

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: President Wolfensohn - Briefing Materials for President's Speeches - Cocktail Reception - Staff Exchange Program - November 24, 1997

Folder ID: 30488803

Series: Speaking engagement briefing materials

Dates: 11/21/1997 – 11/24/1997

Subfonds: Records of President James D. Wolfensohn

Fonds: Records of the Office of the President

ISAD Reference Code: WB IBRD/IDA EXC-13-10

Digitized: 07/30/2025

To cite materials from this archival folder, please follow the following format:
[Descriptive name of item], [Folder Title], Folder ID [Folder ID], ISAD(G) Reference Code [Reference Code], [Each Level Label as applicable], World Bank Group Archives, Washington, D.C., United States.

The records in this folder were created or received by The World Bank in the course of its business.

The records that were created by the staff of The World Bank are subject to the Bank's copyright.

Please refer to <http://www.worldbank.org/terms-of-use-earchives> for full copyright terms of use and disclaimers.



THE WORLD BANK

Washington, D.C.

© International Bank for Reconstruction and Development / International Development Association or

The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: www.worldbank.org

PUBLIC DISCLOSURE AUTHORIZED



30488803

R2002-036 Other #: 44 Box #: 186494B

President Wolfensohn - Briefings Books for Presidents Meetings - Speeches -
Cocktail Reception - Staff Exchange Program - November 24, 1997

**DECLASSIFIED
WITH RESTRICTIONS**
WBG Archives

Cocktail Reception:
Staff Exchange Program

Monday, November 24, 1997

6:30 - 7:30 p.m.

2nd Floor Mezzanine, MC Atrium

Archive Management for the President's Office

Document Log

Reference # : Archive-01824

1208

Edit

Print

A. CLASSIFICATION

☐	Meeting Material
☐	Trips
☒	Speeches

☐	Annual Meetings
☐	Corporate Management
☐	Communications with Staff

☐	Phone Logs
☐	Calendar
☐	Press Clippings/Photos

☐	JDW Transcripts
☐	Social Events
☐	Other

B. SUBJECT: COCKTAIL RECEPTION: STAFF EXCHANGE PROGRAM (HOSTED BY MR. WOLFENSOHN) (B) (N) // JDW TO MAKE INFORMAL REMARKS// VENUE: 2ND FLOOR MEZZANINE, MC ATRIUM // CONTACT: KEI (MARIAN LEWIS) @ 30303 // ATTENDEES: EXCHANGE STAFF AND THEIR SPOUSES // VPS PRESENTLY HOSTING THE STAFF EXCHANGE PARTICIPANTS AND THEIR SPOUSES NETWORK HEADS SPONSORING VPS OF THE PROGRAM // (B) BY KEI // DUE WEDNESDAY, NOVEMBER 19 // SPEAKING POINTS COORDINATE WITH CAROLINE 11/19 PER JANE JDW SAID ERW NEED NOT ATTEND //

DATE: 11/24/97

Brief includes:

- Note to JDW from CA, Nov. 23
- Briefing Note
- Speech Note
- Annex Feedback, Participants Evaluation of the Staff Exchange Program
- Attendees

C. VPU

Corporate

☐	CTR
☐	EXT
☐	LEG
☐	MPS
☐	DED
☐	SEC/Board
☐	TRE

Regional

☐	AFR
☐	EAP
☐	ECA
☐	LAC
☐	MNA
☐	SAS

Central

☐	CFS
☐	DEC
☐	ESD
☐	FPD
☐	FPR
☒	HRQ

Affiliates

☐	GEF
☐	ICSID
☐	IFC
☐	Inspection Panel
☐	Kennedy Center
☐	MICA

D. EXTERNAL PARTNER

☐	IMF
☐	UN
☐	MDB/Other IO
☐	NGO
☐	Private Sector

☐	Part I
☐	Part II
☐	Other

E. COMMENTS:

File Location



Cleared By

Marisela Montoliu Munoz

Date:

12/08/97

[View Update History](#)

Cocktail Party for Staff Exchange Participants

JDW:

Dorothy has sent some draft talking points - see attached. As you will see, although there is generally strong support from Senior Managers, there have been some questions about the cost effectiveness of the Program.

I have also heard some concerns that in the Bank we are not maximizing/mainstreaming the lessons learned.

