

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: President Wolfensohn - Briefing Book for President's Meetings and Events - Luncheon - Bosnia Team Get Together - December 12, 1996

Folder ID: 30486512

Series: Meeting and event briefing materials

Dates: 12/10/1996 - 12/12/1996

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: 04/10/2025

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

Lunch: Bosnia Team Get-Together

Thursday, December 12, 1996

1:00 - 2:15 p.m.

Ante Room, H Auditorium

Angaria - Unesco

DECLASSIFIED
WBG Archives

Archives



30486512

R2002-036

Other #: 27

Box #: 186477B

President Wolfensohn - Briefings Books for Presidents Meetings - Meeting Materials
Lunch - Bosnia Team Get Together - December 12, 1996

Archive Management for the President's Office

Document Log

Reference # : Archive-01075

IRTS

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: LUNCH: BOSNIA TEAM GET-TOGETHER (N) (B) // (CONFIRMED) // SESSION WILL BE VIDEO-TAPED - Thursday, December 12, 1996 from 1-2:15 p.m.

VENUE: ANTE ROOM, H AUDITORIUM

CONTACT: YASMIN @ 34848 // CHRISTINE WALLICH

NOTE: ALL ARRANGEMENTS FOR THIS LUNCHEON ARE BEING

HANDLED BY C. WALLICH'S SHOP

(B) C. WALLICH // DUE: MONDAY, DECEMBER 9

EXC: HANY ASSAAD // ALI (10/23)

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:

- Briefing note
- Bosnia team
- World Bank-Supported Projects
- Basic Facts & Figures

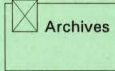
File Location



EXC



IISC



Archives

Cleared By

Date:

12/17/96

 View Update History

Mr. Wolfensohn's Lunch with the Bosnia Team
Thursday, December 12, 1996, 1:00 pm, Ante-Room of the H-Auditorium

Bank Group Accomplishments in Bosnia During 1996:

- 13 projects operational (3 more, to be financed under the ITF, will go to the Board tomorrow -- Industry Re-Start, Essential Hospital Services and Local Initiatives -- fully committing our pledge \$330-350 million during 1996); IFC also has one project operational (venture capital fund);
- Disbursement of \$179 million in Bank funds to date, plus an additional \$39 million in Bank-administered trust funds (Annex 1); and
- Coordination of the aid flows for reconstruction and hosting two major donor conferences that mobilized \$1.8 billion, and setting up aid coordination structures in the field, in a successful partnership with the European Union.

Key Institutional Issues and Lessons:

- Support from management has been essential in achieving this year's objectives, including: *adequate budget* for the extensive program of support in 1996; and the use of *flexible emergency credit processing procedures* that have cut several months from the usual processing time and provided a more conducive environment for procurement with wide international participation. Continued management support will be key to achieving our 1997 objectives.

The Challenges Ahead -- Sustaining Our Effort:

The objective in 1997 is to shift from emergency reconstruction to sustainable projects by introducing sound sectoral policies. We face three challenges in achieving this goal:

- maintaining the continued *support of staff* in the various units across the Bank for the emergency effort (including legal, disbursements, procurement and others);
- *working with the Bosnian government* on sound and appropriate sectoral policies, sustainable budgets, cost recovery mechanisms and policies, strong institutions and other elements of sustainable development; and
- *bringing the donor community onboard* with sectoral conditionality that builds towards sound economic policies.

The Bosnia Team:

- The "core" Bosnia Team consists of about *60 staff and consultants* -- around 40 "level 18 and above" staff and 20 "level 11-17" staff -- who work more than half their time on Bosnia. *About 20 of these staff and consultants are in the resident mission in Sarajevo.* The rest of

the "core" team is mainly located in EC2: in the Director's front office and sectoral and country operations divisions.

- But the full Bosnia Team is about double that number, and extends throughout the rest of the Bank Group, to *Legal, Controllers, Accounting, Cofinancing and Trust Funds, the Central Vice Presidencies, External Affairs, Central Procurement, the Finance Complex* and other areas of the Bank. The *IFC, MIGA and EDI* also have dedicated Bosnia staff.
- A cross-section of about 60-70 members of this team will be at the lunch, and will include representatives from most of the Bank Group units mentioned. A list of staff and their unit is shown in Annex 2.

