

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: President Wolfensohn - Briefing Book for President's Meetings and Events - Social Development Advisers Network - December 12, 1996

Folder ID: 30486510

Series: Meeting and event briefing materials

Dates: 09/10/1993 - 12/13/1996

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: 04/11/2025

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

Meeting: Social Development
Advisers Network

Thursday, December 12, 1996
4:15 - 4:45 p.m.,
E 1227 Conference Room

DECLASSIFIED
WBG Archives

Archives



30466510

R2002-036

Other #: 27

Box #: 186477B

President Wolfensohn - Briefings Books for Presidents Meetings - Meeting Materials
Social Development Advisers Network - December 12, 1996

Archive Management for the President's Office

Document Log

Reference # : Archive-01073

118

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: MEETING: SOCIAL DEVELOPMENT ADVISERS NETWORK (N)
(B) - Thursday, December 12, 1996 from 4:15-4:45 p.m.

VENUE: E1227 (CONF. RM.)

CONTACT: DAVID JOHN (ED'S OFFICE) @ 623-4564

INTERNAL: GLORIA DAVIS @ 82750

IN ATTENDANCE: JDW, SERAGELDIN (IN PLACE OF KOCH-WESER),

GLORIA DAVIS, HANY

SDA NETWORK ATTENDEES: // BRENDA KILLEN (FROM U.K. ED'S
OFFICE TO ACCOMPANY

MS. ROSALIND EYBEN (UNITED KINGDOM)

MR. LEEN BOER (NETHERLANDS)

MR. ROB VISSER (NETHERLANDS)

MR. REINER FORSTER (GERMANY)

MR. REMY-CLAUDE BEAULIEU (CANADA)

MR. MASSIMO TOMMASOLI (ITALY)

MR. CURT GRIMM (U.S.)

(B) GLORIA DAVIS // MONDAY, DEC. 9 C.O.B.

AGREED TO BY: JDW (12/2)

EXC: JDW (HANY) // ALI (12/4)

DATE: 12/17/96

C. VPU

Corporate

- ☐ CTR
- ☐ EXT
- ☐ LEG
- ☐ MPS
- ☐ OED
- ☐ SEC/Board
- ☐ TRE

Regional

- ☐ AFR
- ☐ EAP
- ☐ ECA
- ☐ LAC
- ☐ MNA
- ☐ SAS

Central

- ☐ CFS
- ☐ DEC
- ☐ ESD
- ☐ FPD
- ☐ FPR
- ☐ HRO

Affiliates

- ☐ GEF
- ☐ ICSID
- ☐ IFC
- ☐ Inspection Panel
- ☐ Kennedy Center
- ☐ MIGA

D. EXTERNAL PARTNER

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

☐	Part I
☐	Part II
☐	Other

E. COMMENTS: This brief includes the following:

- Social Development Advisers Delegation
- Briefing note from Mr. Serageldin to JDW dated December 9, 1996 entitled "visit of the European Social Development Advisers - December 9-13, 1996
- Mission of Bilateral Agency Social Development Specialists

File Location ☐ EXC ☐ IISC ☒ Archives	Cleared By	Date: 12/17/96
---	-------------------	--------------------------

[View Update History](#)

OFFICE MEMORANDUM

DATE: December 9, 1996

TO: Mr. James D. Wolfensohn, EXC

FROM: Ismail Serageldin, ESDVP

IS

EXTENSION: 34502

SUBJECT: **Visit of the European Social Development Advisers**
December 9 - 13

On Thursday, December 12, you will be meeting with six social development advisers from European bi-lateral agencies. The names of the social development advisers, their titles and terms of reference, which were forwarded to you earlier by their Executive Directors, are attached (the earlier meeting was postponed). Rosalind Eyben, from ODA, is the informal organizer of the group.

At the request of their Executive Directors, the group will be meeting with regional vice presidents and staff. Mr. Koch-Weser will host a reception for them at his home on December 10.

Background

The social development advisers are senior social scientists who have been working together over the past several years to improve the capacity of their organizations to reflect the social and cultural dimensions of development in their work. Their organizations have also contributed generously to the Bank's work on poverty reduction and participation.