In addition to Dorothy's points, therefore, you may want to make clear:

That in a world where private capital is 5 times official assistance and where civil society is often the driving force behind development and implementation, **staff exchange isn't an add-on**, its a vital part of making sure we adjust to the new realities and maximize development effectiveness - and that we heighten awareness of development issues among our partners.

But it is not enough to broaden our horizons. We have to make sure that in the Bank we **put new knowledge and new experience to work.**

To that end, you should consider asking 2 things from the participants. While expressing appreciation for the fact that they have already given feedback, you would request that after their experiences they write a short letter (no more than 2 pages) addressed to you, which you would personally read. The letter would give:

1. From the incoming, an honest assessment of the how well the Bank works - what could be done better? How receptive do we seem to be to new ways of doing things? Has the Bank tried to leverage your outside experience?
2. From the outgoing - how receptive have colleagues and managers been to the lessons and the experiences you have brought back with you? Have you been able to put them into practice?

And to both incoming and outgoing, what should we been doing to make sure we get the maximum benefit from this program? Is it regarded as an add-on? Or is it taken seriously by managers?



Caroline

The World Bank
Washington, D.C. 20433
U.S.A.

DOROTHY HAMACHI BERRY
Vice President
Human Resources

November 21, 1997

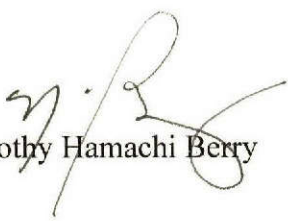
Mr. Wolfensohn

Jim,

Thank you for initiating and hosting the cocktail party for the Staff Exchange participants and their spouses on Monday, November 24th, and for providing them with an opportunity to meet the senior management of the Bank.

Attached is a briefing note which also includes background for your welcoming remarks. Of particular interest is the summary of the participants' feedback of their experiences both here at the Bank, and with our partner institutions.

At the excellent suggestion of Jean-Francois Rischard, we have also invited to this cocktail party individuals who have been seconded by their companies through direct arrangements with specific Bank departments. Since these staff do not come to us through the Exchange Program, we have attempted to identify as many of them as possible to invite them to this gathering.



Dorothy Hamachi Berry

Attachment

cc: Messrs. Sandström and Zhang

BRIEFING FOR MR. WOLFENSOHN

COCKTAIL PARTY FOR THE STAFF EXCHANGE PARTICIPANTS AND OTHER SECONDED STAFF

**Monday, November 24, 1997
6:30-7:30 p.m.**

Progress and Experience to Date

The Staff Exchange Program (EXCH) has now completed its first year of operations. There are 22 incoming exchange staff and 17 confirmed outgoing staff of which 15 are in place. The EXCH has responded to over 100 queries from external organizations for possible exchanges of staff, as well as over 100 queries from WBG staff who want to explore possible external assignments through the program.

The feedback to date from individual participants, hosting companies and participating managers indicates that this program is a very powerful vehicle for meeting multiple objectives, including, among others:

Fostering Closer Partnerships

Feedback from the participants is summarized in the attached annex. Both incoming and outgoing staff feel that they have been able to have an impact, specifically on increasing the interest of participating companies to consider direct investment in, what they consider to be, more risky Part II countries. Examples are:

- Our staff working in the banking sector have been actively encouraging banks to provide more direct financing in these client countries.
- One staff member working with an agro-chemical firm has led them to be more proactive in Africa. He has led the firm to negotiate directly with farmer cooperatives to provide free demonstrations of the effects of their product so that farmers could determine by the results whether they should purchase agro-chemical products directly.

- The incoming staff have both provided their technical expertise in their specific assignment divisions, and have been very active and willing to serve as resources for various institutional initiatives, such as:
 - Met regularly with Mark Baird and his team to serve as external benchmarks on important issues such as non-lending services and performance indicators.
 - Have met with Dorothy Berry to provide their views on the change process. Some have served as “external” members for the management selection process.
 - Others have given specific seminars, for example “Knowledge Management in Siemens” and “Project Finance Experience of ABB”.

Professional Excellence

For our outgoing staff -- Front-line technical staff need significant on-the-job training and exposure to external best practices to reach a level of expertise to provide our clients the best technical advice.

For the incoming staff -- The EXCH provides a great opportunity to bring on board (for a fixed duration) experienced individuals who otherwise would never have risked their job security for a fixed duration, often lower-paid position with the WBG.

Diversity

A number of our shareholder governments have placed great importance on the EXCH. They see this as a concrete mechanism for the WBG institutionally to address under-representation issues. In particular the Japanese, German, Spanish and Italian governments (through their Executive Directors) are particularly appreciative.