Key Messages:

- The team approach -- i.e., full integration of headquarters and the resident mission -- is the cornerstone of our program. This teamwork is the primary reason for our success. So is the dedication of the team. Many of the staff work seven days a week, late into the night, and, in the case of staff on mission or stationed in Bosnia, under difficult and sometimes dangerous conditions. (Note that it was not possible for the resident mission as a group to participate in this lunch -- though Mr. Saumya Mitra, Principal Economist, will attend). The lunch will be videotaped, however, and it will be shown at the resident mission.
 - *It would be very much appreciated if you made a specific mention of the commitment and dedication of the staff, including those in the resident mission who could not attend.*
 - *You could also note the difficult political and diplomatic atmosphere in which the team works.*
 - *Noting that feedback has been positive from our partners in the donor community - EC, IMF, OHR, UNHCR and others -- would also be helpful.*
- We could not do our work and achieve our goals if it weren't for the broad support and spirit of cooperation we have received from all areas of the Bank. *Recognizing the contributions of those who are not part of the "core" team, but without whom we would not have achieved our objectives -- in particular, legal, disbursements and trust fund and cofinancing staff -- is also important.*
- Management's continuing strong support of the Bosnia program is key to building on the momentum of 1996 and meet the challenges of 1997. *Your stressing that Bosnia will continue to be a priority for the institution in the year ahead would be helpful.*

The Bosnia Team

The Front Office, under **Christine Wallich**, has managed the Bosnia program, including most aid coordination. The team includes **Andras Horvai**, **Mary Sheehan** (Sr. Country Officers), **Baelhadj Merghoub** (Projects Advisor), **Monique Koning**, **Jennifer Keller**, **Mirey Ovadiya**, **Naushad Khan**, **Celine Ng**, plus "level 11-17" staff **Yasmin Jiwa**, **Rose Nguelie**, **Aleathea Thomas** and **Stephanie York**.

The Resident Mission in Sarajevo established in April 1996, handles country dialogue, manages implementation of more than half of the ongoing projects, and is taking responsibility for preparation of some new projects (for example, the Critical Imports Project for Republika Srpska). The Mission is led by **Rory O'Sullivan**, with headquarters staff **Saumya Mitra**, **Michael Koch**, **Sarah Forster**, **Ahmet Gokce**, **Enn Vasur**, **Claudio Domenis**, **Ilona Szemzo**, **Joy Vendryes** plus about ten locally-hired staff.

The Country Operations Division (EC2CO) has prepared the *Economic Recovery Project*, the Bank's first operation in Bosnia, plus the *Transition Assistance Credit* -- a \$90 million one-tranche adjustment operation -- as well as economic reports, and three new projects that will be the core of our 1997 program: *Banking Sector Reform*; *Public Finance Reform*; and *Government Services*. The division is managed by **Michel Noel**, with colleagues **Wei Ding**, **Sebnem Akkaya**, **Pedro Rodriguez**, **Hana Polackova**, **Milan Cvikl**, and **Dzenita Mehic**, plus "level 11-17" staff **Sahra Harbi**, **Joumana Freund**, **Erlinda Inglis**, and **Armanda Carcani**.

The Energy and Transport Division handles the "hard" infrastructure sectors and as such is the backbone of the reconstruction effort. The division prepared the *Emergency Transport; District Heat; Electric Power; Landmine Clearing; and Industry Re-Start Projects*, and is working on preparation of Natural Gas; Second Electric Power; and Second Transport Projects. The division is managed by **Hans Apitz**, with colleagues **Henk Busz**, **Weigong Cao**, **Aymeric Albin-Meyer**, **Ian Morrison**, **Jacques Bure**, **Njeri Muhoho**, **Richard Hamilton**, **Xavier Devictor**, **Maurice Dickerson** and **Marie-Theres Schurrer**, plus "level 11-17" staff **Amina Luna-Jiron**, **Sandra Craig**, and **Leila Abu-Gheida**. **Onno Ruhl** and **Peter Glenshaw**, from the ECA Regional Technical Department and the Industry and Energy Department, respectively, are also part of the team.

The Agriculture and Urban Development Division handles agriculture, urban, water and environment, and has prepared the *Emergency Farm; Water and Waste Management; Housing; Public Works; and Local Initiatives Projects*, as well as preparation now underway of a Forestry project. The division is managed by **Michele de Nevers**, with colleagues **Margret Thalwitz**, **Francois Wencelius**, **Kathryn Funk** and **Richard MacEwen**, plus "level 11-17" staff **Virginia Canada**, **Margie Vargas**, and **Anu Batra**.

