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# BANK'S WORLD

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### Cover

Dr. Nafis Sadik, accompanied by Population Adviser Tom Merrick, PHN (left), and PHN Director, David de Ferranti. *Photo by Michele Iannacci.*

### Acronyms used in this issue:

(excluding those of Bank divisions or departments)

AGETIP l'Agence d'Execution des Travaux d'Interet Public (a private, not-for-profit agency in West Africa)  
BCP Business Continuity Plan  
DAC Development Assistance Committee  
GDP Gross Domestic Product  
IKS Indigenous Knowledge Systems  
ICPD International Conference on Population and Development  
IUCN/ROSA World Conservation Union's Regional Office for Southern Africa  
MMMF Margaret McNamara Memorial Fund  
NGO Nongovernmental Organization  
RMF Recovery Management Team  
SOC Security Operations Center  
UNFPA United Nations Fund for Population Activities  
USAID United States Agency for International Development  
VEA Village Extension Agents  
WBVS World Bank Volunteer Services  
WIS Washington International School

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As 9 o'clock approached on Monday, November 7, I was sitting on my own in the middle of a platform in the florid, colonial-style Dakar Chamber of Commerce, facing a sea of empty chairs, and feeling increasingly nervous. Would I be left with an empty auditorium plus, no doubt, a few journalists to mock at the discomfiture of the World Bank? Would the elderly electric circuits onto which we had tacked a variety of extra appliances fail yet again, just as the Minister started his opening speech, leaving us in silence and darkness? I tapped the microphone in front of me, and a comforting drum-beat resounded back, but I was not reassured.

The occasion? The grand opening of the Dakar Resident Mission's 50th anniversary "Portes Ouvertes sur la Banque Mondiale au Senegal" (Open Doors on the World Bank in Senegal). It had all started from a brainstorming session in the Resident Mission on improving communication with the Senegalese public. At first we had in mind a very modest event: an invitation to selected guests and journalists to a display of photographs and a debate in the Resident Mission conference room. Then someone said, "Why not make it a 50th anniversary celebration?" and from there the idea just grew and grew. In the end, my main leadership role was to keep saying, "Stop being imaginative and get on with it while it is *still* the 50th anniversary."

So, authorship was collective, but the biggest bouquets go to Moussou Soukoule, mission Public Affairs Officer, and Alassane

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**David Jones** is the Bank's Resident Representative in Senegal.

## "Portes Ouvertes" on the Dakar Resident Mission

by David Jones



The opening: it was standing room only at the back of the hall.  
Photos by Boubacar Diallo

Diawara, Project Officer, who made up the "Portes Ouvertes Task Force." And, as the day approached, the whole staff of the mission was drawn in. The last Saturday and Sunday they were all there, as well as about 50 volunteers from Bank-financed projects, working flat out until late at night. There was a tremendous spirit of friendly competition. Some teams looked at the other project stands and went away to completely re-work their own displays. One

project team actually went off from Saturday afternoon until Monday morning, and in that time made a very presentable video of its work.

We got our audience. Of course we did not start at 9 o'clock. That really would have been a first for Dakar! But by five past the hour they were coming in fast, and the hall was already half full. For the first time in two weeks I was able to relax a little and look at what we'd done: 10 stands, representing the whole spectrum of World Bank-



Resrep David Jones describes the work of the World Bank to schoolchildren.

financed projects, all looking very professional. Fifteen minutes later, when Minister Delegate Lamine Loum started his opening speech, it was standing room only at the back of the hall. The Minister did us proud: a friendly speech in which he confessed to moments of great frustration with the Bank, but praised it for its intellectual honesty and for its willingness to stay the course in Africa when other donors were disillusioned. He put the record straight on the balance between adjustment, investment and social sector projects. And he pointed out the paradox that the Bank's most vociferous critics normally relied on armfuls of Bank publications which they quoted at length to support their attacks. He preferred, he said, an organization that tried to learn from its successes and failures to one that pretended it had no failures. We wound up the opening with a public debate that was both lively and positive, and which we had to force to a close way after time (something we kept on experiencing). We had kicked off without disaster, and we were to continue the same way.

We did not, of course, just open the doors and expect the public to walk in. Apart from all the invitations we had sent out, there

were banners draped across main highways and over the front of the Chamber of Commerce in Independence Square. A week before the opening we had called a press conference and issued a press handout. I gave a long exclusive interview to one newspaper, which published over a full page on the event. We also visited the director of the Radio and Television, to brief him. This, in turn, led to more unexpected coverage, of which the most effective was an invitation to Mamadou Samb, director of the Public Sector Reform Project, to feature as a pro-Bank spokesman in a popular debate program on the local commercial radio station.

This preparatory work gave us a lot of advance publicity, and we went on getting heavy coverage throughout the event. We finished the first day with a radio broadcast from the Chamber of Commerce in both French and Wolof in which journalists interviewed project staff and project beneficiaries. The next morning we took journalists to visit Bank-financed project sites in the neighborhood of Dakar. Here we got another pleasant surprise: a Senegalese entrepreneur, who had started as a street vendor of cigarettes in the informal sector, and had benefited from the industrial

restructuring loan to start a factory, handed out his own immaculately printed 50th anniversary brochure.

Tuesday afternoon we had another "special": a face-to-face video conference organized through the US Information Service. Senegalese journalists were able to interview Jean-Louis Sarbib (new director of the "new" AF5) and Katherine Marshall (ex-director of the "old" AF5) in Washington. The U.S. Cultural Center's little auditorium was packed to overflowing, and Bamako (Mali) and Conakry (Guinea) were also networked in. Katherine and Jean-Louis scored notable hits: Katherine, for example, by stressing the importance of Africans believing in their own future; Jean-Louis by comparing the Bank's involvement in adjustment to the situation of an ambulance at an accident, and saying that it was generally an error to blame the ambulance for the accident. His deadpan identification of a former budget minister who presented himself as "a consultant" to complain about poor budgetary control on projects, raised an admiring laugh.

Wednesday was my own big media challenge. I had a one-hour slot on a face-to-face television debate defending the Bank against a well-known Senegalese university economics professor. It was prime time, in the middle of the evening news. In fact, by pure luck, it was super-prime time, as Youssou Ndour, Senegalese pop star, was due to appear with his new golden disk as soon as our program went off the air, and thousands of Senegalese who would never have tuned into a debate on economics must have tuned in (and out?) in the course of the program. Without wishing to appear immodest, I think the Bank emerged well from this debate. A lot of people I have never met before have said so. I think the truth is that the simple fact of having taken part in a debate, and having listened carefully and

replied thoughtfully and with concern was enough to surprise and impress many viewers who had never seen the Bank with a human face.

And through all of this, the "Portes Ouvertes" in the Chamber of Commerce just went on receiving the public. I had feared that once the opening was over, interest would quickly wane and we would find ourselves with an empty hall, but every time I went to check, it was crowded with interested visitors, including classes of schoolchildren. Some would be sitting watching our non-stop showing of Bank and project videotapes; others would be walking around the stands and asking questions. I invariably found myself in the middle of an impromptu question and answer session, from which I had eventually to tear myself away. But it was not until the end of the event that I learned of one of its more discreet successes: the population and health project had distributed three thousand condoms!

The public was still there at 6 o'clock on Wednesday evening when I came to close the doors for the last time and deliver a trophy for the best stand. In keeping with Bank principles, the stands were evaluated in the most transparent way possible, using beneficiary assessment. A cross-section of visitors was asked to fill in a questionnaire, and our statistician, Abdoulaye, analysed the results and handed them to me in a sealed envelope. The proud winner was AGETIP, the public works and employment project; but the fact was that all the stands were good, and the marks of the top stands were very close.

That was not quite the end. The following Saturday, the World Bank football team was, I regret to say, soundly beaten by the Radio and Television team, four goals to nil. That got in the news, too. And, as I write, we still have a secondary school competition on television

next weekend, and an open essay competition for secondary school children on their vision of the future. All the feedback I have had has been positive. What we have done is to present the Bank in a way that took most people by surprise. They simply did not know we were directly involved in education or health. And they were surprised to find themselves face to face with an institution that listened, that cared, and that talked obsessively about the fight against poverty. And almost everyone who has spoken to me has urged me to

of "*The Lessons of the Past; the Challenges of the Future.*"

The second trump card, which we did not even notice until we almost fell over it, was the decision to make Bank-financed projects full partners in the enterprise. In Senegal, we have a "club" of project directors, and they were just as frustrated as we were by their incomplete and poor public image. We could never have put up such extensive and exciting displays without them, nor could we have informed the media half as well.



Senegal Resident Mission staff and Project staff assemble for a "family photo."

do more along these lines, to develop a debate on policy issues and on national objectives.

Many Bank friends have asked me how we managed to put on this show. If I had to pick the three most important trump cards, my first would be the enthusiasm and involvement of the whole Resident Mission staff. Everyone contributed. It is impossible in a short article to give due credit to all: Abdoulaye Seck's production of several thousand flysheets on the Bank in Senegal, complete with logos, using just his desktop publishing skills and our office laser printers; Olive Correa's glossy-cover, 50-page presentation on the Bank; Olivier Jammes' Powerpoint presentation

And the third trump card was a good relationship with the press. This has improved out of all recognition in Senegal over the last two years simply by virtue of being accessible and open. It does not mean we always get favorable press for everything we do, but it does mean that we always get listened to, and in general that we no longer suffer purely instinctive attacks.

One thing which was NOT a major factor was money. It cost us very little, although we hope HQ will retrospectively pick up the tab so we can use our tiny external affairs budget for more work in this area.

Throughout Africa, numerous local village communities, non-governmental organizations (NGOs), scientists and rural development specialists are rediscovering the vital role traditional knowledge can play in natural resource management and sustainable development. The scope and promise of this phenomenon was clearly evident at a Bank-supported workshop on "Methodology and Tools for Researching Indigenous Knowledge Systems in Southern Africa" held in Harare, Zimbabwe, last April.

