

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: Health Sector Strategy Paper Project Files, 1996/1997 - Third Health, Nutrition and Population (HNP) Board Discussion - 1v

Folder ID: 1585926

Series: Research and policy development

Dates: 01/01/1997 - 12/31/1997

Fonds: Records of the Population, Health, and Nutrition Sector

ISAD Reference Code: WB IBRD/IDA WB_IBRD/IDA_89-07

Digitized: 12/11/2023

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

3rd HNP Board Discussion
97070701men



1585926

R1999-034 Other # 3 Box # 151322B

Health Sector Strategy Paper Project Files, 1996/1997 - Third Health,
Nutrition and Population (HNP) Board Discussion - 1v

DECLASSIFIED

WBG Archives

MADE IN U.S.A.

Oxford[®]

NO. 752

ESSELTE

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: January 3, 1997 01:26pm EST

TO: See Distribution Below

FROM: Laura Shrestha, HDDHE (LAURA SHRESTHA@A1@WBHQB)

EXT.: 33692

SUBJECT: HNP Sector Board Meeting Schedule - January/February 1997.

Revised HNP Sector Board Schedule for the next six weeks.

Week One:

Tuesday, January 7, 1997

Time: 4:00-5:30
Venue: S9-001
Chair: Xavier Coll
Participants: Sector Board Members; Sandy Lieberman; Alex Preker (for topic #2)
Topic: (1) Nutrition - follow-up to previous discussion; (2) OPC discussion of HNP SAS

Thursday, January 9, 1997

Time: 12:30-2:00
Venue: S9-001
Chair: Willy de Geyndt
Participants: Sector Board Members; HNP Working Group on Technical Standards; Robert Hecht; Sharmila Kapur; Marianne Cabraal
Topic: Technical Standards

Week Two:

Tuesday, January 14, 1997

Time: 4:00-5:30
Venue: S9-001
Chair: Barbara Herz
Participants: Sector Board Members; Kye Woo Lee; Anil Gore
Topics: (1) Procurement Study; (2) Knowledge Management Update

Thursday, January 16, 1997

Time: 12:30-2:00
Venue: S6-001 (Note location)
Chair: Chris Lovelace
Participants: Sector Board Members; William McGreevey; Robert Hecht; Dinah

McLeod

Topics: (1) Budget Study Update; (2) Update on HD Sector Week

Week Three:

Tuesday, January 21, 1997

Time: 2:30-5:30 (Note longer time period)
Venue: S6-001 (Note location)
Chair: Richard Feachem
Participants: Sector Board Members and Alternates
Topics: (1) Size and Structure of HNP in HD Central Unit; (2) Functioning of the HNP Sector Board; (3) External Advisory Panel

Thursday, January 23, 1997

Time: 12:30-2:00
Venue: S9-001
Chair: Richard Feachem
Participants: Sector Board Members; Alex Preker
Topics: (1) SAS - Draft White Cover Review

Week Four:

Tuesday, January 28, 1997

Time: 4:00-5:30
Venue: S9-001
Chair: TBA
Participants: Sector Board Members
Topics: TBA

Thursday, January 30, 1997

Time: 12:30-2:00
Venue: S9-001
Chair: Richard Feachem
Participants: Sector Board Members; Tom Merrick; Prem Garg; Roger Slade; Susan Stout; Malayah Harper
Topics: (1) Review of HD Sector Portfolio Performance (QAG); (2) Performance Monitoring; (3) Africa Malaria Initiative; (4) Sector Wide Investment Meeting in Copenhagen

Week Five:

Tuesday, February 4, 1997

Time: 4:00-5:30
Venue: S9-001
Chair: Richard Feachem
Participants: Sector Board Members; Tom Merrick

(Sector Board Members: please suggest to Laura appropriate population staff to be invited from your region)

Topics: (1) Population

Thursday, February 6, 1997

Time: 12:30-2:00
Venue: S9-001
Chair: Richard Feachem
Participants: Sector Board Members; Judith McGuire; Richard Seifman; S. Sundararajan
Topics: Nutrition (topic dependent upon outcome of January 7 meeting)

Week Six:

Tuesday, February 11, 1997

Time: 4:00-5:30
Venue: S9-001
Chair: Ok Pannenberg
Participants: Sector Board Members; George Schieber
Topics: (1) Update: Health Financing Conference

Thursday, February 13, 1997

Time: 12:30-2:00
Venue: S9-001
Chair: Jacques Baudouy
Participants: Sector Board Members
Topics: TBA

Future:

Continuing meetings on Tuesdays (4:00-5:30) and Thursdays (12:30-2:00) in S9-001.

