

58052

VOLUME 8 / NUMBER 3 • MARCH 1989

Public Disclosure Authorized

Public Disclosure Authorized

Public Disclosure Authorized

Public Disclosure Authorized

The Bank and the Environment
—Page 2

Bank's World



A Model Project —Page 14

In this issue:

Articles

- 2 Getting Down to Earth.** A review of the environmental agenda.
- 5 Travel's Travails.** Imagine spending 179,077 nights in a hotel...
- 7 The Dominican Republic Takes the Lead.** The farmers rescued their waterways.
- 9 Life After the Bank.** Three former staff have new careers.
- 14 A Fashionable Event.** An auction and a show benefit United Way.
- 16 Case Study Approach Hailed a Success.** Borrowing from the Harvard Business School.
- 17 Emmanuel Asibey: A Voice Crying for the Wilderness.** Africa Region's new senior ecologist speaks out.

Departments

- 12 On the Record.** MIGA's Yoshio Terasawa on breaking down the barriers.
- 19 Staff Association.** Priorities.
- 20 Letters to the Editor**
- 20 Around the Bank**
- 22 Staff Changes**
- 23 The Observer** on support in the heartland.
- 24 AnswerLine**

Cover: Mini Nair models a two-piece cotton print outfit for resort wear.

Photo by Jill Roessner

The Bank's World, Vol. 8, No. 3. Published monthly in Washington, D.C., by the Media and Communications Division of the World Bank for all employees and retirees of the World Bank/International Finance Corporation, 1818 H St., N.W., Room E-8045, Washington, D.C. 20433.

Thierry Sagnier, Editor
Jill Roessner, Associate Editor
Morallina Fanwar-George, Editorial Assistant
Bill Fraser, Designer

Getting Down to Earth

by Thierry Sagnier



Reservoir near Jammu in Kashmir, drying up because of high run-off rates due to man's failure to protect the upper watershed.

Photos by Glenn Morgan

Hurt not the earth, neither the sea nor the trees. Revelation 7:3.

Readers of *Time* magazine were jolted on January 2 when the weekly's cover announced that the Earth had received *Time*'s "Planet of the Year" award (in lieu of the usual Man or Woman of the Year). The unlikely selection was based on an extraordinary meeting in the summer of 1988 during which 33 leading environmental experts—including the Bank's Kenneth Piddington, Director of the Environment Department—were asked to answer a simple question: "What on Earth are we doing?"

A good question, one that is increasingly often lofted at the Bank, particularly when it comes to the institution's involvement in environmental issues. What are we doing about deforestation, air pollution, over-population, poisoned

waters, about all the ills that beset poorer and poorest countries? The answer might be, "A lot, and more so in the future."

In May 1987, speaking before the World Resources Institute in Washington, Barber Conable announced wide-ranging institutional reforms that would greatly strengthen the Bank's environmental agenda.

The speech surprised both friends and foes by its candor, for Mr. Conable recognized that, indeed, errors had been committed. Citing the Polonoroeste project in Brazil as "a sobering example of an environmentally sound effort which went wrong," he went on to describe initiatives that would ensure that "if the Bank has been a problem in the past, it can and will be a strong force in finding solutions for the future."

Criticisms of the Bank's environmental posture, of course, did not cease with

Mr. Conable's speech, but even the staunchest faultfinders would have to recognize that, in the months since May 1987, the institution has lived up to its President's promises. Almost every environmental front has seen action.

"Since arriving in Washington last April, I've been greatly encouraged by the reaction of Bank colleagues to what we are promoting," says Mr. Piddington. "I think the environment is now seen as a professional challenge in project design and implementation, rather than some form of window-dressing. But now we come to the hard part, because there is no time to lose and 1989 has to be a year in which we demonstrate that Bank staff are equipped to deliver on the President's commitment."

Protecting the soil

Efforts have been multi-pronged.

In Ethiopia, a family health project aims at increased use of family planning services, while in Togo a cotton sector project supports continued research on rotating cotton and food crops to increase yields while protecting the soil.

In Burundi, an IDA credit will work to improve living conditions, benefit 800,000 children with nutrition services and assist in family planning. A separate credit will support the Muyinga Agricultural Development Project, which will, in part, develop agroforestry to help control erosion. This in turn will reduce deforestation by providing an alternative source of fuelwood.

As Kim Jaycox, Vice President, Africa

Region, said in a recent interview, "Environmental issues are integral to our policy dialogue with countries. Let me put it this way: the environment is the patrimony of Africa. The basic capital of Africa is its land and its natural resources, and if they are consumed carelessly, then it's like consuming capital in terms of financial resources. In the end, you're out of business."

Efforts are in no way limited to Africa. To improve soil and moisture conservation, the New Delhi office has reintroduced vetiver grass to India (See *Bank's World*, June 1988). According to an Environment Department report, "all field trials to date suggest that its environmental impact is completely positive and that it could bring about a technical revolution."

In China, according to the same report, a \$127 million loan for the pharmaceutical sector "funds a plant designed to meet environmental standards, including complete sensor and alarm systems for all hazardous materials, a system for monitoring waste water and sludge for nickel and other heavy metals, and complete capability to monitor and analyze overall air and water pollution control."

Though progress has certainly been achieved, concerns over Asia's environmental situation still must be voiced. In a February speech at Harvard University, Asia Region Vice President Attila Karaosmanoglu warned that "15 years ago developing countries could be heard to declare that environmental protection was a luxury that only rich countries could

afford. Not so today. The powerful interaction among poverty, environment and development is all too apparent, especially in Asia. Governments and a growing number of private environmental organizations realize that at current rates, the mining of environmental resources is unsustainable."

Sustainability is the key word, and it's interesting to note that, in some cases, it's what the Bank *doesn't* do that merits attention. For example, several proposed projects deemed capable of contributing to environmental damage were shelved, including a hotel development in Turkey that would have disturbed one of the major breeding beaches of the caretta turtle; a gold mining project that would adversely affect a 7-kilometer stretch of coral reef in Papua New Guinea; and a food irradiation plant in Thailand.

Environmental problems

In Brazil, a plan to place 15,000 families in new settlements was sharply curtailed to 5,000 when analyses showed that the larger number would certainly create environmental problems.

"This was part of a broader strategy to adjust the course of the Polonoroeste project," says Maritta Koch-Weser of LAC's Country Department I. "In 1985, the Bank decided that no further infrastructure investments should be made unless environmental management and protection were firmly established. Several loans, which are now under preparation in Brazil, would support environmental protection and management," she adds. "They would finance agroecological zoning, the strengthening of environmental and forestry agencies, the protection of conservation areas and threatened eco-systems, and environmental training and research."

If Bank-sponsored projects are often high visibility endeavors, low profile efforts may well claim a share of the Bank's successful environmental agenda. In FY88, various Bank groups and departments held more than 80 workshops, seminars and meetings ranging in subject from "Traditional Elephant Management in Sri Lanka" to "Forest Policies and Resource Conservation in Africa." Just recently, the Environment Depart-

Severely degraded farmland with topsoil washed away.



ment published its pilot issue of the *Environment Bulletin*, a bimonthly newsletter reporting on Bank activities in this area. The *Bulletin*, according to its editor, Arlette Snyder, had an initial 4,500-copy press run aimed mostly at interested staff, international agencies, and non-governmental organizations. Additionally, Resident Missions have been asked to distribute the newsletter to interested parties in their respective countries.

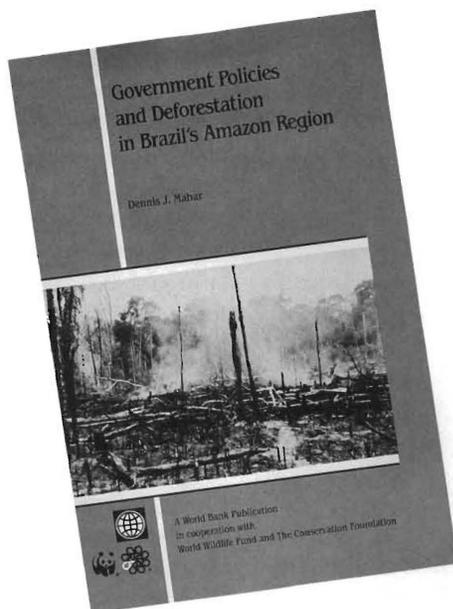
Recent publications

Other recent publications include "Wildlands: Their Protection and Management in Economic Development," by George Ledec and Robert Goodland. Mr. Ledec, a consultant with the Bank's Office of Environmental Affairs, and Mr. Goodland, Chief of LAC's Environmental Division, contend that wise use and management of wildlands promote soil protection, provide habitats for flora and fauna, help control siltation and erosion, recycle wastes, and fulfill a number of other environmental needs.

"Government Policies and Deforestation in Brazil's Amazon Region" is authored by Dennis Mahar, an adviser on the Bank's Economic Advisory Staff. The report, published in January, was prepared in cooperation with the World Wildlife Fund and The Conservation Foundation, two non-governmental organizations that, even a few months ago, would have been unlikely to lend their names and assistance to Bank endeavors.

One initiative mentioned by Mr. Conable in his World Resources Institute speech was that the Bank would carry out environmental assessments of the 30 most vulnerable developing nations. Shortly thereafter, Madagascar was selected as one of the target countries. The Madagascar Environmental Action Plan (EAP) has identified five primary themes to forestall the ongoing ecological degradation from which the island nation is suffering. Soon, the Action Plan will move into the project preparation stage.

Lesotho's EAP has been completed as well as that of Mauritania. Other Action Plans are being prepared for Rwanda, Burkina Faso, Ghana, Tanzania and Guinea.



In the EMENA Region, staff three years ago began to work on a special Bank initiative for the Mediterranean area, which suffers from land- and ship-based pollution, soil erosion, destruction of wildlife habitat and deterioration of archeological and historic sites. Ten years earlier, countries in the Mediterranean region had banded together and adopted a Mediterranean Action Plan (MAP).

Today, working with the United Nations Environment Program and the European Investment Bank, the EMENA Environment Division is promoting the Environmental Program for the Mediterranean, a three-phase effort to assess the problems and identify high priority projects and policy/institutional reforms.

Cleaning up the cities

Meanwhile, the Asia Region's Environment Division (ASTEN), recognizing that by the turn of the century developing countries will have 20 cities each having more than 10 million inhabitants, has launched the "Capital Cities Clean-up Program." Jakarta, Manila, Bangkok, Beijing, Shanghai and Bombay are possible sites that could benefit from this initiative, which aims at cleaning up both the cities and their waterways.

LATEN, in the interim, has ranked new projects in Latin America according to their potential impacts on human populations and the environment. To date, some 200 projects have been studied.

