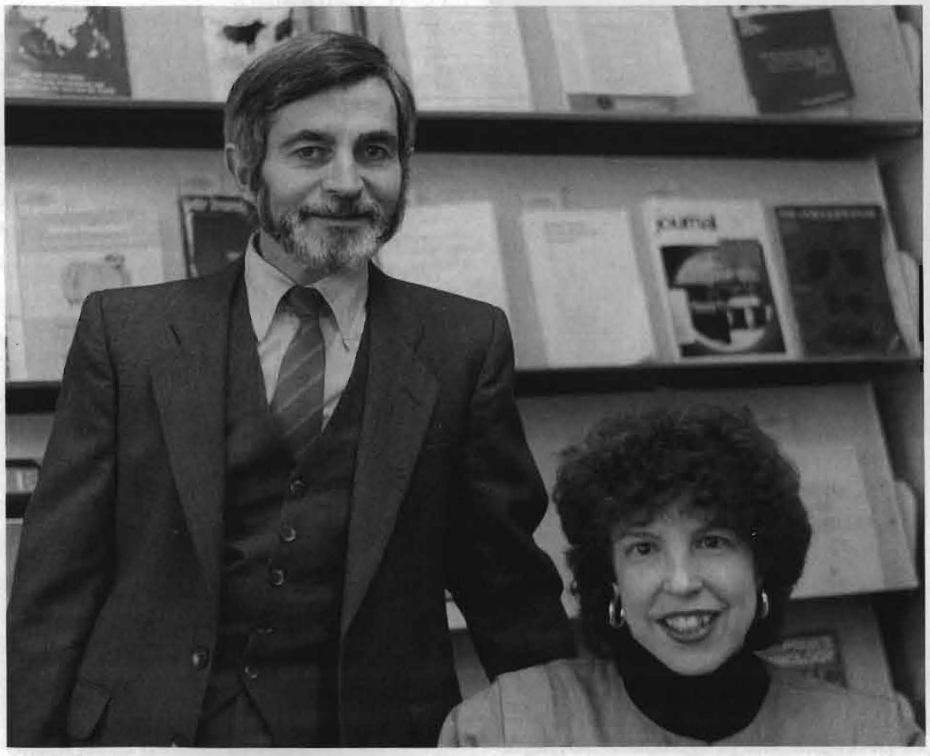
A Little Romance

by Jill Roessner and Morallina F. George

February 14 is St. Valentine's Day, traditionally the time to send a token of affection to the one you love. And this is a Leap Year, so another tradition gives women their once-every-four-year opportunity to take the initiative in proposing marriage. Furthermore, spring is just around the corner and, according to Alfred, Lord Tennyson, that's when a young man's fancy lightly turns to thoughts of love . . .

If all of this is not sufficient reason to include a little romance in this issue, *The Bank's World*'s editor, Thierry Sagnier, is getting married this month—to another Bank staffer, Mai Xuan Nguyen. They met in a Multi-Mate class!

There are 168 Bank couples. Not all of them met at the Bank, but some of those who did agreed to be interviewed.



Eric McMillan and Chris Windheuser Photos by Jill Roessner

Love in the library

Chris Windheuser, a librarian in the Sectoral Library, is vivacious and disarmingly frank. Her brown eyes sparkle as she describes the circumstances leading to her marriage to Language Service's Eric McMillan. He is a perfect foil for her lively personality, sitting quietly, smiling.

They were both working in the L building in 1979—she was then a librarian in the Cartography Division, while he translated on the floor below. "I'd taken a survey," Chris admits, "with a bit of help from a friend on that floor. There were three single men—but one got married so that left Eric and one other."

Chris's opportunity to introduce herself came when she needed an article translated from German into English. She did part of the work herself, then sought Eric's help, telling him that she'd made a start on it. She soon discovered that "that's like telling a surgeon you've taken your own appendix out, but he can sew you up." Evidently, she'd gotten off on the wrong foot.

Nevertheless, a week later Eric appeared in her office with the finished translation—and tickets to a play. Why? "I was intellectually impressed," he said.

"I'm a librarian, so I checked him out," says Chris, laughing.

Two years later they were married, one of several couples in ADM to wed. In principle, the Bank does not permit husband and wife to work in the same vice presidential unit, but exceptions have been made from time to time, especially when the individuals have the sort of qualifications that preclude their being able to move to another part of the institution. This was particularly true in ADM where—like Eric and Chris—there were specialists in so many different disciplines that there would be no hierarchical relationship.

Eric McMillan is Irish, his wife's a U.S. citizen, "so now he's my resident alien," says Chris. "And *you* get home leave," counters her husband, pointing out the advantages in a marriage where one of the partners enjoys expatriate benefits and the other can provide resident status in the United States (along with the relevant tax breaks). "Something to keep in mind if you're

making a shopping list," says Eric, but from the fond glances that are exchanged between the couple, one doubts these benefits were an overriding consideration.

Traveler's tale

Cora Shaw is an Argentine-born Chinese. While studying in Geneva, a man she knew suggested she look up his brother Bernard when she went to work at the Bank at the end of 1979. "But," she said, "you know how it is when people give you names of people to contact . . ." She never got around to it. Eventually, Bernard Veuthey, who is Swiss, called her. They married in July 1982 and now have two small daughters—who are fluent in Chinese, French and English. Bernard Veuthey's bulletin board is covered with photos of the little girls, along with their older brother, his son from a former marriage.

Since both parents work in Operations, both must undertake mission travel—but never at the same time. "We have been very fortunate in having division chiefs who are concerned about family life," they say.

Bernard Veuthey and Cora Shaw

Line encounter

March 1982. The I building cafeteria.

It is his first day in the Bank. He sees this petite and pretty girl in the line. On an impulse, he approaches. She does not acknowledge him. The second day, he tries again. She ignores him again. Not wishing to be publicly snubbed further, the next day he drops a note on her tray and quickly walks away.

"My name is Anthony Toft. I am new in the Bank. My extension is xxxxx. Please call me," reads the note.

Curiosity getting the better of her, Tin Swe Aye calls Anthony two days later. "What do you want?" she asks in a decidedly unfriendly tone.

He offers the usual lines to invite her on a first date. They compromise on a lunch date at Shezan.

"She was five hours late!" says Anthony, who nevertheless waited patiently with a dozen red roses.

Within weeks they were engaged. Wedding bells followed in December.

Now, five years later, and with a two-year-old daughter, they both laugh when retelling the unusual encounter.

Anthony, from the British Isles, says of his Burmese wife, "It was her eyes that captivated me. I couldn't place her nationality at all."

"And I thought he was weird and extremely forward," adds Tin, an Administrative Secretary in IFC's Department of Investments, Asia II, Division II. Anthony is an Adviser in the Debt Management and Financial Advisory Services Department.

Tin, who had been at the Bank one year then, was quite familiar with the more conservative approach men generally take here. "But Anthony threw me completely off-guard," she reminisces.

Their wedding was equally unusual, a mixed Buddhist and Christian ceremony in an Old Town Alexandria house during a heavy snowstorm.

How do they reconcile their cultural differences?

They smile and Tin replies: "There

Tin Swe Aye and Anthony Toft

wasn't the need for much adjustment." On a lighter note, she adds, "Anyway, Anthony loves Asian food." And Arianna (their daughter) speaks both English and Burmese.

Summer romance

"When I came to IFC in the summer of 1985 as an intern, I was hoping that my assignment would lead to a more permanent relationship. But I was thinking in terms of employment, not marriage!" quips Gaiv Tata.

Gaiv met his wife, Elizabeth Medina, when they were both working in the then Management Systems and Accounting Department of IFC.

"We were working in different divisions and even though we didn't actually work together, we saw each other often," remembers Elizabeth, who now works in the Corporation's Portfolio Operations Support Unit.

"I guess I really noticed her first at the departmental picnic," adds Gaiv. "And the rest is history."

He continues more seriously: "I think I am the only summer intern I can recall whose summer romance developed into marriage. In fact, I had a real problem convincing her that I was serious."

"He is such a smooth talker that I still don't believe half of what he says," responds Elizabeth.