The roots of the Harare workshop go back to mid-1993 when the World Conservation Union's Regional Office for Southern Africa (IUCN/ROSA) and a number of partner organizations launched a study on indigenous environmental knowledge and biodiversity in the region, to investigate the current state of indigenous knowledge systems (IKS) in Southern Africa and assess their contributions to community-based environmental care. Soon, it became clear there was a network of people and organizations interested in IKS and, with the assistance of IUCN/ROSA, an Interim Committee was formed around the topic.

The Harare workshop was organized by IUCN/ROSA, in association with the Africa 2000 Network and the Interim Committee on IKS and Peoples of Southern

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**Shelton H. Davis** is Principal Sociologist, Social Policy and Resettlement Division, Environment Department. The proceedings of a conference on the topic of **Traditional Knowledge and Sustainable Development**, edited by Katrinka Ebbe and him, has just been published by ESDVP.

# Rediscovering Indigenous Knowledge Systems in Southern Africa

by *Shelton H. Davis*

Africa. It brought together more than 30 participants representing grass roots rural development and conservation NGOs from Angola, Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland, Zambia and Zimbabwe. Representatives from Namibia were not at the workshop, but participate in the network.

The workshop's main purpose was to establish a common set of research perspectives and methodologies for conducting participatory case studies of Southern African IKS. These case studies are now being carried out by the conference participants in their countries, and their findings will be discussed at a follow-up workshop to be held in South Africa this coming April. The case studies and follow-up workshops will assist participating NGOs and the Bank in crafting a learning and action agenda for incorporating IKS into regional land use, natural resource management and rural development programs.

## **The Nature and Scope of IKS**

Dr. Joseph Matowanyika, Coordinator of IUCN/ROSA's Programme on Social Sciences Perspectives on Natural Resource Management, opened up the Harare workshop by defining "indigenous systems" as "localized African systems developed over long periods and whose patterns are based upon local knowledge... and expressed in local languages." These systems, he noted, are generally in balance or seek balance with local environmental conditions; and, although essentially African in origin, they are influenced by innovations emerging from within themselves, from other indigenous knowledge systems and from national and international systems. Western scientists, missionaries, and development planners have generally not understood these African knowledge systems, and hence have not seen the contributions which they can make to development (see Box).

Professor Kofi Asare Opoku of the Institute of African Studies, University of Ghana, followed with a talk entitled, "How Do We Collect Information on Indigenous Systems?" He argued that "it is necessary to lay bare the fact that our ancestors did not live in ignorance or wallow in crass superstition as they went about the business of life on this continent in times past.

"On the contrary," he told the participants, "their ability to survive and organize their social existence, to provide themselves with food, shelter and clothing, to provide the means of restoring health through use of herbal medicine as well as the exertions they made to meet the spiritual needs of men and women were based on what they perceived directly with their senses or minds."

One way to or rediscover this of indigenous knowledge and wisdom, Professor Opoku said, is through an understanding of the myriad languages spoken by contemporary African peoples. Proverbs, for example, contain a great deal of traditional wisdom about the environment, the nature of things, social relationships, and the relationship of human beings to their ancestors and the spiritual world. Traditional African knowledge is also expressed in other symbolic media such as rituals, ceremonies and festivals, shrines and sacred places, names of people and places, ritual objects, art, music and dance, and almost all aspects of belief, custom and religion. Citing an Akan proverb, Professor Opoku said, "*Truth (knowledge, wisdom) is like a baobab tree; one person's arms cannot embrace it.*"

Indigenous knowledge is also rooted in African social institutions. Traditional chiefs, elders, lineage authorities and religious prophets are often the custodians and controllers of this knowledge. Decisions about land and resource use are often made in traditional village councils or assemblies using customary

## Indigenous and International Knowledge Systems

The term "indigenous knowledge systems" (IKS) is often applied to the accumulated knowledge, science, technology, and environmental understanding in non-Western rural societies. In addition, there are differences and similarities between international sciences (also referred to as international knowledge systems) and indigenous systems.

In the former, technology usually aids human observation, while the latter are almost exclusively based on human observation. Secondly, the former employs reductionist methods of observation while the latter are holistic. Western science deals with universal principles whereas indigenous systems adopt particularized and localized interpretations. Western systems are better at accumulating and using data for predictive and interpretive purposes than indigenous systems. Western science is more highly specialized.

While the distribution of knowledge is inequitable in both systems, such disparities are less pronounced in indigenous systems. This is so because of greater societal uniformity in non-Western small communities. Furthermore, knowledge transmission is more socially based in indigenous systems. International science depends on mechanized recording and transmission of information. This tends to reduce transmission through social groups.

Information gathering in international systems is much more removed from other cultural phenomena than in indigenous systems where information systems are integral parts of local socio-cultural and human ecological arrangements. In these situations, communities develop knowledge systems as a product of human-environment interactions and often accumulate and disseminate this knowledge in shared processes. Moreover, information systems change and grow through adoption, modification and diffusion of new ideas as part of the larger process of socio-cultural change.

In developing countries, there are three major stocks of knowledge: the modern and scientific (expert) knowledge; traditional (people's) knowledge; and, new knowledge which is a blend of the expert and people's knowledge. However, the tendency has been for the expert Western systems to subdue the indigenous systems.— *Joseph Z.Z. Matowanyika, Harare, Zimbabwe, April 1994*

norms, rules and procedures. Many post-colonial governments either suppressed these traditional authorities and institutions in the name of "modernization" or used them for partisan politics. Only recently have rural organizers begun to rediscover the moral basis of these institutions and the role they can play in activating village communities and directing local knowledge and institutions to the tasks of conservation and development.

### Applying IKS in Rural Development

On the second day of the workshop, the participants visited a Shona-speaking communal village near Mt. Darwin about 150 km north of Harare. The field visit provided an excellent opportunity to meet with local villagers and to see how they are using their traditional knowledge and institutions to rehabilitate what previously had been a degraded rural landscape.



A group of village women finalize the Workshop by joining in dance with participants from outside.

The so-called Communal Areas are former "Tribal Trust Lands" comprising 42 percent of the land area of Zimbabwe and occupied by nearly 5 million people. These lands have been subjected to intensive grazing and agricultural production by peasant farmers, and are currently the most eroded and marginal lands in the country. At least 76 percent of the rural population live in these areas; most of them are poor subsistence farmers and herders or seasonal agricultural laborers.

Land administration and management in the Communal Areas are problematic because of a lack of definition and fluctuation of policies in relation to "modern" and "traditional" authorities. In the first years following independence, the government introduced a formal district administration structure which bypassed or undermined traditional village leadership. In recent years, however, there has been more government and NGO recognition of the value of traditional leadership (village chiefs, kraal heads, and elders) in promoting land management, resource conservation and agricultural and wildlife development.

The village visited had successfully established a land-use management system based on the authority of traditional institutions, norms and sanctions. Areas such as wetlands and remaining woodlands, formerly considered to be "sacred" and hence closed to some forms of human use, were designated by local village authorities as "conservation areas," while other zones, because of their soil and agronomic characteristics, were fenced off as "communal grazing" and "family farming" areas. The system worked in this village because it was backed up by the traditional village chiefs and accepted by the majority of villagers, including the women who play an important role in land-use decisions.

The government extension agents and NGO representatives working with this village accepted their roles as "facilitators" and "partners," rather than leaders, in the local level development process. All spoke Shona and respected the village authorities and representatives. They were willing to participate in cultural activities, such as the singing and dancing which closed the village meeting, and to share with the villagers their

experiences in land-use planning and conservation in other villages of the district. With the assistance of interpreters, a lively exchange took place among the villagers, the government extensionists, and the workshop participants from the other Southern African countries.

### Establishing IKS Principles

The third and final day of the workshop was devoted to reaching agreement on a broad set of principles for designing IKS research programs, and establishing a research agenda for field testing them. In regard to the former, the workshop participants agreed on the following seven principles as being vital to the design and implementation of successful IKS programs:

1. There needs to be a change in the attitudes and values of scientific researchers, government agencies and NGOs in relation to local peoples, their value and knowledge systems, and their institutions;
2. Local values and knowledge systems need to be recognized as being many-sided and dynamic, embedded in the entire culture of a people or community, and vital to the processes of environmentally sustainable development;
3. Communities need to be empowered and strengthened so they may articulate their knowledge systems and use them to further their own development goals and cultural values;
4. IKS research methods should be participatory and formulated with local communities;
5. Mutual support and collaboration need to be forged between local and national institutions and sectors, as well as between "indigenous" and "modern" value and knowledge systems;
6. National policies should provide an "enabling environment" for the support of IKS and for

reducing conflicts between local and national value and knowledge systems and institutions; and,

7. The intellectual and cultural property rights of local communities should be respected, their informed consent should be sought for the use of their knowledge, and the economic benefits which flow from this knowledge should be returned to these communities.

### The Road Ahead

On the final day of the workshop, the participants also outlined an IKS research and learning agenda for each of their countries. This agenda includes a series of locally based research projects on a broad range of topics (e.g., traditional grazing land management, terracing and soil conservation, agro-forestry, food security, wildlife management, etc.) and a set of

follow-up workshops to discuss the findings of the case studies and their implications for conservation and rural development policies and programs. IUCN/ROSA is assisting each of the in-country NGOs in designing and monitoring their research projects and coordinating the planning of the follow-up regional workshops. The Bank is also providing funds for the local research activities and closely monitoring the entire learning process.

What transpired at the Harare workshop and what is occurring now with the implementation of the various IKS case studies is a relatively small—but critical—step in the creation of a learning and action agenda for rural development and natural resource management programs in Southern Africa. This agenda is designed so that

each of the three stakeholders involved—the indigenous country NGOs, the international environmental NGOs, and the World Bank—will further its own program objectives while providing leverage for the other groups involved.