Given ongoing bilateral support for these Bank programs, in 1993, the group was invited by their Executive Directors to visit the Bank and to assess the Bank's work on poverty and social development. In their BTO, which was quite critical of some aspects of the Bank's work, the social development advisers:

- (a) noted that insufficient attention was being given to the social and cultural dimensions of the Bank's work on poverty reduction;
- (b) commented on the limited amount of social analysis undertaken by the Bank, the small number of social scientists and the lack of an integrated, multi-disciplinary approach to the Bank's work;
- (c) observed that much of the innovative work of the Bank, on participation for example, was almost entirely financed by externally supported trust funds; and

- (d) commented on the variability between regions in their concern with both poverty and the social dimensions of development.

On the positive side, they endorsed the new social policy program of ESD, which aimed to advance social assessment and give greater attention to social issues in country economic and sector work, and they encouraged their agencies to support specific elements of the work of ESD, Africa and South Asia.

As a result of their visit, European bi-laterals (especially Norway, Holland, and Sweden) agreed, inter alia, to provide US\$2 million to the Bank to help advance work on social assessment and strengthen its capacity for social analysis. At the time, however, the Bank was making an effort to reduce its dependency on externally mobilized trust funds, and so it declined these resources and established instead the Fund for Innovative Approaches in Human and Social Development (FIAHS) which provided matching funds for operational work on social assessment and participation and for capacity building in these areas.

Talking Points

In your discussion with the social development advisers, you may wish to:

1. acknowledge that you are aware of their previous visit and their role in mobilizing their agencies support for the Bank's work on social policy and social assessment;
2. indicate the very considerable progress which has occurred since they were last here, for example:
 - the continuing work to mainstream social assessment and participation;
 - the preparation of the task group report on social development, which you commissioned, and which was discussed by the Board on November 12;
 - the emphasis which you personally have given to Social Development, for example, in your annual meetings speech (they have been given copies);
 - the formation of a new network family and Board for social development; and
3. ask their impression of the emerging social development agenda.

The group is knowledgeable about the Bank and will no doubt have a number of impressions to share.

Attachment

cc: C. Koch-Weser (EXC)

Social Development Advisers Delegation to the World Bank

December 9-13, 1996

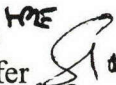
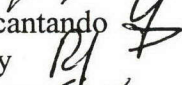
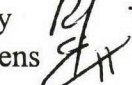
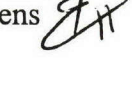
The social development advisers' delegation consists of:

- *Ms. Rosalind Eyben, United Kingdom*
Chief Social Development Adviser
Overseas Development Administration (ODA)
- *Mr. Leen Boer, the Netherlands*
Senior Policy Adviser, Ministry of Foreign Affairs
- *Mr. Rob Visser, the Netherlands*
Head, Poverty Analysis and Policy Division
Social and Institutional Development Department, Ministry of Foreign Affairs
- *Mr. Remy-Claude Beaulieu, Canada*
Senior Adviser, Social Policies
Canadian International Development Agency (CIDA)
- *Mr. Reiner Forster, Germany*
Program Officer, Strategic Corporate Development Division
German Agency for Technical Cooperation (GTZ)
- *Mr. Massimo Tommasoli, Italy*
Director-General for Development Cooperation
Ministry of Foreign Affairs
- *Mr. Curt Grimm, U.S.*
Social Science Adviser
USAID

OFFICE MEMORANDUM

Date: September 27, 1996

To: The President

From: Mr. Evans 
Mr. Schaffer 
Mr. Good 
Mr. Passacantando 
Ms. Jacoby 
Ms. Herfkens 