March 25-27, 1997: HD Sector Week.

Future Topics:

Task Force on Child Survival and Development Planning

DISTRIBUTION:

TO: RICHARD FEACHEM (RICHARD FEACHEM@A1@WBHQB)
TO: WILLY DE GEYNDT (WILLY DE GEYNDT@A1@WBHQB)
TO: SAMUEL LIEBERMAN (SAMUEL LIEBERMAN@A1@WBHQB)
TO: JACQUES BAUDOY (JACQUES BAUDOY@A1@WBWASH)

TO: EVA JARAWAN (EVA JARAWAN@A1@WBWASH)
TO: OK PANNENBORG (OK PANNENBORG@A1@WBWASH)
TO: A. EDWARD ELMENDORF (A. EDWARD ELMENDORF@A1@WBWASH)
TO: CHRIS LOVELACE (CHRIS LOVELACE@A1@WBWASH)
TO: TERESA HO (TERESA HO@A1@WBWASH)
TO: BARBARA HERZ (BARBARA HERZ@A1@WBHQB)
TO: INDRA PATHMANATHAN (INDRA PATHMANATHAN@A1@WBHQB)
TO: XAVIER COLL (XAVIER COLL@A1@WBHQB)
TO: ALEXANDRE ABRANTES (ALEXANDRE ABRANTES@A1@WBHQB)
TO: MAUREEN LEWIS (MAUREEN LEWIS@A1@WBHQB)
TO: Helen Saxenian (HELEN SAXENIAN@A1@WBHQB)
CC: David de Ferranti (DAVID DE FERRANTI@A1@WBHQB)
CC: MARIS OROURKE (MARIS OROURKE@A1@WBHQB)
CC: PETER R. FALLON (PETER R. FALLON@A1@WBHQB)
CC: BIRGER FREDRIKSEN (BIRGER FREDRIKSEN@A1@WBWASH)
CC: JULIAN SCHWEITZER (JULIAN SCHWEITZER@A1@WBHQB)
CC: RICHARD SKOLNIK (RICHARD SKOLNIK@A1@WBHQB)
CC: RALPH W. HARBISON (RALPH W. HARBISON@A1@WBWASH)
CC: JUDITH MCGUIRE (JUDITH MCGUIRE@A1@WBHQB)
CC: TOM MERRICK (TOM MERRICK@A1@WBHQB)
CC: MARIA DALUPAN (MARIA DALUPAN@A1@WBHQB)
CC: DIANA WALKER (DIANA WALKER@A1@WBHQB)
CC: SUSAN SEBASTIAN (SUSAN SEBASTIAN@A1@WBHQB)
CC: MYLENE DOMINGO (MYLENE DOMINGO@A1@WBHQB)

Alexander Preker

THE WORLD BANK GROUP

ROUTING SLIP		DATE: Monday, January 6, 1997	
NAME		ROOM. NO.	
Richard Feachem		S9-005	
Willy de Geyndt.	Samuel Lieberman	MC6-239/ MC9-231	
Barbara Herz	Indra Pathmanathan	T8095/G7103	
Ok Pannenburg	Ed Elmendorf	J9075/J2121	
Chris Lovelace	Teresa Ho	H12095/H3167	
Jacques Baudouy	Eva Jarawan	H9001/H9035	
Xavier Coll	Alexandre Abrantes/Maureen Lewis	I7009/I7179/ I7003	
Helen Saxenian		S9-051	
<input type="checkbox"/>	URGENT	<input type="checkbox"/>	PER YOUR REQUEST
<input type="checkbox"/>	FOR COMMENT	<input type="checkbox"/>	PER OUR CONVERSATION
<input type="checkbox"/>	FOR ACTION	<input type="checkbox"/>	NOTE AND FILE
<input type="checkbox"/>	FOR APPROVAL/CLEARANCE	<input checked="" type="checkbox"/>	FOR INFORMATION
<input type="checkbox"/>	FOR SIGNATURE	<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>	NOTE AND CIRCULATE	<input type="checkbox"/>	NOTE AND RETURN
<input type="checkbox"/>		<input type="checkbox"/>	
RE: For Tuesday's HNP Sector Board Meeting.			
REMARKS:			
Date: Tuesday, January 7, 1997 Time: 4:00-5:30 Room: S9-001			
Agenda: 4:00-4:30 Nutrition - follow-up to previous discussion (No presentation) 4:30-4:45 The micronutrient initiative (S. Lieberman) 4:45-5:00 AOB 5:00-5:30 OPC discussion of HNP SAS (A. Preker)			
Documents (enclosed): Background materials on OPC discussion of HNP SAS: 1. Summary e-mail message from Alex Preker 2. Office memorandum from G.S. Kaji and C. K. Koch-Weser to S. Zhang 3. Minutes of OPC Meeting, 12/17/96 from John D. Shilling.			
FROM Laura B. Shrestha		ROOM NO. S-09-040	EXTENSION 3-3692