HOSPITALITY TO THE EXCHANGE STAFF

This program has ensured that the participants and their families feel welcomed during their entire stay with the WBG. Some of the steps taken to ensure this are:

- Invite them to lunch during their interviews and introduce them to the services available (such as schooling advice).
- Convey your message to hiring managers urging that they should be hospitable and perhaps invite participants to their homes, as well as to assign mentors to them.
- Organize a special welcome for them by the WB Volunteer Services. This includes contracting with a company that provides guided tours for the spouses (focussing on newcomers in Washington), as well as finding WBG "buddy families" for them.
- Initiate a fortnightly lunch date with the participants at the MC cafeteria so they can touch base with other colleagues in the program and Staff Exchange program staff.
- Set periodic meetings with Mark Baird and Dorothy Berry to tap the participants as valuable external resources and discuss their experiences.
- Encourage accessibility and support from senior management for the participants. For instance, Johannes Linn has assigned Anil Sood in ECA to be accessible to the four exchange staff in the region who are now working with different managers since the reorganization.

ISSUES

LLC and Network Heads

LLC with the support of the network heads believes that the EXCH budget as approved in the Compact (\$3.4 mn, FY98) is an expensive use of the LLC's education budget. This matter was brought up for discussion during the LLC's Governing Council meeting. It was agreed between Joe Stiglitz and Dorothy Berry that since the SEP has multiple objectives, only one of which is the education of our regular staff, the matter will be brought directly to your attention.

The network heads feel that since they have brought in individuals at no cost (fully paid for by their parent companies), the EXCH's resources should be used exclusively for WB Staff. A review of the 77 non-salaried contracts issued in FY97, shows that 13 were from the private sector and the remainder from the public sector or academia/research institutions. Among those from the private sector, six came from oil or energy

companies. These companies have strong commercial reasons to send their staff at their own cost to the Bank.

The EXCH is indeed learning from the secondment experiences of individual VPU's, however, and is working closely with interested managers to reduce the need for institutional subsidies.

SPEAKING NOTES FOR MR. WOLFENSOHN

Cocktail Party for Exchange Staff and Spouses to meet VPs and Spouses
Monday November 24, 1997, 6:30 - 7:30 p.m.

There is generally strong support for the Staff Exchange program by senior management. During this time of budget constraint, some VPs have expressed concern about the cost-effectiveness of the program and the use of a centralized approach to identify partners for the exchange of staff. Since many of the VPs will be in attendance, this is an important opportunity for them to hear your views about the Staff Exchange program and your expectations of their role in supporting it. There also will be many new Exchange staff present whom you have not yet had the chance to meet.

You may wish to address the following:

- Welcome 1) Exchange Program staff and their spouses; 2) the company-seconded staff outside the Program and their spouses; and 3) Bank Group senior managers and spouses.
- Thank VPs and their spouses for their support for the program and their continued involvement.
- A restatement of why you believe the partnerships with external organizations are important and why you believe in the concept of exchanging staff with such entities.
- Your thoughts on how you wish the Program to continue.

We hope you will be able to mingle with staff following your remarks.

**Incoming and Outgoing Participants' Feedback
on What They are Doing and Their Evaluation to Date of the Experience**

Summary

Outgoing Participants

In general the outgoing staff are having a very positive experience in that:

- They are learning cutting-edge technological skills
- They are learning to appreciate other business cultures and work ethics such as greater client focus, faster response and turnaround, and teamwork.
- They are learning to understand better and appreciate the synergy at play between the Bank and other players in the development field (especially private sector firms) in order to enable all parties to provide better services to our client countries; and
- They are fostering a better understanding within private sector companies about the World Bank Group's (WBG) role and work in our client countries.

Incoming Participants

In general, the incoming staff are having a very positive experience although some of them have found themselves in the midst of the reorganization process (and the accompanying uncertainties that faced staff). They are:

- Sharing their knowledge of the private sector market options (both in terms of products and funding) available to our client countries;
- Bringing different and fresh perspectives to organizational effectiveness in the WBG at a time of rapid internal changes;
- Enhancing the WBG and private sector firms' mutual understanding of each other's business so that more effective services to client countries can be provided;
- Sharing private sector experience and skills which are scarce in the Bank.