Ext: 623 4560

Subject: Social Development Adviser Network

1. We are pleased to inform you that the Social Development Adviser Network are planning to follow up their visit to the World Bank in 1993 with a further visit to review progress on the promotion of social development issues in the Bank, and the findings of the recent Social Development Task Group Report.
2. The Social Development Adviser Network, established in 1992, is an informal group of sociologists and socio-cultural anthropologists employed by bilateral cooperation agencies and ministries. The Network's overall goal is to improve the capacity of development cooperation organizations to reflect social and cultural dimensions, not only in bilateral aid programmes but also in NGO and multilateral programmes.
3. The purpose of the visit in 1993 by some members of the Network was to assess the World Bank's current interest and capacity to address the social dimensions of development with particular regard to poverty, participation, social policy and social assessment. They concluded that there was considerable variation in the Bank's interest and capacity in this regard and made a number of recommendations.
4. In the intervening years, they have been encouraged by the enhanced emphasis given by the Bank to social development issues; they have identified various innovative initiatives within the Bank, some of which they have been engaged in as partners and others about which they would like to learn more. They have also noted with interest the work undertaken by Task Group on social factors in the work of the World Bank. The release of the Task Group report seemed to be a timely moment to make a repeat visit.
5. The team is planning to visit Washington from 13th to 18th October. It will be led by Rosalind Eyben, Chief Social Development Adviser to the UK Overseas Development Administration. Other team members are Remy Claude Beaulieu (CIDA); Leen Boer

(Ministry of Foreign Affairs, Netherlands); Reiner Forster (GTZ); Gunilla Olsson (SIDA); and Massimo Tommasoli (Ministry of Foreign Affairs, Italy).

6. The team are hoping to meet as wide a range of Bank staff as possible, including social scientists, country task managers, managing directors, vice presidents, and Executive Directors. Rosalind Eyben has already been in touch with Gloria Davis about the visit. We hope that it will be possible to put together a programme of meetings with Bank staff, and that you will be able to find time to talk to the team. The mission will produce a joint aide-memoire at the end of the visit.

cc: Mr. Sandstrom
Mr. Kaji
Mr. Koch-Weser
Mr. Madavo
Mr. Sarbib
Mr. Cheetham
Mr. Wood
Mr. Linn
Mr. Burki
Mr. Dervis
Mr. Bruno
Mr. Serageldin
Mr. Choksi
Mr. de Ferranti
Mr. Husain
Mr. Picciotto
Ms. Davis

**VISIT OF REPRESENTATIVES FROM
THE SOCIAL DEVELOPMENT ADVISER NETWORK
TO THE WORLD BANK**

Autumn 1996

TERMS OF REFERENCE

Purpose

The purpose of the visit is to enhance our mutual capacity of the World Bank on the one hand, and the bilateral agencies on the other hand, to promote sustainable development and poverty reduction by mainstreaming the social dimension.

Specific Tasks

Achieving joint learning through meetings, workshops and exchange of written material;

Exchanging views with Bank staff and Executive Directors on the implications for the Bank of the Social Development Task Force Report, including:

- recruitment, roles, capacities, functions and numbers of [non economic] social scientists;
- management and institutional structures and culture in relation to achieving more effective aid for poverty reduction;
- partnerships between the Bank and national/international organisations pursuing poverty reduction goals.

Identifying ways and means for bilateral agency collaboration with the Bank in supporting the implementation of the Task Group Report's recommendations.

Mission Composition

Remy-Claude Beaulieu Senior Adviser, Social Policies, CIDA

Leen Boer Senior Policy Adviser, Policy Planning Division, Ministry of
Foreign Affairs, Netherlands

Reiner Forster	GTZ
Gunilla Olsson	Senior Policy Adviser, Sida
Massimo Tommasoli	DGCS, Ministry of Foreign Affairs, Italy

Reporting

The mission team will draft a joint aide-memoire to their Executive Directors, with copies to all those they will have met during their mission.

OFFICE MEMORANDUM

DATE: September 10, 1993

TO: Distribution

FROM: James W. Adams, Acting HROVP

EXTENSION: 36691

SUBJECT: Mission of Bilateral Agency Social Development Specialists

As you will recall, a mission of European bilateral agency social development specialists visited the Bank in June to assess the extent to which the social dimensions of development are being addressed in the Bank's work. Attached is a copy of their report to their EDs, which they sent to Mr. Sven Sandstrom asking for comments. I have agreed to coordinate preparation of a response from Sven Sandstrom to the Executive Directors concerned. Please send your comments to me, copied to Sarwar Lateef, by 15 September and I will formulate a joint response based on your views. Thank you.