A L L - I N - 1 N O T E

DATE: 06-Jan-1997 01:45pm

TO: See Distribution Below

FROM: Alexander Preker, HDDHE (ALEXANDER PREKER)

EXT.: 32327

SUBJECT: HNP Sector Board Discussion on OPC Review of
Approach Paper for SAS

I will circulate two attachments to this EM in preparation for the HNP Sector Board Discussion on the OPR review of the Approach Paper:

1. A memorandum from Mr Kaji and Mr. Koch-Weser to Mr. Zhang (SECVF) on proposed new procedures for Board Reviews of non lending papers sent to the Board for discussion.
2. Minutes to the OPR meeting on Dec 17, 1996

I draw your attention to the following issues which you may want to discuss in greater detail tomorrow:

In the memorandum from Kaji and Koch-Weser to Zhang, three paper products are proposed: (a) policy papers; (b) Strategy Papers (like the SAS); and (c) Framework papers. As you will see, the memo provides some direction on the distinction between these three products but still leaves quite a lot of room for interpretation in terms of contents and focus, especially in the case of policy and strategy papers.

Furthermore, a one step rather than two step procedure is now recommended for the latter two products (a Board review at the yellow-green cover stage rather than approach paper stage and a final "streamlined" presentation to the Board at which time there would be no discussion, similar to streamlined lending operations). It is my understanding that this is a proposal which has not yet been accepted by the Board and that we may end up finding ourselves not benefiting from this proposal in the case of the HNP SAS.

I therefore recommend that we maintain the current processing schedule for the SAS which is already tight if we are going to meet the May Board date unless we get more clarity on this issue during the next week or so, which I think is unlikely.

In the case of the minutes to the OPC review, it is worth reading both the minutes to the HNP SAS and Environment SAS which was discussed on the same day since each sheds light

on different issues.

In the case of the HNP SAS, it is clear that we were right in aiming at a balance between policy contents and Bank strategy/process. The meeting provided some direction on the degree of detail which the OPC expects to see in this paper -- strategic implications for the Bank in terms of priorities, policies, processing and staffing, but not specific benchmarks or detailed discussion on procedures which would be treated in cross cutting operational papers (they don't want to let the Board "into the kitchen").

The committee found that in the Approach Paper we focused too much on business processes and not enough on strategic direction (with a vague distinction between this and policy options). I think this is a presentational problem which will not be an issue in the White Cover, but it does raise some questions about the focus of Chapter III which I think is worth discussing in more detail tomorrow afternoon and during the cross-regional SAS discussion on Friday. Particularly at stake is maintaining our stance that there should be a strong SAS-CAS link which I know many of you feel strongly about (as well as procurement, staffing and budget issues).

Although no conclusions were drawn at the time of the meeting, the request that we remove the operational benchmarks is worrisome to me since it will make it hard to determine in three or five years time if the Bank has changed in the way we will propose in the SAS.

DISTRIBUTION:

TO: ABRANTES, ALEXANDRE V. Rm: I 7-179	(ALEXANDRE ABRANTES @A1@WBHQB)
TO: BAUDOY, JACQUES F. Rm: H 9-001	(JACQUES BAUDOY)
TO: COLL, XAVIER E. Rm: I 7-009	(XAVIER COLL @A1@WBHQB)
TO: DE GEYNDT, WILLY L. Rm: D 9-101	(WILLY DE GEYNDT @A1@WBHQB)
TO: ELMENDORF, A. EDWARD Rm: J 8-119	(A. EDWARD ELMENDORF)
TO: FEACHEM, RICHARD G. Rm: S 9-055	(RICHARD FEACHEM @A1@WBHQB)
TO: HERZ, BARBARA K. Rm: T 8-045	(BARBARA HERZ @A1@WBHQB)
TO: HO, TERESA Rm: H 3-167	(TERESA HO)
TO: JARAWAN, EVA Rm: H 9-035	(EVA JARAWAN)
TO: LEWIS, MAUREEN A. Rm: I 7-003	(MAUREEN LEWIS @A1@WBHQB)
TO: LIEBERMAN, SAMUEL S. Rm: D 9-065	(SAMUEL LIEBERMAN @A1@WBHQB)
TO: LOVELACE, JAMES CHRISTOPHER	(CHRIS LOVELACE)
TO: PANNENBORG, C. OK Rm: J 9-075	(OK PANNENBORG)
TO: PATHMANATHAN, INDRA Rm: G 7-103	(INDRA PATHMANATHAN @A1@WBHQB)
TO: SAXENIAN, HELEN Rm: S 9-051	(HELEN SAXENIAN @A1@WBHQB)
TO: SHRESTHA, LAURA B. Rm: S 9-040	(LAURA SHRESTHA @A1@WBHQB)

