Folder Title:	President Wolfensohn - Briefing Book for President's Meetings and Events - Minutes of Meetings - Senior Management, Vice President [VP] and Executive Management Group [EMG] - November 4 to 8, 1996
Folder ID:	30485800
Series:	Meeting and event briefing materials
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Minutes of Meetings
Week: November 4-8, 1996

Vice Presidents
Executive Management Committee
Senior Management

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A. CLASSIFICATION

- [x] Meeting Material
- [ ] Trips
- [ ] Speeches
- [ ] Annual Meetings
- [ ] Corporate Management
- [ ] Communications with Staff
- [ ] Phone Logs
- [ ] Calendar
- [ ] Press Clippings/Photos
- [ ] JDW Transcripts
- [ ] Social Events
- [ ] Other

B. SUBJECT: Minutes of Meetings: Week of November 4-8, 1996 (Senior Management, Vice President (VPs) and Executive Management Group (EMG)

DATE: 11/18/96

C. VPU

Corporate
- [ ] CTR
- [ ] EXT
- [ ] LEG
- [ ] MPS
- [ ] OED
- [ ] SEC/Board
- [ ] TRE

Regional
- [ ] AFR
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Affilliates
- [ ] 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:

File Location	Cleared By	Date:
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Vice Presidents

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

DATE: 06-Nov-1996 09:57am

TO: See Distribution Below

FROM: Geoffrey Bergen, EXC (GEOFFREY BERGEN)

EXT.: 85225

SUBJECT: Monday, November ~~1~~ 4
Vice-Presidents Meeting

CONFIDENTIAL AND UNOFFICIAL

Chairing: Mr. Kaji

Attending: Berry, Bruno, Burki, Conrad, Fukui, Koch-Weser, Linn, Malloch Brown, McHugh, Muis, Perlin, Picciotto, Sandstrom, Serageldin, Shihata, Wilson, Wood, Zhang; D. Adams for Lindaek, J. Adams for Madavo and Sarbib, Hope for Cheetham, Page for Dervis.
(Assaad, Bergen, Horiguchi)

Topics Discussed:

Poland and Russia: Mr. Koch-Weser discussed his recent trip to Poland and Russia, where he visited 10 projects altogether. In both places, projects are going better following start-up problems, and, he was impressed with the positive image of the Bank. In addition, both places confirmed the Banks change agenda in their need for decision-making authority in the field, and quicker action. In Poland, he was particularly impressed with the degree of local initiative. The major theme there was integration into Western Europe, with NATO and EU as vehicles. CKW saw potential for Poland to grow faster, to levels of 6-7% while getteng at problem of structural unemployment. Problems are slowness on privatization and in social protection and pension reform a factor affecting capital markets. He noted that there is a very close relationship between Poland and the Bank, and mentioned that there will be a joint CAS with IFC there. In Russia, the political situation is currently tense, and worries over social unrest, including the possibility of a general strike in the near future. The economic situation is dominated by a collapse of tax collection, taking it far off course in the arrangement with the IMF. He noted problems with the Banks coal project. However, the Bank continues to have a very positive image in Russia. CKW also noted that Russia would be a good place for greater collaboration between the Bank, IFC and EDI.

Location of Work: Ms. Berry discussed Board criticism of the Banks lack of an overall strategy on location of work. There are major outstanding issues of personnel policy regarding both field and headquarters staff, and the Board feels there is movement away from management commitment of a year ago, when they had the impression of a commitment to greater movement to the field. Mr. Sandstrom noted that this is an issue to be looked at in the management retreat on Friday. The goal is to go ahead on a case-by-case basis, and to have a stock-taking in 6 months time, when there will also be an elaboration of clear principles. Mr. Koch-Weser stated that this is an issue which has not been adequately related to the change management effort. He also discussed the importance of balancing the goals of client focus and global knowledge management, which may have contradictory implications for location of staff in the field vs. Headquarters. Mr. Linn added that current use of Resident Representatives is very ineffective, since they are left with inadequate decision authority; lacking the authority to resolve conflicts, decisions often become stuck in the field. Mr. Sandstrom noted that Brian Wilson has begun to sketch out a framework of principles on these issues, and that over the next few months there would be discussion with VPs before going back to the Board.