Attachment

Distribution

Messrs./Mmes. K. Amoako (ESP); J. de Merode (PHN); G. Davis (ENVSP);
R. Iyer (PMDDR); C. Blanchi (ECAVP); M. Martinez (AFRVP);
A. El Maaroufi (EAPVP); T. Husain (MNAVP); R. Drysdale
(SASVP); M. Alexander (LATVP)

cc: Mr. K. Sarwar Lateef, (o/r); C. Boucher, Acting Chief, OPRIE

JR-McCracken/mle

MISSION OF BILATERAL AGENCY SOCIAL DEVELOPMENT SPECIALISTS TO THE WORLD BANK

1-4 JUNE 1993: REPORT TO THEIR EXECUTIVE DIRECTORS

INTRODUCTION

Visit objectives

Members of a network of European aid agency social development/poverty advisers made a joint mission to Washington to encourage the World Bank to systematise and apply an understanding of *society* in the design and implementation of development assistance. The mission consisted of senior staff members from DANIDA, GTZ, SIDA, ODA and the Netherlands DGIS - all with backgrounds in sociology or social anthropology. Working in various capacities in our organisations, we have a range of experience of prior collaboration with the World Bank. For this mission, objectives were to assess the Bank's current interest and capacity to address the social dimension of development with particular regard to poverty, participation, social policy and social assessment, linking economic growth, social development and sustainability.

2. We are grateful to David Stanton, United Kingdom Alternate Executive Director for arranging a very well structured programme, which allowed the team to have an extensive dialogue with well over one hundred Bank staff members, including Managing Director Sven Sandstrom, Vice-Presidents Jaycox, Husain, Scrageldin, and Choksi and Robert Picciotto, Director General Operations Evaluation. We appreciated the welcome and high level of attention given to our mission by the staff we met in the various parts of the Bank visited. The programme also gave us several opportunities to meet the Executive Directors, or their Alternates for the Netherlands, Nordics, Germany and the United Kingdom, concluding with a de-briefing session on the last afternoon. This report represents the joint views of the specialists on the mission and summarises our findings, views, conclusions and recommendations.

Why are our concerns important?

3. In the last few years both the World Bank and bilateral donor agencies have re-emphasised sustainable poverty reduction as the overarching objective of their assistance. The complexity and difficulty of the challenge require a strategy which brings together the knowledge, methods and experiences of all those disciplines concerned to understand human behaviour. The theory and practice of social policy and social analysis is making an increasingly significant contribution to the formulation and implementation of strategies for poverty reduction and enhancement of the quality of life.

4. At the heart of the approach is an understanding that the behaviour of individuals is determined by structures and networks of social relationships and obligations, and shared knowledge and values - and that this is culturally and historically variable. It starts with local, contextually specific analysis and takes this up into synthetic, macro-level assessments; it integrates an understanding of the social and cultural with the economic. It has the potential to shape policy which is not reduced to universal prescriptions but is cognisant of the specific societal processes which are the context of economic relations. Social policy and social analysis begin with what is happening in society rather than with what can be delivered. The methodology and tools of the discipline, commonly referred to as *social development*, contribute to country policy and sector strategies through to project identification, appraisal and field management.

FINDINGS

Current situation in the World Bank

5. We were interested to know the extent and manner in which the Bank was addressing the social development dimension in its poverty reducing strategy, as outlined in WDR 1990. From our discussions we noted that the Bank's operational work in poverty reduction appears to focus primarily on social sector provision and safety nets. Enhancing the productive capacity of the poor, building, for example on existing coping mechanisms, seems to receive far less exposure. This may reflect the lack of a social policy perspective

which understands the linkages between livelihoods and people's efforts to meet their social and economic needs.

6. It is difficult to be completely precise about the numbers of professional sociologists/social anthropologists practising their discipline and employed as core staff members in the Bank but information provided indicates there are about 20, or less than 1% of Bank professional staff. About half of these are in the regions and the others concentrated in the Vice-Presidency for Environmentally Sustainable Development (ESD). Of the 140 new positions being created in the next financial year it is anticipated that 12 will be filled by social development specialists, with 9 in the regions and 3 more in ESD.

7. The name of the Education and Social Policy Department of the Human Resources Vice-Presidency - the department responsible for monitoring the Bank's performance on poverty - does not appear to be reflected in the disciplinary mix of the staff. This could imply that insufficient attention is being paid to the social and cultural dimensions of the Bank's central work in poverty reduction, human development and gender. We found little evidence of an integrated approach to these issues being taken within the various sectoral activities of this vice-presidency.