OFFICE MEMORANDUM

DATE: December 19, 1996

TO: Mr. Shengman Zhang, SECV

FROM: Gautam S. Kajri and Caio K. Koch-Weser, EXC

EXTENSION: 81384 and 35250

SUBJECT: **Board Schedule**

We very much appreciate your efforts to bring more order to the process of placing items on the Board schedule and bringing more realism to the delivery expectations. Our colleagues in Operations are very pleased with the work and cooperation with your colleagues. However, going through the process of preparing the annual Board program has highlighted some issues we would like to resolve as we begin the New Year. We suggest meeting with you and Mr. Gerber to sort them out. The three areas we would like to focus on concern types of papers, processes, and delivery commitments.

On the types of papers we send to the Board, we noted in our remarks at the New Board Induction that most of the papers sent by Operations under the rubric of 'policy' were not really policy papers in the strict sense, but covered strategy and other issues. To clarify the products we are sending, we would like to identify different types of papers more specifically. Of course, there would be Policy Papers presenting issues on which the Board would make policy decisions. Then there would be the new Sector Strategy Papers, which would present the Bank's strategy in various sectors for discussion with EDs. These also serve a valuable function with the Networks to develop and articulate a vision of the key sector issues shared across the Bank Group. They are similar in many respects to the CASs and complement them. The Rural Development Strategy is a prototype for these sector strategies, and several more are in the works. Similar, but distinct, would be Framework Papers, which describe issues and potential Bank responses to situations where we have not yet developed standard practices, or where those practices need substantial modification. The Post-Conflict Reconstruction and the Crises Response Papers fit in this category. The latter two categories may highlight policy issues that need addressing, but recommendations for specific policy changes would be made separately in a Policy Paper where explicit Board decisions are requested. Other types of reports to the Board would continue as in the past.

This little taxonomy also helps clarify the processing of these papers to the Board. We fully support the two-stage approach with Policy Papers. Having an initial informal seminar to obtain inputs and reactions from EDs has proven quite useful in preparing the final Policy Papers for decision. However, we believe that this two-stage process is not

well suited to the Strategy and Framework Papers and adds a lot of extra work for the staff and the Board. In these cases, we suggest that the paper be sent to the Board (with plenty of lead time) for a seminar. The version sent should neither be a final draft nor an early approach paper, but one that is sufficiently well articulated so that EDs would understand the issues and the strategy or approach being developed by the Bank. There would still be room to take into account the views of the Board. A final, revised version would be sent to the Board for information. Since Policy decisions would be presented separately, there is no need for a decision meeting of the Board on the Strategy and Framework Papers; however, EDs could request a further discussion if they wish. We believe that this approach will satisfy the Board's legitimate desire to have substantive discussions and help shape the final output more effectively than having them review an outline and a final draft.

In view of the uncertainties that attend the preparation of these papers and their clearance by Bank Management (particularly in the early stages of the Networks), we would like to introduce more realism into the scheduling of these papers. Because the internal review process may introduce delays for further elaboration of these strategies, it would be better not to schedule fixed dates until the paper is near completion. However, it would be fair to set out an indicative work program with firm dates to be fixed, say, six weeks before the Board discussion, similar to how we handle CASs. This would avoid the embarrassment of setting specific dates and then slipping them month to month. That is not good for Board relations and does not lead to the kind of thoughtful documents we want to discuss with EDs. For our part, we would like to have all Board dates for papers from Operations approved by our office before being placed on the Board schedule.

May we discuss this proposal before the January Steering Committee so that we can establish a new understanding with the Board on this approach and start the New Year on the right foot?

cc: Messrs./Mmes. Denton, Porter, Salop, Shilling

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: December 20, 1996 06:25pm

TO: See Distribution Below

FROM: John D. Shilling, OPRDR (JOHN D. SHILLING@A1@WBHQB)

EXT.: 82474

Sent By: Laitan Alli

SUBJECT: MINUTES OF OPC MEETING 12/17/96

Attached are the minutes of the Operational Policy Committee meeting held on Tuesday, December 17, 1996. The minutes have been cleared by Mr. Koch-Weser.