The Human Resource Division handles the human side of reconstruction, health, education and labor, social safety net issues, and have prepared the *Emergency War Victims; Emergency*

Education; Demobilization; and Essential Hospitals Projects, as well as preparation of a second education project. The Division is led by **Ralph Harbison**, with colleagues **Michael Mertaugh**, **Olusoji Adeyi** and **Emily Andrews**, and **Guy Ellena** and **Jim Stevens** in the Budapest “hub” office, plus “level 11-17” staff **Cynthia de la Cuesta**, **Ross Pavis** and **Edith Santos**.

The Bosnia team also includes many staff from other units of the Bank:

- In the **Legal Department**, **Ian Newport**, **Barbara Santos**, **Dilek Barlas** and **Tarik Hassan** have handled all project negotiations and preparations of credit and grant agreements, as well as other legal issues.
- In **Loan Accounting and Disbursements**, **Robert Drake**, **Joseph Formoso** and **Ayma Ramboyong** have processed withdrawal applications and handled all other disbursement and repayment issues.
- In **Financial Policy and Resource Mobilization**, **Carolyn Jungr** has been responsible at the working level for preparation of the Consolidation Loans; **Olga Jonas** has worked on IDA-related issues.
- The **EXT** Bosnia group includes **Tim Cullen** at headquarters, and **Abdallah El Maaroufi** and **Nicole Renvert** in the Paris Office.
- In **Cofinancing and Trust Funds**, **Kah Hie Lau** and **Zafar Farook** have assisted with handling of trust fund arrangements with donors.
- The **IFC's Bosnia Team** includes manager **Paul Hinchey** and staff **Richard Rutherford**, **Shamsher Singh** (task manager of the recently-approved Horizonte venture capital fund) and **Alain Soulard** (task manager of the micro-credit project currently under preparation).
- **MIGA's Bosnia Team** includes **Alev Bilgen** and **Christophe Bellinger**.
- In **EDI**, the Bosnia team consists of **Peter Miovic**, **Djordjija Petkofski** and **Chandra Hardy**.
- The **RVP's Front Office** staff have been an integral part of the Bosnia Team, including Sr. Operations Adviser **Claude Blanchi**, Chief Economist **Marcelo Selowsky**, and **Egbert Gerken** in his office. **Peggy O'Donnell** and **Beverley Hyatt-Allen** have assisted in budget and trust fund matters.

WORLD BANK-SUPPORTED PROJECTS

Financing Plans and Disbursements for World Bank Credits and World Bank Administered Trust Funds (as of November 30, 1996) (US\$ million)

Project/Trust Fund	Project Cost	WB Grant/Credit & WB Administered Trust Funds	Other Donors	Financing Gap	WB Credit /WB Administered TF Amt. Disbursed ¹
I. PROJECTS					
Emergency Recovery	160.0	45.0	82.0	33.0	28.1
Emergency Farm Reconstruction	50.4	20.0	19.7	10.7	8.2
Emergency Water Supply	70.0	20.0	50.0	0.0	7.0
Emergency Transport Reconstruction	163.0	35.0	111.5	16.5	12.3
Emergency War Victims	30.0	10.0	12.7	7.3	1.0
Emergency Education Reconstruction	32.8	10.0	10.1	12.7	7.0
Emergency District Heating	40.5	20.0	13.5	7.0	8.3
Emergency Landmine Clearance	67.0	7.5	42.2	17.3	0.6
Emergency Housing Repair	60.4	15.0	45.4	0.0	5.9
Emergency Power Rehabilitation	196.4	35.6	120.2	40.6	7.7
Demobilization Support and Reintegration	20.0	7.5	0.4	12.1	0.9
Public Works and Employment	45.0	10.0	4.0	31.0	1.5
Transition Assistance Credit	110.0	90.0	20.0	0.0	90.0
Emergency Industry Re-Start Guarantee *	50.0	10.0	5.0	35.0	-
Microenterprise/Local Initiatives *	18.0	7.0	3.3	7.7	-
Essential Hospital Services *	33.6	15.0	6.9	11.7	-
SUB-TOTAL (WB Projects)	1,147.1	357.6	546.9	242.6	178.5
II. WB ADMINISTERED TRUST FUNDS					
Reconstruction Prgm. Preparation Dutch TF	n/a	35.6	n/a	n/a	27.4
Gas Imports Dutch TF	n/a	6.0	n/a	n/a	6.0
PHRD BH Emergency Recovery Japanese TF	n/a	9.0	n/a	n/a	3.7
Priority Reconstruction Multicountry TF	n/a	6.6	n/a	n/a	1.1
IFAD-Emergency Farm Reconstruction **	n/a	7.3	n/a	n/a	0.8
SUB-TOTAL (Trust Funds)		64.6			38.9
TOTAL (World Bank Projects + Trust Funds)	1,147.1	422.2	546.9	242.6	217.4

¹ Includes any amounts withdrawn or paid out from the Credit/Grant accounts for (i) payments to suppliers/contractors, (ii) the initial deposits for and replenishments of special accounts, and (iii) balance of payments support.