The significance of such a complementary agenda for the Bank and the other parties involved at the Harare workshop was best captured in two other traditional Akan proverbs Professor Opoku present: “*One must come out of one’s house to begin learning*”; and, “*If you have not been outside of your home, you do not say that your mother’s soup is the best.*” ■



A Hadendowa woman plants her first tree.  
Photo by Miranda Munro

## Community-based Extension: A Gender Responsive Strategy

*Two Visits to Sudan*

by *Miranda Munro*

The five women heaved on the branches together and at last the tree stump came out of the ground. They shouted and laughed, readjusted their *tobes*, and started to drag the stump to the edge of the *balag*. This was almost the last tree to be cleared, and after three long weeks of hard labor they were looking forward to the real work: planting trees of their choice.

The women had selected the trees as part of an agroforestry initiative in the Gash Delta of northern Sudan, an area annually flooded by the Gash River, where sorghum is cultivated by means of a gravity irrigation

system. Beside each channel is land called a balag, areas that are not included in the allocation of plots to the tenants of the Gash Delta for crops. This land was offered to the forestry component of the Gash Delta Project, funded by the Dutch Government and aimed at capacity building for the scheme's parastatal, the Gash Delta Corporation, to address the environmental degradation of the Delta. The Project's aims include agricultural technology development and irrigation rehabilitation, managed by the Dutch agency, HVA International.

I worked with a Sudanese woman forester who wanted to increase environmental awareness among the local people. She had already given regular radio talks and put together a puppet show to tell stories on village tours, illustrating how the quality of life could be improved through planting trees. It was the women who responded.

The women of the Gash Delta refer to themselves as farmers—but they have no access to their own land. They work as family and wage laborers in sorghum cultivation and horticulture both outside and within the Delta. Their work is seasonal, unreliable and poorly paid, and the Project would give them an opportunity to plant for themselves. Working as a group was new to them, so was planting trees. But in the first two or three years they could intercrop vegetables and fruit, and this interested them.

Two groups of 20 women each began to plan their woodlots with the help of four young women from their villages who had nominated themselves, with the approval of their communities, to be trained as village extension agents (VEAs).

One group decided to plant all their 20 feddan woodlot with *Eucalyptus microtheca* which could be harvested for poles after five to seven years. The other group decided to plant a mixture of local species which would provide them with fuelwood, poles, fodder and

browse. Both groups intercropped fruit and vegetables for consumption and sale. The environmental education work had resulted in a community-based extension program for women.

A third group materialized. These women were semi-nomadic *Hadendowa*, indigenous pastoralists who returned to the same part of the Delta each year, though they had lost many of their animals in the drought of the late '80s. The women are secluded, remaining in their tents (exclusively with female relatives), while the men herd the livestock, camels, cattle and small stock. But this family group, like many *Hadendowa* surviving the drought, was impoverished, coping with food insecurity and facing limited options for livelihood. The Project offered these women access to the means of production in a locality where they could maintain a degree of privacy. Therefore their men fully supported their participation, but the men cleared the land and guarded the trees.

### Two Years Later

On my follow-up visit to Mekali, one of the woodlot communities, I could not see the edge of the irrigation channel in the distance, but saw instead a forest, almost a green belt in which there were birds and significantly lower temperatures. I sat with a new group of women, all *Hadendowa*, among the trees. These women had approached the Project with a specific request to be included and allocated a woodlot area. This was remarkable, considering they are customarily secluded. They had already selected their preferred tree species, again a mixture of local trees—one known to have fruits with medicinal properties, another known to provide food for honey bees.

The incentive for their participation was the visibility of the program, its active profile, its ability to provide women with access to

land, the organization of productive activities exclusively for women, the permanent presence of the VEAs as contact persons, and the program's emphasis on natural resource activities rather than on home economics. It was an encouraging example of the demonstration effect of extension, but it was also a challenge to the program—here was a livestock culture asking for the opportunity to plant trees. Understanding the social conditions of these women was the first step to working with them in a participatory and sustainable way.

For these *Hadendowa* women, the economic impact of a reduced resource base had altered the traditional division of labor and they now helped their men in cultivating sorghum and providing labor for sowing and harvesting. Social boundaries had not undergone a similar shift, and contact with men was still shunned. Also, coping strategies varied between groups—some exhibited no shift in gender-based social and economic behavior from the customary norm of child care, food preparation, some crafts, and processing activities. Training was planned for a series of micro-studies to be conducted by the VEAs on food security, animal health activities including indigenous knowledge and local savings and marketing organizations.

The husbands give cows to the women as a wedding gift and then women can acquire a considerable number of cattle through breeding, buying and selling. *Hadendowa* women own up to 60 percent of the cattle located in the Delta, and men frequently herd their wives' cattle rather than their own. While this may not denote economic independence, *Hadendowa* women gain a measure of autonomy as they get older. This would have implications for the composition of their woodlot groups, for agroforestry objectives, and planning had to be based on consultation with the women.

The Project had also been approached by two more villages whose women had formed groups specifically for horticultural activities and had identified land suitable for group cultivation. The first step in responding to these requests was to identify local women as VEAs and then to train and guide them. And, in this third year, a small group of semi-nomadic *Rasheida* women approached the program for access to land. Despite their heterogeneity of language, culture and socio-economic circumstance, here were several dynamic groups of women intending to participate in some form of agroforestry with the consent of their families. After three-and-a-half years, the program had reached 130 primary stakeholders and trained 10 VEAs and three extension supervisors. The objective of diversification to reflect women's own diversity of needs and situations

now had a framework, but the program faced the question of how to plan for sustainability. My task became one of assisting the Project to set long-term objectives incorporating qualitative indicators which would take into account the institutional capacity of the Project, the pressure on land and the need for food security.

#### Community-based Extension

This project has been a series of demand-led processes. Community-based extension has been the means to articulate and support these processes. One of the most successful initiatives has been building the capacity of local women, as individuals and as a group. In the Delta, women have limited social mobility. Their opportunities for meeting, learning and sharing information and resources are further constrained by

multiple demands on their time and labor. This network of VEAs, made up of trusted neighbors and peers who can mobilize on behalf of community needs, opens up a range of opportunities for women's self-development. ■

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**Miranda Munro** is a sociologist seconded to ENVSP by the Overseas Development Administration, London, and the Natural Resources Institute, U.K. She has worked extensively in Africa, the Middle East and Southeast Asia and taught at Reading University, U.K., before becoming a consultant. At this stage in her two-year secondment, she is focusing on rural institutions, agricultural extension, and gender and poverty issues in natural resource management.



Children are the future of Niger. It is essential that girls and boys are provided with the opportunity for a basic education.

## Projet Kogori

by Jeanne Haji

**P**rojet Kogori began in September 1992 as an informal exchange of letters between the 4th and 5th grade classes of the village school in Kogori (Department of Tillabery) in the Baleyara region of Niger, and Mrs. Raymonde Efflame, 2nd grade French teacher at the Washington International School (WIS) in Washington, D.C. The project was initiated by the teacher and students at Kogori and administered with the help of the Peace Corps volunteer stationed there, Tina Manville, a former WIS student.

I'm the coordinator and treasurer of the project, a French teacher and former head of the French department at WIS, and I came to Niamey when my husband became the World Bank's Resident Representative here. Initially, I served as the liaison between Kogori and Washington, D.C., but have become more closely involved after visiting the school three years ago. I could see that the teacher was highly motivated but hampered by a lack of books. She was able to obtain a grant from the *Club International des Femmes au Niger*

of 100,000CFA (approximately \$335) to buy books and supplies, the results of which were evident after a year when the rate of success on the 6th grade entrance examination jumped to 25 percent from 8 percent the previous year.

The project has now grown to a total of 14 villages, mostly in the Balegara region, with tremendous potential for future expansion. At present, the total number of students involved is around 1,000. The project has focused on identifying rural schools with motivated and capable teachers, and with a demonstrated need for the most basic of school supplies. In the typical school selected, there is usually only one textbook per classroom, and little or no other supplies for students; no pens, paper, slates or wall maps. In addition, only villages where parents have participated in the construction and upkeep of the school's physical structures are eligible for the project's aid. The project has drawn on its original connections to the Peace Corps, using volunteers stationed in and around the designated villages to supervise the implementation phase. By visiting the schools regularly, the volunteers ensure that the books are being used, both at school and at home for homework, and that supplies are not being sold or stolen.

As the project has expanded to an increased number of schools, it has simultaneously broadened in scope. In addition to the purchase of books and supplies, the project has sought to bolster other facets of the school's activities which integrate the students into the general welfare of their village. Specifically, the project has begun to support gardening initiatives at each of the four schools by purchasing seeds and cleaning wells or repairing pumps. It has also sought to draw on Peace Corps volunteer experience by providing guidance on starting and maintaining nurseries for trees,



The main focus of *Projet Kogori* is providing books and basic supplies to the students. (The author is standing on the left.)

and on the breeding of domestic animals, such as rabbits.

The project has begun to provide technical advice and informal training to the teachers, both in educational methods, suggesting interactive and creative methods of approaching the material, and also in encouraging equal participation of girls and boys in the classroom. Finally, the project is attempting to build a positive image for the schools in their villages, emphasizing the importance of educating both girls and boys. An increasing number of Nigerien and expatriate individuals with backgrounds in education—teaching or educational consulting—have volunteered their time and resources to these expanded facets of the project.

As *Projet Kogori* goes forward, it will seek to reach out to an increasing number of schools using the original concept of correspondence with a francophone school from the United States or Europe. As individual schools are able to establish contact with their "sister school" and acquire the materials and training necessary for basic education, they will rely less and less on direct project support. The project's role will be to measure progress and provide necessary advice to any new problems through fewer but regular visits. Progress will be tracked on two levels: first, on the rate of success on the 6th grade entrance examination to secondary school, and

second, on levels of enrollment and attrition, with special attention being paid to these factors as they pertain to girls.

In spite of the number of education projects in Africa in progress at this time through one donor agency or another, it is clear there are large gaps remaining in Niger, and many rural schools are still falling through the cracks.

*Projet Kogori* seeks to provide assistance to those schools that show the greatest need, along with initiative and the desire for improvement.