Forty percent fall into Category A—these projects have no environmental impact, or real or potentially favorable impact; 36 percent are in Category B—their environmental impact may be significantly adverse but readily available measures can be taken to blunt them; and 15 percent are in Category C—severe and complex impacts requiring detailed environmental assessments.

Over the past year, two environmental crises of global consequence have become front-page news: the greenhouse effect, and the dumping of toxic wastes.

The greenhouse effect implies a gradual warming of the earth's atmosphere due to leakages in the planet's ozone layer.

(See Answerline, page 24.)

Toxic wastes

The covert dumping of industrialized nations' toxic wastes in Third World countries has earned the outrage of Part II leaders and prompted the United Nations Environment Program and the international community to begin a desperate search for solutions to toxic waste trade. President Conable, who has been giving interviews and talks to stress the Bank's new policies, outlined his views on toxic waste in a speech in mid-February in Manila, during which he said: "The problem of regulating and controlling toxic wastes arising from industrial output and other sources . . . should be of concern for all of us . . . It is . . . a rising threat the Bank seeks to contain by helping governments pursue a goal of 'zero net pollution' in projects that the Bank finances. Our objective is to make sure that the developing countries we assist can take charge of adequately treating and disposing of any toxic emissions they produce . . . If there is an extra cost, we will seek ways to have it met."

More than a half a century ago, John Haynes Holmes, a United States clergyman, wrote, "The life of humanity upon this planet may yet come to an end, and a very terrible end. But I would have you notice that this end is threatened in our time not by anything that the universe may do to us, but only by what man may do to himself."

Words to be heeded.

C Building

△ A, E, & F Buildings

American Express

△ Visa

Travel Advances

Benefit Travel

Operational Travel

Travel's Travails



by Peter Williams

When describing a journey he made in 19th century Europe, Robert Louis Stevenson wrote in "Travels with a Donkey" that "it is better to travel than to arrive." A more modern expression has it that "getting there is half the fun!" It is doubtful, however, if either of these opinions would be shared by traveling Bank staff. For them, the journey has become a necessary evil to be suffered in the pursuit and accomplishment of the mission at hand.

Compared to most other organizations around the world, the Bank's operational travel requirements are extraordinary—our staff travel frequently, for long periods of time, to distant destinations, and follow complex itineraries. Such a profile translates into a statistical giant in the corporate travel world—over \$53 million was spent in FY88 on airline tickets from Headquarters, and staff of the Bank and IFC made 13,751 operational trips, 8,917 benefit trips and spent 179,077 nights in hotels. In addition, with the many nationalities represented at the Bank, there

Editor's note: Peter Williams is a Travel Officer in the Travel and Shipping Division.

is a heavy requirement for processing visas, national passports and United Nations Laissez-Passers, with 75,226 transactions handled in FY88.

From these statistics a picture emerges of a travel program of daunting dimensions. To keep the program in the air, so to speak, the Bank has a contract with American Express which the Bank's Travel Office in the Travel and Shipping Division administers. American Express maintains offices in the Main Complex, on the second floor of the A and B buildings, and on the first floor of the I building, with a staff of 103 travel counselors, rate, hotel reservation, and documentation specialists and so on, making it one of the largest corporate "in-plant" travel agency operations to be found anywhere.

Getting to some of the Bank's more remote work sites, on time, often requires the kind of in-depth trip planning for which American Express travel counselors have been specially trained. Each travel counselor's knowledge of the intricate technicalities of ticketing, routing and fare construction is essential in making sure that itineraries are crafted to meet mission requirements in the most efficient manner.

"My job entails a great deal of travel throughout Africa," says Barbara Eschenbach, Field Operations Coordinator in the Africa Department, "and my itineraries can at times be incredibly complicated. I have consistently found, however, that the three Amexco counselors who handle my travel come up with imaginative routings which would never occur to me."

The need to plan a trip always seems to come at an inconvenient time, and in complimenting his travel counselor, Adil Kanaan, a Senior Country Officer in EMENA, remarks, "He makes the normally irritating process of working out a complicated itinerary both pleasant and smooth."

All corporate travel programs seek to achieve the greatest degree of efficiency without jeopardizing service levels. The unusual complexity of the Bank's program makes achievement of this goal more difficult and increases the pressure on the Travel Office and American Express to live up to traveler expectations. It is important to ensure that the Bank's dollars are properly and effectively spent and that American Express delivers the highest possible level of service. Conse-

quently, built into the contract between the Bank and the travel agency are service standards covering ticket delivery, flight confirmation, hotel reservations and fare calculations. The Travel Office monitors American Express performance against these standards through monthly statistical reports, and by soliciting—through a travel questionnaire—opinions from operational and benefit travelers who have recently returned to Washington. Every two months, 90 staff members who have just completed missions and 10 who have returned from benefit travel are asked to complete this questionnaire, which asks about the performance of the individual travel counselor as well as the American Express unit. The Travel Office consolidates the responses in a report.

The statistical reports reveal that American Express maintains a consistently high level of service, meeting the standards 90 percent to 100 percent of the time. Data from the questionnaires show staff satisfaction with both the individual performances of the travel counselors and with the overall performance of American Express as a company. Based on a scale ranging from a high score of 6 to a low score of 1, the counselors received a "5" rating and the company a "4.8" in the most recent survey. With the service standards reports on the one hand and the travel questionnaire report on the other, the Travel Office can monitor the travel agent's recent performance from two complementary perspectives and gain a truer picture than that generated by either statistics or comments alone.

Feedback is invaluable

The information gleaned from both sources is put to good use by the Travel Office in its evaluation of American Express. Between 85 percent and 90 percent of staff complete and return the questionnaire. "We appreciate very much the time and effort spent by staff in this exercise," comments Koos van den Berg, Chief of the Travel and Shipping Division. "This kind of feedback is invaluable to us. I encourage all staff to use the questionnaire to convey their thoughts to us. Such information serves as a barome-

The peak periods for operational travel are March through June and September through November; Benefit Travel Office is busiest from May until August and in December.

ter for the travel program; it draws attention to problem areas and gives us the opportunity to tackle them before they become serious."

As you might expect, the Bank's travel business is not distributed evenly throughout the year. The peak periods for operational travel have traditionally been March through June and September through November, while the Benefit Travel Office is at its busiest from May until August and in December. The overlap in May and June of the two types of travel can place a strain on the American Express operation. During peak periods such as these, the impact of late bookings or changes in itineraries is acutely felt, and lapses in service occur. In fact, 17 percent of all operational itineraries in FY88 were subject to eleventh-hour activity.

Juggling

Accommodating staff who need to make changes takes some juggling in the counselors' appointment schedules and sometimes leads to inconvenience for fellow staff members just starting to make travel plans. The Travel Office and American Express recognize that this is a recurring, frequently unavoidable problem and are looking into procedures and work flow changes that will help alleviate the situation.

External events which are not directly related to the Bank's travel program will also place additional pressure on the operation. A case in point concerns the Visa Office, which handled approximately 23,000 transactions each year in FY84 and FY85, but, as a result of changes in visa requirements of many countries since then, processed over 75,000 applications in FY88. Visa Office staff were able to handle the original volume quite comfortably but the unexpected, dramatic upsurge in volume overloaded their capacity.

The Travel Office's monitoring systems identified the Visa Office as a problem area, which led to discussions with American Express management. The company is now investing over \$400,000 in the design, development and installation of a unique computerized system, known as VULCAN, which will store profiles of all traveling staff and their visa requirements vis-a-vis all countries. The system will automatically transfer a traveler's itinerary to the Visa Office as soon as airline reservations are made, which will allow the maximum possible time for necessary visa processing. VULCAN is due to be in full operation by the end of 1989.

Measured in weeks and months

Robert Louis Stevenson was writing about travel in the more leisurely world of the 19th century, when journeys were measured in weeks and months rather than in hours—certainly he could not have envisaged the dramatic changes that would take place in travel during the next hundred years. The rapid technological advances in transportation methods in the first half of the 20th century have been followed by the revolutionary impact of computerization on the travel industry during the second half. Systems have been developed by the airlines to handle reservations and ticketing and, for its part, the Travel and Shipping Division is in the process of developing its own totally integrated travel management information system which will ensure that the Bank will have the necessary tools to run its travel program with the highest degree of efficiency as we move toward the 21st century. 

The Dominican Republic Takes the Lead

by Hervé Plusquellec

The Dominican Republic, which shares the Hispanolia Island with Haiti, is largely still unknown to the irrigation community, although with one-quarter of a million hectares it has the second largest irrigated area among Caribbean and Central American countries after Cuba. Development of irrigation in that country dates back only to the 1930s. Dominican authorities are now starting to turn the management of large-scale systems over to small farmer associations to free farmers from depending on weak public institutions.

March 1986. Jose Luis, a Dominican farmer in the Azua project in the arid zone of the country, was yelling at a Bank sector review mission about the damned irrigation project. A few years ago, he was able to get a good crop of tomatoes of export quality on his 2.5-hectare farm. His land is now totally bare and, in some places, salt is shining. Luis now makes his living from the small shop he bought during the good years.

The situation in the Azua project is typical of many irrigation projects in arid zones. Inadequate drainage, combined with over-watering of the project area in the highlands, resulted progressively in salinization, decrease of productivity and ultimately abandonment of the lowlands.

INDHRI, the Dominican authority in charge of irrigation projects and dominated by civil engineers, was criticized by international and bilateral institutions for taking more interest in constructing new large works rather than developing irri-

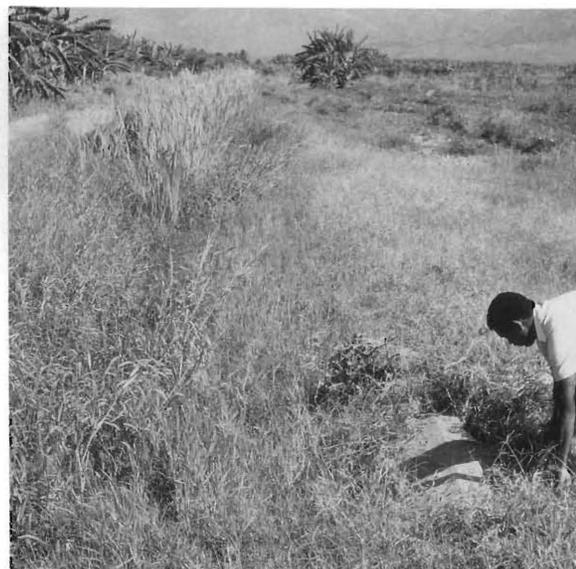
Editor's note: Hervé Plusquellec, Irrigation Engineer Adviser, visited the Dominican Republic in early 1986 and in November 1988.

gated areas. Canals were poorly maintained. Water distribution was anarchic and erratic for the tail-enders. Needless to say, few farmers paid their water charges and morale was low. The only positive point was the quality of construction of the canals. To attempt to solve the situation, a team of 11 experts from Utah University was called in to work on a 250-hectare pilot area.