Outgoing Participants' Individual Comments:

(in the order of the assignment starting date)

Name (Hosting Firm, Discipline, Starting Date)	Comments
Luiz Pereira da Silva (Economic-Policy Analysis Dept., The Export-Import Bank of Japan (JEXIM), Macro- Economics, 9/2/96)	• contributing to improve the efficiency and quality of JEXIM work • transmitting some of WB experience and participating in some difficult operations and negotiations on behalf of JEXIM including Thailand Banking Crisis • providing on-the-job training on country economic analysis with JEXIM staff and giving many seminars on the macro-economic country analysis, structural adjustment, etc. • introduced to JEXIM WB's RMSM-X system, which has enabled JEXIM to make their own projections and simulations
Michel Wormser (Societe General, Finance, 9/2/16)	• learning that the private sector takes greater risk, moves on matters much faster, and is responsive to clients' needs. • has been heavily involved in Project Financing work and traveling extensively with Soc Gen staff • Soc Gen appreciates his strong skills which he brings from the WB and now has a better understanding of the Bank
Nils Fostvedt (Overseas Loan Operations Group, Nippon Life insurance Company, Finance, 9/2/96)	• gained deeper insight into the workings of the international capital markets and the requirements and priorities of the providers of long-term private capital • in addition it is an exciting time to work in the financial sector in Japan against the backdrop of the sector's forthcoming liberalization • gained an enhanced understanding of other institutional cultures including alternate modes of organizing, managing and motivating human resources • providing assistance to Nippon Life to better develop co-finance and project finance programs
Selina Shum (Infrastructure Project Sec., Mitsui & Co., Ltd., Project Power, Infrastructure, 9/17/96)	• managing detailed process of developing BOO projects and pursuance of limited recourse financing including risk allocation • gaining first-hand experience in the development of private sector projects • gaining an understanding of how Mitsui and their partners work in various infrastructure projects • learning the Japanese way of decision making, spirit of teamwork and client focus

Ventura Bengoechea (Planning Dept., Aguas Argentinas, Lyonnaise des Eaux, 2/5/97)	• allow him to learn from Argentina's good and bad experiences • has broadened his insight of projects overall; especially at this time when the Bank is turning towards private operators for the provision of services • found his assignment is very relevant to the work that he does at the Bank, especially in the area of tariff review and other issues in his work with other governments
Cheikh Kane (Emerging Market-Capital Markets, J.P. Morgan, Finance, 4/1/97)	• good learning opportunity to gain insights as to how quickly the market reacts to economic and political news • broaden his understanding of financial markets with a focus of short-term implications of policies, financial instruments and how to take them into account in Bank analysis • J.P. Morgan has developed innovative tools to assess risks which could be merged with Bank's RSMX macro models
Alassane Sow (Rhone Poulenc (RP), Agro-industry, 4/7/97)	• establishing partnership arrangements between RP and local institutions, formulating a program proposal with detailed implementation plan launching 2-year pilot operation in Cameroon • went on mission to Abidjan to seek collaboration mechanisms with WB, local institutions and RP
Michael Klein (Shell, Economics 9/1/97)	• has started his assignment as chief economist in Shell, reviewing worldwide economic trends for top management and contributing to the development on long-term business scenarios
Raghuveer Sharma (ABB Sweden, Project Finance/Power, 3/1/98)	• from pre-assignment mission: - was exposed to the technological development in the power transmission area; this potentially can have an impact on the electricity sector; with the exchange program opportunity, he plans to become technically knowledgeable in this kind of cutting-edge technology • ABB can benefit WBG's understanding of developing countries and competitive forces through the exchange program