A final important point: the entire staff of *Projet Kogori* is volunteer and the administrative and transportation costs have all been donated by individuals. Funds granted by donors are used only to buy books, school supplies and seeds for the gardens. Financial records of all purchases and donations are kept and are available upon request.

*Projet Kogori* is now looking for additional schools in the United States and Europe to "twin" with Nigerien schools as the project expands. In addition, it is always looking for resources that can be used directly to purchase books and slates (*ardoises*) in each of the village schools that are part of the project, to attain a level of one textbook for every two students, and one slate per student—the stated goal of the Nigerien Ministry of Education. Of course, as the project continues to involve an increasing number of schools, the need for books and supplies will continue to grow.

**Editor's Note:** Anyone wishing to make a donation to the project, may contact Club International des Femmes au Niger, *Projet Kogori*, BP 11717, Niamey, Niger. Additional information is available from Jeanne Haji, B.P. 12402, Niamey, Niger. (The WBVS Book Project knows about *Projet Kogori* and is trying to send a shipment.)

Last May, eighth graders at the Langston Hughes Intermediate School in Reston, Virginia, became "World Bankers for a Day." Instead of learning the maps of various regions of the world, or the principal exports of different countries, as they might normally do, these young people learned about the economics of human capital development. They then used this knowledge to examine case studies from the developing countries concerning issues in population, health, nutrition, and education.

The idea of focusing on development economics originated with one of the school's social studies teachers, Gene Zabloutney. "When she asked if I would come to the school and speak about some of the countries the students were studying, I was delighted to oblige," says Mr. Skolnik, father of one of Ms. Zabloutney's students.

In the course of several discussions, Ms. Zabloutney decided it would be both fun and interesting for the students if Mr. Skolnik and some of his colleagues could spend a few days helping the students answer such questions as: "Why do some countries develop more rapidly than others?" and "What is the role of human capital in the development process?"

With this in mind, Mr. Skolnik recruited the help of Othello Gongar, a consultant in his division. Each taught six class periods of about one hour each, during a one-day visit to the school. But before their visit, they designed a curriculum and sent preparatory materials to the students. These included books, pamphlets, and videos on key

## Theories Develop into Realities for Eighth Graders

*Many Bank staff are involved in various activities in their children's schools throughout the Washington area. Over the years, Bank's World has occasionally published accounts of some of them. Recently, we heard about social studies classes conducted at an area school by SA2PH Division Chief Richard Skolnik and one of his associates.*

development topics—materials produced (and readily available to staff and educators) by Katherine Sheram, Manager, Development Education Program, EXTOP. These proved to be useful tools. For example, one of the videos was on the onchocerciasis program, and another was on women entrepreneurs in Kenya.

Mr. Gongar was the first to visit the school. This was especially enjoyable and quite special for the students. After all, Mr. Gongar was previously the Minister of Education in Liberia and has held a number of positions in the Ministry of Education in his country. Mr. Gongar's style and use of proverbs from his native Bassa language enthralled the youngsters.

During these sessions, he helped the students to examine education in the developing world. He focused on how education systems are organized and the key issues these countries face in trying to ensure that children learn. Using examples largely from Africa, Mr. Gongar helped the students to determine for themselves why

some children go to school and others do not; why some children drop out, while others stay in school; what factors determine whether or not children learn what they are supposed to; and why one should care about education at all.

"The students were a lively and sophisticated group," he recalls. "It didn't take them long to decide that education was important for people to get ahead in life, be healthy, and stay well-nourished. They were also certain that having an educated population gave countries a head start."

In addition, they discussed social, economic and school factors linked to enrollment and retention. They related these immediately to their own country.

The students were able to determine quickly what conditions help children to learn. They discussed how much you could learn in a simple school in the bush in Africa, as they had seen in pictures, compared to how much you could learn in a school with facilities like theirs. They talked about learning without textbooks, or with shared textbooks. They also discussed the

importance of well-trained teachers, who are knowledgeable about their subjects, attend school as planned, and get help from an effective school system.

When Mr. Gongar finally introduced the fundamentals of economic trade-offs, they asked him if there were computers in the schools in Liberia. Mr. Gongar noted that many of the students did not have textbooks. He then asked them to compare the price of a computer with the cost of books. Finally, he asked them to decide—if they were the minister and had to choose where to spend money—would it go to textbooks or computers? The students unanimously spent their money on textbooks.

Mr. Skolnik visited the school two weeks later. "My aim was to expose the classes to the basic tenets of human capital theory and then give them case materials to put the theory to good use."

Initially, he involved the students by having them identify the facts that promote rapid economic growth. The students quickly decided these included good geography, favorable climate, and good natural resources. They also felt that good government, sound economic policies, and well-nourished, healthy, and well-educated people were important to fostering economic and social development.

The remainder of the time was spent looking at human capital in depth. For this, the students created the notion of a "human capital bank." The bank contained units of nutrition, health and education. The more assets you had in the bank, the better you lived and the greater the probability that you could get a good job, be productive, and earn money. The more such people the country had, the richer that country would be.

"Despite some torture among World Bank economists in understanding the economic returns to nutrition, the students mastered this subject very quickly," marvels Mr. Skolnik. "They knew inherently that

when you skipped meals you felt bad and were not productive. They knew that poor children in the U.S. often face these circumstances. They quickly transferred these notions to the developing world." In addition, they learned about various

forms of malnutrition, and what might be done to supplement the nutrition of young children, or to provide essential micro-nutrients.

Mr. Skolnik remembers that the students also turned out to be astute business people. For example, after they were shown pictures of men laying railroad track, he informed them that all the men were anemic and infested with worms. He then asked if they owned the railroad, and the workers were paid a flat fee of \$5 per day, would they, as owners, be willing to pay the five cents per day needed to cure the workers of anemia and worms. Several of the students competed to be the first to say they would pay if the treatment would allow the workers to produce at least six cents more each day of additional output.

Building on the trade-offs they had learned from Mr. Gongar, Mr. Skolnik focused the discussion of health around the idea that each student was a minister of health who had to make choices where to spend the very constrained health budget. First, the students constructed profiles of the burden of disease for a very poor country and a less poor country. Then, they examined what the leading causes of sickness and death were, and how those problems could be treated. Having quietly been introduced to the notion of cost-effectiveness, the students then



Othello Gongar and Kathy Sheram selected preparatory curriculum materials to send the students.

Photo by Michele Iannacci

rank-ordered the allocation of their budget for health—maternal, child, malaria, and tuberculosis were their leading concerns. "I was quite impressed, since the WDR on health had not yet been published," Mr. Skolnik observes.

Mr. Skolnik ended each of his sessions by building upon Mr. Gongar's discussions of education. During this time, he focused on the links between education and fertility, education and nutrition, and education and health. Citing examples from the U.S. and from the developing countries, he tried to get the students to construct informal "regression analyses" about each of these links. The students quickly discovered that the less educated you are, the higher your fertility; and the less educated you are, the less nourished and healthy you are likely to be. They also learned the importance of education of mothers to the well-being of their children. Finally, they determined that girls' schooling was among the most important investments they could make.

At the end of their visits, both Mr. Skolnik and Mr. Gongar were hoarse and tired. However, both had immensely enjoyed the opportunity to teach. In addition, as one would expect, both felt they had learned much from the students as well as from thinking carefully about how to convey human capital theory to 12- and 13-year-olds.

## After Cairo

*The Follow-Up to the International Conference on Population and Development*

*Dr. Nafis Sadik is Executive Director of the UN Fund for Population Activities (UNFPA) and was Secretary-General of the International Conference on Population and Development (ICPD), held in September in Cairo. She was the second head of a UN institution invited jointly by the Bank and Fund to address their staffs and meet with their managers. In her November 4 talk, excerpts from which follow, Dr. Sadik notes the importance to ICPD of the addresses by Messrs. Preston and Camdessus. The Bank also contributed two major reports to the conference.*

**Dr. Nafis Sadik** was appointed head of UNFPA in 1987, the first woman to head a major UN program. Headquartered in New York, with a worldwide staff of 800, UNFPA has received \$3.2 billion from donors since its founding in 1969 and had a program level of \$250 million in 1994. A native of Pakistan, Dr. Sadik received her M.D. in Karachi with further training at Johns Hopkins University, Baltimore, Maryland. She was a medical officer in charge of women's and children's wards in various hospitals in her country, and later became Director-General of Pakistan's Central Family Planning Council.

It is a great pleasure for me to have the opportunity to discuss with you some of the main outcomes of the International Conference on Population and Development (ICPD), which was held, as you all know, in Cairo from September 5 to 13. I will also discuss how we should carry on the momentum generated by the Conference.

The ICPD adopted a new forward-looking Program of Action for the next 20 years. This Program is viewed by many—especially women's groups—as a major breakthrough in conventional thinking on population and development. The international community has, for the first time, gone beyond human numbers and demographic targets and explicitly placed human beings at the center of all population and development activities. The international community has acknowledged that investing in people, in their health and education, is the key to sustained economic growth and sustainable development. What is being emphasized in this Program of Action is an approach that attacks macro problems by addressing micro needs at the local level, taking into account individual perspectives and needs in policy formulation and implementation, without undermining the responsibilities and sovereignty of governments.

The ICPD Program of Action is a very comprehensive document. The population dimension is no longer seen in isolation, but in conjunction with overall development strategies, in particular the eradication of poverty, the need for sustained economic growth in developing countries in the context of sustainable development, and the imperative need to empower women. As such, the Cairo agreements provide guidance to and a framework of action for the entire international community, including the World Bank and the International Monetary Fund.

There are at least six aspects of the ICPD Program of Action that stand out in setting it apart from any earlier international document on population. First, the Program of Action places population firmly within the broad spectrum of efforts to achieve *sustainable development* and it sees population as an integral part of development policy.



Photos by Michele Iannacci

Second, perhaps the biggest achievement of this Conference has been the clear recognition of the need to *empower women*—both as an important end in itself and as a key to improving the quality of life of everyone. Hence, the emphasis on gender equality and equity in the Program of Action.