New proposal

November 1988. I felt a breath of hope upon my arrival in Santo Domingo. Augustin Merea, a Peruvian consultant and a member of the team in charge of preparation of a Bank project for the agricultural development of 28,000 irrigated hectares, briefed me on the new proposal. "The responsibility for management of this state-owned system will be turned over to the 'Junta de Regentes' (Board of Regents)," he said. "The members of the Junta will be elected through a four-level process starting at the *nucleo*, a group of 10 to 15 farmers served by a common outlet." Given that the areas are farmed by small farmers—2 hectares on average—many bought under an agrarian reform, I had some doubts on the chance of success of the proposed innovation. But Mr. Merea informed me of the progress achieved so far. "The Juntas de Regentes are already established in the Azua and Yaque del Norte projects," he said, "and are progressively taking over responsibility for management."

I was told later that Mr. Merea was the expert who had drafted the new legislation on water charges and water users' associations in a number of Latin American countries. He was also associated with the creation of the user association in Colombia, which has managed the



Before: a poorly maintained canal in the Dominican Republic is almost entirely overgrown.

Photos by Hervé Plusquellec



After: cleared up, the canal delivers water to Junta members.

The Mexican Yaqui Project

The irrigation system of the Mexican Yaqui project, which serves large private and collective farms, is managed by 97 associations. There, the farmer's education levels are relatively high. On the other hand, the small farms in the Dominican Republic are more typical of the type found in developing countries, and the education level is lower.

The technical assistance provided

by Utah University to the Dominican Republic and the drainage and leveling works financed by USAID have contributed to the rapid takeoff of the Junta de Regentes. Another key factor was the good condition of the infrastructure. Weeding and some desilting were the only works required before the transfer of irrigation facilities to the Junta, a condition rarely found in most countries. 

30,000-hectare Coello project remarkably well since 1976. However, farm size in Coello is on average fivefold the size of a holding in the Dominican Republic.

Next day I started the field visits.

'No paga, no agua'

"Half of the farmers have paid their water charges, and we hope to reach 100 percent in 1989," said Leonidas Beltre, the President of the Azua Junta. The rule is "*No paga, no agua*." No pay, no water. The Junta has recruited 13 employees so far and is progressively taking over the responsibility of INDHRI. A. Reyes, an ex-INDHRI employee and now Project Manager, explained that videos, radio announcements and meetings had told the farmers of their rights and responsibilities and motivated them to pay water charges.

The results were apparent during the field visit. Canals are clean and all gates are in operable condition. Water losses have been substantially reduced and a drainage system is under construction in the lowlands. We met a farmer who was exultant at being able to cultivate his lands for the first time since 1984. Mr. Beltre, a 2-hectare agrarian reform farmer in the Utah pilot area, said, "During the construction of the tertiary and quaternary canals, we realized the disadvantages of fragmented lands. We agreed within the group to consolidate and geometrize our plots."

Next day I visited the Yaque del Norte in the north of the island. "We increased the water charges from RD 18 pesos to

58 pesos per hectare at the time of the creation of the Junta in 1987," said Junta President Romula Cruz. "We have collected 183,000 pesos compared to 30,000 pesos a year ago; those of us who abandoned our lands because of poor drainage are now back in the project."

"We have no problem in operating the irrigation system," said Andres Fernandez, the Junta Manager. "We have 300 automatic water level control gates in the system, which ensure a constant flow at the farm outlets."

"We received the water in bulk," said one of the representatives of a nucleo, "and we distribute it among ourselves, based on the priority requirements of the crops."

Situation is more complex

In the third area of the future Bank project, Nizao, only an hour from Santo Domingo, the situation is more complex. Twice in 1982 and 1986, INDHRI attempted to create water users' associations. The project facilities were in poor condition and incomplete. The association was given only a consultative role without active participation. The water charges were still paid to INDHRI. Eustacio Zapata has now the challenging task of re-establishing a Junta de Regentes along the model of Azua and Yaque del Norte. Mr. Zapata decided to start organizing nucleos and groups at the tail end of the system where the water is the most unreliable and farmers will be easier to motivate. One-fifth of the Nizao area is now organized into seven groups.

"We hope to establish the Junta for the entire area by the end of 1989," said Mr. Zapata. "Water distribution has been improved and has now reached the tail end part of the project." The Utah team has been reduced to three experts and re-deployed over the Azua and Yaque del Norte.

The Dominican experience confirms that "developing an irrigation system means not only creating a network of canals but also a working network of social and institutional relationships between the water users of the system, who can jointly operate and manage it at lesser costs and more effectively," according to Michael Cernea, the Bank's Sociology Adviser.

It may be too early to predict whether the experience of the Dominican Republic will be sustainable when present external aid dries up, but the chances of success seem good. It is an experience worth monitoring and supporting since it may be a model for countries with weak public institutions, but it requires considerable effort from the institutions to organize and support these associations at their early stages. A prerequisite condition is the good condition of physical facilities. Farmers will not take over a failed system, poorly built and designed, inoperable and financially not viable. 

Yaque del Norte

A further point of interest is the low intensity management of the Yaque del Norte. The designer took advantage of the relatively steep slope of lateral canals to install simple automatic gates, which considerably ease operations. Technical and managerial innovations are the key to the success of this project. The special design of Yaque del Norte has not been replicated in other projects where similar conditions exist. Transfer of low intensity management technologies such as those seen in the Dominican Republic and in Mediterranean countries is incredibly slow, due to bureaucratic constraints and perceptions of oversophistication. 

Life After the Bank

by Jill Roessner

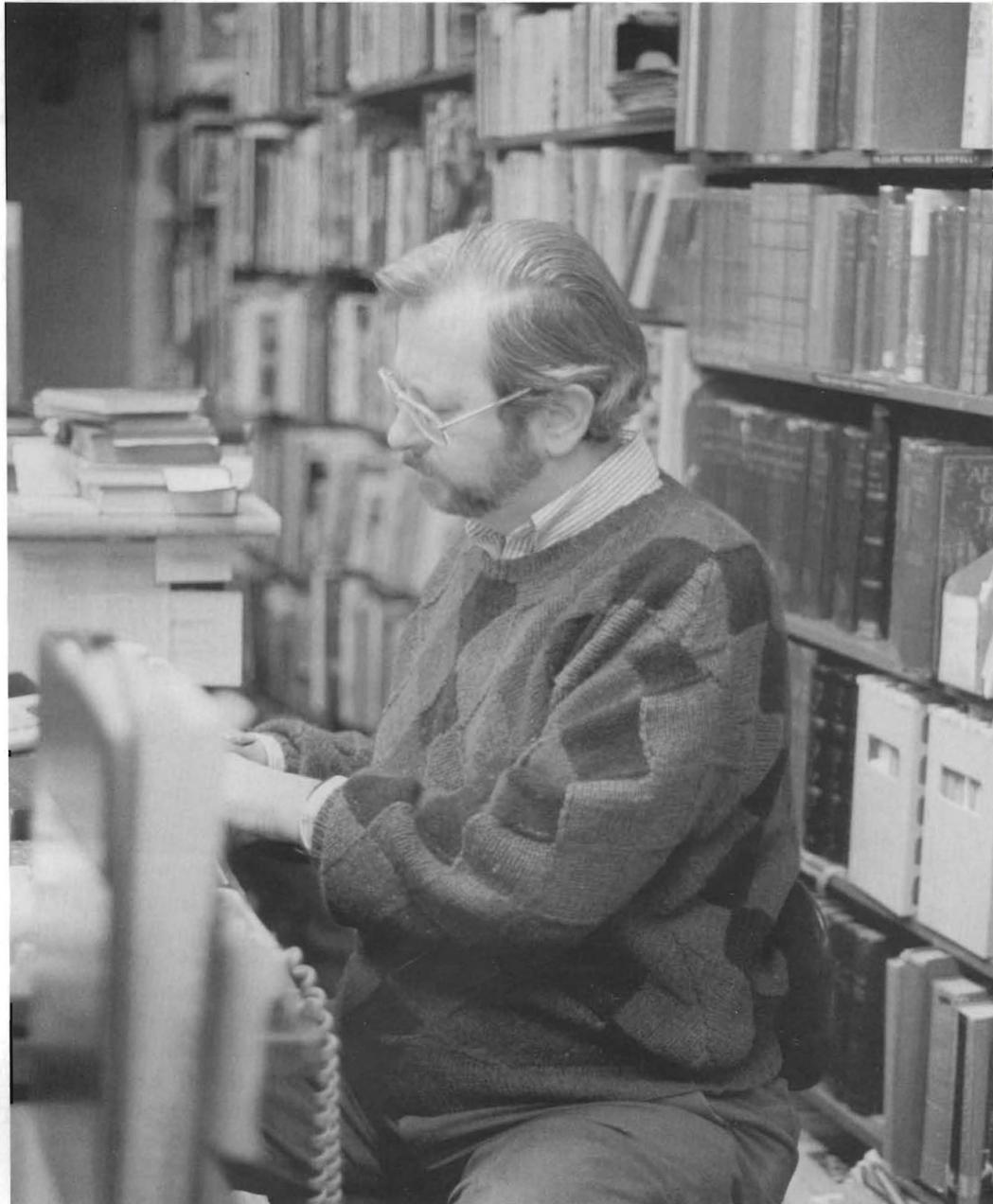
Reorganization. Everyone at Headquarters was affected. And some were affected more than others. This is a story about some of the people who left the Bank and embarked on new careers.

Donald Bloomfield joined the Bank in December 1971. You may have known him as Chief of the Records Management Division or, more recently, when he served on the staff of the Planning Division of ITF. When he first left the Bank, he took some salaried work, teaching a course at the College of Library and Information Services at the University of Maryland, and consulting for the Arab Monetary Fund. Now he owns his own bookstore, specializing in out-of-print books.

"It had been a pipe dream of mine, the sort of thing you speculate about, but I wouldn't have had the nerve to pull up stakes and do it," he says, quite content at the turn of events that led to his becoming proprietor of the Book Cellar in Bethesda, Maryland.

'Mulum in parvo'

The store is in the basement of 8227 Woodmont Avenue, at the corner of Battery Lane, and bibliophiles will be enthralled by the vast selection of titles. The store's motto "*mulum in parvo*"—much in a small space—is entirely apt. About half-a-mile of shelving holds some 40,000 titles acquired by Mr. Bloomfield's predecessors, as well as more recent purchases that he's made since buying the store last July. He is the third owner—the Book Cellar was started by Harry Bell of the State Department and his wife in 1976. Mrs. Bell, incidentally, founded the Foreign Service Wives Annual Book Sale, which has become a Washington tradition. After Mrs. Bell's death, her husband asked family friends to help him with the shop, and two of these ladies are still there, having stayed through two changes of ownership.