* To be presented to the Board on Dec. 13, 1996.

** Bank administered funds; not a trust fund.

Bosnia and Herzegovina at a glance

	Bosnia and Herzegovina	Europe & Central Asia	Low-income
POVERTY and SOCIAL			
Population mid-1995 (<i>millions</i>)	4.4	488	3,188
GNP per capita 1995 (<i>US\$</i>) <i>a/</i>	..	2,240	460
GNP 1995 (<i>billions US\$</i>) <i>a/</i>	..	1,093	1,466
Average annual growth, 1990-95			
Population (%)	-0.3	0.4	1.8
Labor force (%)	0.3	0.6	1.9
Most recent estimate (<i>latest year available since 1989</i>)			
Poverty: headcount index (<i>% of population</i>)	..	..	..
Urban population (<i>% of total population</i>)	49	66	29
Life expectancy at birth (<i>years</i>)	71	68	63
Infant mortality (<i>per 1,000 live births</i>)	19	23	58
Child malnutrition (<i>% of children under 5</i>)	..	..	38
Access to safe water (<i>% of population</i>)	..	..	75
Illiteracy (<i>% of population age 15+</i>)	..	..	34
Gross primary enrollment (<i>% of school-age population</i>)	..	97	105
Male	..	97	112
Female	..	97	98

Development diamond*

Life expectancy

GNP per capita

Gross primary enrollment

Access to safe water

— Bosnia and Herzegovina

- - - Low-income group

	1975	1985	1994	1995	
KEY ECONOMIC RATIOS and LONG-TERM TRENDS					
GDP (<i>billions US\$</i>)	..	..	..	2.5	
Gross domestic investment/GDP	..	..	..	..	
Exports of goods and non-factor services/GDP	..	..	..	15.0	
Gross domestic savings/GDP	..	..	..	..	
Gross national savings/GDP	..	..	..	..	
Current account balance/GDP	..	..	..	-20.2	
Interest payments/GDP	..	..	..	..	
Total debt/GDP	..	..	..	129.4	
Total debt service/exports	..	..	..	116.0	
Present value of debt/GDP	..	..	..	..	
Present value of debt/exports	..	..	..	..	
	1975-84	1985-95	1994	1995	1996-04
<i>(average annual growth)</i>					
GDP	..	..	..	..	17.2
GNP per capita	..	..	..	..	..
Exports of goods and nfs	..	..	..	..	36.7

Economic ratios*

Openness of economy

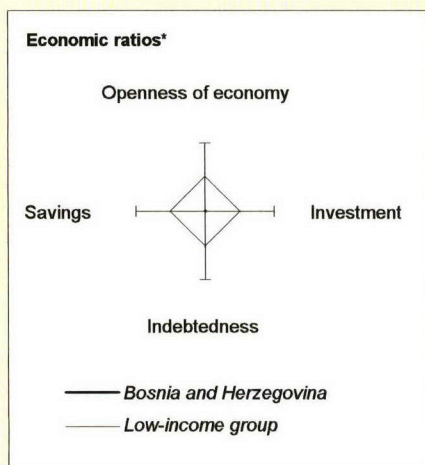
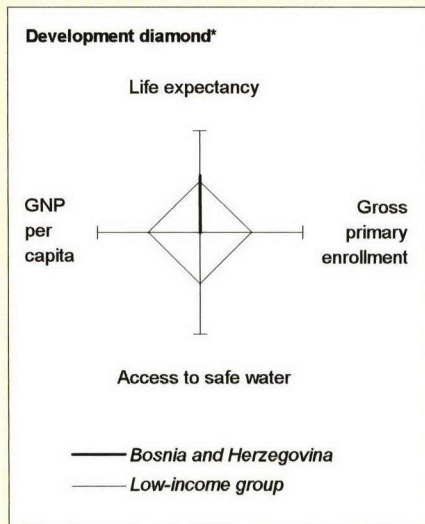
Savings