Education is seen as one of the most important means of empowering women with the knowledge, skills and self-confidence necessary to participate fully in the development process, and, since discrimination on the basis of gender often starts at the earliest stages of life, the Program of Action places a great deal of emphasis on special programs relating to the girl-child as a necessary first step on ensuring that women realize their full potential and become equal partners in development.

Third, the Program of Action recognizes the need to *integrate family planning activities into the wider context of reproductive health*. Reproductive health goes beyond family planning in addressing the overall health and well-being of people, particularly of women and girls. The Program of Action calls upon all countries to strive to make reproductive health accessible through the primary health-care system to all individuals of appropriate age as soon as possible and no later than the year 2015.

Fourth, in Cairo, the international community committed itself to making serious efforts to improve the quality of life of all members of the human family by reaching consensus on *20-year goals* related to the reduction of infant, child and maternal mortality, the provision of universal access to education, particularly for girls, and the provision of universal access to a whole range of reproductive health care and family planning services.

Fifth, the ICPD was certainly a turning point in what concerns the strong *involvement of nongovernmental organizations (NGOs)*. In its recommendations, the international community strongly endorsed the need for the further strengthening of NGOs and called for an effective partnership between governments and NGOs in the formulation, implementation and evaluation of population and development-related programs.

Sixth, the ICPD marks the first time that full consensus of countries in an official international forum was reached on a specific *commitment of resources* to a development issue. The costs in the developing world and for countries with economies in transition for the provision of the full package is estimated to be US\$17 billion per year in the year 2000 and US\$21.7 billion per year in 2015 (in 1993 US dollars).

It is tentatively estimated that up to two-thirds of the costs will continue to be met by developing

countries themselves, with approximately one-third coming from external sources. Assuming that recipient countries will be able to generate sufficient increases in domestically generated resources, the need for complementary resource flows from donor countries would be in the order of US\$5.7 billion in 2000 and US\$7.2 billion per year in 2015 (in 1993 US dollars).

Since the ICPD was not an isolated event, financial resources needed for achieving the goals that go beyond the population-related ones come from other international agreements: Health for All Initiative, the World Summit for Children and the Education for All conferences; the Global Environment Facility and other funding for the implementation of Agenda 21, while resources for poverty alleviation are provided by the World Bank, UNFPA, and others.

While the Cairo Conference was clearly a success, its real significance depends on the willingness of governments, local communities, the nongovernmental sector, the international community and all concerned organizations and individuals to turn the recommendations of the Conference into tangible and effective action. This commitment will be of particular importance at the national and individual levels. Yet international institutions, including the World Bank and the IMF, share this responsibility.

At the international level, follow-up activities will be centered around three issues, namely resources, coordination and monitoring. With regard to *financial assistance*, in order to be able to fully implement the actions spelled out in the Cairo document, it will be absolutely essential that the donor community fulfills its commitment, not only to complement domestic resources, but also as a genuine sign of partnership by developed countries to developing countries in dealing with global population issues.

With regard to *international coordination*, all specialized agencies and related organizations of the United Nations system, as well as the Bretton Woods institutions, should strengthen their inter-agency cooperation in the field of population and development, with a view to increasing the efficiency and effectiveness of population and development programs. The Secretary-General of the United Nations has asked me to chair an inter-agency Task Force that will include high-level officials from various parts of the U.N. system, with a view toward ensuring a common and integrated strategy for the follow-up to ICPD.

In the past, the relevance of population and development programs was questioned by some, using certain economic arguments. But recent analyses, such

Dr. Sadik's talk, "After Cairo: The Follow-Up to the International Conference on Population and Development" was arranged by the Operations Policy Department, Operations Policy Group, HRO, which includes the Bank's UN Unit. The full text may be obtained from Lisa Pachter, OPR, Ext. 31775. The Bank's contact person for UNFPA is Tom Merrick, PHN.

as an Independent Inquiry on Population commissioned by the Australian Government, as well as working documents of the World Bank itself, buttress the view that rapid population growth presents a formidable impediment to development in many cases. Cost-benefit studies also consistently point to the high rates of return from reproductive health/family planning programs. To be fully and synergistically effective, however, population policies and programs need to be amply integrated into the wider context of an overall strategy for sustainable development. I am confident that the World Bank and the IMF will give their financial and intellectual support to this integration, so that population concerns will now be at the center of developmental efforts and not any longer relegated to the back burner. At Cairo, most governments have shown their commitment to addressing population within the development context: the Bank's and the IMF's help will be indispensable post-Cairo to build infrastructure, to furnish policy advice and to make financing available so that all countries, especially those in sub-Saharan Africa, South Asia and Central America will be able to enjoy the same success in tackling population issues that has been experienced elsewhere.

Monitoring progress in the implementation of the ICPD recommendations at the international level will be a three-way process. First, taking into account the outcomes of the ICPD and its consequences for population assistance in the immediate future, all organizations involved in the field of population and development should closely review their existing policy and program guidelines to bring them in line with recommendations of the ICPD. Second, the UN General Assembly will review the implications of ICPD for the UN system as a whole. And third, the ICPD Secretariat and UNFPA are cooperating closely with the Secretariats of next year's Social Summit and the Fourth World Conference on Women, as well as in the preparations for their 1996 Second United Nations Conference on Human Settlements (Habitat II). We are seeking to ensure that the ICPD agreements are adequately reinforced in these other important conferences.

I should like to refer to the important manner in which the World Bank and the IMF can promote implementation of the ICPD. In your strong policy



Dr. Sadik with some of the audience from the Bank and the Fund.

advisory role, and in creating an economic environment favorable for social investment, you can have a special role in helping countries achieve the ICPD goals. Equally so, you should help ensure that the necessary infrastructure is in place and can be maintained and expanded in ICPD priority areas of education and primary health care. In pursuing health and education sector reforms, once again ICPD goals should be kept in mind.

There are a number of special issues emanating from ICPD which would benefit immensely from joint reviews. These include, for example, basic education and education of girls in particular; women's empowerment; access to reproductive health and family planning; maternal mortality; adolescent reproductive health; and community participation.

In closing, I should like to congratulate the International Monetary Fund and the World Bank for the strong support you provided for the entire ICPD process and the Cairo Conference itself, and for the forthright and balanced manner in which you address the population dimension in development. The statements made by Mr. Camdessus and Mr. Preston at the ICPD set the tone for the direction and success of the Conference. The fact that I was invited to address the April 1994 meeting of the Development Committee of the IMF and the World Bank also speaks for itself.

We are clearly ready to go to work to implement this Program of Action. We know what is needed, and we have a 20-year work plan. The international community has every reason to be optimistic; let us make sure our optimism is justified.

**I**t all began as a routine matter. I was on a family vacation in the tiny oceanfront village of Salvo on Hatteras Island, on the coast of North Carolina. I returned from my first-ever windsurfing lesson one sunny afternoon to be told to call my office. Nothing very unusual—it turned out that something needed to be written double quick because someone was traveling next week and others needed to see it beforehand and there was almost no time left. During a lively conference call, I found myself casually and confidently committing to tight deadlines. As it turned out, I had no real idea of what sort of vacation spot we had chosen and, without this unexpected office assignment, I would never have known. In the next 24 hours, it would be close to impossible for me to print and fax a word-processed document to 600 19th Street, N.W. from there, even though there were computers in almost every business establishment up and down the main road, and a fair number of printers and fax machines as well. I found out exactly how highly specialized the use of the computer as a business tool is in this country, and that the urgency of Bank deadlines eventually begins to seem a little surreal in a place like that. (So, I wondered later, what happens when we leave what must be impossible instructions in other countries where conditions are a hundred times more difficult?)

The first inkling should have been when my office asked for the fax number to send me a few pages of background material. I knew I could count on the realty

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**Mohua Mukherjee** is Senior Country Officer, MN2CO.

# The World Bank and the Outer Banks

by *Mohua Mukherjee*

office through which we'd arranged the house, but they closed at 5 p.m., and it was already a few minutes after. A quick call revealed they were just locking up for the day. They suggested I try using the fax at the nearby Hatteras Island Resort, even though I wasn't a guest there. A little persuasion was enough, and a friendly voice on the other end said she would call me when the four or five pages I was expecting, arrived.

Around 7.30 p.m., I was starting to get a little anxious. Surely the nice lady hadn't forgotten? No indeed. "We're out of fax paper, ma'am. Your fax used up 30 pages so far and that's all we had since we changed the roll in August. Looks like there's about 20 more comin'." Could I buy them some more fax paper tonight? I had, after all, promised to send my own document to the office by close of business next day and I suddenly realized that if 50-plus pages were on their way to me through the airwaves, I'd better have them in hand before sitting down to write.

"You can't get any fax paper around here. At least not till tomorrow, ma'am. And the nearest

office supply store is in Nags Head, about 50 miles away—they don't open till 10 in the morning. No, no one else is open around here at this time. We're all gettin' our regular deliveries of office supplies to Salvo on Thursdays—I can put in an order for you if you'd like."

I was furiously debating the implications of proceeding to write it in the more modest way I'd originally planned, without the benefit of the fax as guidance, when I heard some heavenly background conversation on the other end. "Oh, here we go! Annie must have squirreled away a roll of fax paper under her desk just before she left. You're OK, ma'am. We just found some more...now the rest of your fax should start coming in..."

My husband and I drove the 12 or so miles to the place at close to the speed of light, through the dark night. Fifty-two pages of wisdom had come in. "Now I can start reading this and really get going," I thought, with no idea that the fax experience was just an appetizer for all that lay ahead.

That night, after dinner, we experienced the first of a nightly ritual of power cuts lasting from about 10 p.m. to 4 a.m. Evidently the fierce

storms of the preceding days had whipped up large quantities of surf and salt onto the power lines, and this somehow caused a short circuit during peak load periods. My adrenalin was keeping me wide awake so I read the lengthy fax by candlelight and considered myself fortunate that the power cut had not struck the fax machine a little earlier. By morning I was ready to write. By coincidence, I had packed a laptop computer at the last minute, partly as bad weather insurance. I thought the ocean surroundings might inspire me to start a diary, or that I might feel like composing a long letter to a close friend. I had not counted on this need for it. I began writing at dawn.