Donald Bloomfield in the Book Cellar.

Photos by Jill Roessner

"They know the stock far better than I do," says Mr. Bloomfield.

Mrs. Bloomfield helps her husband on Saturdays, but has kept her regular job as Administrative Assistant to the Headmas-

ter at St. Anselm's Abbey School. Their three sons and a daughter, all in their 20s, are sometimes prevailed upon to help haul books out of the family basement (which is used for extra storage

space) but "they are not a major factor in the store," says their father who evidently does most of the fetching and carrying himself, and has lost a couple of pounds as a result. "I get more exercise in this job and it's probably healthier."

Mr. Bloomfield has always loved books and been an avid reader, but not a collector of rare editions. However, there are price guides, and guides as to what con-

stitutes a first edition. "It's not an exact science," he points out and, to some extent, he is learning as he goes along. He buys from various sources, including estate sales, and he makes house calls, observing that it's easier to be discriminating about the books he buys when the sellers haven't had to carry them to the shop.

Mr. Bloomfield has made no attempt

to change the way the books have been arranged over the years, pointing out that he doesn't want to "rattle the customers." His stock covers a range of subject matter but "it would be hard to do a World Bank project appraisal on this; there's no proper inventory," he says, gesturing toward signs for books in dozens of different categories, from Autos, Botany and Child Care to Ships and

The Music Man



Jim Edmonds at work and play.

"I can play a lot of instruments—badly," says Jim Edmonds, describing how, after 24 years in the Bank, Fund and ADB, he is now owner of The Foxes Music Company in Falls Church, Virginia. Mr. Edmonds (who most recently managed the Bank's Parking Office) allows that really his new venture "just fell out of the sky." He was looking for a business opportunity, but it could equally well have been in photography or printing and graphics, which also interest him. But The Foxes came on the market—and he bought.

After three months, counseling from Wright Associates (a service provided by

the Bank to those staff whose positions did not survive reorganization), Mr. Edmonds knew what he *didn't* want—namely another administrative position in a U.N. agency. He is tremendously appreciative of the testing and counseling provided, and is delighted with the results of taking the consultants' advice. "My professional background in Personnel Services is certainly useful—it's still a question of service, trying to accommodate people," he says. But that's about all the two careers have in common.

The Foxes Music Company was founded more than 30 years ago by Dorothy

Fox. It has become the largest sheet music distributor in the tri-state area in addition to renting (and selling) some 800 musical instruments a year, mostly to the local school systems. But The Foxes is perhaps best known for its music school which has given private lessons to some 16,000 students over the last three-and-a-half decades. The school uses the Suzuki teaching method, and there are currently 275 pupils enrolled (including dozens of Bank and Fund children) with 12 professional teachers (graduates of Julliard and Eastman among them) giving lessons in the seven studios every afternoon and evening. All band and orchestra instruments are taught, along with some guitar.

When Mrs. Fox (at age 83) sold the enterprise, she had some conditions—that the name be kept, and that certain employees be retained for at least a year. "That was ideal for me," said Mr. Edmonds, pointing out that he had no retail experience and was glad to inherit knowledgeable help. In addition to the music teachers, he employs six salespeople, a bookkeeper and a maintenance person, as well as a registrar for the school.

He's taking music lessons too, on the guitar and recorder. So, maybe soon he'll be able to say, "I play a couple of instruments—quite well!"

The Foxes Music Company, 809 West Broad Street, Falls Church, Virginia. Open Monday through Saturday, 10 a.m. to 8 p.m. Music lessons after school, 3 to 9 p.m. and Saturdays. Telephone: 533-7393.

the Sea, Performing Arts and Judaica, along with some rather esoteric categories such as Firefighting and Worlds Fairs. Plays are subdivided by language. You can find books for 50 cents, or you could spend as much as \$500 if you're tempted by, say, a first American edition of Darwin's *The Origin of Species*, one of the most expensive tomes currently available. And, if you're looking for a gift and you can't decide which book to choose, there are gift certificates.

Bethesda has at least five second-hand bookshops, but what distinguishes the Book Cellar is its high percentage of foreign language material. You can find books in Dutch, Hungarian, Romanian, Greek, Arabic, Russian, Bulgarian, Korean and other languages scattered throughout the store within the various categories. For example, you might find a travel book on Indonesia, written in German, or a guide to North American trees written in French. It's not surprising that Mr. Bloomfield discovered quite a few Bank staff among the regular visitors.

Very little overlap

If the Book Cellar doesn't have a particular volume, Mr. Bloomfield offers a search service or he sends the prospective purchaser to the other dealers in the area. "We're really not competing with one another," he says. "There's very little overlap. It might be different if we were carrying the current best sellers but people know you can't have every out-of-print book in any one shop, so if we can't help, we're glad to suggest other places that might." To this end, Mr. Bloomfield has drawn up a map of the area showing the location of the five used and rare book dealers in the vicinity. He's given copies of the map to local hotels and to his four counterparts who were receptive to the cooperative effort. "It's rather like antique shops that tend to be clustered in a particular area," he notes. "The greater selection that several shops can offer attracts more business for everyone."

And how is business? "You don't go into used books to get rich," says Mr. Bloomfield grinning, obviously satisfied by the rewards he is reaping. "It's different. It's yours to concern yourself with

seven days a week—it's not a job you can do, then go home." He compares his new career to his work in Records Management: "Then I had to hope that I helped my staff help Bank staff who, in turn, helped the people in the field—it was all very remote and there was very little feedback. Here, if you find something someone wants, you get an immediate reaction. You can see that they are pleased."

One person who was pleased was a radio announcer who came in to record

a commercial spot for the Book Cellar. Seeing the juvenile books reminded him of a series he'd loved as a child. He couldn't remember the titles, but knew that each had a color in its name. He browsed for a moment, "Here's one. 'The Crimson Flash.'" Delighted with his discovery, he described the find to his radio listeners.

The Book Cellar is open seven days a week, Monday through Friday, 11 a.m. to 6 p.m., Saturday 10 a.m. to 5 p.m., and Sunday 11 a.m. to 5 p.m.



A Rising Star



Janice L. Sanders

Janice Sanders grew up in the '60s. "Back then, I wanted to save the world," she says. "I thought maybe I could become a lawyer and help the oppressed and downtrodden." But, somewhere along the way, she got the acting bug, and now instead of saving people she says she "just wants to entertain them."

However, having married at 18, given birth to a daughter, and being divorced by 21, she had to make her living in a less uncertain field. She quotes an alarming statistic: "Ninety-two percent of actors are out of work most of the time!" And so, she ended up in the Parking Office at the Bank, her dreams of a theatrical career put on hold. Eventually, she was able to afford evening classes at the Georgetown National Conservatory of Dramatic Arts—but she still had to support herself and keep working steadily.

"You can go to school to learn lots of things and pretty well be guaranteed a job," she says, "but in acting there are no guarantees; it's a field of rejection."

After nine years at the Bank though, the Parking Office activities were contracted out and Ms. Sanders' position became redundant. She found herself in a situation she describes as "an actor's dream." The funds she received gave her the financial freedom to devote all her time—at least for a while—to pursuing her goal.

She looks the part. Tall, slender, with a dancer's grace and radiating confidence, you can easily visualize her on stage. And it looks as though that's where she's going to be. The dream is coming true. Last year, she appeared in her first professional role in "Safe Sex" at the Source Theatre. She got good reviews and now has a contract with a newly-formed theatre company, The Takoma Players.

By the time you read this, she'll have appeared in "Legacy" in a supporting part ("there are no small roles, only small actors,") "Shades of Grey" and, in March, she has a part in "Reunion in Bartersville."

Where does she go from here? "Washington has really come alive as a theatre town," she replies, mentioning the Kennedy Center, the National Theatre, the Warner, Ford's . . . "but Broadway is only 30 minutes away by plane . . ." 

MIGA: Breaking Down Barriers



Yoshio Terasawa

Yoshio Terasawa, Executive Vice President of the Multilateral Investment Guarantee Agency, recently spoke before the Washington International Business Council. Here are excerpts from his remarks:

Barber Conable, the Bank's and MIGA's President, has spoken of private resources as "the last great, untapped reservoir for development." According to IMF data, the total going to Third World countries is now only about \$10 billion a year, just two-thirds of the volume in 1981 and only some 10 percent of total capital flows from the industrial nations to the developing ones.

The bulk of the money, of course, is lending—commercial and official. But voluntary commercial lending to developing countries has dropped dramatically in the wake of the world debt crisis, and the recent volume of loans is clearly inadequate to meet the need for productive capital in the poor and middle-income countries.

If you look at foreign lending and foreign direct investment as alternatives in terms of the interests of both developing nations and potential investors, there are striking differences. Let me point out some important contrasts.

First, borrower countries end up with liabilities to service and to repay loans that may or may not have brought added earnings from exports or broad economic growth. Equity holders, on the other hand, get repaid only if and to the extent that their investments yield returns.

Second, direct investment is tied to specific projects. Unlike many development loans, it does not ease capital flight and aggravate Third World balance-of-payments problems.

Third, investors from abroad usually put more than money into the projects they back. They typically add an integrated package of managerial skills, technical know-how, manpower training and marketing connections—extra ingredients you do

not normally get from a commercial lender, not even always from a World Bank loan.

Fourth, foreign direct investors can energize the development of local entrepreneurial capacity, stimulate local competition and engender so-called "upstream and downstream effects."

For all these reasons, direct investment has a potential to yield high returns for both investors and their hosts. Further, it should be possible to mobilize foreign direct investment for good projects in developing countries, despite these countries' balance-of-payments and other problems.

And there is clear evidence that investing in developing countries can still be profitable—all problems notwithstanding. For example, from 1980 through 1985, U.S. foreign direct investment paid off at a rate of 11.7 percent in developed countries and at almost half again as good a rate—17 percent—in developing ones.

And those returns on capital do not count the benefits in improved or expanded productive capacity that these profitable projects generate in the nations which attract and foster them.

Given the obvious force of these observations about the positive impact of foreign direct investment, what then explains its sharp decline and continuing stagnation in the developing world?

One obvious factor has been America's need for outside finances to cover its massive trade and budget deficits. The amount of surplus capital that has gone into U.S. Treasury notes, American real estate and industry obviously diminishes the global supply for other investment opportunities.

But the decisions of investors to risk their funds in the United States rather, say, than in Latin America has less to do with market demand than with business psychology. The U.S. is seen as a very safe proposition. Many Third World bidders for capital must overcome a strong perception of political risk—a non-

MIGA will provide guarantees against restrictions on repatriating investment proceeds in convertible currency as well as war, revolution and civil strife—conceivably even terrorism and sabotage.

commercial barrier that decisively impedes their intake of the capital and technology they need to grow and to sustain their growth.