But serious he was. When he returned to the University of Pennsylvania's Wharton School of Business to complete his MBA program, they carried on a long-distance romance. Shortly after his graduation, he moved to Washington and they were married in March 1986.

"I've been working as a consultant in the Information, Technology and Facilities Department until now," explains Gaiv, who was recently appointed as a regular staff member in the Financial Management Division of ITF.

Elizabeth, a Philippine national, and Gaiv, who hails from India, say they had very few problems adjusting to each other's culture and customs. They say that being a Bank couple provides them with common friends, some common shop talk and a chance to share their daily commute.

"And to a large extent, both of us being Asians, we have the same values," adds Elizabeth. They also speak a common language, English.

And the topic of overriding interest to them? Their son Karl, who is a little over one year old.

Gaiv Tata and Elizabeth Medina

Alan Gelb and Caroline Cumming Gelb

No excuses

Caroline Cumming married Alan Gelb last spring. It was not a whirlwind romance. In fact, they say their marriage can be attributed to the Bank's reorganization. They had been working in the same department—Industry. If they married, one of them would have had to move to another department. But, reorganization put Alan in PPR and Caroline in Asia, and they say they "ran out of excuses . . ."

He's from South Africa, his wife from Zimbabwe, and they met in 1978 when Alan first came to Washington to join the Bank as a YP and was taken to a party at Caroline's apartment. According to Alan, the relationship "blossomed in the Bank," but when, after almost a decade, Alan telephoned Caroline's mother to say he would like to marry her daughter in May, she can be forgiven for asking, "what year?"

They actually had two weddings. They eloped to Las Vegas for a civil ceremony in April, then followed that with a religious ceremony and reception in May. Alan almost missed the second event. He was on mission in Chile and it was very difficult getting the work finished in time for this rather important occasion. When he finally persuaded the Chileans that he was trying to get back to Washington for his own wedding, they sprang into action and did everything possible to expedite his return. He's now decided that's a good way to get information quickly, and offers it as a handy line for other staff, though you can probably use it only once per country.

At least Caroline's mother won't have to wait so long to become a grandmother. There will be a new little Gelb arriving in March.

Target: Malnutrition

by Thierry Sagnier

This is the way Alan Berg tells the story: immediately after the press briefing for his new book, "Malnutrition—What Can Be Done?" (Johns Hopkins), held during the Annual Meetings, he was approached by an Indian journalist. "The man was very apologetic," Mr. Berg remembers, "he made sure no one was listening, then confided that, in the plethora of meetings, he had mistakenly gone to the wrong one. But, as long as he had wasted half the morning, he wanted to ask me a question."

The journalist was curious. "What," he asked, "is significant about this book?" Mr. Berg paused to think. This is the type of question authors learn to abhor, for it trivializes their work and forces them in minutes to summarize the labors of months or years. But he answered nonetheless: perhaps the book's significance was that it presented a ray of hope for the poor during a week that had seemed filled with bad news of crippling national debts and jarring structural adjustment being prescribed to address them. It offers solutions that can be applied inexpensively even in bad times.

Published in India and Sri Lanka

The journalist filed his story, and it was published both in India and Sri Lanka. "As it turns out," Mr. Berg recalls, "Sri Lankan Prime Minister Premadasa apparently read the story. Jim Greene, a nutrition specialist with the Asia Technical Department, was in Colombo at the time, and he was invited to meet the Prime Minister and other senior officials to discuss whether some of the work described in the book could be replicated in Sri Lanka. The last I heard, the Cabinet had agreed to pursue this, and further discussions are expected."

Alan Berg sees malnutrition as a main threat to the poor of the world, and this despite remarkable advances in international agricultural research and increased crops in many developing countries. "What the study shows," he says, "is that despite debts and lagging exports, despite the financial crisis and the austerity programs many countries have had to adjust to, there are now tested techniques available to reduce malnutrition substantially, quickly, affordably, and, without fostering dependence on welfare."

Greater impact

He notes that, in many countries, food stamps and other food subsidy programs can be costly. "In Egypt, it's 16 percent of the national budget," he says, "in Morocco it's 12, and in China it's 20. What makes the new approach particularly attractive is that it is affordable, costing on the order of 1 or 2 percent of the national budgets, and still has a greater impact on malnutrition than the traditional programs."

The key is "targeting." Targeting limits benefits as much as possible to those in greatest need, while minimizing unavoidable "leakage" to groups that do not require special attention. This is a shift from the thinking practiced in many countries, where food subsidies are available to one and all. "Take the situation in Brazil," he says, "where a $1 billion wheat subsidy was available to rich and poor alike."

Nor does Mr. Berg particularly trust income as a criterion toward food subsidy eligibility. "It sounds sensible," he agrees, "but more often than not it doesn't work. Even here in the United States, where income reporting is fairly systematized, the food stamp program has often been accused of abuse. So, in countries where income reporting is less reliable, and where income often is food grown by the household itself, monitoring eligibility is all but impossible."

Targeting efforts may vary according to numerous criteria that include, among others, season, place, age groups, and even local diet. In most of Sub-Saharan Africa, for example, much of the severe malnutrition strikes two or three months before harvest, and some countries in the region are now looking into how programs can be concentrated to give greater assistance during those months. In northeast Thailand, programs provide food only to areas where malnutrition is centered. In Bangladesh, where rice is the preferred staple, it was sorghum that was subsidized and thus targeted to the poor. Though sorghum is considered inferior to rice by Bangladeshis, it is nutritionally splendid.

Fragile range of the lifecycle

And, in the poorest districts of the Indian state of Tamil Nadu, the aim is to reach those in the most fragile range of the life cycle: children between 6 and 36 months, and women either pregnant or breast-feeding. The results of this 9,000-village program were dramatic. Serious and severe malnutrition has declined by about 50 percent, and children who had participated in the program for two years weigh significantly more than children who hadn't. All for $11 a year per child.

"So it can be done," says Mr. Berg. "Obviously, addressing the underlying causes of poverty remains a vitally important objective. But the time required to reach the most impoverished, and the immediacy of the nutrition problem, argue for a continuing direct attack on nutritional deficiencies as well. The point is that those governments wanting to make the effort now have effective and affordable measures at hand."

Editor's Note: "Malnutrition—What Can Be Done?" is available in the Book Store, J-1060.

The World Bank and Human Rights

Ibrahim F. I. Shihata

Ibrahim F.I. Shihata, Vice President and General Counsel, submitted in January a paper on "The World Bank and Human Rights—An Analysis of the Legal Issues and the Record of Achievements" to the International Third World Legal Studies Association Panel on the World Bank, Development Projects and Human Rights: The Obligations of the Bank. Here are excerpts from this paper, detailing the Bank's record of achievements:

The last four decades have witnessed an impressive attempt on the part of the international community to bring human rights within the ambit of international law.

We all know the pioneering and epoch-making role of the United Nations in the development and protection of human rights. Other international institutions and forums, such as the International Labour Organisation and UNESCO, also have made significant contributions. But international organizations have to act within the limitations of their respective constitutive instruments.

The World Bank, while a specialized agency of the United Nations, is explicitly prohibited by its Articles of Agreement from interfering in the political affairs of its members.

While there are limits on the extent to which the World Bank may become involved with human rights, especially those of a civil and political nature, the Bank certainly can play, and has played, within the limits of its mandate, a very significant role in promoting various economic and social rights.

The *right to development* is one human right which the World Bank has in fact been promoting throughout its history. In agriculture, irrigation, rural development, industry and various other types of Bank Group financing, the end beneficiaries are the individuals who should reap the benefits of the development brought about by Bank-financed projects. The magnitude of Bank Group assistance is reflected in the fact that its three lending institutions have, so far, provided $200 billion in financing for development.

In the 1950s and 1960s it was assumed that if economic growth could be accelerated, poverty itself would be reduced. When it became clear in the 1960s that this was not necessarily the case, "expanding employment and raising the productivity of the poor" were added to the development agenda.