I assured the family I would be ready to rejoin them by early afternoon when they returned from a half-day trip. "I just need to print this thing out by lunchtime, fax it, and forget about it," were my optimistic last words before they left. "I'll do all that at Outer Beaches Realty." I didn't have a diskette or printer with me, but I was serenely confident all this would be solved by the friendly people at the realty office.

I finished writing in good time and decided the family wouldn't be back with the car for at least another hour. The realty office wasn't too far; wouldn't it be great if I could get a headstart and print and send the whole thing off by the time they returned?

I started walking on the little grassy strip alongside the only road on the island, Highway 12. I carefully held the laptop with my precious document on it, since I hadn't even brought the carrying case. My plan was simple: transfer it to a diskette, print it, fax it and call home to see if they were back and could come to pick me up. What I had not counted on: the grassy strip was totally soggy to walk on; the midday heat; the fumes from the cars whizzing by right next to me were intense; the mosquitoes were large; and the place was quite

a bit farther than it seemed when we drove by. Never mind, I thought, it's all over once I get there.

To cut a long story short, I found the friendly folks at the realty office had no 3.5 inch diskettes, and no software other than one commercial package that one out of the five of them was trained to use. We tried connecting the printer to my laptop but drew a blank. They helped me telephone all over the island, including the Radio Shack at Nags Head 50 miles away, looking for a small diskette and somewhere to print a WordPerfect document. No one, it seemed, used word processing packages. Was this possible, I thought, in all these commercial establishments? Time and again, it was the same story. For example, the Comfort Inn hotel used a specialized software that was tied in to a system out of West Virginia. The smaller places all used customized packages and, in the event they had to produce any text other than an invoice or receipt, they moved back to the typewriter.

By this time my husband had driven over to the realty office to rescue me, but I had not found a solution. I was sitting with the document on my computer, but no way to get it to Washington by evening as promised. "Just send the whole laptop by DHL," my husband suggested. It turned out the island was serviced only by UPS and they would not be coming over until the following morning so my package wouldn't reach the Bank for another 48 hours... At nine pages, it was also too long to read to someone on the phone. What to do?

Back at the house, a series of phone calls (largely as a result of helpful suggestions from those who could not help directly) put me on a first-name basis with about 20 people on the island. I got to know the lady who produces the monthly newspaper called the *Island Breeze*; they use a Macintosh and do not have the WPconversion package.

Someone else thought I should call the school. "Is that a high school or a middle school?" I remember asking, for some reason thinking the chances were better if it were the former. "Oh, it's the only school we have here on Hatteras. It's everything, and everyone goes there." Any names I could ask for? "You want to ask for Faye Foster. She's the secretary." Does she have access to the computer? "No, she's the secretary."

"Cape Hatteras School, this is Faye Foster, can I help you?" When she heard what I needed, she said I should give Georgina a call. Georgina was the owner of "Point to Point," which was, of all things, a *desktop publishing business* in a village called Buxton. The village had a lighthouse (coincidence, I wondered) and was located about 30 miles down the coast. I wasted no time in calling her. I even addressed her by name. She was more than friendly and concerned. "But I normally close at 3 p.m. and I'm just fixin' to leave for my other job as a waitress down in Ocracoke, so I'll be able to help you tomorrow morning at 10..." I explained my urgency, and we agreed that for now she would leave me a 3.5 inch blank diskette under her doormat and I would leave the money in the same place. Getting hold of a diskette meant I could at least send it to the office with my text on it, but not by 6 p.m., as promised. In fact, it wouldn't get there until two days later with an overnight courier service.

And so it continued. My husband repeated his earlier suggestion that I call "Windsurfing Hatteras," where I had taken my lesson the day before and had been signed up for this day as well. With very little hope, I dialed, thinking this would be another classic case of commercial-use only software. I explained the situation to the person who answered the phone, who happened to be my previous day's instructor. He passed me on to Mike. "Do you have

WordPerfect?" I asked without much enthusiasm, noticing it was already becoming dark outside. I almost fell off the bed: *he had WordPerfect, a 3.5 inch diskette and Winfax!* "In fact I can send your fax through the computer if you like." Finding this guy had taken me longer than writing the document. Now he was about 15 miles away.

My helpful and patient husband took me right away to the windswept spot where Windsurfing Hatteras is located and, eventually, things fell into place. When I stepped out of the store to call the office from a pay phone to tell

them the fax was coming through, as promised, by close of business, more or less, the wind gusts were so loud I could barely hear what was being said by people back in the comfortable offices of the H building's 10th floor. Mike waved and drove off in his pickup truck with five surfboards while I was still on the phone. I was grateful that he had been here this long.

That wasn't quite the end. The office called our rented home to ask for two pages to be re-sent while my husband and I were still driving back from Windsurfing Hatteras. Someone took a message

for Mike when I called about it. "Is this the important Washington D.C stuff? Boy, you guys have deadlines and then some! OK, Windsurfing Hatteras will take care of it." And they did.

The whole exercise, starting with the long incoming fax involved a cash outlay of about \$100. By the way, the travel plans of the original person for whom this was written, did not materialize! (But, others were able to make good use of the document). ■

**T**he E gallery was packed. Friends and colleagues of both Attila and Sukriye Karaosmanoglu, as well as a son and daughter-in-law and two small grandchildren, had come to the November 29 retirement party to say goodbye to the Managing Director and his wife.

World Bank President Lewis Preston spoke first. "We will all miss his profound wisdom and good judgment. Speaking for myself in particular, I will miss being able just to walk down the hall to avail myself of those qualities..."

"I consider his selection as Managing Director one of my very best decisions—and I have come to rely on his advice and counsel."

Mr. Preston went on to acknowledge Mrs. Karaosmanoglu's support of the Bank and her magnificent leadership of the Margaret McNamara Memorial Fund (MMMMF), noting there was a separate special reception planned for her.

## Farewell to the Karaosmanoglus

by Jill Roessner

Dan Ritchie, Director, MN1, then introduced a distinguished representative from "dare I say it—Attila's favorite borrower, the Republic of Yemen" (*see sidebar*).

His Excellency, Dr. Abdul Karim El-Eryani, Yemen's Deputy Prime Minister, reminisced about Mr. Karaosmanoglu's visit to the People's Republic of Southern Yemen in October 1969, when a DC-3 plane brought him to the narrow and un-asphalted airstrip in the city of Taiz: "That was Yemen's international airport!"



Mr. and Mrs. Karaosmanoglu. He is wearing Yemen's 26th of September medal.

Photos by Michele Iannacci

### **What Have You Got in There?**

The Security people at Amsterdam's Schiphol Airport were curious. What was the star-shaped thing revealed by the X-ray cameras in the gentleman's luggage?

The gentleman in question was His Excellency, Dr. Abdul Karim El-Eryani, Yemen's Deputy (and former) Prime Minister, and the "star-shaped thing" was, he tells us, Yemen's 26th of September medal, a decoration awarded to "prime ministers, deputy prime ministers and personalities of that category." Probably fewer than 30 such decorations have been conferred, and Dr. Eryani was carrying the medal, which had been specially minted for the occasion, from Sana'a to Washington, D.C., to present it to World Bank Managing Director Attila Karaosmanoglu on the occasion of his retirement.

"We feel so appreciative because he came to take Yemen to the footsteps of the 20th century," Dr. Eryani told **Bank's World**. The medal was named after the date in 1962 when Yemen became a republic (having formerly been an absolute monarchy). With amusement, Dr. Eryani quoted an item in a **Time** magazine of that era which stated: "Yemen is a country which is rushing toward the 13th century."

"We were still facing a civil war then," Dr. Eryani added, noting that Mr. Karaosmanoglu encountered terrible hardship and health hazards when traveling in Yemen. "It would be no exaggeration to say his life was even at risk."

Dr. Eryani was educated in the United States after high school, and spent 10 years studying agriculture at Southwest Texas State College (from which former U.S. President Lyndon Baines Johnson also graduated), followed by Oklahoma State University, after which he moved to the University of Georgia ("mainly for the weather," he claims), then on to Yale where he obtained his Ph.D. in biochemical genetics. "I never applied what I studied," he admits with a grin.

Having served as his country's first Planning Minister, then Education Minister, then Prime Minister, then back to Planning before becoming now both Deputy Prime Minister and Minister of Foreign Affairs, Dr. Eryani's connections with the retired Managing Director go back a quarter of a century. "You really never felt bored if you spent hours together with Attila—discussion was always fruitful; he's easy, very adaptable; Yemen wasn't the easiest place to be in those early days, but Attila had no problem in adapting."



Their adventures included a trip along 250 km of gravel road in a "hard top, hard seat" Toyota, at the end of which Dr. Eryani went to his brother's house and Mr. Karaosmanoglu and Mohamed Al-Shohaty, who was then with the Kuwait Fund for Arabic Economic Development (and who had also come to Washington to honor his old colleague), ended up in a guest house in the USAID camp—where they discovered there was no water and nothing to eat. "Such were the conditions under which our great friend Attila Karaosmanoglu 25 years ago pioneered Yemen's fruitful and most productive relationship with the World Bank Group."

After Dr. Eryani's moving tribute, Mr. Ritchie delivered a few of his own reminiscences, many of which caused ripples of laughter, despite his claim that "Attila has been to me...a teacher, mentor, guide and friend."

Mr. Ritchie described his own reaction to arriving in Yemen. "...two Land Rovers came barreling toward us, kicking up dust...out of one came about a dozen men, armed to the teeth with rifles, pistols and belts of bullets across their chests. Out of the other came the governor of the province, turbaned with a white beard and a long curved dagger in his belt. I remember saying to myself, 'I don't think I'm in Minnesota any more.'

"I was really quite terrified, but Attila, ever calm, ever controlled, walked right over to the governor. And then a remarkable thing happened. The governor embraced Attila and then *kissed* him on both cheeks. Then I *knew* I wasn't in Minnesota any more!"