MIGA is in business—first of all—to break down that barrier. And in our first fiscal year, we have a total underwriting capacity of roughly \$1 billion to be used to reduce non-commercial risks of doing business in the developing member countries that have already ratified our charter and joined the 12 leading industrial nations as founding members of the agency.

That underwriting base—and I can imagine our global underwriting capacity rising over time to some \$6 billion—enables MIGA to offer private investors insurance against many forms of non-commercial risk.

MIGA will provide guarantees against restrictions on repatriating investment proceeds in convertible currency as well as war, revolution and civil strife—conceivably even terrorism and sabotage. It will also insure against host government breach of contract and against the danger of either outright expropriation or indirect and creeping expropriation, confiscatory taxes, discriminatory delays in granting import/export licenses, and the like.

MIGA will be able to extend insurance coverage to all types of equity investments.

I expect that our own resources will play a significant financial role on their own. I intend that they should also have a strong catalytic impact in generating co-insurance from the advanced nations' investment guarantee institutions as well as from private insurers.

Insurance coverage, however, is only going to be our final product. MIGA will issue its guarantees in most cases *after* it

performs a broker's role in bringing host countries and the investment potentials they hold together with foreign investors interested in taking a stake in those productive opportunities.

Our agency will not sit back waiting for business to come to it, although, I might add, we do already have a number of applications on file.

Instead, MIGA will actively offer its advice, its promotional skills, its legal and technical expertise to the foreign investment community and the developing nations now on the lookout for foreign investors. The number of such nations is growing. Indeed, that positive, upward trend is the force that really accounts for MIGA's existing at all.

I plan to be an energetic salesman for the message I have just outlined: foreign investment is a good proposition for hosts and investors alike. But in many developing nations where that argument once met a largely skeptical reception, I believe it is winning significant converts.

Compared to previous decades when restrictions on the entry, activities and operations of foreign investors proliferated in the Third World, a liberalizing current has set in.

But good intentions can only bring good results if the nations that are changing their attitudes to foreign investment get the changes right and get the message of change out to the international investment community.

That brings me to MIGA's second mandate. In addition to offering insurance protection, MIGA is mandated to advise developing country governments to attract foreign investments and to promote the creation of hospitable investment conditions. This places us in a key match-making position between host countries and investors.

Our role—including our research functions—I should stress is very much part of a broader World Bank Group effort to assist in advancing private sector development generally. Together with the International Finance Corporation, the Bank's private sector affiliate, MIGA operates the Foreign Investment Advisory Service as a joint facility.

As an agent in the field, MIGA will also be a source of advice, within the World Bank Group, on policy measures to encourage the growth of foreign direct investment in specific situations and countries. In fact, MIGA's specialization in the promotion of foreign direct investment to developing countries makes it the World Bank Group's window to the corporate investor.

MIGA is, in short, part of an important team effort. We know that private sector development itself is only part of an overall development strategy. And we know that foreign direct investment is only one source of private sector growth.

Foreign investment, however, is a resource that needs to be and can be significantly expanded. As a foreign investor myself before I came to MIGA, I think I know some of the pitfalls and restraints.

I also know the rewards of overcoming them.

I am happy to face the challenge of helping others—both investors and their future hosts—to reap those rewards. ■

Show and Sell Benefits United Way

A Fashionable Event

by Morallina Fanwar-George

“**A**nd the next item is this beautiful two-piece cotton outfit,” shouts the auctioneer trying to be heard above the loud cheering of the crowd as a model glides onto the stage wearing a black cotton blouse over a red, black and white print skirt. She twirls, spreading the width of the skirt with her hands and takes a bow.

“Any bids?” continues the auctioneer.

“Fifty dollars,” yells a voice at the back.

“Fifty. Do I hear \$60?”

“Sixty!”

“Sixty-five!”

The auctioneer manages to get a word in. “Do I hear \$70?”

“Seventy!” comes an eager rejoinder.

“Eighty-five!”

The bidding continues a few minutes longer.

“One hundred and ten. Going once. Going twice. Going thrice!” The auctioneer wipes his brow and takes a long deep breath before proceeding with the next item on the list. All in all, the occasion is unlike most departmental meetings.

The auction—high-pitched excitement and jolly competitive bidding—was held late last year in the J building auditorium by and for the Africa Sahelian Department.

Now you’re mystified: Why are we auctioning fashionable clothes, jewelry and accessories in the Bank? Is this a new type of investment?

Well, it’s a long story.

Mauritania and Senegal

It was in the summer of 1988 when the Industry and Energy Division of the Sahelian Department (AF5IE) began discussions with New Ideas for Export Development Aid, Inc. (NIEDA), a New York-based non-profit organization that provides technical assistance and training in product development, production



“Made in Senegal,” a two-piece cotton print outfit, modeled by Joy Walsh.

Photos by Jill Roessner

and marketing in developing countries. NIEDA was hired to undertake a survey in Mauritania and Senegal to assess the potential for exports, based on local materials, traditional craft skills, and existing manufacturing capabilities.

Staff from NIEDA, including a technician/designer from Rome, traveled to Senegal and Mauritania in September. They spent their time working with the local manufacturers, artisans and artists and creating with them a small collection of samples that illustrat-

ed new product directions in various sectors: textile and apparel, jewelry and home furnishings.

In November, they submitted their recommendations: “Senegal can be positioned for a major export breakthrough in the textile, garment, jewelry and home furnishings industries by focusing on the innovative utilization of its natural resources, craft skills, the talent of its artists and its small, medium and large manufacturing infrastructure.” It would not be just one industry or manufacturer



Roshanak Rezakhanlou, SPRSP, wears a raincoat made in Mauritania with fabric from Senegal.

producing the export garments, but rather a joint venture of different resource skills, manufacturers and industries.

For example, a material was picked and bought from one of the local—oftentimes handloom—industries. Garment factory workers were then given some technical assistance to learn additional techniques and skills to make the high-quality and quality-controlled clothes. Designs and drawings came from bids from local artists, and the wood and metal industries collaborated by pro-

ducing hand-made jewelry and accessories—such as belts, matching shoulder or hand bags, scarves, umbrellas. The whole idea was to produce not just a single outfit, but an ensemble of coordinates and complementaries.

NIEDA presented a detailed plan of action and proposed a technical assistance program to help the Senegalese prepare a full-fledged collection in time for next autumn's fashion shows in Europe and the U.S. When NIEDA submitted its report to AF5IE in October, it also

brought the first samples of the outfits, jewelry and other accessories that had been made to show a limited number of department store buyers and representatives in New York and Milan.

At the conclusion of these presentations, AF5IE inherited the beautiful dresses, suits, sweaters, casual wear, ties, handbags, necklaces, shirts, jackets, raincoats, and more. Everyone took a look at the collection—so out of place in a closet in the J building—and brooded over what was to become of it. Until one day, Jean-Francois Bauer, Division Chief, AF5IE, asked, "How about a quick and simple showing with the sale of the clothes to anyone interested and donating the proceeds to the United Way?" The idea was unanimously endorsed by staff in the department and evolved into a fashion show and an auction.

So, with the support of Department Director Michael Gillette, Joy Walsh, an Administrative Assistant in his office who was also the Department's United Way Coordinator, channeled her energy into planning and organizing the event.

Great performers

Within 24 hours, the show was ready. The outfits were modeled by staff members who, even though quite inexperienced in this line, were great performers. "And Lily King, of the Front Office, did a wonderful job writing the descriptions of the clothes and narrating the show as well as modeling some of the garments," remarks Ms. Walsh.

The auction could not have been such a success without Paul Geli, the auctioneer, a Project Adviser, AF5DR, whose humor kept the auction light-hearted, fun and exciting. After vigorous bidding, not a single item was left. The auction raised nearly \$1,000—all of which was donated to the United Way Campaign. And many staff members in the department went home that day a bit poorer but owning an original garment and satisfied knowing that their money went to a worthwhile cause.

"It was great fun," concludes Ms. Walsh. "We were able to get the samples off our hands and raise a good amount for the United Way without too much effort." Which is always in fashion . . .

Borrowers Participate in Bank Workshop

Case Study Approach Hailed a Success

by Indira Ranganathan

"I never thought I could have such a good time doing something work-oriented. But don't tell my boss I said that!" laughs Kamel Radwan, Director General for Financing of the Egyptian Public Authority for Drainage Projects.

Egypt and three other borrower countries sent Mr. Radwan, along with 19 other mid-level managers, to Washington from November 14 to 23, 1988, to learn the finer points of procurement and disbursement by attending a uniquely structured workshop sponsored by the Bank's Agriculture Division in EMENA Region.

Though most would agree that the subjects of procurement and disbursement are not the most scintillating, the workshop was hailed "an exciting event" by all its participants.

Harvard Business School

What made it stand apart from most other meetings? The answer is its use of the Harvard Business School case study style of presentation. The idea of using primarily case study methods along with two days of lectures was conceived by Prem Garg, Chief, EM3AG; Arturo Roa, Procurement Adviser, EMENA; and C.P. Ranganathan, Senior Procurement Engineer and the workshop's coordinator.

The case study method was chosen for its ability to capture and hold an audi-

Editor's note: Indira Ranganathan, daughter of C.P. Ranganathan, is presently doing her post-graduate work in Journalism at the University of Maryland and will be attending Oxford University next year to study Law.

ence's interest. "Even jet lag didn't stop them from participating enthusiastically from the first day," says Mr. Ranganathan of the attendees, many of whom had arrived in Washington only 12 hours before the sessions began.

Francesco Scaduto-Mendola, Senior Financial Analyst in EM3AG and a graduate of the Harvard Business School, has his own opinion: "You're more likely to fall asleep in a straight lecture. The case study method is more stimulating."

And it is well-known for its hands-on approach to actual situations a borrower is likely to encounter. Mr. Ranganathan likens it to teaching an infant to swim by pushing him into the water. "He'll *have* to learn how to swim. It's a more pragmatic way of getting your point across. You're not just teaching a theory, but giving a situation in which you maximize benefits in order to survive," he says.

Volunteer lecturers

Another plus was that, due to their novel approach, the workshop's organizers were able to attract 15 different volunteer lecturers from across the Bank. Thus, the need for paid consultant speakers did not arise.

Each day, a different team of panelists comprising five to six Bank Operational staff with procurement and disbursement expertise challenged groups of participants with realistic problems. Each participant received a binder containing Bank guidelines, a variety of case studies emphasizing key elements in procurement and disbursement philosophy, and information essential to each case.

Armed with this, the borrowers discussed possible solutions within their respective groups. This was followed by an energetic debate with panelists acting as moderators.

There were diverse reactions to the discussion. "What made it most interesting was that it allowed me to see a problem through a new perspective," says Towfik Burhan, representing South Yemen's Ministry of Construction and Housing. "I certainly learned much more than I would have taking notes."