8. The recent reorganisation in the Bank has had the welcome outcome of concentrating a number of social development specialists together in at least one vice-presidency (ESD) indicating here a commitment to integrating an understanding of society into the Bank's work. A Social and Resettlement Division has been created within the Environment Department of ESD, staffed by social development specialists. Two other senior social policy specialists are working in this Vice-Presidency. Earlier this year a retreat was held for all the Bank's social development specialists and from this was established a Bank-wide Social Policy Thematic Team to work on guidelines for social policy and social assessment. As the social development staff in this vice-presidency is concentrated within the Social and Resettlement Division within the Environment Department, other departments in ESD, particularly agriculture and natural resources management are less well served.

9. As another earlier Bank-wide activity, the objectives of advocacy and awareness raising of the Participatory Learning Group appear to have been met. The organisation is now faced with the challenge of mainstreaming and sustaining the approach. The core

staff of the Participatory Learning Group was transferred from External Affairs to the Vice-Presidency for Human Resources and Operational Policy and one post was removed; there is the general impression that some of the momentum of the work of this group has been lost in recent months.

10. In the regions and country departments we noted great variability in the interest and concern to address the social dimension. In Asia, the principal concern remains the mitigation of the negative impact of infrastructure projects. In Asia Technical Division, staff have until recently been swamped by resettlement issues with 55 on-going resettlement projects and another 45 in the pipeline; otherwise the social development specialists are working mainly on credit programmes for women. A newly established socio-cultural unit in the India Country Department has one social development specialist working on gender and resettlement issues.

11. In Africa there has been a much stronger emphasis on upstream policy work by social development specialists, with the development of poverty strategies but there are only two core staff social development specialists, one in the region and one in a country department. Much of the recent work on participatory poverty assessments is heavily dependent on assistance from outside agencies. The fact that a recent job announcement for a senior poverty adviser in the region required an economist is an interesting indicator. On the other hand there are some country departments where there is a real interest in developing and deploying the methods and tools of social policy and social assessment. The societal, including the gender dimension is also being integrated into the work of the region's thematic work on governance.

12. In Latin America (the other regional vice-presidency visited) little attention appears to be given to social development concerns other than in some specific sectoral activities and in safety nets.

13. The very small number of social anthropologists/sociologists employed by the Bank, and the fact that they tend to work largely downstream in a limited number of sectors, mean that many Bank staff remain unaware of the contribution social development approaches can make to the design and implementation of effective and sustainable development assistance ("quality of entry debate"). Staff are not aware of our methodologies and tools and "multi-disciplinary" tends to mean collaboration between

divisions working in different sectors. Experience from our own agencies has shown that hands-on demonstration of our skills is the best way to convince management of the added value of social development expertise. Our conclusions concerning further support and encouragement to the Bank are based on this premise.

CONCLUSIONS AND RECOMMENDATIONS

A strategy for supporting and encouraging the Bank

14. We concluded that the variation in the Bank's interest and capacity to address social and poverty issues relates largely to the concerns and quality of the leadership. Bearing in mind our own limited human and financial resources, we believe that any future joint collaboration on social development issues should be strategically targeted in those parts of the organisation that have demonstrated a commitment and who wish to further develop and strengthen their capacity. We recommend a two-pronged approach which would help develop a critical mass at the centre and establish examples of best practice in the regions. In due course we would expect this approach to stimulate sufficient demand and awareness within the Bank for a much greater integration of social concerns within all vice-presidencies.

- Support to the quality improvement and control function of the central vice-presidencies through collaboration with the Vice-Presidency for Environmentally (and Socially) Sustainable Development in the role it has taken to develop thematic work on social policy and social assessment. We are exploring the possibility of providing a coordinated pump-priming facility to be managed by the Social and Resettlement Division on behalf of the thematic team.

- Support to a selected number of regions and country departments by direct but coordinated bilateral collaboration. The two regions would be Africa (starting with AF6) and South Asia. We are already collaborating with secondments and technical assistance in these regions and we would seek to strengthen and better coordinate our collaboration. With particular reference to Africa and SPA 3, we have recommended to the Vice-

President that the plans for a social policy and poverty working group be finalised and that the group be multi-disciplinary (including social development specialists). The group's findings and conclusions should be integrated into the main agenda of the SPA meeting.