Emphasis to poverty alleviation

The Bank set for itself the goal to raise the poorest groups within its borrowing member countries above the poverty line. The Bank sought to achieve this in a number of ways. It began to give strong emphasis to poverty alleviation in its lending program. The Bank Group commitments to low-income group countries (with per capita annual incomes below $680 in 1979) increased from 37 percent of the total program before 1968 to 58 percent in the 1979-83 lending program. From 1979 through 1986 and in terms of 1984 dollars, the low- income group countries with per capita income below $790 received 54 percent of the Bank Group lending. The countries with per capita GNP of up to $400 received 93 percent of IDA lending in FY86.

Another way in which the Bank tackled poverty alleviation was by increasing its lending in sectors and subsectors which provided the most direct benefit to the poor. Thus, it designed the rural development projects and emphasized pri-

mary education, health, nutrition, small-scale industry, water supply and waste management, and urban development in its operations. This poverty oriented sectoral emphasis increased from 5 percent in 1968 to 30 percent in FY86.

The Bank has considered agriculture and rural development as central to poverty alleviation. Its lending to this sector reached more than $13 billion in FY70-81. Not only were the poorest countries the beneficiaries of such rise, there was greater emphasis on crops "most likely to be grown or eaten by the poor."

The Bank also engaged in the more difficult task of tackling urban poverty. Over the last three decades the urban population of developing countries has increased at the rate of about 5 percent per annum—nearly twice the rate of the overall population growth of these countries. Mexico City, Shanghai and Cairo are now estimated to have a population in excess of 12 million each. A Bank paper of 1972 noted the growing shortages of shelter, sanitation and drinking water affordable by the large poor population of developing countries. Under Bank Group lending, the upgrading of existing slums and squatter settlements and the provision of serviced sites for low-income housing have directly benefited more than two million households through about 50 projects. In addition, all the urban-located water and sewerage lending of the Bank has involved direct benefits to the urban poor.

In spite of the increase in life expectancy in the developing countries in the last three decades, the level remains low . . .

For some time, it has been clear to the Bank that, for growth, some countries have to make meaningful structural changes in their respective economic policies. How the policy-based lending of the Bank is likely to affect the poor is an issue which the Bank is studying in each case with increasing care. All of the seven structural adjustment operations of FY86, and 13 out of 17 sector adjustment operations of the same period, include estimates of the effect of adjustment policies on the poor. These operations are designed in such a way as to reduce the adverse effects on the poor as far as possible. The remaining four sector adjustment operations focused primarily on efficient restructuring, and no estimate of their poverty orientation was possible.

Alleviation of poverty remains at the top of the Bank's development agenda. The Bank intends to work closely with the governments of its borrowing members on finding new and effective ways of involving NGOs, both international and local, as well as the private sector in the poverty eradication efforts. The relevance of these efforts cannot be overemphasized because the enjoyment of a number of basic rights cannot, in many parts of the world, be divorced from eradication of poverty. How to bring this about has become the predominant preoccupation today.

Improvement in the quality of education

Eradication of illiteracy is another top agenda item. The Bank Group's involvement in education during 1962 to 1979 has resulted in the financing of 192 education projects in 81 countries. Nearly all sub-sectors of education are covered by Bank projects. Between 1963 and 1986, the Bank Group financed 284 projects costing more than $12.1 billion for education. This assistance has helped to create more than 2.6 million new student trainee places in approximately 21,000 educational institutions, which include 185 universities, 651 teacher training colleges, 2,903 secondary schools and 18,000 primary schools. A Bank study of 1983 noted that about 5 percent of Bank lending was for education, and, that in order to provide the poor with skills to improve productivity, the Bank increased the proportion of lending for primary education to 33 percent of its total lending for education, compared with 8 percent in 1969. The Bank is also emphasizing the need for improvement in the quality of education.

As in the case of poverty, the magnitude of the problem of illiteracy is also staggering. Though some economists postulate that a 40 percent literacy rate is the threshold level for a developing country's economic takeoff, only half the developing countries have attained a literacy rate of more than 40 percent.

Another human right is the *right to health*, and, after several years of informal activity, the Bank adopted a formal health policy in 1974. However, the Bank Group's health operations were limited to components of projects in other sectors. From 1975 through June 1978, 44 countries received technical and financial assistance through health components of projects in a variety of sectors at a total cost of $405 million. The Bank also published a number of studies and established working arrangements with the World Health Organization and with other major bilateral donor agencies.

In spite of the increase in life expectancy in the developing countries in the last three decades, the level remains low compared to the developed countries. Thus, while for the latter it is about 70 years, for Africa it is about 47 years, for South Asia about 49, and for Latin America about 61 years. The low level of life expectancy is attributable to the high rate of infant mortality.

One physician for 70,000 people

Health care facilities are also abysmally poor in developing countries. For example, there is one physician for every

70,000 people in Ethiopia, or 55,000 for Niger. There is one hospital bed for nearly 6,600 people in Nepal and Afghanistan. For the sake of comparison, it may be noted that in West Germany there is one hospital bed for 20 people, and one physician for 520 people. In countries such as the United States, the public and private health expenditures as a percentage of GDP amount to approximately 6.3 percent; in the mid-1970s in the Philippines they added up to only about 1.9 percent. Government expenditures on health in low-income countries seldom exceed 2 percent of GNP.

The problem of health cannot be disassociated from adequate nutrition and other "basic needs," such as safe drinking water. The most widespread diseases in developing countries, such as intestinal parasitic and infectious diarrheal diseases, as well as poliomyelitis, typhoid and cholera, spread easily in areas without community water supply systems. There are still some countries where the safe water supply has not reached even 5 percent of the population.

For the past few years the Bank has started financing separate health projects and is placing more emphasis on primary health care and preventive measures. Although multisectoral nutrition projects have proved hard to administer, Bank projects and policy work, notably in Brazil, Colombia and Indonesia, have raised the priority of nutrition in the national policies.

The goal of universal access to basic health services by the year 2000, accepted by most governments, will require a major effort. The Bank is endeavoring to deliver its share. Between fiscal years 1970 and 1979, the Bank Group lent about $340 million in the areas of population, health and nutrition under 21 projects. Up to the end of FY87, the Bank Group will have lent an additional $1.2 billion under another 45 projects.

Practical ways of reaching women farmers

From about the beginning of this century, *women's rights* have been a concern of international conventions and conferences. Women are disadvantaged by tradition in a great many societies. The discriminatory treatment not only finds sanction often in custom or religious tenets but also in legislative enactments.

In recent years, the Bank has been fairly active in developing programs and projects for women. The challenges to the Bank in this area are formidable. Studies on women's roles are few.

The Bank Group's approach to women in development is still in the formative phase. A recent example is the Agricultural Development Project in Imo State of Nigeria where the Bank is promoting a "package" which involves cassava, late maize and cowpeas which are overwhelmingly "women's crops," and efforts are under way for a "dramatic increase" in extension contact with female farmers.

The Second Borgou Rural Development Project in Benin also includes assistance to women's groups for foodcrop and processing. The Agricultural Extension Project in Togo will study the role and contribution of women in agriculture and rural development. The Bank has been working to develop practical ways of reaching women farmers in other countries too.

The development of women's access to credit and of entrepreneurship among them are also a major focus of the Bank. In the case of Bangladesh, consideration has been given to the training of women, strengthening research-extension services for rural women's cooperatives, supporting rural women's group participation in small business ventures, development of experimental projects for promoting women's cooperatives, for savings mobilization and group loans for small businesses, establishing a banking facility offering daily and weekly loans along the lines of the People's Bank in Sri Lanka, and the promotion of female education opportunities.

Improving enrollment ratios for girls

Education of women poses a special problem. The female literacy rate in Bangladesh, at about 13 percent, is around half that of males. In Papua New Guinea, enrollment of girls has lagged behind that of boys at a rate of about 2:3, girls being normally kept at home to care for younger children and other tasks. Bank projects, such as a recent one in Papua New Guinea, aim at improving the enrollment ratios for girls.

At times, the Bank has specified that a certain percentage of beneficiaries of the projects it finances must be women. Special emphasis is also being placed on the monitoring and evaluation of the impact of projects on women.