CGIAR: Mr. Serageldin discussed the CGIAR meeting of last week, and a number of related events, including a Board seminar which introduced EDs to the breadth and variety of CGIAR research; and a global forum pulling together the worlds major research authorities, and included representation from the private sector, NGOs and farmers groups. A key topic of discussion was the new global system for handling of genetic resources. IS noted hopes that this will be the start of a real partnership. At the Business Meeting which also took place, it was established that the Banks share of CGIAR funding would drop from 15% to 13%. The Banks contributions were well received, and a great deal of appreciation expressed for JDWs support of CGIAR and rural development in general.

Food Summit: Mr. Serageldin also discussed preparations for the food summit in Rome next week, noting that the Bank is well prepared with its background papers. He warned that some European NGOs are organizing in Europe to launch a campaign directed against free trade and adjustment.

Cost Efficiency Study: In response to Mr. Woods question on the status of this study, Mr. Sandstrom noted that Mark Baird is preparing a short list of consultants and terms of reference. The objective will be to shift overhead costs to the front lines.

New Board: Mr. Zhang reported that the new Board is in place, with 8 new EDs representing a total of 50 countries. SEC will be conducting a one-week intensive induction program, and he asked for help from all VPs in providing briefings on regional issues.

Global Coalition for Africa. Mr. Adams discussed the meeting of the GCA, which was very productive, but where there was great concern expressed over flagging donor interest in Africa.

Treasury Issues. Mr. Perlin discussed a major conference in Singapore on policy and practical implications of reserves management, set up by the Singaporans and with the Bank playing the major role in discussing issues. Many countries in the region need this kind of support, and the Bank can learn from the event as well. He also discussed work in the field on delivery of loan product choices, noting in particular a joint teams mission to the LAC region. He noted that clients are focusing first on options on undisbursed balances.

Personnel Issues. Ms. Berry thanked all VPs who have provided performance objectives, noting that they are either with JDW or on the way. She noted however, that in reading them she perceived more a set of individual objectives than those of a management team. She also discussed the Executive Development Program, asking that VPs provide nominations for the next round by December 15th. She asked that they emphasize 2 groups: senior management, and more junior staff with potential for management work.

Administrative Tribunal. Mr. Shihata raised the issue of slowness in the Administrative Tribunals processes, citing the case of an employee who was recently told that her case would not be considered until May 1998. On investigation, he found there were several such cases. This is far too slow, and he will take it up with the Executive Secretary.

DEC matters. Mr. Bruno discussed the events of Economists Week. He emphasized the issue of the cross between the Economists Professional Association and Networks, in light of the need to maintain professional standards, and to address personnel issues such as recruitment and promotion. Mr. Bruno also expressed his thanks to all the VPs at this moment of his departure. He stated that Lyn Squire will be acting VP until the new Chief Economist comes on board, and that Masood Ahmed will be handling Network matters.

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Executive Management
Committee

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

DATE: November 8, 1996 06:44pm

TO: See Distribution Below

FROM: Atsuko Horiguchi, EXC (ATSUKO HORIGUCHI)

EXT.: 84256

SUBJECT: Wednesday, 6 November 1996, 9:30-11 am
Executive Management Committee

STRICTLY CONFIDENTIAL AND UNOFFICIAL

Chairing: Wolfensohn

Attending: Berry, Conrad, Frank, Iida, Kaji, Koch-Weser, Lindbaek, Malloch Brown, Naim, Sandstrom, Shihata, Squire (for Bruno), Zhang (, Assaad, Horiguchi)

Guests: Javed Burki, Gloria Davis

Topics Discussed:

1. Round-the-table Updates

Syria (JPE, CKW): As of February '97, Syria will be in its 10th year of non-accrual with the Bank; need to check on IMF/Paris Club status (JPE). IMF is sending mission to Syria for Article 4 consultations (CKW).

=> JPE to follow up w/CKW (JDW).

Staff Association Newsletter (MMB, JDW, SS): Article on change/networks as downsizing in disguise (MMB). Inevitable question, though we should make clear we are not seeking quantitative targets (JDW). In meeting w/Staff Association, they accepted basic stance; working w/Armitage and Baird to get out communique to staff (SS).