In his own farewell remarks, Mr. Karaosmanoglu thanked the speakers, assembled guests, and all his colleagues. He paid special tribute to his wife and the two secretaries who had worked with him over the years. Myrtle (Babs) Bram was his secretary for 10 of her 28 years at the Bank, and when she retired in 1980, was succeeded by Sununta Prasarnphanich. Ms. Prasarnphanich then briefly addressed the group to say a few final, fond words about "Mr. K." She noted that while we can all handle success, she learned from the way in which her boss handled his moments of defeat that she had "the rare privilege of working for a truly great man."

Farewell gifts had been presented to Mr. and Mrs. Karaosmanoglu, including a painting of Mr. Karaosmanoglu's hometown, Manisa; the town was given to his ancestors in the 16th century by Suleiman the Magnificent's father. Another gift was an album of letters, photos and other memorabilia from their years in the Bank, assembled by Ms. Prasarnphanich.

A couple of days later, in a separate ceremony, Mrs. Preston gave a citation honoring Mrs. Karaosmanoglu for her commitment to the education of women in developing countries and her outstanding fund-raising and excellent leadership as President of the MMMF from 1987 through 1994. The MMMF Board of Directors has announced it will designate annually, in perpetuity, a Sukriye Karaosmanoglu Fellow. ■

# Disaster!

by Lisa Costa

Nobody knew what happened. It was Tuesday, November 15, a cold morning (barely above freezing), gray and drizzly, typical for Washington at that time of year. At 8:19 a.m., Bank staff already at work in the D, E, and MC buildings heard and felt a muffled explosion. Occupants of neighboring buildings did too.

The mysterious explosion caused smoke detectors in the E basement and first floor to go off, triggering alarms in the Security Operations Center (SOC). All E building elevators began to descend and unsuspecting staff were automatically returned to ground level. People trying to park in the D and E garages were also in for a shock as water began gushing in and the smell of gas permeated the enclosed area. The alarms were deafening and people panicked, abandoning their cars to flee the garages, leaving the entrances blocked.

A security guard who saw the water and smelled gas quickly alerted the SOC which called the fire department. The fire department then contacted the police, Pepco, and Washington Gas, all while gas fumes invaded the halls of the E building. The SOC sounded the alarms and announced that the entire Main Complex (MC) must be evacuated at once.

Robert Hoge, Business Continuity Coordinator, was en route to work when disaster struck the World Bank. Reached by cellular

phone, he immediately contacted his first alternate, Frank O'Reilly, who was already in his office in the R building. Mr. O'Reilly called the Recovery Management Team (RMT) and Functional Team Leaders. Unaffected by the crawling traffic, Mr. Hoge whizzed past cars on his bicycle as he started pedaling faster.

The evacuation of the Main Complex took about 15 minutes. Staff were diverted through the D and MC buildings, avoiding the E exits. At least 10 staff were injured while hurrying down the stairwells.

The fire department, police, and gas company arrived. The police immediately barricaded the area, blocking several streets. Detoured rush hour traffic degenerated into a noisy, slow-moving jam. Many staff sought refuge from the miserable weather in the J and H buildings. Others, more curious, stayed outside and were shuffled behind police barricades. The fire department instructed that the entire block have its electricity and gas turned off, causing yet more panic and confusion. At 8:32 a.m., a dead body was found in E-B1.

Everyone had questions, and they actually found the answers amidst all the chaos. RMT meetings advised unit managers what to tell their staffs; one of the team members from Secretary's Department got word to the EDs that the scheduled Board meeting was

canceled; and the Bank's Public Information Officers were kept well-informed throughout the day so they could effectively respond to the journalists, TV and radio crews swarming the area, seeking comments and details.

For readers who have made it this far and are thoroughly confused, what you've just read was a simulated disaster scenario orchestrated by the Business Continuity Programme. The purpose of such an exercise is to go through the procedures that will be followed in case of a calamity. And procedures were definitely covered that day during a six-hour meeting that paralleled simulated events occurring as a result of the mock disaster.

So none of this really happened, but it could have.

And if something like this *does* happen, what should staff do? Who will tell them whether to go home? And what about departments that can't afford to close for a day; if an entire building were closed, where would they go and would they have the facilities they need to operate? In the simulation, there was a gas explosion in E-B1. In a similar real-life situation, what would become of all the Bank's records and files? In short, in the face of a disaster, who will ensure that the same high-quality service delivered to both internal and external clients continues?

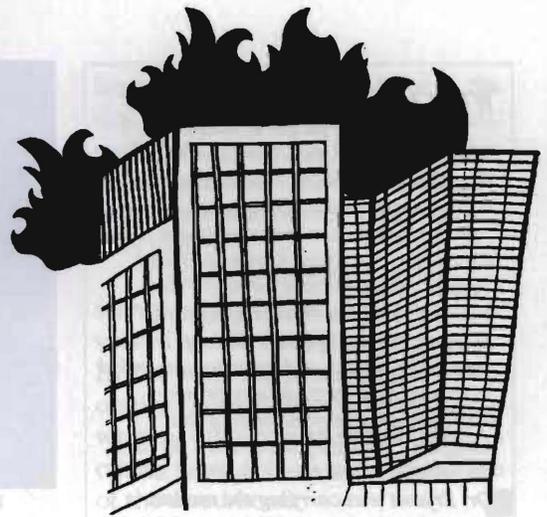


Illustration by Lisa Costa

**Lisa Costa** is a Staff Assistant in EXTCS. Her most recent contribution to the magazine was last September's article about the Monarch butterflies' migration.

Most of us probably give little thought to such things, and we would be unprepared. But Robert Hoge and the participants in the Business Continuity Programme do think about it. It's their job. The Business Continuity Programme is a coordinating framework of policies, training, and procedures that works to ensure the Bank maintains a reasonable capability to continue business processes with minimal interruption in an emergency. The BC Programme's success depends on the reliability of its Business Continuity Plan (BCP), in which the Bank Group as a whole, and its individual business units, plan for efficient and effective recovery from an emergency, with minimal disruption and adverse impact.

Each business unit is responsible for its own recovery plan, all of which is overseen by Mr. Hoge, the Bank's Business Continuity Coordinator, in the Organization and Business Practices Department. The BC Programme, in turn, has a

### **The Business Continuity Programme**

The Business Continuity Programme was created to ensure that Bank business procedures are resilient against disruption. Each business unit should have a Business Continuity Plan and should test it. For help in setting this up, contact Robert Hoge, Business Continuity Coordinator, OBP, Ext. 33192. Also, you can read about it in AMS 6.90 and the *Business Continuity Plan*.

central plan for the entire Bank Group. Only some business units already have a well-formulated plan, others are working on theirs, and still others need to become involved. A BCP might be based on a "hot site" (where a unit will relocate in case of an emergency), and other procedures to follow in certain situations. For more information about BCPs, staff may refer to *The World Bank Business Continuity*

*Plan* (Volume I) distributed to managers in May 1994. Volume II, last revised in July 1994, is also available. It contains the procedures to be followed by a number of institutional service providers in the case of an emergency.

The BC Programme has also organized a Business Continuity Advisory Group which meets 10 times a year to exchange experiences, ask questions, and review results of various exercises, such as the most recent disaster simulation. The next meeting will be held February 1. Interested staff should contact Robert Hoge, Ext. 33192.

Everyone should be familiar with the brochure, "Fire Safety and You" (available from all guard desks), so they know what to do in the case of an evacuation.

While no gas explosion occurred in the E building on November 15, and nobody was hurt, and business was not interrupted, it's nice to know that if such a catastrophe were to strike, we'll be ready to strike back.



## **Taking Stock**

*by Eric V. Swanson*

As I write this, the weather is uncommonly mild for December, but the Bank's climate is chilly—it is a season of discontent. A year that began with preparation for the 50th anniversary and a loudly touted program of business process innovation has now devolved into a wracking series of institutional changes that are likely to continue for the next two years. Now is the time to draw lessons from the past and to prepare for the future.

If there is one key lesson from the past year, it is about the value of staff participation. The Staff Association's open forum on the Bank's anniversary demonstrated

that staff have a deep commitment to this institution. Decisions reached with staff participation have helped to foster a sense of ownership in results and consequences, but decisions imposed unilaterally create alienation and distrust. Nowhere is this clearer than in the

initial work on business process innovation. Let's look at other examples from the SA's work program.

### **Operational travel**

Twelve long months ago, management imposed new restrictions on operational travel. Management

acted unilaterally, without consulting staff. As a result, even those who supported the principle saw the decision as a breach of trust grounded in appearances rather than solid business analysis.

### **Compensation**

Flat growth in our comparators' compensation packages combined with a relatively small increase in the cost of living led to a small overall pay increase this year. Although the result was unpalatable, the SA supported the integrity of the compensation system. The SA also worked with management to revise the reward categories to provide a more uniformly graduated system of awarding increases. Participation worked well here.

### **Quadrennial Benefits Review**

Every four years, the Bank Group surveys its benefits package to make sure it is competitive in the international market. In 1994 the overall value to staff of the Bank's security benefits (principally retirement and insurance programs) remained properly positioned vis-a-vis our comparators. Beyond this formal Review, it was a disappointing year in benefits for staff as the Bank continued to erode the benefits package. An example is the revised Staff Rule on financial assistance to staff: interest rates were raised almost a full point simply by changing from one index to another; access to housing advances was restricted and eligibility criteria were tightened. In sum, the benefit is now less valuable to staff than it was a year ago. Were we consulted? Yes. Did we object? Loudly. Did participation get us what we wanted? No. You win some, you lose some.

### **Work and Family**

Implementation of the Bank's Work and Family program, which the SA was instrumental in helping to launch, made some more solid steps: the Dependent Care Assistance

Center was opened, and the Bank recruited a Family Assistance manager to take charge of the Work and Family agenda. We acknowledge the excellent work of our colleagues in MPS. But at least one Work and Family initiative was in grave doubt at year's end. Despite a highly favorable reception by staff and managers, the Compressed Work Schedule has been frozen in its pilot stage. Staff were "consulted"—through a survey—but our participation was rendered meaningless by management fiat.