Incoming Participants' Individual Comments

Name (Dept., PMU, Sending Firm, Discipline, Starting Date)	Comments
AKIRA TANABE (IFC- CTF, ITE, Tokyo Electric Power Company (TEPCO), Power, 6/28/96)	• carrying out environmental review of pipeline thermal power projects implementing environmental supervision of portfolio thermal power projects • spoke at "The 2nd Int'l Envi. Standards for Power Projects" conference in April, on behalf of IFC • trying to bring a balance between competitive cost management with appropriate environmental safeguards; in private sector, environmental consideration is crucial for corporate performance
LUDWIG ZINK (ISG, ISG, Siemens-Nixdorf, Information Technology, 8/1/96)	• contributing to the concept of Knowledge Management ; managing innovation and change in technology in a faster and more effective way, by building alliances and aligning innovation with strategic goals • helping to set up a more process-oriented understanding of ITS role
YASUhide KOGA (ENV, ESD, Nippon Steel Corp, Environment, 8/1/96)	• currently dealing with final review of environmental Handbook, supervision of an Indian pollution control/prevention project, and preparation of environmental technical database • bringing the perspective of an engineer to environmental issues as well as the Japanese spirit of teamwork and customer orientation, which the WBG should consider
MIKIO MATSUMURA (IED, FPD Kansai Electric Power (KEPCO), Power, 8/1/96)	• has tried to introduce a well-tailored service system to the client country in developing a strategic and corporate plan, developing manual for distribution investment programs, and identifying programs to improve customer service and power quality • WBG has increased the understanding of KEPCO and Japanese power companies
TOMOHIRO TAKANO (IFC-CA2, IOA, Marubeni, Project Finance, 9/1/96)	• has tried to integrate the strategy of private sector and IFC; seeking a balance between promoting a project to attract commercial interests and contributing to the development of a client's economy • Marubeni gains the understanding of IFC's approach to work with the private sectors of developing countries
JEAN-PIERRE BERNARD (ECA, FPD, Societe General, Finance, 9/1/96)	• bringing both technical skills and organizational skills; customer focus, staff layer reduction, cost efficiencies, incentive systems innovation process, matrix reporting system, etc. • through his presence, Soc Gen is substantially improving its understanding of the WBG structure, people, business areas and management techniques.
GILLES FABRE-ROUSSEAU (TWU, FPD, Lyonnaise des Eaux, Water and Sanitation, 9/1/96)	• has been heavily involved in cross-support over 8 countries in water-sanitation sector • providing training to task managers on finance for water utilities • Lyonnaise gains the in-depth knowledge of the crucial role of WBG in projects and the issues where WBG can help the private sector • has served in management selection committee

CATHERINE BOHILL (IFC-CA1, IOA, Daimler-Benz, Finance, 10/1/96-10/10/97)	• worked on investment evaluation for management approval for IFC's second investment in Mongolia • completed projects which investigated possibilities of increasing business opportunities between DB and the WBG.
WANDA TERNAU (ECS, ECA, ABB-Italy, Finance, 10/15/96)	• has been involved in projects such as energy efficiency (Russia), greenhouse gas reduction (Russia), Uzen oil field rehabilitation (Kazakstan) projects utilizing her expertise in investment evaluation • ABB-Italy gains a good understanding of WBG's strategy, project cycle, procedures, guidelines, etc.
ANDREAS ROHDE (ECS, ECA, Lahmeyer International, Sanitation, 11/1/96)	• bringing technical skills which are not available in the division; brings experience on how to manage the work ensuring cost-effectiveness and maintaining quality • will be able to bring back to Lahmeyer Int'l WBG policy and expertise on running a project successfully
VOLKER ZIEGLER (IEN, FPD, Siemens AG, Tele-communication, 1/2/97)	• currently dealing with IFC investment appraisal of telecommunications infrastructure build-up in Bangladesh, Romania and Venezuela; cross-support in IT and Financial sector • serving as a liaison between WB and private firms on Global Information Infrastructure Commission • bringing new views, future evolution scenarios and industry best practice knowledge to sector work; has been involved in the mobile networks market which has been privatized and liberalized for several years
GUSTAVO RANALLI (LCS, LCR, Autostrade, Highway, 1/2/97)	• currently dealing with highway projects in Brazil, Argentina, Uruguay and Colombia utilizing his skills from over 10-years experience; project appraisal and supervision stage • his colleagues benefit from Autostrade's business strategy and their major accomplishments in highway projects; they have over 40 years experience in concession schemes; also benefits from his network in Europe in highway private sector market in terms of information and latest products and techniques
TOM ALLERBRAND (FPD, FPD, Vattenfall, Power, 1/2/97)	• has been involved in power sector reforms in Romania, Turkey, Lithuania, Russia, Philippines and Thailand • would like to suggest strongly that WB seriously considers non-lending services which the market needs; staff exchange can be a good source of market experience • important to all power companies to understand the WBG business intentions and to be aware of the WBG plans for PSD promotion • bringing a wide range of market experience and experience of deregulated/customer-oriented energy market