I. Child Labor: Clarifying the Bank's Position--
Issues and Options

1. The Chairman commended the authors for a well-prepared report. He noted that the General Counsel (absent due to illness) had suggested an additional recommendation: a clause in all loan and credit agreements requiring the borrower to strictly enforce its own child labor laws in the context of the project. Several Members commented that this could raise substantial problems. It would set a precedent for other special interest groups to ask for similar clauses for other sets of laws. Furthermore, it would be very hard to enforce and would leave the Bank open to criticism and perhaps Inspection Panel investigations for alleged weak enforcement of these laws in Bank projects. It was reported by the representative of the Legal Department that observance of certain national laws was required in a variety of projects and it had been standard in the case of highway projects, but this proposal would be more extensive. The Chairman noted the position of Members, but deferred a decision on this matter until he would have consulted with the General Counsel.

2. Members supported the paper as a whole and the recommendations to enhance Bank sensitivity to Child Labor issues and to develop some targeted lending. There was some preference for concentrating on lending operations rather than adding too much more to the policy agenda. Several demonstration projects that included components addressing child labor issues should be incorporated in lending programs in countries where this is a particular concern. It is unlikely that components could be directed specifically at reducing the number of working children, but components could be designed to help alleviate conditions that contribute to abusive child labor practices (e.g. components

that increase incentives to continue schooling or to offer more health protection).

3. The Chairman concluded that the Committee endorsed the report and its recommendations. A few country cases should be identified in Asia and Africa where child labor is more prevalent and targeted project components developed. The paper should be sent to the OVPs to discuss how to operationalize the recommendations, and then it should be scheduled for an EMG meeting and a Board seminar.

II. Approach Paper on Health Sector Strategy

4. The Chairman suggested that the Committee first review the objectives of sector strategy papers. They are an innovation, and the Committee should be clear on what they should cover. The four key elements seem to be:

- i) The challenges in the sector and a typology of issues;
- ii) The latest thinking on the best solutions to these challenges;
- iii) The role of the World Bank Group in meeting these challenges along with the kinds of partnerships that would be needed and areas where the Bank need not be involved; and
- iv) The strategic implications of this for the Bank in terms of its priorities, policies, staffing, etc.

A standard format should be developed, recognizing that some of the issues addressed under the last two headings would be for management review only and not for the Board. The first papers would serve as models. This paper seemed to focus too much on the process and did not go deeply enough into the substantive issues for the Committee to give much guidance.

5. The authors responded that the approach paper had been grounded in extensive discussions with the newly formed Health, Nutrition, and Population Family and its Sector Board. It is playing a central role in coalescing the Family, which is developing more participation between the regional and central staff. It begins from an analysis of the rapid expansion of lending in the sector. Health and related issues are at the core of improving the quality of life and have a special place in the development process. Rather than review many issues that have been settled (e.g. in the 1994 WDR), the paper will focus on critical unresolved issues, such as health financing. Looking at the balance among the points the Chairman raised, this would imply relatively more emphasis on the last two points. Within the Family, much more work has been done on the substantive issues, but full consensus has not yet been reached. That would come out in the paper.

6. Members suggested that an important role of the OPC in reviewing the sector strategies would be to assure consistency

among them and bring out key cross sectoral issues, which had been neglected so far. Some felt that the sector strategies should not be all-encompassing, but select a few key issues of current import. It was noted that the papers should exercise care in presenting recommendations as policy changes and stay within the Bank's mandate. For example, references to providing humanitarian relief was outside the Bank's mandate. Sector strategies should also be consistent with the CASs and help set priorities within the sector. While country managers should be aware of the issues in all major sectors, CASs would not need to treat them all equally, but set country priorities. There also may be scope for Sector Boards to raise issues about treatment of their sectors in CASs. If these approach papers are to go to the Board, they should be clear on what is strategy and what is policy change, if any. Members recognized that there were still some issues to be resolved concerning what is to be covered in the papers and the balance between broad substantive issues and operational concerns. There was general support for more substance than in this version. The participatory approach and suggested process were commended.

7. The Chairman summed up that the paper should be about strategy, not policy and should reflect more of the substantive choices and conclusions of the sector staff's deliberation. It should build on lessons of experience. It should highlight the sector challenges, but not impose or certify sector approaches on CASs. It should not raise management issues in material going to the Board. That should be sorted out with management first, and the conclusions shared with the Board as appropriate. The paper should give adequate attention to the challenges and solutions sections, but concentrate primarily on the Bank's strategy and be selective on the issues. Cross-sector links should not be neglected.