The Bank has also recently sponsored the Safe Motherhood initiative. The Safe Motherhood study carried out by the Bank firmly holds that most maternal mortality can be prevented by a "system" approach to health care in conjunction with broader development measures to improve the health status, education and incomes of women.

Another human problem which falls within the activities relating to human rights is that of *refugees*. In 1985 the total number of refugees was estimated at 10,069,700. Of this number, more than 9 million have sought asylum from 13 developing countries.

As an example of the Bank's role in alleviating the problems of refugees, the Bank assisted Pakistan to provide work opportunities to the refugees and the local population under a project identified in 1982.

The close relationship among *environment*, human rights and development has been well recognized in the Bank and elsewhere. Without a safe environment—safe water and air—the very existence of life as we know it on this planet would be in danger. The development process must therefore be carried out in a manner that is not harmful to the environment, but blends with it and allows for its natural evolution and enrichment.

As far as the Bank is concerned, it recognizes that "any

new development project or expansion of an existing facility poses the threat of environmental degradation and adverse effects on public health," and, therefore, Bank staff have been under instruction to take into account the ecological consequences of Bank-financed projects. Guidelines were prepared for the staff in 1970 for use in the formulation, appraisal and execution of the projects. These guidelines, the first to be adopted by an international development agency, were later expanded into a 1972 booklet, "Environmental, Health, and Human Ecological Consideration in Economic Projects," which was made available to economic development agencies, governments, universities and other public and private institutions.

The Bank established the post of an Environmental Adviser in 1970. Under its new organization, it recently established an Environment Department. The Bank's regional departments are also equipped with environment advisers who assess the environmental impact of each project and monitor each project's progress to determine the accuracy of Bank forecasts of the environmental impact.

Environmental problems identified

A Bank study reviewing a total of 1,342 loans and credits for the period July 1, 1971 to June 30, 1978 shows that (1) in 845 of such loans or credits, 63 percent revealed no apparent or potential environmental problem; (2) in 22 cases, representing 1.6 percent of all loans and credits, some other agency, such as UNDP or WHO, had already taken appropriate action in respect of needed safeguards; (3) in 365 projects (or 27 percent of the total) the environmental problems identified were dealt with by Bank staff; and (4) 110 projects had problems apparently sufficiently serious to require special studies by consultants and incorporation of safeguard measures as a condition of lending.

An interrelated problem with environmental issues and human rights is the involuntary *resettlement of people* that some development projects entail. Recently a good deal of public attention has been accorded this particular aspect of some Bank-financed projects.

Emotional and cultural loss

Resettlement raises a host of sensitive issues. The right of a state to exploit its natural resources and its right to take private property for public purpose are universally recognized. Initially, it was understood that the doctrine of "eminent domain" as developed and applied within a state could take care of the problem of the involuntary resettlement. But compensation may be limited to the owners of land and, regardless of its amount, cannot fully compensate for the emotional and cultural loss which occurs when people are cut off from their traditional habitat. Nowhere is this more acute than in the case of economically and socially depressed indigenous classes or the tribals in whose case there is the danger of the extinction of their entire lifestyle.

The Bank adopted policies on involuntary resettlement in 1980 and on tribal peoples in 1982 aimed at mitigating the hardship arising from projects which give rise to resettlement issues. The Bank's policy is to help the borrowing government ensure that the displaced people regain at least their previous standard of living. It requires that planning and financing the resettlement should be an integral part of the project. Bank staff should agree with the government on a resettlement plan which is consistent with the Bank's guidelines. Bank supervision missions pay careful attention to the implementation of the resettlement plans.

Since the adoption of its resettlement policy, the Bank Group has financed nearly 50 projects that involve involuntary resettlement.

Civil rights

As regards the issue of tribal peoples, the Bank's policy requires it to finance such projects only when adequate safeguards are provided.

By joining hands with developing countries and other international agencies in the alleviation of poverty, in combating disease, malnutrition, illiteracy and in fighting for the preservation of the environment, in seeking an enhanced role for women in development and by being a partner with these countries in the gigantic task of economic development, the Bank is not only promoting economic and social human rights but is no doubt playing a catalytic role in creating conditions in which all basic rights can develop and flourish.

Though the Bank is prohibited from being influenced by political considerations, its staff increasingly realize that human needs are not limited to the material "basic needs" often emphasized in the 1970s.

Civil rights are also basic to human development and happiness. No balanced development can be achieved, in my view, without the realization of a minimum degree of all human rights, material or otherwise, in an environment that allows each people to preserve their culture while continuously improving their living standards.

This suggests that the Bank should be concerned with the broad effect of its loans on the welfare of the beneficiary individuals. Human rights violations in specific cases also have broader implications related to the country's stability and prospective creditworthiness or to its ability to carry out Bank-financed projects, or to the Bank's ability to supervise them, which obviously are factors that the Bank must take into account to the extent they prove relevant in the circumstances of a specific case.

The Bank's record in meeting the requirements of economic and social entitlements of the populations of its developing member countries is impressive. Its increasing efforts to protect the poor from the adverse effects of adjustment policies should gain greater importance in the years to come.

Staff Association Plans Agenda

A Conversation with the Chairman

Ann Hammond was elected Chairman of the Staff Association in December. The Bank's World *had a conversation with her soon after she assumed her new office. Here are excerpts:*

Hammond: First let me thank you for offering us this opportunity to be in *Bank's World.*

Q: The Staff Association (SA) will have a regular monthly column in the magazine, providing it with an opportunity to really get its message across.

Perhaps at this point people would like to know a bit about you—your personal background, what you've done at the Bank, your involvement in the SA. How long have you been in the Bank?

A: Well, I'm originally from Upstate New York—not too far from Rochester, actually. I joined the Bank in October 1974 and worked six years in Operations, then moved into Personnel in September of 1980 where I managed the Bank's external training programs for 5-1/2 years. Next I got involved in a special PA complex project to help support Regions' efforts to make their staff in the field more effective. And then, as a result of reorganization, I was selected to be Field Benefits Officer in PEREP.

Q: So probably your work in Personnel has, to a large extent, prepared you for being Chairman of the SA?

A: I think my SA involvement has actually been more important. It began around 1979, when I worked in the Health Issues Working Group for a little while. Then I was elected delegate—as many people are—by someone in Personnel coming to me at the last minute and saying, "Oh, Ann, we need a delegate to the SA, can we put your name down?" That was about 1981. I was a delegate for a couple of years, then on the Executive Committee for a year. Since then I've had a variety of roles. I worked in a couple of other working groups—Rules and Job Grading, and then I became a Polling Officer for the last year-and-a-half. I also worked on SABRE (the Staff Association's task force on Bank-wide reorganization). So I've been actively involved in a variety of ways for the SA since about 1981.

Q: Many people feel that last year the SA was more of a reactive organization—it couldn't be much else under the circumstances. Do you see it that way?

A: I think there are two issues here. Specifically, with respect to the reorganization, it seems there's a diversity of views. A lot of people I've talked with are very pleased with how the SA dealt with the reorganization. Others believe the SA should have been much more outspoken and much earlier on. I think the message is that 6,500 people have 6,500 different points of view. It's not possible for the SA to fulfill everybody's expectations all the time. In any major management initiative like that, the role of the SA is always a difficult one to work out.

Speaking more generally, the SA at times is in a reactive situation because we need certain information from management before we can proceed. Even so, the SA oftentimes may appear more reactive than it really is. There's often a time lag between the SA doing something and the membership hearing about it.

In terms of being more proactive, I think there is a great deal of sentiment in the institution and within the SA to be much more proactive. And then the question is: How? There are a lot of things we know that need to be done, but in some cases we need information from management first. The SA can, and does, accomplish a great deal on an informal basis at the working level, but oftentimes we don't take credit for what we've perhaps been able to influence.

Q: What's your agenda? Or is it too soon to be asking?