Ghazi Mohammed, Chairman of Sana'a, Soddah and Hajjah Agricultural Development, agrees. "Often, there were no right or wrong answers. I learned quite a bit by listening to the other groups defending their viewpoints."

But the borrowers were not the only ones who benefited from the exercise. The Bank panelists felt they learned as much from the visiting participants. "This kind of brainstorming helps everyone in a different way," says Cecil Perera, a disbursement expert. The workshop offered other opportunities as well for the mid-level managers who normally do not have a chance to travel abroad. It has "given them an occasion to learn firsthand how the Bank thinks," states an enthusiastic Mr. Garg.

Disneyworld

Business included pleasure as the participants were given an opportunity to savor their new surroundings over the weekend. Several traveled as far as Florida to experience the ultimate American invention, Disneyworld. Still others chose to explore Washington.

"I appreciated the scale on which people do things in Washington," says Maria de Sousa, a civil engineer from the Portuguese Public Works Department and the only woman participant. "Everything is so spectacular! Even the grocery stores."

At the farewell luncheon held at the Westpark Hotel's rooftop restaurant, Mr. Burhan, ending his first trip to Washington, was asked to pick between the city and the workshop. "I loved both Washington and the workshop—they're both so well organized," he responded, a true diplomat. 

Emmanuel Asibey: A Voice Crying for the Wilderness

by Lawrence Matri

"Name names! Tell us who the corrupt officers are! Otherwise, it just demoralizes and gives the whole service a bad name!"

We've been discussing the recent news stories about poaching in Africa and the alleged complicity of wildlife officials. Now, Emmanuel Asibey is out-and-out rankled. As head of Ghana's Forestry Commission since 1980, he's been on the front lines of wildlife conservation—he knows the frustration. Still, the interviewer is nonplussed. Mr. Asibey is a man with 28 years civil service history—a seasoned bureaucrat. The last thing we expect is passion.

"Show local people the benefits of conservation... get them involved! Then we will reduce poaching and fight corruption."

'Office rat' syndrome

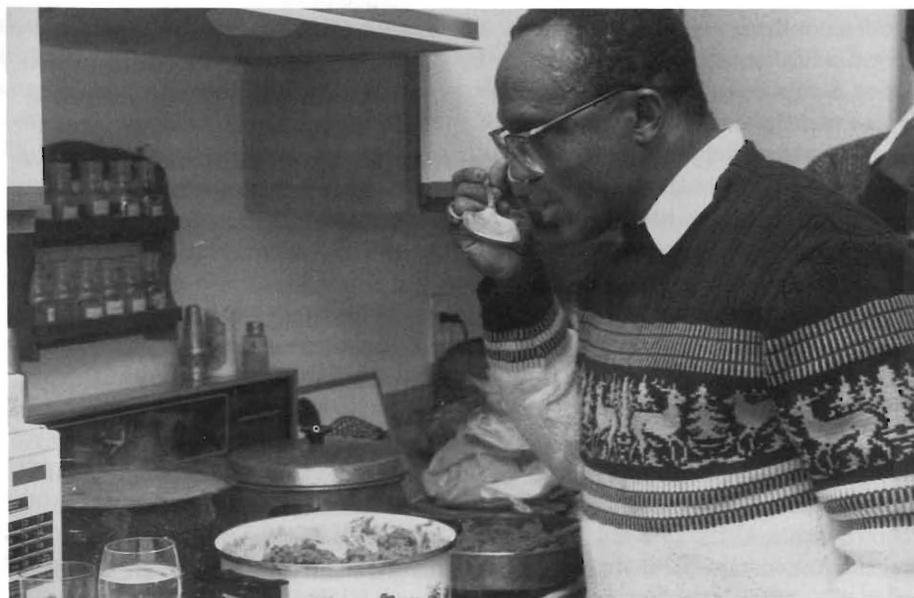
Neither corruption nor bureaucracy has ever dimmed Emmanuel Asibey's passion for wildlife issues. Earning his Ph.D. in Forestry from the University of Aberdeen, Scotland, in 1960, he returned to Ghana and joined the civil service, determined to avoid the "office rat" syndrome. His energy and enthusiasm propelled him through the ranks. Within five years, he was Chief Game and Wildlife Officer of Forestry's newly created Wildlife Department. In 1967, he developed Ghana's first National Park—Mole National Park. He drafted Ghana's first Wildlife Conservation Policy in 1974. And in 1980, the government directed him to organize Ghana's Forestry Commission. This agency consolidated the Forestry Department, Department of Game and Wildlife, Timber Marketing Board, and

the Forest Products Research Institute. Now, as a new senior ecologist in Africa Region's Environment Division, Mr. Asibey brings his expertise, hard-headedness—and passion—to addressing wildlife issues in Bank operations. "We are delighted to have found someone with an African perspective on wildlife issues," says AFTEN Division Chief Leif Christoffersen.

Mr. Asibey has battled his entire career to gain respect for wildlife management. Seeing the need for training wildlife management professionals in Ghana, he campaigned for a local training facility. This led to the establishment of the Institute of Renewable Natural Resources. Recognizing the importance of agroforestry as an emerging field, he helped create the Agroforestry Unit within the Ministry of Agriculture. Encouraging the breeding of wild animals as a local resource, he pioneered the domestication of the "woodcutter" (cane rat).

"Wildlife is a profession requiring scientific knowledge," Mr. Asibey declares. "Being hardy and armed are not enough—then we have armed gangs fighting other armed gangs. There are too many important aspects to this work. It's more than chasing poachers." He regrets that wildlife issues are too often narrowed to large, spectacular animals or, in local economies, to timber production and tourism. "How sad it is when wildlife is only important for tourism," he says. "What does it mean for villagers? Most can't afford a trip to a neighboring village. They don't see the advantage of wildlife from their point of view."

The wider social and economic importance of wildlife is clear. Wild animals can supplement the family diet, saving domestic animals from butchering—or the smallholder can profit by selling the bushmeat on the open market. Food and medicine derived from forest products



Emmanuel Asibey's other great love—cooking—allows him extravagant use of resources. "Conservation should not be an issue when adding spice," he says. Photo by Lawrence Matri

Editor's note: Lawrence Matri provides editorial and administrative services for AFTEN.

'For wildlife management to succeed in Africa, it must be viewed as another form of land use. If you reserve land for wildlife, you must realize you are competing with other forms of land use...'

— Emmanuel Asibey

offer obvious benefits for rural people. Wild plants and animals, already used for food, will provide improved species and sources to feed growing populations. "The forest is our pharmacy," says Mr. Asibey. "Timber is only part of its wealth."

Labeling himself a "conservationist, not a preservationist," Mr. Asibey believes in a hands-on approach to wildlife management. "Conservation means wise use of nature's resources," he explains. "For wildlife management to succeed in Africa, it must be viewed as another form of land use. If you reserve land for wildlife, you must realize you are competing with other forms of land use... success in wildlife management is to marry perceptions and benefits for local people."

Sustainable policy

Perception is a key word in Mr. Asibey's arena—the Bank's perception of institutional strengths and weaknesses; government's perception of local people's needs; and, as he stresses repeatedly, local people's perception of conservation benefits. All must harmonize to orchestrate a sustainable environmental policy. "It's true," says Mr. Asibey. "Things stand or fall apart because of perception. Conservation of wildlife in

Ghana, and throughout Africa, cannot depend on intangible values. Conservation for conservation's sake. By integrating social and economic perceptions into environmental measures, the odds for success increase greatly."

Conservation is not new among indigenous peoples. Rites and taboos have always guided resource use. The killing of an animal or the felling of a tree was preceded by sacrifice or ritual. Taboos against washing or laundering near sources prevented water contamination. Farming near springs or doing anything to destroy the vegetation cover protecting the community water source was forbidden. In these proscriptions, there was an implicit design to use resources wisely, to limit the number of animals killed.

Festival floundered

Mr. Asibey believes traditional norms compare favorably with modern conservation ethics. Now trees are felled without remorse and animals are slaughtered for sport. In Ghana last year, the annual "Aboakyer" festival floundered when none of the antelopes—traditionally hunted and formerly plentiful—could be found. Depletion of forests, bushfires and lack of re-afforestation had simply driven the animals away. "When we lose an

intimacy with our surroundings, from our wild plants and animals," he warns, "we care increasingly less and less about their conservation and availability for posterity."

This is not anti-development. "We need electricity in our rural areas at reasonable cost," insists Mr. Asibey. "If, however, transmission lines passing through an area will destroy an important cultural heritage or a resource base which cannot be restored, found elsewhere, or be relocated, then alternatives must be examined."

Mr. Asibey sees environmental issues cutting across all sectors of Bank operations: "Conservation measures are required to integrate wild animal management with other forms of land use and economic development plans." But, he cautions, in any Bank project the local people's or target group's perception of benefits is critical: "Without grass roots support, conservation will fail."

Philosophical discussion

Finally, it is wildlife's niche in Africa's heart and soul that fires Mr. Asibey. "Wildlife means culture to us," he affirms. "There is hardly an animal in our language which does not find its way into idiom, story or philosophical discussion. These idioms reflect the richness and beauty of language and the culture to which it gives expression.

"I remember talking to an old chief, a man known in his youth as a great hunter. He was very concerned about his grandchildren, concerned they would never know what real hunters were, what the animals were. He offered tribal lands to the government to ensure this heritage would be saved. He knew the importance of it for his people."

Mr. Asibey worries about his grandchildren too. It inspired him to write a children's book about animals, considering there might be a time when *they* wouldn't know what the animals were.

"The destruction of our wildlife is the destruction of our culture," he wrote. "We can be forgiven if we are unable to get to the moon, but *not* when we abuse and neglect traditional and cultural identity."

You can't argue with passion. 



Priorities

by Ann Hammond

Although we don't hear much said about it these days, we think the Board, management and staff all still share as a priority the objective of staff being treated "fairly and equitably." As staff don't seem to perceive they are being treated this way, and some even seem to doubt management's good intentions, it may be useful to scrutinize some of the policies and processes put in place over the years, to see which of them may need reform.

- Various interventions have aimed at improving career development. These have included more in-house training courses, a performance planning and review system to map strategies for developing skills, a revised grading structure meant to define career paths and impose greater objectivity in recognizing levels of responsibility, sector panels to manage recruitments and reassignments, and a career information center. Policy and rule statements have emerged to better define the mechanisms of career progress.

Yet Personnel increasingly tells staff that their expectations are unrealistic, that career development is their individual responsibility, that they should not equate career development with promotion nor aspire to promotion because it would limit their opportunities to transfer or because there are not enough positions to go around. One result is that only 20 people out of 3,176 respondents to the 1988 Staff Survey felt that Personnel policies and practices are very helpful in furthering career growth in the Bank, and 1,340 reported that these procedures have exactly the contrary effect. Only 58 respondents felt strongly that career decisions are made on an objective, job-related basis, while 1,055 felt strongly that they are not.