8. The Chairman concluded that more work needed to be done on the paper and the content strengthened before it could be sent to the Board. He asked that a new summary be submitted to the Committee as soon as the sector consultations have been completed.

III. Approach Paper on Energy and Environment Strategy

9. The Chairman noted that this paper followed a different approach and was more focused on analytic issues. It was not clear how it related to a sector strategy.

10. The authors replied that it addressed six specific strategy questions ranging from sector-specific in a country to global. In particular, it addressed a key point of intersection between energy and environmental questions where close coordination is needed to be responsive to both country and global emission concerns. It is designed to help countries move from traditional end of pipe clean-up regulations to setting standards across broad groups of pollutants with the aim of reducing them. Like

the Health paper, this had also been based on work of the Sector boards.

11. Members felt that the paper was asking the right kind of questions, but that some of the key elements were not yet clear. It was still struggling with some of the questions. Some noted that the interesting questions were not getting countries to accept simple win-win proposals, but helping them address cases where there were political or other obstacles to these win-win solutions, or where there were gainers and losers whose interests have to be reconciled. In other areas, the value added of proposals needs more demonstration, particularly concerning global climate issues, where most developing countries are not yet major players. Technology plays a critical role in this sector, which needs to be made clearer.

12. The authors suggested that more work is needed before going to the Board, both on the analysis and on consultations. This work is related to work going on in other areas, such as new product development, and the links need to be better drawn out. The results may have significant policy implications on the Bank's approach to power lending and conditions on pollution reductions.

13. The Chairman noted the concerns of Members and the authors' preference to complete more work. He asked for a revised paper to come back to the OPC early 1997. Subsequent to the meeting, the Chairman decided that trying to take approach papers to the Board would not be productive as it would be hard to prepare one that is sufficiently focused to support a useful exchange and elicit clear guidance from EDs, as these discussions demonstrated. Furthermore, these papers raised management as well as strategic issues and the former should be addressed separately by Management. Rather than approach papers, draft papers should be prepared and sent to the Board at Yellow Cover stage for an open and thorough discussion and with a clear indication that the paper would be revised according to the Board's guidance. Management issues should be raised in a separate section of the paper. They would be addressed by the OPC at the time the draft paper is reviewed and resolved at that level, or directed to the appropriate quarters. This proposal will be discussed with the Board.

IV. OP/BP 8.30, Financial Sector Lending

14. The draft OP had been circulated for Committee approval. It was noted that the drafting had taken a long time as two difficult issues had needed resolution in the policy: directed credit and subsidized credit. In both cases, the proposed policy continued the practice of the current OD of allowing recourse to these instruments in financial sector lending, but imposed a higher burden to demonstrate their necessity and value. The question was whether the draft policy need be discussed with the Board. CODE had given ambiguous signals, but the Legal

Department noted that since the earlier OD had not been approved as policy, it would be appropriate to have a discussion of this draft. And there is a great deal of interest by Directors in this policy. The Chairman decided that the OP should be sent to the Board for a seminar discussion.

Attending were: Mr. Koch-Weser (Chairman), Messrs./Mmes. de Ferranti, Dervis, Rigo, Squire, Steer, Stern, Wilson, Wood; Baudouy, Fallon, Feacham, Feinstein, Fredriksen, Gillings, Gopal, Hanon, Hindle, Preker, Salop, Siraj, Watson, Wilton, Shilling (Secretary).

JOHN D. SHILLING
SECRETARY, OPERATIONS COMMITTEES

DISTRIBUTION:

TO: CAIO KOCH-WESER	(CAIO KOCH-WESER@A1@WBWASH)
TO: GAUTAM KAJI	(GAUTAM KAJI@A1@WBHQB)
TO: DAVID DE FERRANTI	(DAVID DE FERRANTI@A1@WBHQB)
TO: KEMAL Dervis	(KEMAL Dervis@A1@WBWASH)
TO: ISHRAT HUSAIN	(ISHRAT HUSAIN@A1@WBWASH)
TO: CALLISTO MADAVO	(CALLISTO MADAVO@A1@WBHQB)
TO: JEAN-FRANCOIS RISCHARD	(JEAN-FRANCOIS RISCHARD@A1@WBHQB)
TO: ISMAIL SERAGELDIN	(ISMAIL SERAGELDIN@A1@WBHQB)
TO: IBRAHIM SHIHATA	(IBRAHIM SHIHATA@A1@WBWASH)
TO: LYN SQUIRE	(LYN SQUIRE@A1@WBHQB)
TO: BRIAN WILSON	(BRIAN WILSON@A1@WBHQB)
TO: JOE WOOD	(JOE WOOD@A1@WBHQB)
CC: John D. Shilling	(JOHN D. SHILLING@A1@WBHQB)
CC: JESSICA EINHORN	(JESSICA EINHORN@A1@WBWASH)
CC: SVEN SANDSTROM	(SVEN SANDSTROM@A1@WBWASH)
CC: RICHARD FRANK	(RICHARD FRANK@A1@WBWASH)
CC: MARK MALLOCH BROWN	(MARK MALLOCH BROWN@A1@WBWASH)
CC: JOHANNES LINN	(JOHANNES LINN@A1@WBWASH)
CC: AKIRA IIDA	(AKIRA IIDA@A1@WBWASH)
CC: JANNIK LINDBAEK	(JANNIK LINDBAEK@A1@WBWASH)
CC: GOBIND T. NANKANI (Acting LACVP)	(GOBIND T. NANKANI@A1@WBHQB)
CC: JEAN LOUIS SARBIB	(JEAN LOUIS SARBIB@A1@WBWASH)
CC: SHENGMAN ZHANG	(SHENGMAN ZHANG@A1@EDSEL)
CC: ANDRES RIGO	(ANDRES RIGO@A1@WBWASH)
CC: MARK BAIRD	(MARK BAIRD@A1@WBHQB)
CC: MICHAEL COHEN	(MICHAEL COHEN@A1@WBHQB)
CC: PAULA DONOVAN	(PAULA DONOVAN@A1@WBWASH)
CC: CATHERINE KLEYNHOFF	(CATHERINE KLEYNHOFF@A1@WBHQB)
CC: SUELLEN L. LAZARUS	(SUELLEN L. LAZARUS@A1@WBWASH)
CC: BERNARD PASQUIER	(BERNARD PASQUIER@A1@WBWASH)
CC: ENRIQUE RUEDA-SABATER	(ENRIQUE RUEDA-SABATER@A1@WBWASH)
CC: JOHN WILTON	(JOHN WILTON@A1@WBWASH)
CC: MOINA VARKIE	(MOINA VARKIE@A1@WBWASH)
CC: ALAN GELB	(ALAN GELB@A1@WBHQB)
CC: MICHAEL WALTON	(MICHAEL WALTON@A1@WBHQB)

A L L - I N - 1 N O T E

DATE: 02-Jan-1997 11:46am

TO: Richard Feachem (RICHARD FEACHEM)

FROM: Samuel Lieberman, EA3PH (SAMUEL LIEBERMAN)

EXT.: 82539

SUBJECT: **RE: OPC Review of the HNP SAS Approach Paper**

Ricahrd,

Thanks for circulating these minutes. After reading them, I think it would be useful to devote a few additional minutes at the next Board meeting to what the OPC indicates it wants and what we understand by this. Hope that is accpetable to everyone.
SL

CC: JACQUES BAUDOUY	(JACQUES BAUDOUY @A1@WBWASH)
CC: EVA JARAWAN	(EVA JARAWAN @A1@WBWASH)
CC: XAVIER COLL	(XAVIER COLL)
CC: ALEXANDRE ABRANTES	(ALEXANDRE ABRANTES)
CC: MAUREEN LEWIS	(MAUREEN LEWIS)
CC: XAVIER COLL	(XAVIER COLL)
CC: WILLY DE GEYNDT	(WILLY DE GEYNDT)
CC: BARBARA HERZ	(BARBARA HERZ)
CC: INDRA PATHMANATHAN	(INDRA PATHMANATHAN)
CC: CHRIS LOVELACE	(CHRIS LOVELACE @A1@WBWASH)
CC: TERESA HO	(TERESA HO @A1@WBWASH)
CC: OK PANNENBORG	(OK PANNENBORG @A1@WBWASH)
CC: A. EDWARD ELMENDORF	(A. EDWARD ELMENDORF @A1@WBWASH)
CC: Laura Shrestha	(LAURA SHRESTHA)

Following are the minutes from the HNP Sector Board meeting held on Tuesday, January 7, 1997, 4:00-5:30.