A: It's not too soon to be asking; it's too soon for me to have a firm answer. Right now we're preparing our work program, and we're aiming to have that on everybody's desk by the end of January. The tough thing is going to be choosing and prioritizing among all the issues we are facing. Basically, our starting point is: What is the institution facing? What kind of institution do we want? What kind of institution are we trying to be? And what kind of institu-

Photo by Jill Roessner

tion are we trying to build? It has to do with our public image. It has to do with how we treat our staff. It has to do with the bond between the staff and the institution which many people feel has been a bond of trust which has been broken because of how many staff were treated during the reorganization. Many staff believe that their situation is being chipped away at, unfairly eroded, in any number of areas. Within that context I think it's safe to say there are probably three major areas which we will be active in.

One is reorganization. As Mr. Conable noted in the last issue of *The Bank's World*, reorganization is not yet over. People have been moved into new jobs and we have a whole slew of issues coming from that—and at very different levels. At one level we have units for which major staffing decisions have yet to be made, for example in GSD and EXT. There are similar issues in Operations as well, particularly with respect to the relationships among the Technical Departments and the Operating Departments and PPR. They too are facing decisions about whether to contract in-house with somebody or to hire an outside consultant. It's the same type of "make/buy" issue, if you will.

At another level, there are interpersonal issues that have to be worked out. People who have worked together for years are suddenly no longer working together. They have to establish new relationships and build a sense of teamwork. And in that sense, coming together again after a period of great trauma, not just at an institutional level but at a personal level as well. That has to be sorted out. There are functional issues as well in the sense of many people being put in new jobs where they have little background and have had no time to be trained. Many people in Operations have to develop relationships with government counterparts, and all that takes time to sort out. So reorganization is still very much with us and will be for quite some time.

Two other key areas which may be thought of more as traditional "bread-and-butter" issues that the SA is involved in, but I think in this time and in this climate take on a different tenor, are compensation and benefits, specifically the Staff Retirement Plan. Given that the Bank's facing unprecedented financial and operational challenges, that many staff feel vulnerable, and that the institution is having increasing difficulty recruiting people from outside, even within the local market, these areas take on even greater significance. We have to ensure that this institution can attract and keep the highest caliber of staff possible, to do the best work possible for our shareholders.

Q: Are you getting support from staff working in these areas? Do you have good working groups?

A: We have right now some 12 active working groups and we've already identified at least three more that need to be established.

Q: How many staff belong to the SA?

A: The majority do. It comes back to the issue we talked about earlier: what do staff expect from the SA? Some staff have resigned their membership over particular issues over the past few years, and we have perhaps not been as active as we might have been in trying to regain these members. Now last year we did become more targeted in this area and that will definitely continue this year. It's important that staff support their Association, even when they don't always agree with what the Association does on particular issues.

Q: Did you lose more last year during the reorganization?

A: No, we didn't. In fact we got a lot of new members, people who were coming to the SA for help with individual problems, then joined.

It's important for the SA to do a much better job of communicating what it does, and communicating honestly and openly with staff. People have to feel that they are being served by the SA, and so we have to do a better job of letting them know what we are doing to serve them, plus make sure that we *are* doing a better job.

Q: To what extent does the Bank really support the idea of a SA?

A: By and large over the years management has seemed quite supportive of the SA. They seem to have felt that it's an important part of the institution. It does provide a vehicle for staff to speak directly to management if you will—staff representatives to speak directly to higher level management. And, on very many occasions they say they have found the input of the SA substantively to be of considerable value. I hope that will continue. It is difficult, of course, at times, because the SA and management certainly don't always agree. At those times, I think both sides try very hard to keep common goals in sight and work to resolve differences. After all, the SA cares just as strongly as management does about the well-being and effectiveness of this institution. It's just that we don't always agree on the means to the end.

Q: How would you summarize the events of the past year or so, and what do you think Bank staff are looking for now? Is there any way to restore the esprit de corps, for lack of a better term?

A: I think people want to be proud of the Bank. I think people here want to be proud of what they're doing, the

The SA cares just as strongly as management does about the well-being and effectiveness of this institution.

Ann Hammond

institution they're working for. We want to be fully engaged in the substance of our work. We are here because we are committed to the cause of development, we want to work hard to do that, and we want to make, each of us, what we feel is a meaningful contribution to the cause of the Bank, to the cause of development.

This past year, in a very short period of time for many of us, our basic human needs—our basic security, our physical security, our home, shelter, family were threatened, and that brought out a survival instinct. Each of us had to decide how important is a job to me. Some people were faced with the fact that "I must have a job at all costs and therefore I'll do what I need to do to survive in this organization." And they still feel that fear because they're not sure what's going to happen to them a year from now, or two years. It's very difficult to recover from an experience like that. And it's very likely to influence the quality of the work that we do, the risks that people are prepared to take. Many people are now scared to speak up because they're afraid that they're going to lose their jobs. There is a basic insecurity that has been created in this institution that one cannot just wash one's hands of and say it's now over.

In this context, the decentralization of Personnel teams causes many people deep concern. Staff see their personnel officers now reporting to the same managers they may be having problems with. It's just not clear how management is going to put in place safeguards to ensure staff do have a fair hearing and equitable treatment. And how are we going to ensure consistency across the Bank?

I'm sure some people think issues of trust between staff and management aren't all that important. But they are. The quality of our product has to be linked to the security and confidence people feel in being able to speak up.

What we're ultimately dealing with here is people. We are not dealing with boxes on an organizational chart. It is the people that make this institution. And if we want people to make an investment and to feel a commitment to this institution—to do their best—then there has to be a degree of reciprocity. Staff need messages: First, we value you. Second, we are prepared to make an investment in you.

We, within the institution, at whatever level, will do our best to do what we're supposed to do for your good. But we need your help as well. We need you to do what you can to help make this an institution which can attract and keep the best qualified staff...

In many cases staff view their own units as seriously understaffed and underfunded, with even more work to be done. It leaves questions in many people's minds: What was this reorganization all about? Is it really fulfilling its objective of helping us to be more efficient and more effective? Where is the analysis for how we got into such a situation that required such dramatic steps, and where's the strategy to make sure we don't get into such a bind in the future? Where is the strategy for making sure that managers do a better job in the future of giving feedback to those staff who aren't performing? Where is the strategy for avoiding skills obsolescence in the future?

Q: So these are the questions you'll be addressing this next year.

A: It's time we started articulating some very tough questions that are on people's minds. We've all learned a lot from this reorganization. Let's look honestly at what we're left with now and start planning on how we're going to avoid having this happen again. I honestly think management would not like to see us go through something like this again. By some criteria, certainly, reorganization has been successful. But at what cost? There are a lot of criteria by which staff feel the reorganization has not been a success.

Q: What message do you want to send?

A: In summary, I would like to convey several things to people. First to staff: somebody here cares about you and cares very much, but *the SA can only do as much as we have people willing to volunteer to do.* We cannot do it all. We have to continue to help each other.

The message that I think I'd like to send to staff and management is that we care about the institution. We recognize that without this institution being healthy and productive, the staff cannot be healthy and productive. And we want to work with management as much as possible to find ways to make this institution a better place and to help staff. But at the same time, staff look to management to exercise leadership and to look out for its staff. We won't shirk our responsibility to point out when and how we believe things can be done better. And we would hope that this could be done in a very collegial relationship.

But also a message to the shareholders, to the members. We, within the institution, at whatever level, will do our best to do what we're supposed to do for your good. But, we need your help as well. We need you to do what you can to help make this an institution which can attract and keep the best qualified staff because only if you do that can we do our best for you. It isn't easy; in some cases, that means setting aside national concerns for the good of the institution. Many multilateral institutions—not just the Bank—are in trouble and are going through things that are not unlike what the Bank is going through. Many of them look to the Bank because the Bank has been successful in the past. If the Bank falters, as many now feel that the Bank has faltered, if we do not pull out of this, if we do not survive and get on top of this, then it may send a message that the multilateral approach doesn't work. Is that the message you want to send?

A Manual for China

by Alan Drattell

"In the Bank, the glory is in the project—in the implementation," says Alan Mole, Adviser to the Director of the Loan and Trust Funds Department (LOA). "But, certain kinds of technical assistance the Bank can give our borrowers—such as helping them develop their own accounting systems—are often overlooked. So, we are pleased when our borrowing countries take the initiative. It's a very positive signal."