IFC Management Changes (JL): Issued Staff Announcement yesterday on new management structure for IFC. Jemal Kassum will be VP of Investment Operations. VP for Portfolio Management and Advisory Operations, to whom CFS and FIAS will report, will be announced once Board clears the proposed candidacy.

HIPCs Initiative (SS): There will be a Board discussion tomorrow regarding the establishment of a Trust Fund. Some EDs are pressing for the Bank to go beyond currently proposed level of participation. SS will go to Paris meeting next week, which would involve Paris Club, MDBs and bilateral donors. IDB and AfDb will have Board meetings prior to Paris meetings. A representative from Uganda -- the first country case -- will attend part of the Paris meetings.

Upward Feedback (Iida): Received feedback about [Iida's] leadership from direct reports and have devised own development program, which will be forwarded to JDW.

New EXCOM Member: Dorothy Berry (JDW): Have asked DB to become a permanent member of EXCOM.

Change/Human Resources (Berry): Working very closely w/Network heads; much work ahead in mapping staff. Also working on a completely new way of managing performance; 1 January will be beginning of new performance cycle. The next 6 months will see a lot of "action," and would like to work very closely w/EXT in implementing changes.

Staff Rule Change (MMB, Shihata, JDW, Berry, SS): Need to clarify that there will not be any changes to Staff Rules regarding e.g. redundancies (MMB). Administrative Tribunal will intercept any changes (Shihata). Can't change 50 years of jurisprudence; damage to institution would be too great. Even if we did try to change, it would be reversed by Tribunal (JDW). Two assurances staff seek are that redundancies/Tribunal would not be messed with, and that redundancies will be dealt as performance issue (MMB). Skill-based redundancies are both a performance issue and a management issue (Berry).

=> To be presented to EXCOM in the next two months will be discussions on (i) human resources (overall); (ii) performance management; and (iii) employment program (SS).

De-mining (Shihata, CKW): In the Bosnia loan, Mr Gerber suggested that we have closed covenant so that Borrower will never again introduce mines. Have examined rules of other IFIs.

=> JDW, CKW, IS and SZ need to discuss the issue (CKW).

Private Sector Development (RF): PSD team recently went to Indonesia and met w/52 Islamic Chambers of Commerce (including Kuwait and Malaysia).

Strategy (Naim): This Friday the VPs will meet for a retreat on strategy. Board seminar will be on 6 December.

=> Strategy group will come to EXCOM to discuss strategy in December and in January.

2. Social Development and Results on the Ground (per Koch-Weser note 11 October and task force report):

TASK FORCE (CKW, Burki, Naim, Squire): Deserves a lot of credit; the exercise was very helpful in bringing non-economist social scientists into the process, which was first and foremost a learning experience (CKW). The house was at first divided, with the non-economists suspicious about whether they would be given due respect. Bringing two sides together took time, but it was a great learning experience and a helpful process. JDW's Annual Meeting statement on the topic has provided vigor to this exercise (Burki). The house was outright antagonistic, with economists dominating vs. non-economists. This paper represents a heroic task and a set of compromises (Naim). Given the overarching objective of poverty alleviation, economists have increased awareness of the importance of incorporating social factors much more systematically in our development/growth work (Squire).

BOARD REACTION (Burki, Iida): Board members are by and large very happy with paper, which was produced in very participatory manner, involving 11 task force members and satellite groups within the Bank, as well as NGOs (Burki). EDs are weary of what they see as political intervention of the Bank in countries' strategies. The Bank's imposition of social values about gender, for instance, makes governments feel uncomfortable. JDW should comfort the Board that his is a process of trial and error (Iida).

RECOMMENDATIONS (Burki): There are eight follow-up actions that can be taken immediately, w/JDW's blessing:

(i) set up Social Learning Group;
(ii) ask each Region to undertake 2-3 CASs w/strong social dimension, in consultation w/civil society;
(iii) Social Assessments: while it will be up to the managers to incorporate these or not, we will equip them w/best practices,
(iv) WDR on Social Policy for 1999: Lyn Squire & team can start outline;

(v) DEC and Regions to identify areas for further policy research;
(vi) training by Social Learning Group and EDI of staff on social assessments/CASs;
(vii) targeted increase and spreading out of non-economist social scientists throughout the Bank;
(viii) report achievements in a year's time.