- Management established a process for reviewing administrative decisions when a staff member feels aggrieved. This process includes hearings by two

independent, impartial bodies: the Appeals Committee, comprising individuals chosen jointly by staff and management on the basis of high regard for their wisdom, fairness and objectivity; and the Administrative Tribunal, a panel of seven men, internationally renowned jurists who draw on their collective knowledge of international law and accepted legal practice in major member countries.

The courage, perseverance and costs required to press an individual case through the system are enormous, as is the risk of being branded a "troublemaker." The judgment of the Appeals Committee can be overridden by that of a single senior manager, and there has been a reluctance to implement recent Administrative Tribunal rulings that have been in favor of staff. Staff wonder why management undermines the very processes it has established.

- The institution engages in an attack on poverty and advocates more effective integration of women in the development process. Member governments claim to espouse equal employment opportunities and decry discrimination. Yet the institution attempts to run on managerial and technical staff made up predominantly of one gender and perpetuates a two-tiered system of employees. Staff Association studies document bias in pay and promotion for women in particular occupational categories, and how perceptions and systems work against equal treatment. Staff looks for greater consistency between values advocated externally and practiced internally.

- Senior management periodically issues a pamphlet entitled "Managing People in the World Bank Group," that describes the values and behaviors managers are expected to exhibit. Hundreds of thousands of dollars are invested annually in a management development training program to give managers an opportunity to gain insight into themselves and others and develop their man-

agerial skills. Various individuals and groups are responsible for identifying colleagues with "managerial potential," and for selecting for ever-higher levels of responsibility those individuals who have demonstrated their capabilities.

After six years of survey feedback, staff perceive that managers who have clearly not demonstrated the capacity to inspire confidence among their staff or leadership to meet development challenges, nevertheless remain in place or are promoted, and that nationality preferences remain as one of the "transparent" managerial selection criteria. To further compound the problem, management does not provide staff a continuing opportunity to give feedback on managers.

- The compensation system was set up to bring about consistency and fairness in compensation practice. For several years, management has observed the system when it is convenient to do so, and otherwise considered it as a loose set of guidelines. The results are severe erosion in competitiveness, rampant confusion over how compensation decisions are made, a widening gap in income distribution, and a precipitous decline in staff satisfaction with salaries. Staff and managerial anger and disillusionment divert energy from doing the business of the Bank. Management's response is to push into place, by an arbitrary May 1 deadline, a system likely to exacerbate distinctions among categories of staff and further aggravate the unhealed wounds of reorganization. The alternative of taking the time and diligence necessary to ensure that a future system is technically sound, administratively transparent and acceptable to staff is not a managerial priority.

Greater consistency between stated goals and demonstrated impact of these processes and policies is our priority in the coming year. We invite those of you who share this priority to join us. 

Letters to the Editor

To the Editor:

I'd like to take this opportunity to express our heartfelt appreciation and gratitude to all at the World Bank who so generously collected canned foods and non-perishables for our self-help Food Club in December through the D.C. Corporate Volunteer Council. Your participation was a real boost for our food program currently serving 100 families in the Benning Marshall Heights neighborhood. Each member picks up two nutritionally balanced bags of food each Food Club Day monthly.

Gratefully,
Sister Patricia Mary, S.A.
Director
SOME Southeast Center

To the Editor:

I would like to present information about the Kiambere Hydroelectric Project, which amplifies *The Bank's World* article (February 1989) on the Nairobi office staff guided tour to the dam site.

The Kiambere project is contributing 140 MW to Kenya's national energy capacity. As frequently is the case with hydropower projects, this nationally beneficial project has entailed displacement of the local population. In the case of Kiambere, a survey conducted in 1987

by a Kenyan social scientist, under joint terms of reference for the Taana and Athi Rivers Development Authority (TARDA)—the Borrower, and the Bank, and funded by the U.K. Overseas Development Administration, has established this number at about 6,000 people. The survey has also found that compared to their new neighbors (who were surveyed as a comparator group), the displaced people are experiencing a severe fall in their standard of living.

TARDA has effected cash compensation to those displaced and has improved communication in the area by building all-weather roads. It is undertaking afforestation within the project area, and is supporting a water supply scheme, a vector-borne diseases survey and relocation or improvement of schools. But more needs to be done to ensure fully satisfactory resettlement.

The Bank and TARDA are further cooperating on this least tractable issue of an otherwise successful project by discussing, in the framework of the Bank's resettlement policy, possible further assistance to ensure that "after a reasonable transition period, the displaced people regain at least their previous standard of living."

Mary Dyson, ENV

To the Editor:

Thank you for the article about my voluntary work with persons with AIDS. I have had a lot of feedback from readers and I thought I should share some of the comments with you.

Within 24 hours of publication, I was inundated with calls from staff with friends living with AIDS, from those who would like to volunteer for clinic service, and from those who are themselves living with AIDS. Perhaps the most encouraging feedback has been the understanding that staff have of the disease. There is very little fear and it is understood that AIDS is difficult to contract. Thanks must go to the Medical Department for their treatment of the epidemic—they are informed, compassionate, and caring.

I would like to thank Morallina Fanwar-George for presenting the well-written article and for telling my story in the way she did.

AIDS will be with us for a long time and we will learn more and more about it as we go along. I look to *The Bank's World* for future updates on the disease and how we can support those who are living with it.

Susan Struthers, PUBDR

Around the Bank

Medical Road Show

The Health Services Department has taken some of its services on the road. "It's part of our outreach initiative," says Dr. Eugene Chap, Acting Director.

HSD has a "travelers' health" presentation, which is being offered to any Bank Group unit that wants to hear more about health concerns connected with travel in developing countries.

Some topics currently being discussed

in these sessions are malaria, immunizations, diarrheal diseases, automobile accidents, and AIDS.

Participants not only get the latest medical information available, but they also have the opportunity to ask questions of the health counselor giving the presentation.

On malaria, for instance, the situation is becoming increasingly complex, according to Mary Welsh, one of the health counselors, who says that more and

more areas of the world "are developing strains of chloroquine-resistant malaria." Chloroquine has been a major drug in fighting this disease.

Immunizations are another concern. Getting the right injections before departing on a trip—and getting them in time—are important.

Diarrheal illnesses are among the most common post-mission complaints, and the health counselors have some valuable tips to help staff prevent these

problems as well as what to do in case you do develop them.

Automobile accidents are a very real risk to travelers, particularly if an emergency blood transfusion is needed. "There are some measures staff can take to protect themselves, and we discuss these in the presentations," notes Ms. Welsh. "We also find it quite helpful when staff share their own experiences with their traveling colleagues."

To schedule the "medical road show" on travelers' health, contact Ms. Welsh on Ext. 74826.

A Second Gallery

If you read about Deborah and Lemar Joichin's Milestone Gallery in the September 1988 issue of *The Bank's World* and decided to send some framing their way, you are not alone. As a result of increased business, partly generated by the article, Ms. Joichin is leaving the Bank to open a second gallery—this one in Bethesda. Opening date is April 1, and you will be able to buy limited edition works of art, original oil paintings, sculpture, art deco and other merchandise similar to that stocked in the Adams Morgan branch. They will also be taking works of art on consignment and having exhibits. The custom framing will continue to be handled at the original gallery, but orders will be taken in Bethesda and Ms. Joichin will continue to advise—and give special discounts and delivery service—to all her former colleagues at the Bank. *Milestone Gallery, 4931 Cordell Avenue, Bethesda, Maryland.*

It's Buda, not Pest

Hungarian staffer, Jozsef Buky, tells us the view of Pest on page 14 of *The Bank's World* February issue is, in fact, a view of Buda, taken from the Pest side of the river.

J Building Receives Award

The Award for Excellence in Architectural and Engineering Design, given by the Prestressed Concrete Institute (Pci), has been awarded to the J building. From more than 150 projects nationwide submitted to the Chicago-based institute's jury, only 12 buildings were chosen in 1988. The J building was one.

Since no one from the Bank could

attend the Award Ceremony which was held in Chicago, Pci Chairman David W. Hanson delivered the award to Sam Niedzviecki, the J building Project Manager, at a small, informal ceremony held January 31 in the J building.

The J building received the award for the innovative use of precast and prestressed concrete. "Prestressed concrete, which is a lot cheaper than stone, was used to enclose the top nine floors allowing for minimal support pillars and providing a more effective use of the available floor space," says Mr. Niedzviecki.

In addition to this award, the J building earlier this year received the Special Recognition Award from the Concrete Industry Board Inc. of New York.

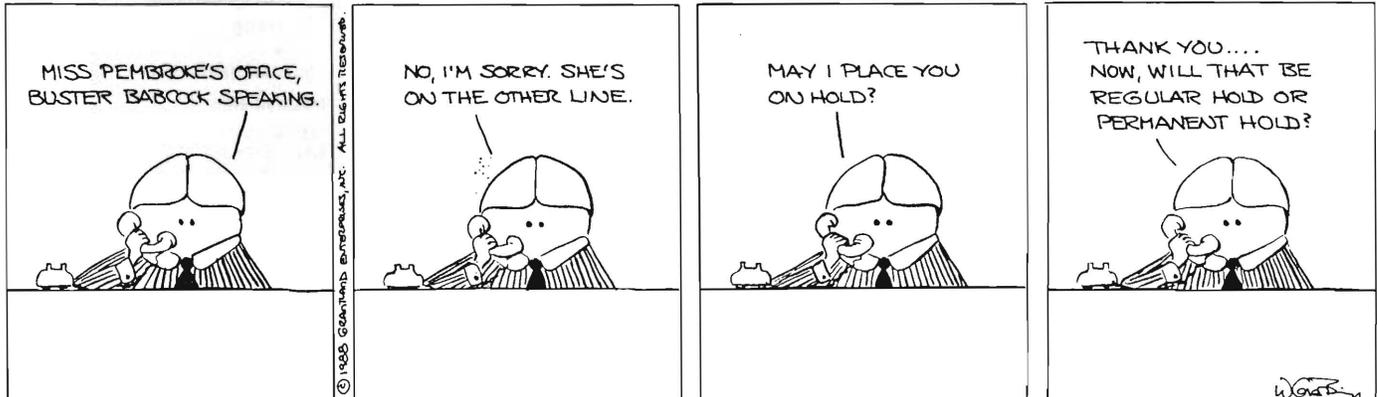


The Collectors

The Bookstore was crowded with philatelists January 27 when the U.N. commemorative postage stamps were put on sale.

Photo by Jill Roessner

GRANTLAND®



Senior Staff Appointments



Abhay Deshpande
Indian national . . . Appointed
Resident Representative in
Khartoum, Sudan, effective
February 1.