The Chinese did just that. Three people are now in the third and final phase of a project, initiated by EDI/United Nations Development Programme (UNDP) China Unit and supported by LOA, to produce a manual called, "Accounting for the World Bank Loans and Credits."

"The manual," says Nancy Hwang, Senior Disbursement Officer in LOA, "will be used as a training tool by the Chinese in seminars to be conducted for the implementing agencies for Bank-financed projects. The manual will prove of great assistance in China, which presently has 54 IBRD and IDA projects ongoing.

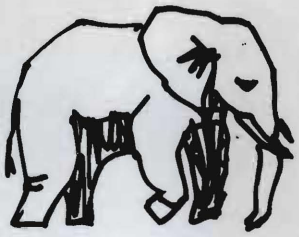
"The training was divided into three phases," says Mrs. Hwang. The first was conducted in China where the delegates familiarized themselves with World Bank manuals, regulations, guidelines and financial statements. They also prepared a draft outline of the accounting manual.

Phase II involved the trainees meeting various Bank staff in Washington to obtain first-hand understanding of how the Bank conducts its business and to meet the Bank's external auditors.

The final phase will be completed in February or early March.

Around the Bank

'Wish Elephants'



and the United Way Campaign

In all countries and all cultures there are different sorts of wish forms that now and again most of us surreptitiously practice. We toss coins into wells, silently whisper a wish when passing under a bridge or when seeing a falling star.

Well, 85,000 ivory "wish elephants," packed in 6,500 tiny red seeds, were recently distributed to each staff member in the Bank. The fable that accompanies the seed says that each of the 12 little elephants within contains a wish, attainable by throwing one elephant over your shoulder. Save the stopper—the "big" elephant—for a day when you're really in need of a special wish.

Where did all these little seeds come from? And why?

The donor, who wishes to remain anonymous, said he wanted to give the United Way campaign an extra push. And he wanted to give his friends and colleagues a little reminder, a nudge, in the right direction.

"I used my wish elephants to make just one large wish—that we could put aside any bad memories of 1987, look forward to the new year and remember just how much more privileged we are than many in this community or other communities in the world.

"It is not only the United Way campaign that I support. It is the attitude of sharing that I wished to motivate."

He said he wanted to send something out, not meant to be a request for a contribution, but a request to think about the situation of those less fortunate than ourselves.

There are, he points out, things in life that money cannot buy. Happiness. Sunshine. Kindness. A smile. Perhaps the wish elephants will give us some of these and we, in turn, will give in kind to others.

As of January 20, 40 percent of staff have contributed $213,615 to the United Way Campaign. The anonymous donor hopes his contribution made some difference. And if you did not get your wish elephants or urgently need some more, your wish can come true. Contact *The Bank's World*'s office and we'll try to help you.

Snow-Line Snowed Under

The announcement was propitious. Just hours before a major snowstorm crippled the Washington, D.C., area January 8, the Bank issued an administrative memo to all staff detailing leave procedures in the event of snow. The announcement also included a special telephone "snow-line" for staff inquiries.

The special "snow-line" was an immediate success. In the wee hours of January 8 (3:45 to 6 a.m.), a total of 1,246 people called in. The recorded answer they received was that a "decision was pending" regarding leave. From 6 a.m. to 11:20 a.m., 2,500 callers learned from the recording that the Bank was officially closed. Another 166 callers—probably those who wanted to confirm that when the U.S. Government closes down the Bank/IFC follow suit—used the "snow-line" between 11:20 a.m. and 3:30 p.m.

"Snow-line" can answer up to six incoming calls at a time, so some callers may have to dial a second time before getting through.

This latest approach to informing staff about the effect of snow conditions on their attendance was generally praised by those who used it.

LAC Seminar

Staff of the Technical Department, Latin America and the Caribbean Regional Office, met to discuss poverty December 18. George Psacharopoulos, Human Resources Division Chief, explained the rationale. "It's a very big department—133 positions. All our divisions are supposed to be working on poverty—but how? There aren't many opportunities for us all to sit around a table together."

The entire staff from every level in the five divisions (Trade, Finance and Industry; Agriculture; Infrastructure and Energy; Human Resources; and Environment) was invited to the informal session, the first in a series at which a particular topic will be presented and discussed. These sessions offer opportunities for the divisions to listen to one another and look at their roles in a broader context.

In keeping with the goals of the Bank's reorganization, the department hopes to be able to increase awareness and improve communications across traditional lines—between divisions and also between higher level and support staff. Attendance is voluntary to ensure that the discussion is lively.

Following a brief introduction by Department Director Everardo Wessels, presentations were made by Mr. Psacharopoulos, Bill McGreevey, LAT's Population, Health and Nutrition Unit Chief, and Education and Training Unit Chief Douglas Keare. Afterward the participants asked questions, got answers—sometimes disagreed. Above all, they communicated—and that was the whole idea.

To air ideas on poverty, five divisions in LAC held an open meeting. Photo by Jill Roessner

World Debt Tables Released

The *World Debt Tables 1987-88*, released by the Bank in mid-January, report that the decline in new lending appeared to bottom out in 1986 and achieved a small rebound in 1987. Both official and private lending rose slightly last year, but for private creditors, the increase was entirely associated with new money packages for Argentina and Mexico, and with refinancing undertaken by the Republic of Korea. Aside from these transactions, there was no indication of a revival of private lending to the developing countries.

Net lending flows of $26 billion were also slightly higher in 1987 than in 1986, but negative transfers were still on the order of $29 billion.

The total external debt of developing countries is estimated to have stood at $1,190 billion at the end of 1987, and is projected to reach $1,245 billion in 1988.

Peperzak Named Fellow of ASA

Paul Peperzak, Senior Engineer with the International Finance Corporation, was selected a Fellow of the American Society of Agronomy (ASA) at the Society's annual meeting in Atlanta. ASA is the most important agricultural professional society in the United States, representing agronomists active in teaching, research, and technical assistance. The Society has 12,000 members.

After an initial career in applied research with various public and private enterprises, Mr. Peperzak has devoted the last 25 years to agricultural development in Third World countries. Either as a private consultant, or employed by the FAO or World Bank, his efforts led directly to the implementation of many government or privately sponsored projects in the agriculture and agro-industrial sectors.

Mr. Peperzak joined the Bank in 1971 and has been with the Corporation's Engineering Department since 1979.

Gifts

The World Bank/IFC Community Relations Office offers its thanks to all staff who contributed generously to the holiday gift collection in December. The number of gifts contributed came to a total of 1,700. Four-hundred gifts were given to Children's Hospital, 400 to Catholic Charities, 300 to Community Connections and 600 went to St. Elizabeths Hospital.

In many cases, these were the only gifts received by the patients and other needy people.

Bank/Fund Clubs, Groups, Classes, and Who to Contact

Amateur Radio	Richard Skolnik	75366
Art Society	Clarisa Ringlien	656-4731
Bible Study Groups	Ernst Lutz (coordinator)	3-1043
IMF/World Bank Duplicate Bridge Club	Ann Hammond	69311
World Bank/IMF Charity Bridge Club	C.P. Ranganathan	3-2509
World Bank/IMF Bridge Classes & Games	C.P. Ranganathan	3-2509
International Camera Club	Mila Tuason (IMF)	54632
World Bank Chavurah	Maria Salazar	3-7584
Chess Club	Tommy Heintschel	3-2168
Choral Society & Orchestra	Geoffrey Read	3-2291
	Laura Elliott	74038
	Paul McClellan (IMF)	58239
Debating Society	Kamlesh Gillespie	73472
International Cine Club	Michael Blackwell (IMF)	57810
IMF Fishing Club	John Ehrlich (IMF)	57828
Flying Club	Jose Soncini	3-2428
IMF Knitting Club	Twain Revell	3-2803
Music Club	Karl Jahr	3-2140
Ski Club	Keiji Ikezaki	72410
Soccer Club	Ibrahim Levent	3-3843
	Glenn Morgan	3-3455
Co-ed Softball	Michael Reamy	3-4328
Stamp Club	Eric McMillan	60276
Tennis Club	Jack Garrity	60776
Theatre Group	John Todd	3-4561
Toastmasters Club	Elizabeth Shields	78804
Transcendental Meditation	Martin Hartigan	60687
World's Word	J.P. Correia da Silva	75158
Society of Writers	J.P. Correia da Silva	75158