There are other areas of concern. The Legal Department's lack of support for the position of Legal Adviser to Staff, and MPS' move to make redundant the Emergency Officer, who assists staff during family emergencies, could deprive staff of essential services. We must not let the newfound zeal for cost savings strip away the fruit of past collaboration.

### **Non-regular Staff**

The situation of non-regular staff in the Bank requires sound analysis, imaginative thinking, and bold decision-making. Although there were radical suggestions (e.g., moving long-term consultants to fixed-term contracts) broached within MPS, they were rejected on budgetary grounds in favor of maintaining the status quo. The Bank has yet to deal with the larger picture: What incentives have led to the rapid increase in the numbers of NRS? What work program goals do these incentives serve? How long can the Bank sustain a two-tier employment scheme?

### **Expatriate Benefits for U.S. Permanent Residents**

The SA began the year with optimism. A compromise plan had been worked out to resolve the inequities faced by permanent resident staff recruited after 1985. The plan stood as a model for responsible consultations: it

addressed the needs of affected staff and the peculiarities of their status while minimizing the cost to the Bank. Although the initial proposal had support on the Board, the final plan was not approved, owing to the steadfast opposition of management and the lack of support from the IMF. The equity issues for Permanent Resident staff will continue to mount, as they are "cheaper" for the Bank than either G(iv) or US national staff. The SA must be concerned whenever cost consciousness outweighs equity considerations.

### **Field Offices**

The importance of the field offices continues to grow for the Bank and the SA. More progress has been made on the Local Staff Retirement Plan: the pilot surveys are complete and show that the proposed plan is generally popular among its prospective users. Implementation is scheduled for 1995. Staff participation in this proposal has been instrumental in its effective development. Local staff were not consulted, however, before changes in the financial assistance program were imposed. To pick up the pieces, resident representatives need to work closely with their staff to agree on implementation guidelines.

The philosopher George Santayana said we must learn from the past or be doomed to repeat it. As we have seen, the past year offers many examples of successes and failures. You will find more in the Staff Association's Annual Report. Another wise man said that we must hang together or surely we shall all hang separately. Perhaps that is the appropriate motto for the coming year. Next month we will look at the SA's work program for 1995.

# Senior Staff



**Richard H. Frank**  
U.S. national  
Managing Director,  
effective February 1.



**Mahmood A. Ayub**  
Pakistani  
Senior Operations Adviser,  
Office of the Vice President,  
Africa Region, effective January 6.



**Sven Burmester**  
Danish  
Chief, Country Operations  
Division II,  
Country Department I,  
East Asia and Pacific Region,  
effective March 8.



**Khalid Ikram**  
Pakistani  
Resident Representative to  
Egypt, Middle East and North  
Africa Region,  
effective March 6.



**Carl Dahlman**  
Colombian  
Resident Representative to  
Mexico,  
effective December 1, 1994.



**Khateeb Sarwar Lateef**  
Indian  
Economic Adviser, Office of  
the Director, International  
Economics Department,  
effective January 1.



**Iyad Malas**  
Jordanian  
Manager, Capital Markets Division,  
Central Asia, Middle East and  
North Africa Department, IFC,  
effective February 20.

(No photo available.)



**Anthony Pellegrini**  
U.S. national  
Senior Adviser, Transport, Water  
and Urban Development  
Department, Office of the Director,  
effective November 14, 1994.

**Anette Pedersen**  
Danish  
Senior Adviser on Women's Issues,  
Office of the Vice President,  
Management and Personnel  
Services, effective January 3.



**Michel J.L. Pommier**  
 French  
 Change Management Adviser,  
 Office of the Vice President,  
 Africa Region,  
 effective January 1.



**Alexander Shakow**  
 U.S. national  
 Senior Adviser, Operations  
 Policy Department,  
 effective October 1, 1994.



**Kumiko Yoshinari**  
 Japanese  
 Manager, Corporate Planning  
 Unit, Corporate Planning  
 Department, IFC,  
 effective January 9.

## In Memoriam

*We extend our condolences to the families of:*

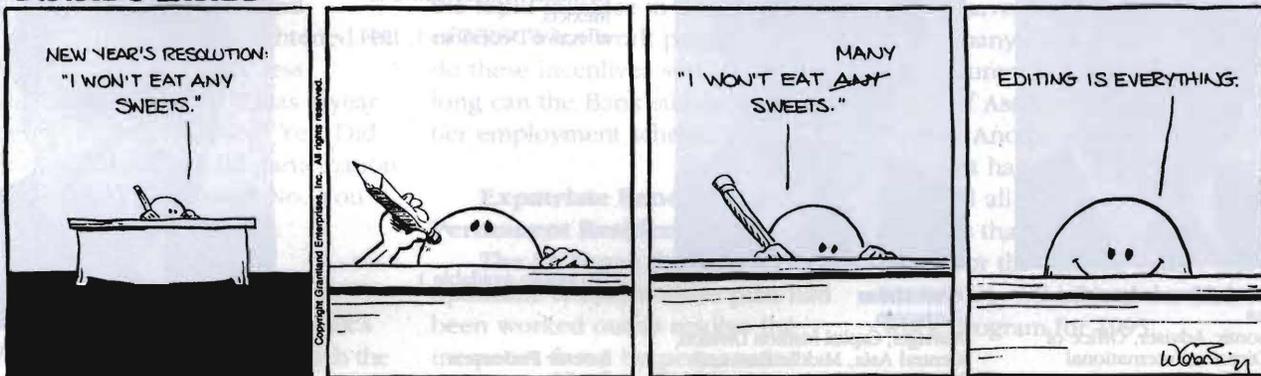
### Retirees

Wee Keng Chi, October 7

William H. Johnson, November 9

Patricia S. Stevens, November 28

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# Around the Bank

## Loafing Around

All the divisions in LA1 participated in the second annual bread sale to raise money for the United Way. From left to right, Patricia Gomez, Iris Moreno, Angelica Silvero and Cristina Palarca, surveying a lot of dough.



In addition, the same group hosted a special breakfast. Shown here are Danny Leipziger (left) and Homi Kharas, suitably garbed for the occasion.



## Bowling Champion



IFC's Wendy Lamour won the women's division of the Virginia State Championship of the Merit Bowling Tournament last November, which earned her a trip to Reno, Nevada at the beginning of December. There she competed in the Merit Bowling Pro-Am Championship, finishing among the top five contestants and winning a very nice cash prize—just in time for holiday shopping.



## Thank You

Robin R. Dixon-Jefferson, President of the Georgetown Children's House, a non-profit day care center serving children of low-income families, sent us this montage of photos as "a little token from the children to say thank you for caring." The Bank's Community Relations Office had sent Georgetown Children's House a check for \$1,000—funds raised at a recent disco.

## AnswerLine

The purpose of this column is to answer questions of broad interest concerning the World Bank Group's policies and procedures. Please include your name and room number so we can send you the answer to your question, even if it is not selected to appear in the magazine. Your confidentiality will be protected and your name will not be submitted to the manager from whom the answer is sought. An anonymous question can be answered only if it is of sufficiently broad interest to be included in the magazine. Send your questions to: AnswerLine, Bank's World, Rm. T-8038.

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**Question: I don't normally ask what I am being charged for when I buy lunch or breakfast at the cafeteria. But one morning I was charged an additional five cents, so I asked what it was for since I only got coffee. The cashier told me there is an additional five cents charge if you use your own coffee mug (not the one with the Bank's logo) to buy coffee. What is the rationale for this rule?**

Marriott seems to find every excuse possible to rip us off. Here are some of the more ridiculous rip-offs: (1) when you use styrofoam cups; (2) when you use a cardboard box that was not punched yet; (3) when you take cream (half and half in those small containers) for your coffee; (4) when you get cream cheese for your bagel; (5) when you get syrup for your pancake; (6) there is a steep

charge for coffee service requests; (7) the cost of pastries, donuts, muffins, party trays, etc. triples if you request delivery (for office functions); and lots more that some of us have not yet heard of. I would not be surprised if Marriott starts charging people just for going inside the cafeteria.

**In my opinion, Marriott is taking advantage of Bank staff and wonder if anything can be done to curtail some of the outrageous pricing.**

**Answer:** Price adjustments are made once a year in July following a detailed review by the Bank of approximately 2,000 menu items, including an in-depth price comparison conducted with 32 cafeteria comparator establishments in the area.

The charges for foam cups and new cardboard carryout boxes were implemented in 1992 in response to staff request that the Bank introduce environmentally responsible initiatives to reduce the consumption of disposable products in the cafeterias. As a result of the program, the consumption of foam cups and cardboard boxes has decreased annually by one million units each, or a reduction of 65 percent from the 1991 levels.

Because of the variety of sizes of "client-owned" mugs brought in by staff, in an effort to ensure a degree of fairness to all and minimize slowdowns and disputes upon checkout, a standard five-cent charge is levied for items which are not pre-portioned. No charge is made when "own" mugs are used

for such items as hot and cold water and ice cubes as well as for pre-portioned items such as cappuccino, hot tea, and packaged hot chocolate.

Because the World Bank "campus" is spread out over 18 different buildings, the delivery of catered food and beverage carries a \$25 fee to assist in offsetting the cost of providing service. Delivered coffee service is priced at \$1.40 per person and includes the delivery fee, comparable to the IMF.

With regard to the pricing of condiments, the current price structure reflects client feedback via the user survey, customer comment cards and the food services working groups which indicates that staff prefer that some condiments be priced à la carte so that only the customers who take the condiments pay for them. Cream cheese, one of the more expensive condiments and not one that is used by everyone, is priced separately at 25 cents. Most "traditional" condiments are included in the price of the item, e.g., the price of coffee includes four creamers, and one pancake includes four butter/margarine and one syrup. *Margaret Clark, Chief, Food Services Section, GSD*