Joined the Bank in 1980 as Operations Officer, Industrial Development and Finance Div., EMENA Projects Dept. . . . 1982: promoted to Senior Operations Officer, same department . . . 1986: promoted to Senior Financial Policy Analyst, same department . . . 1987: Principal Financial Policy Analyst, Country Dept. IV, EMENA Region.



Norris L. Harrison Jr.
U.S. national . . . Appointed
Chief, Monitoring, Evaluation
& Systems Division, Policy,
Planning and Information
Department, Personnel, ef-
fective March 1.

1980: Joined the Bank's Internal Auditing Dept. as Sr. Auditor . . . 1981: became Audit Manager . . . 1984: promoted to Chief, Administrative Expense Div., Accounting Dept. . . . 1987: Chief, Controls Div., Controller's Dept.



Phyllis R. Pomerantz
U.S. national . . . Promoted to
Chief, Agriculture Operations
Division, Brazil, Country De-
partment I, Latin America
and the Caribbean Region, ef-
fective February 1.

1979: Joined the Bank as a Young Professional . . . 1980: Economist, Rural Development Div., Agriculture and Rural Development Dept. . . . 1982: transferred to the Office of the Director, same department, and later reassigned to Agriculture Div. 3, LAC Projects Dept. . . . 1984: promoted to Sr. Economist, Agriculture Div. B, same department . . . 1986: appointed Deputy Chief, same division . . . 1987: Principal Economist, Agriculture Operations Div., Country Dept. I, LAC Region.



Horst Scheffold
German national . . . Appoint-
ed the Bank's first Resident
Representative to N'Dja-
mena, Chad, effective Jan-
uary 17.

1975: Joined the Bank as Education Specialist, Education Div., Eastern Africa Projects Dept. . . . 1978: transferred to Latin America Country Programs Dept. as Loan Officer . . . 1983: promoted to Sr. Loan Officer, same division . . . 1984: transferred to Mauritania as Technical Assistance Adviser . . . 1986: moved to Burkina Faso in the same capacity.

New Staff Members

Issam Abusleiman
Lebanon
Disbursement Asst./LOA/2/1

Khadija Bah
Sierra Leone
Secretary/PER/2/6

Max J. Bordes
France
Agric. Extn. Spec./AFA/2/13

Richard Brun
France
Financial Econ./DFS/2/13

Luisita Guanlao
Philippines
Mgmt. Info. Analyst/FCS/2/1

Ian D. Hill
Ireland
Agriculturist/AF4/2/6

Md Monirul Islam
Bangladesh
Messenger/SEC/1/30

Richard L. Kauffman
United States
Sr. Investment Ofcr./IFC/2/6

Peter W. Kohnert
Germany
Country Econ./EM1/2/1

Alberto Leon
Costa Rica
Documentation Asst./ITF/1/30

Limutilish Lissannu
Ethiopia
Secretary/PER/1/23

Jennifer Meade
United States
Admin. Asst./FCS/1/23

Zakia B. Ohummun
Canada
Secretary/PAD/2/13

Martine M. Stranges
United States
Secretary/UND/1/30

Jean P. Vautherin
France
Agriculturist/AFA/2/1

Zhu Wang
China
Staff Asst./EDS/2/13

Duanyu Wen
China
Exec. Director's Asst./EDS/2/13

Support in the Heartland

by Frank Vogl

I was intensely curious about the reception I would win. I had been asked to talk for a full 50 minutes to 700 ladies on a wintery Wednesday morning in Omaha, Nebraska. The city's "Women's Town Hall" had billed the speech as "Development Challenges: The Next 10 Years," and the ladies arrived in droves, despite the bitter cold.

I talked about global poverty and the World Bank's work. You could have heard a pin drop in the packed auditorium. Few of the ladies knew much about the Bank or economic adjustment or the intricacies of sustainable development. But their enthusiasm and curiosity were overpowering.

The reception was wonderful. The questions came in volume. People wanted to know how we work, how we are approaching population, health, trade, environmental and scores of other problems. People wanted to know where they could read more about the Bank. And the ladies of Omaha wanted to hear how they could help end global poverty—how they could work with charities and put our issues on the political agenda. Who says there is aid fatigue? Here, in the heartland of America, there is the sort of interest and humanitarian support for our work that should inspire us all.

Load bulges ever greater

I am constantly awed by the sheer volume of major decisions that flows to the President. You would think he would have enough on his hands just considering the mass of loans and credits that go to the Board and reviewing the Bank's evolving strategies, from debt to finance. Yet, the load bulges ever greater as administrative matters battle for attention. The pressure is particularly intense right now. Decisions are under consideration that will influence staff working condi-

tions for many years to come. These are not just matters of compensation and benefits, which are frequently being reported upon, but also issues concerned with our physical surroundings.

Mr. Conable will shortly confer with the Board on the future of our older buildings. The President has had to weigh some difficult options and I remember debates on this issue running back quite some years now. As the tough choices are being made, so the President is acutely aware that there is bound to be inconvenience to staff as people move—often to temporary locations—to enable the wreckers and the builders to create a brighter Bank—yes, the aim is a brighter Bank.

Decisions are under consideration that will influence staff working conditions for many years to come.

Many plans have been considered down the years and I have always been impressed by the fact that the planners have not just studied the most cost-effective solutions, but have searched as well for ways to make office space more comfortable and enjoyable. I believe that the plans being hatched now do strive to achieve this goal. There'll be critical voices around the Bank, of course, as

moves are made for many in the 1990s, but I hope it does become widely recognized that some short-term pains will be worth some real long-term gains.

Detailed plan of action

The newspaper scribes who follow finance ministers around the globe were full of gossip following the latest meeting of the Group of 7 (Canada, France, Germany, Japan, Italy, United Kingdom, United States) in Washington in February. These reporters declared that officials are now burning the midnight oil to forge a new Third World debt strategy: a veritable Baker Plan II. Broad outlines are to be readied by the time the G7 meets again in Washington in early April and everything is then to be put into place for official blessing at the international economic summit in Paris in July.

Well, I hope officials involved have glanced at the latest book by former World Bank staffer and now First Boston investment banker Pedro-Pablo Kuczynski, *Latin Debt* (Twentieth Century Fund, \$12.95—try Kramer Books). He warns that Latin nations will need \$20 billion a year in net capital flows to secure moderate growth and that "making the interest burden bearable is not enough; there must be more funds for development."

He leaves no doubt that he would like to have seen the Bank play an even bigger role in the debt crisis and that he expects it to be the central player in coming years. He warns those now planning new strategies that "leadership in the industrialized world is now essential to convince governments and legislatures to support viable new plans and innovative financing mechanisms. Otherwise an opportunity will be lost, and the damage to world trade, employment and international finance could be large and lasting." 

AnswerLine

The purpose of this column is to answer questions of broad interest concerning the World Bank/IFC's policies and procedures. Please include your name and room number so that 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 an answer is sought. An anonymous question can only be answered if it is of sufficiently broad interest to be included in the magazine. Send your questions to: Answerline, The Bank's World, Rm. E-8043.

Question: Does the Bank have a policy or strategy regarding the "greenhouse" effect? I notice from the monthly operational summary that the Bank has a number of projects under preparation (e.g., construction of coal-fired thermal power units) which—I had thought—were major contributors to the "greenhouse" effect.

Answer: The theory of a "greenhouse" effect mainly caused by the emission of carbon dioxide from the burning of fossil fuels has been the subject of scientific research, discussion and debate since the beginning of this century. Over the past 20 years, due to the development of models, a much better delineation of potential consequences with regard to meteorological balances and hydrological and ecological systems has been made possible. Nevertheless, current scientific knowledge contains large areas of uncertainty and many of the elements needed to formulate policies and prescribe actions to delay and counteract the effect of emission of carbon dioxide, chlorofluorocarbons, methane and nitrous oxide on the environment are not yet present. However, since potential climatic change could affect the economies and societies of our member countries, there is an urgent need to put available scientific

information into a socio-economic perspective through which Bank policies and guidelines can be adapted and improved. PRE considers this to be a priority issue. I have been assigned this task and will work closely with the Environment Department and the Operations Complex on the development of appropriate policies and guidelines on the mitigation of and the adjustment to the "greenhouse" effect. *Erik Arrhenius, Principal Adviser, Science and Technology, Sector Policy and Research (PRE)*

Question: In recent weeks, in widely scattered airports on three different continents, I have run into Bank colleagues whom I had not previously met, but who were instantly recognizable by their briefcases, whose design had been unchanged for at least two decades to my knowledge and probably much longer. But they do not last forever, so with mine having a broken hinge, I recently requested a replacement. Alas, I was told that they were no longer stocked, and was offered the choice between a standard attache case that would hold little more than my laptop, and an enormous box that would carry several thousand pages of documents, but would be quite incompatible with most airline seats. The virtue of the previous briefcase is not simply that it provides for companionship in airports, but that it has enough room for a computer, short-wave radio, camera, binoculars, umbrella, emergency toilet articles and clothing in case of lost luggage, critical mission documents and other reading matter, and will still fit behind the legs in a crowded economy class seat. Why has it been discontinued?

Answer: Some years ago, during an increase in terrorist attacks against international travelers, the Bank's Field Security Office undertook a special review to improve the security of Bank staff on

mission. One of the vulnerabilities noted was the easy identification of Bank members by the briefcases they carried. To overcome this, the Bank opted to provide, via attrition, a variety of briefcase styles. This did not mean that the "traditional" style of briefcase would be discontinued and, indeed, it has not been. However, from time to time, some styles of briefcases may not always be available and this would clearly seem to be the case when you requested your replacement briefcase. The availability of a particular style of briefcase can be confirmed by contacting the Supplies Unit, GSDMM, Ext. 75300. *Mark A. Binning, Chief, GSDMS*

Question: The attached announcement in the *Weekly Bulletin* [referring to books that were not published by the Bank, and therefore cannot be sold at a discount to staff] bothers me. Why can't the bookstore offer at least a 20 percent to 25 percent discount even on these non-Bank books? Certainly there must be some Bookstore markup. I would think that if a book is worth stocking, it is worth something to encourage Bank staff to buy and read it.

Answer: Until recently, the World Bank Bookstore stocked only the publications of the Bank. As a service to staff, the range has now been extended to include books by Bank staff and retirees, and books about the Bank and Bank-related issues published by outside publishers.

Such books are normally purchased by the Bank from the publishers at a discount of 20 percent, and sold at the list price, without markup. There are administrative costs involved in providing this service, and if the Bank were to pass on its discount to staff it would, in fact, be subsidizing staff's book purchases.

I disagree with the implication in the final sentence of the question that a book is worth buying and reading only if it can be purchased at a discount. *James Feather, Director, Publications Department*