National Groups include:

Africa Club	Ida Njeri Muhoho	3-2957
ANZPAC	Ann Kaine	3-1272
	Gwenda Stout	74564
Caribbean Association	Sidney Thomas	75341
Filipino Association	Ramon Paterno	60449
India Club	T. N. Sharma	75346
Portuguese-Brazilian Club	J.P. Correia da Silva	75158
Scottish Luncheon Group	Helen Toni	69798

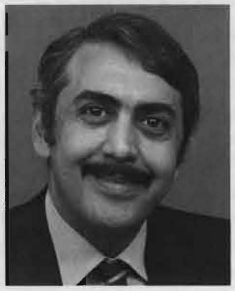
Computer User Groups are listed from time to time in the *Weekly Bulletin* in the "Information Technology" section.

Exercises, etc. Information about different exercise, dance and martial arts classes (including aerobics, jazzercise, belly dancing, Shorinji Kempo, Chi Kung and yoga) are described in the brochure, *Exercise Schedule and Description of Exercise Classes*, available from the exercise rooms and the Medical Department.

Senior Staff Appointments

H. JAMES DYCK was appointed Chief Personnel Officer, Office of the Senior Vice President, Operations, effective December 15. Mr. Dyck, a Canadian, joined the Personnel Department in 1966 and served as Administrator, Young Professionals Program, from 1968 to 1970. He undertook a number of managerial assignments within Personnel until 1977 when he was appointed Program Coordinator, Western Africa Regional Office. He returned to the Personnel Management Department as Division Chief in 1980, and was appointed Assistant Director in 1982. Since June 1987, he had been Chief Personnel Officer, Europe, Middle East and North Africa Regional Office.

NAGY HANNA, a U.S. national, was appointed Chief Staff Officer, Policy and Strategy, Information, Technology and Facilities Department, effective July 1, 1987. Mr. Hanna came to the Bank in 1975 through the Young Professionals Program. In 1976 he joined the East Asia and Pacific Country Program Department as a Loan Officer, and subsequently, the Resident Mission, Indonesia, in 1979, where he was promoted to Senior Loan Officer. Upon his return to Headquarters in 1983, he was appointed Senior Planning Officer, Institutional Planning Division, Planning and Budgeting Department, and, in 1986, became the division's Acting Chief.



BAHADURALI JETHA was appointed IFC's Resident Representative to the newly established mission in Lagos, Nigeria, effective in January. Mr. Jetha, a U.K. national, joined the Bank in 1974. His first assignment with the Bank was on secondment, initially as Director of Investments and then as Deputy Director General of SOFISEDIT, Senegal. In 1978 he joined the Western Africa Projects Department, Industrial Development and Finance Division, as Operations Officer, and, in 1983, was promoted to Senior Operations Officer. Mr. Jetha transferred to the Corporation, Department of Investments, Africa II, as Senior Investment Officer, in 1986.

Senior Staff Appointments *continued*

GOPI NATH PURI was appointed Technical Manager, Division I, Engineering Department, IFC, effective December 31. Mr. Puri, an Indian national, joined the Bank's Economic Development Institute as a Lecturer in 1975. In 1977, he transferred to the Corporation's Engineering Department where he was promoted to Senior Engineer in 1980 and to Principal Engineer in 1986.

PILAR J. SAN JOSE was appointed Program Coordinator, General Services Department, effective January 1. Mrs. San Jose, a Philippine national, joined the Bank as a Programming and Budgeting Officer in 1978. She was promoted to Senior Programming Officer in 1980, and, in 1982, to Deputy Chief, Programming and Budgeting Division, Planning and Budgeting Department. In 1984 she was promoted to Chief, Budget Control and Systems Division, Accounting Department, and, in 1987, to Manager, Accounting Division, Controller's.

EMMITT S. SUMMERS, a Philippine national, was appointed Chief, Services and Systems Support Division, Cashier's Department, effective December 1. Mr. Summers joined the Bank in 1972 as a Software Specialist, Software Systems Division, Computing Activities Department. In 1981 he transferred to the Management Systems Division as a Programming and Budgeting Officer and, in 1984, to the Institutional and Financial Systems Unit, both in the Programming and Budgeting Department. During the reorganization, Mr. Summers was appointed Management Information Specialist, Office of Systems and Budget, Office of the Senior Vice President, Finance.

Retirees

ROBERT SKILLINGS, Adviser to the Director, Country Department I, Africa Region, retired December 31 after a record 40 years in the Bank. Mr. Skillings joined the Bank as an Economist and served in various capacities, including four years in Paris as Economic Assistant to the Bank's Special Representative in Europe. Mr. Skillings, a U.S. national, plans to rest a few weeks before taking up two consultancy assignments for the Bank in Africa. Later, he and his wife plan to spend the colder months in Washington and go to Maine during the summer.

New Staff Members

Brigitte Aflalo
Morocco
Secretary/AF5/1/11

Bertrand L.S. Ah-Sue
Mauritius
Sanitary Engr./AFT/1/14

Steven Ball
United States
Mgt. Info. Specialist/OPN/12/22

Anu Batra
India
Secretary/AS1/1/4

John Briscoe
United States
Sr. Economist/LA1/1/88

Mary Jane Bullen
United States
Computing Analyst/LACVP/1/11

Richard Clifford
United States
Budget Ofcr./PBD/1/4

Robert A. Climent-Jones
United Kingdom
Country Ofcr./AF5/1/4

Audrey Cox
United States
Secretary/AFT/1/4

Herman Daly
United States
Sr. Economist/LAT/1/8

Luc H. De Wulf
Belgium
Sr. Economist/AF1/1/15

Marjorie M. Evans
United States
Word Processor/GSD/1/4

Peter M. Fozzard
United Kingdom
Senior Geologist/AFT/12/28

Yolanda Gedse
Philippines
Secretary/EM4/1/19

Richard L. Ground
United States
Economist/LA3/1/19

Azzi Hailu
Ethiopia
Office Tech. Spec./LOA/1/15

Kristin Hallberg
United States
Economist/LA3/1/15

Denise G. Hintermeister
United States
Secretary/ENV/1/11

Nyambura Kamau
Kenya
Secretary/OPNMI/1/19

Minneh M. Karanja
Kenya
Counsel/LEG/1/15

Richard C. Kollodge
United States
Information Asst./EXT/1/8

Sujata Lamba
India
Young Professional/YPP/1/4

Barbara Lausche
United States
Counsel/LEG/1/19

Catherine Mann
United States
Economist/PPR/1/4

Ali M. Mansoor
Mauritius
Economist/AFT/1/4

Kimmo J. Mettala
Finland
Counsel/LEG/1/15

Maria Mogol
Philippines
Secretary/AS4/1/19

Marisela Montoliu-Munoz
Venezuela
Young Professional/YPP/1/4

Juana Najar
United States
Secretary/AFT/12/28

Milagros Nazal
Philippines
Secretary/PEN/12/28

Peter B. Nicholas
United Kingdom
Economist/PPR/ 1/6

Linda Osborne
United States
Secretary/AS5/1/4

William L. Partridge
United States
Anthropologist/AST/1/5

Librada Penid
Philippines
Secretary/AST/1/4

Mirtha Pokorny
Argentina
Transport Econ./LA2/12/18

Sreenivasa Ramachandran
India
Economist/LAT/12/18

Maureen Rickford
United States
Secretary/LOA/1/19

Susana Romero
Peru
Admin. Asst./IFC/1/12

Robert Schneider
United States
Sr. Economist/LA1/1/11

Craig Wahl
United States
Research Assistant/FRS/1/22

Peter Williams
United Kingdom
Travel Ofcr./GSD/1/4

Renee Williams
United States
Secretary/AS1/1/19

Charles Woodruff
Canada
Financial Analyst/EMT/1/5

Ivone Yang
Brazil
Secretary/AF4/1/11

The Observer

by Frank Vogl

Snow. Serene, sublime, soothing. And a source of enormous frustration as one tries to dig the car out of the drive, handle children suddenly liberated from school, get to work, reschedule appointments. A time when a calm, authoritative voice is welcome.