Investment

Indebtedness

— Bosnia and Herzegovina

- - - Low-income group



STRUCTURE of the ECONOMY

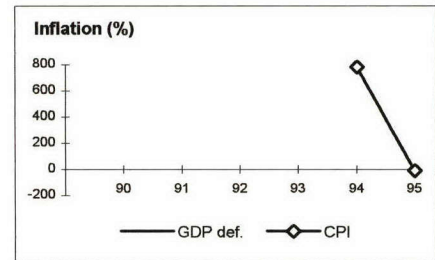
	1975	1985	1994	1995
(% of GDP)				
Agriculture	..	9.5	..	..
Industry	..	43.0	..	..
Manufacturing	..	..	..	..
Services	..	47.5	..	..
Private consumption	..	..	..	..
General government consumption	..	..	..	..
Imports of goods and non-factor services	..	..	..	..
	1975-84	1985-95	1994	1995
(average annual growth)				
Agriculture	..	..	..	..
Industry	..	..	..	..
Manufacturing	..	..	..	..
Services	..	..	..	..
Private consumption	..	..	..	..
General government consumption	..	..	..	..
Gross domestic investment	..	..	..	..
Imports of goods and non-factor services	..	..	..	..
Gross national product	..	..	..	..

Note: 1995 data are preliminary estimates.

* The diamonds show four key indicators in the country (in bold) compared with its income-group average. If data are missing, the diamond will be incomplete.

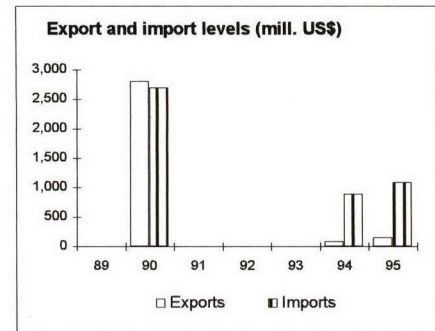
PRICES and GOVERNMENT FINANCE

	1975	1985	1994	1995
Domestic prices				
(% change)				
Consumer prices	..	..	780.0	-11.7
Implicit GDP deflator	..	..	..	..
Government finance				
(% of GDP)				
Current revenue	..	..	..	..
Current budget balance	..	..	17.0	29.0
Overall surplus/deficit	..	..	-0.2	0.0



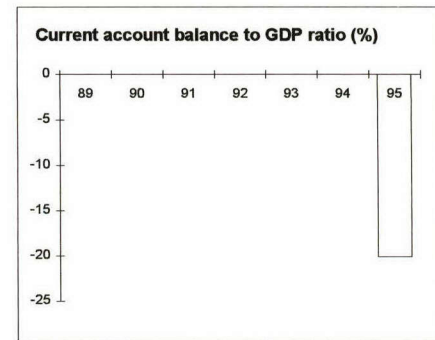
TRADE

	1975	1985	1994	1995
(millions US\$)				
Total exports (fob)	..	..	91	152
n.a.	..	..	..	..
n.a.	..	..	..	..
Manufactures	..	..	..	..
Total imports (cif)	..	..	894	1,082
Food	..	..	..	..
Fuel and energy	..	..	..	..
Capital goods	..	..	..	..
Export price index (1987=100)	..	..	..	..
Import price index (1987=100)	..	..	..	..
Terms of trade (1987=100)	..	..	..	..



BALANCE of PAYMENTS

	1975	1985	1994	1995
(millions US\$)				
Exports of goods and non-factor services	..	..	194	381
Imports of goods and non-factor services	..	..	1,085	1,334
Resource balance	..	..	-891	-953
Net factor income	..	..	-177	-183
Net current transfers	..	..	625	630
Current account balance, before official transfers	..	..	-443	-506
Financing items (net)	..	..	437	649
Changes in net reserves	..	..	6	-143
Memo:				
Reserves including gold (mill. US\$)	..	..	..	69
Conversion rate (local/US\$)	..	..	..	..



EXTERNAL DEBT and RESOURCE FLOWS

	1975	1985	1994	1995
(millions US\$)				
Total debt outstanding and disbursed	..	..	2,960	3,234
IBRD	..	..	546	623
IDA	..	..	..	..
Total debt service	..	..	475	508
IBRD	..	..	60	73
IDA	..	..	..	..
Composition of net resource flows				
Official grants	..	..	..	..
Official creditors	..	..	..	..
Private creditors	..	..	..	..
Foreign direct investment	..	..	..	..
Portfolio equity	..	..	..	..
World Bank program				
Commitments	..	..	..	..
Disbursements	..	..	..	..
Principal repayments	..	..	..	..
Net flows	..	..	..	..
Interest payments	..	..	..	..
Net transfers	..	..	..	..