CHRISTINE SIOR (ECA, PFD, Deutsche Bank, Finance, 3/1/97)	• has been involved in 1) reforming the formal banking sector and bank supervision in Albania, 2) supervising financial sector adjustment loan in terms of bank restructuring as well as preparatory work on the proposed private sector development project in Croatia, 3) reviewing bank privatization progress in Hungary • skills and experience earned from a leading private-sector institution and broad background in commercial banking • Staff exchange enables Deutsche Bank to have a better understanding of WBG's strategies, products and project cycles as well as procedures.
LENNART CARLSSON (SAS, SAS, ABB Sweden, Power, 5/1/97)	• working on power sector development project for Pakistan • acting as technical expert on transmission issues in the SA region and on procurement issues in the SA power sector • attempting to establish partnership between the WBG and CIGRE (an important Paris-based int'l organization in the electric power field)
HEINZ PAPE (EAS, EAP Lahmeyer International, Energy, 6/1/97)	• in the first 3 months, worked on power projects in China, wrote the ICR for a project and accompanied a 4-week project identification mission • also worked on a power project in the Philippines. Will be more involved in projects in Indonesia, utilizing his technical skills acquired from Lahmeyer's experience.
JOHAN AHSTROM (PFC, RMC, ABB Sweden, Project Finance, 8/4/97)	• major responsibility is to find, develop and (hopefully) finalize new projects for the WB Guarantee working with all relevant parties within and outside WB • will be involved in cross-support for countries such as India, South Africa, Namibia, Botswana, Lesotho, Swaziland, Zimbabwe, Kazakstan etc. • shares with his colleagues his project development skills from financial point of view from his ten-year experience with ABB • has organized a seminar on ABB's view on financial and political risk and a case study/role-play re: negotiation of a private power plant in a developing country
HIDEFUMI MIYAWAKI (FPS, TRE, Fuji Bank, Ltd., Finance, 9/2/97)	• working closely with colleagues to process "conversion" of existing loans to new loan products and to deliver more new loan products
HANS-BERNARD REICHERT (AFT, AFR, Daimler-Benz, Transportation, 9/2/97)	• has brought expertise critically relevant to the private sector strategy of the infrastructure group in Africa
AIKO SAKURAI (HRS, HRS, Keidanren, Business Partnership, 9/2/97)	• developing partnering opportunities between Japanese private firm community and WBG; • acting as a liaison between Keidanren and WBG for developing better partnership and better communication channels
NIGEL TWOSE (FPD, FPD, ACTIONAID, Corporate Citizenship, 9/2/97)	• joined the corporate citizenship team to make progress with a combined action & learning agenda utilizing 21 years NGO experience • promoting stable & inclusive societies to safeguard long-term business profitability • ACTIONAID and other NGOs, with which it networks globally, gain a more informed understanding of the Bank's private sector operations.



Record Removal Notice

File Title President Wolfensohn - Briefing Materials for President's Speeches - Cocktail Reception - Staff Exchange Program - November 24, 1997		Barcode No. 30488803		
Document Date November 20, 1997	Document Type Chart / Table / Diagram			
Correspondents / Participants				
Subject / Title (List of) Participants under: 1. The Staff Exchange Program and 2. Seconded from Companies Outside the Program				
Exception(s) Personal Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td>Withdrawn by Diego Hernández</td><td>Date May 21, 2025</td></tr></table>	Withdrawn by Diego Hernández	Date May 21, 2025
Withdrawn by Diego Hernández	Date May 21, 2025			

**SENIOR MANAGEMENT ATTENDING
MR. WOLFENSOHN'S COCKTAIL PARTY
(As of November 21, 1997)**

	Name	Dept
1	Sarbib, Jean-Louis	AFRVP
2	Lindbaek, Jannik	CEXVP
3	Kassum, Jermal-ud-din	CIOVP
4	Bam, Christopher	CPAVP
5	Severino, Jean-Michel	EAPVP
6	Linn, Johannes F.	ECAVP
7	Serageldin, M. Ismail	ESDVP
8	Rischard, Jean-Francois	FPDVP
9	de Ferranti, David	HDD
10	Berry, Dorothy H.	HRSVP
11	Muhsin, Mohamed	ISG
12	Burki, Shahid Javed	LCRVP
13	Koch-Weser, Caio	MDOMD
14	Ahmed, Masood	PRMNH
15	Nishimizu, Mieko	SARVP
16	Zhang, Shengman	SECV
17	Baird, Mark	SRMVP
18	Husain, Tariq	HRSL
19	Kawabata, Kei	HRSER
20	Tyler, Katharine	HRSER