Stuck in the suburbs, I couldn't make a meeting with Barber Conable. I telephoned his office and he instantly answered my call: "What's the cry?" he asked with a laugh.

Past snowstorms have been worse, but the Bank's work continued. Like the time when there was a crucial gathering here of IDA Deputies—amazingly, it started on time with a full house of officials. Or when a key meeting of the Steering Committee on Reorganization had to convene in the worst of weather . . . But enough said on that subject.

New Vice Presidents

January saw new Vice Presidents join the Bank—Stanley Fischer for Economics and Donald Roth for Finance (see below), and both swiftly discovered the pressures they are to face. A press lunch had long been arranged for Jean Baneth to proclaim on the state of the global debt. With Mr. Fischer fully in the saddle (he had been here for less than a week), it was seen as a bonus for all to have him join the gathering.

This he did, and the lions of the *Wall Street Journal, Washington Post* and *New York Times*—plus less forthright scribes from other worthy publications—spared not a moment to get the VP to comment on the Baker Plan, on all the new things the Bank should be doing, on the idea that the Bank should be doing more financial engineering and more of everything else for the debtors.

Mr. Fischer was not to be fazed. He stressed that the Bank's role was development, first and last. He was diplomatic, and greatly skilled at dodging the media's barbs.

'Headroom'

Donald Roth is a large, cheery, frank fellow with a superb sense of timing. No sooner was the Bank's new Vice President and Treasurer introduced to the Board at its first formal session of 1988, than the Board plunged into a morning of high finance. The former investment banker was spared a baptism of fire by many older Bank hands, notably Finance SVP Ernest Stern, as the debate rushed from the yen to Mexico's debt to "headroom."

Ah, "headroom." That new word in the vocabulary of Mr. Roth and many Bank staff simply (whenever someone says "simply," you know a complicated explanation is about to follow) means the difference between the Bank's statutory limit on lending, as defined by the Bank's Articles, and the volume of loans that are disbursed and outstanding.

The narrower the "headroom," the less, therefore, there is for the Bank to disburse before it bumps into its statutory limit on lending. The simplest solution to the problem is boosting the Bank's capital and this is precisely what is now being done. We are in the crucial phase of negotiations on a General Capital Increase and from all the mutterings to be heard around the Bank, it seems there are grounds for cautious optimism.

Capitol Hill

And talk of a capital increase takes me up to Capitol Hill to that unpredictable establishment, the U.S. Congress. As a newspaper reporter, I used to relish that unpredictability. Endless stories could be conjured from the humblest legislation, as the Hill experts (always called "informed sources") one day declared a bill dead, the next day announced the bill to be as virile as an Olympic athlete, and the very day after that stated that a sudden relapse made the bill's burial imminent.

I no longer relish the pontifications of "informed sources," especially when the bill in question concerns the World Bank. Congress continues to make a cliffhanger out of every World Bank authorization and appropriation that comes before it. Matters in 1987 were no different from those in the past, except that this time around the cliffhanger took on all the trappings of a Wagner opera and seemed destined to run right through the Christmas festivities. But final action came, with jolly good results.

You'll recall that last spring the tense IDA 8 negotiations ended with agreements amounting to some $12.4 billion of funding for three years starting on July 1, 1987. Under that agreement, the U.S. share was $2.875 billion. It was vital to IDA and the world's poorest nations that Congress fully authorize this amount, and that is exactly what Congress did. On the appropriation side, where we were concerned, the Congress approved $915 million for IDA, $40.2 million for IBRD, $20.3 million for IFC, and $44.4 million for MIGA.

These were good results, but no sooner does one budget saga come to a happy end, than another starts. Center stage for us this year will be congressional action on a new General Capital Increase.

AnswerLine

The purpose of this column is to answer questions of broad interest concerning the World Bank/IFC's policies and procedures. Because of space limitations, only questions of wide interest can be published. If you have such a question, send it to: AnswerLine, The Bank's World, *Room E-8043.*

* * *

Question: What is the present rationale for subsidizing parking and van pools for Bank staff, but making no provision for those who take public transportation or taxicabs? Surely those of us who take non-private means of transport to work are to be more than commended for not adding to the air pollution and street crowding. Shouldn't the Bank subsidize us in some way? The reasons for subsidizing non-Bank owned spaces surely are the least reasonable of all.

Answer: The use by staff of public as opposed to private transport is an individual decision which involves elements of convenience, cost and personal preference (which includes support of public transport for the reasons stated in the question). There would only be a basis for considering a subsidy of such costs if this was a prevalent practice among the employers used by the Bank as comparators in the compensation survey process. Just as the Bank does not subsidize public transport costs, the Bank does not subsidize parking. The parking service is managed on a break-even basis. The fees charged for parking in Bank garages are used to offset the indirect costs (lighting, heating, etc.) and the direct costs of the more expensive commercial garage space leased by the Bank.

We do not view the van pool program as subsidization. Van pools are permitted to park in designated Bank garage space and are not charged a monthly fee. Currently there are 17 van pools in operation accommodating approximately 160 people. Such van pool programs are prevalent in both private and public corporations in the Washington area, and the Bank supports such programs in common with other employers. *Ian Hume, Director, PERCO, and Robert F. Townsend, Chief, GSDSD*

Question: Because I am seriously trying to lose weight and lower my cholesterol intake, I chose today's so-called "Lite Line Feature" in the H building cafeteria, a broccoli cheddar quiche advertised as containing 292 calories. I was given an enormous portion, about one quarter of the entire pie (as were other people making the same selection). The slice of pie was very greasy and I find it difficult to believe that such a serving represented only 292 calories. How accurate are the diet guidelines in the Calendar of Food Service Menus at the back of the *Weekly Bulletin?*

Answer: The dietary guidelines published in the Calendar of Food Service Menus in the *Weekly Bulletin* are thought to be accurate. Efforts are made to review these Lite Line features to ensure the information provided is correct, and, up to this point, we think the program has been successful. However, in the particular case you've mentioned, Food Services simply goofed. You discovered an error which slipped past our screening, and our apologies are extended.

The yield of the broccoli cheddar quiche pie is actually six servings and each serving contains approximately 463 calories. Consequently, this menu item should not have been a Lite Line feature.

Thank you for bringing this mistake to our attention. It demonstrates to us that staff are interested in this aspect of the food program, and makes us believe the effort to provide such information warrants its continuation. *Walter White, Chief, Food Services, GSD*

Question: I was transferred to the H building recently and I am shocked to see the waste of water in the ladies' rooms. Considering that the Bank helps countries in Africa afflicted by periodic droughts, it is appalling to see this institution installing faucets with continuous water release. On the 4th floor of the H building, these faucets break almost weekly, which causes water to run continuously until a technician comes to fix them. Furthermore, these faucets release more water than anybody needs to use. Having lived in Africa for almost two years and having water only six hours a day, the waste of water I see around the Bank is really upsetting.

Answer: Automatic, self-closing water faucets were installed in the H building during initial construction. These faucets are designed to serve as water conservation devices, and have been shown to save water as compared to the conventional type (which can be left on indefinitely). The faucets in the H building can be adjusted to shut themselves off after a preset period of from 5 seconds to 2 minutes. They are routinely set by ITF staff to stay open for 15 to 20 seconds.

Plumbing in the 87 restrooms in the H building is inspected every three months. Faucets found to stay open longer than 20 seconds are adjusted at that time.

Staff are encouraged to report any plumbing discrepancies to the Services Reception Center, Ext. 73418. Malfunctioning faucets are attended to promptly in order to prevent the waste of water. *John F. Van Wert, Manager, Facilities Operations, ITF*