Agenda:

1. Nutrition: follow-up to previous discussion
2. Bank participation in the Micronutrient Initiative and other initiatives (special grants, funded programs, etc.)
3. OPC discussion of the HNP SAS
4. Any other business

Participants:

Sector Board Members, Alternates, and Participants:

CHAIR: Willy de Geyndt

AFR: Ok Pannenberg, Ed Elmendorf

EA: Willy de Geyndt, Sandy Lieberman

ECA: Chris Lovelace

LAC: --- (X. Coll, A. Abrantes, and M. Lewis simultaneously on retreat)

MENA: Eva Jarawan

SA: Barbara Herz

OTHER: Laura Shrestha, Helen Saxenian

GUESTS: Alex Preker (HDDHE), for topic (3)

1. Nutrition - follow-up to previous discussion

This topic was brought back to the Board as a follow-up to the meeting with nutrition specialists held on November 26. During that meeting, Judith McGuire argued that the staffing in nutrition (numbers, skills mix, managers with nutrition experience) has not kept pace with the increasing lending portfolio in nutrition.

Board decisions: The full Board (including LAC) reached consensus on the following nutrition issues. First, the Board recognizes the importance of and recommends continued support for nutrition in the Bank portfolio. Second, the Board supports the concept of a core team in nutrition to ensure nutrition capacity within the organization. Third, the Board supports a broad approach to nutrition activities, including its linkage with food security, income generation, microbiology, agriculture, etc. Fourth, the Board supports multiple centers of nutrition specialization, rather than the placement of the core team solely in the central unit or in any one particular region. It was recognized that the regions with the greatest needs in nutrition are Africa and South Asia, and it was suggested that these two regions might house the bulk of nutrition staff. Fifth, the Board recommends that, if groupings of specialists are to sit in particular regions, cross-support arrangements need to be specified in order to ensure that all regions would benefit from the skills of those individuals.

Sixth, the Board recognizes that the network would benefit from having one individual assume an ambassadorial role. The functions of this individual would include providing technical guidance on operations, external relations, and advocacy. Seventh, "knowledge management" tasks associated with the Nutrition Advisory Service, including the "Helpline" for nutrition questions, identification of consultants, etc. would continue, location to be determined. Eighth, whether an increase in the number of nutrition specialists is required Bank-wide should largely be a determination of each of the regions.

Next Steps: the Sector Board will present its recommendations to the HD Council. If accepted, a Working Group would be formed to work out the practical arrangements (who, where, under what resources).

2. Bank participation in the Micronutrient and other Initiatives (special grants, funded programs, etc.)

General questions were raised regarding Bank participation in a number of initiatives, such as the Micronutrient Initiative, the Safe Motherhood Initiative, etc. How many such bodies do we participate in? What is the Bank's relationship (financial, technical support) to these bodies? How do we participate? What do we get from them? Do the benefits of participation out-weight the costs?

Board Decisions: these are relevant questions to be addressed before the Board, but the Board needs more information.

Next Steps: Helen Saxenian will prepare a document which inventories initiatives with Bank involvement in the HNP sectors. The Board will review this paper, as well as a paper by Tom Merrick on the Special Grants Program, during a Board meeting scheduled with sufficient time to have an impact on FY98 budget planning for the Special Grant Program and other activities where the Bank's association could have budgetary implications.

3. OPC discussion of the HNP SAS

The Operational Policy Committee (OPC) met on December 17, 1996 to discuss the Approach Paper on Health Sector Strategy. Alex Preker addressed the HNP Sector Board to transmit what had occurred during that meeting and to inform the Board of the intended next steps.

Preker noted that, in a memorandum from Gautam S. Kaji and Caio K. Koch-Weser, three paper products are proposed: (a) policy papers; (b) strategy papers (like the SAS); and, (3) framework papers. Some direction on the distinction between the three products is provided but there is room for interpretation in terms of contents and focus.

A one-step process is now recommended (though not yet accepted) for the latter two products: Board review at the yellow-green state rather than approach-paper stage and a final streamlined presentation to the Board at which time there would be no discussion.

In terms of the case of the HNP SAS, we are aiming at the correct balance

between policy contents and Bank strategy/process.

The committee found that, in the Approach paper, there was too much focus on business processes and too little on strategic direction.

Next Steps: Alex Preker is holding meetings with staff in the regions. The draft white cover SAS will come before the HNP Sector Board in late January. Distribution to the HNP family will occur soon after for comment.

4. Any other business.

A concern was raised that the Board has not received an update on the EDIHR Flagship course since the Nov. 5 Sector Board meeting.

Next Steps: the Board will seek an update from EDIHR at a future meeting, preferably in combination with an update on the Innovations in Health Financing Conference.

OPC Review