Skills mix and capacity building

15. There is a continuing need to urge the Bank to increase the number of social development specialists employed as core staff members. Any further secondments of social development specialists from our agencies to the Bank should only take place if they are part of our overall strategy outlined above and, if there is a commitment to match the secondment. When new positions are created the Bank should be encouraged to review the kinds of qualifications and experience required and to consider the potential for social development expertise. We welcome the initiative to include sociologists/social anthropologists in the Young Professionals Scheme but believe it particularly important to recruit highly qualified professionals who have substantial field experience of development and who have worked in aid bureaucracies. Since the overall staff complement is not likely to increase significantly in the near future this implies adjustments to the existing skills mix.

16. A short training course cannot convert existing Bank staff into social development specialists, nor substitute the need for employing them, but we recommend the Bank be encouraged to implement its tentative plans for running a major training programme in 1995 on the importance of social issues in Bank work.

17. We also recommend that more effort be made to develop social development capacity in borrower countries, including the identification of potential social science institutions and consultants and the provision of appropriate training and support.

Poverty strategies

18. Poverty assessments need to be widened and deepened to ensure a qualitative as well as quantitative understanding of poverty and to enable the full participation of local and national institutions in the assessment. This approach should be adequately reflected in a revised version of the Poverty Handbook. While the Bank should be encouraged to

implement these assessments in a timely manner the emphasis should be on quality and borrower capacity-building, rather than on achieving strict, mainly time-based targets.

19. Not only should findings from these society-aware poverty assessments be fully incorporated into the Policy Framework Papers, Country Assistance Strategies, Country Economic Memoranda and Public Expenditure Reviews but a wider social policy analysis should be included in these policy instruments. Social Development specialists could particularly make a valuable contribution to PERs.

20. We noted with concern that in the operational parts of the Bank (we did not look at research) insufficient attention appears to be given to the issues of enhancing the productive capacity of poor people and helping them develop secure livelihoods. Furthering adequate productive employment opportunities is at the core of an effective poverty reduction strategy. Thus more attention should be given to the necessary prerequisites for poor people to access and participate fully in economic life.

21. The post-Wappenhans focus on simplicity and more efficient operations should not result in a retreat from social reality. Poverty is complex and heterogeneous - strategies and projects must be designed to recognise and address this. The new emphasis on decentralised and simplified procedures is to be welcomed and is an opportunity for the development of additional and more appropriate instruments for poverty reduction. A greater emphasis on implementation allows for a process approach to project design with field level management and monitoring to enable flexibility and adaptation to the dynamic social and institutional context of projects.

22. We **recommend** the Executive Directors consider the important role of OED in evaluating the impact of Bank projects on the lives of poor women and men. Here also the appropriate skills mix is essential if we are to assess the Bank's capacity to implement its over-arching poverty reducing objective.

World Development Report

23. We welcome the idea current in the Bank for a WDR on social policy. In order to allow for adequate time for preparation we **recommend** this for 1996. We also

recommend that the issue of Women and Development (gender equality) will have more impact if included within this report on social policy.

Composition of the Team

Mr Joan Boer, Head of South America Department, Directorate General for International Cooperation (DGIS), Netherlands Ministry of Foreign Affairs

Mr Leen Boer, Poverty Coordinator, DGIS, Netherlands Ministry of Foreign Affairs

Ms Rosalind Eyben, Head of Social Development Department, ODA, Overseas Development Administration

Mr Reiner Forster, Adviser, Poverty Alleviation, Socio-cultural issues and WID, GTZ, Deutsche Gesellschaft für Technische Zusammenarbeit

Mr Anders Baltzer Jorgensen, Chief Technical Adviser (Natural Resources) DANIDA, Danish International Development Assistance, Ministry of Foreign Affairs

Ms Gunilla Olsson, Senior Policy Analyst, Planning Secretariat, SIDA, Swedish International Development Authority

Ms Eva Tobisson, Director, Development Studies Unit, Dept. of Social Anthropology, Stockholm University (institutional collaborator to SIDA)