WDR ON SOCIAL POLICY (JDW, Burki, Squire): Why wait until 1999 -- why not 1998 (JDW)? More homework is needed (Burki, Squire). We should consider social policy as a topic for WDR for 1998 to inject a sense of urgency on the topic (JDW).

FOLLOW-UP ACTIONS (Shihata, Burki): The process thus far has been good, but is there capacity to carry forward such an ambitious agenda (Shihata)? Agenda will be implemented over time; that is why only 2-3 CASs/Region is recommended and why social assessments in just 25% of projects is being proposed (Burki).

OPERATIONAL IMPLICATIONS (JDW, Burki, Davis, GSK, Iida, JPE): Aren't social objectives incorporated into CASs already (JDW)? There is only selective application -- not systematic (Burki). We need to go beyond dealing w/e.g. gender issues in a nominal way (JDW). In trying to mainstream social objectives, we need to be comprehensive but selective, identifying which diversity issues matter in which countries. We need to prioritize key issues that can be tackled -- can't cover every issue in every CAS. We have a long ways to go towards mainstreaming social analyses. Whether investing in social capital matters or not is a sensitive issue touching upon the political economy of development (Davis). Concerned that we avoid "bean-counting" approach; the prospect of an OED report down the line could put people on the defensive. We need to be mindful of not allowing instrumentalities e.g. poverty assessments to become ends onto themselves (GSK). We don't have the skills to conduct social analyses; we rely heavily on consultants (Iida). Real success record in projects can contribute to the evolving framework (JPE).

BUDGETARY IMPLICATIONS (CKW, Naim): Agree that social objectives need to be both mainstreamed and prioritized, but cannot ignore budgetary implications of e.g. social assessments, which will be expensive (CKW). It would be important to demonstrate additionality associated w/costs (Naim).

LINK WITH PRIVATE SECTOR DEVELOPMENT (RF): Social development and private sector development are mutually reinforcing -- this ties in well w/our partnership activities w/private companies as well as e.g. Prince of Wales Business Partnership Forum. The linkage between private sector development and poverty reduction is an important research topic.

MESSAGE AT BOARD SEMINAR (Burki, JDW): Social capital investment and institution building will constitute a step towards the new paradigm of growth as results on the ground (Burki). Will say to the Board that this is a tremendous step forward, that though macroanalyses dominated in past, incorporating social aspects in our work is no longer an option. This is a step towards a balanced approach combining economic and social factors. Social aspects, just as economic aspects, must be adopted by governments -- efforts in which the Bank will assist as a service-oriented institution (JDW).

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Senior Management

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

DATE: November 8, 1996 06:20pm

TO: See Distribution Below

FROM: Hany Assaad, EXC (HANY ASSAAD)

EXT.: 30524

Sent By: Stevan Jackson

SUBJECT: Thursday, 7 November 1996 Senior Management Meeting

DECLASSIFIED
MAR 13 2025
WBG ARCHIVES

STRICTLY CONFIDENTIAL AND UNOFFICIAL

Chairing: G. Kaji

Attending: J. P. Einhorn, R. Frank, C. Koch-Weser, S. Sandstrom, S. Zhang (A. Horiguchi, H. Assaad)

Review of Portfolio and Pipeline of Projects CKW reported on the meeting on Wednesday, 6 November with the operational vice presidents. The portfolio and pipeline were discussed. Improvements were noted on disbursement across all regions but volume and average commitments are down compared to last year. More analysis will be done on the portfolio and pipeline.

=>CKW and GK will present a report to the Executive Committee in early December.

Reserve Policy JPE reported that a note should be ready soon and will be presented to JDW.

IBRD Income JPE is reviewing a note by Brian Wilson analyzing IBRD income which will be presented to JDW before the end of the week.

Ibero Summit CKW reported that he is attending the Ibero Summit in Santiago over the weekend. A good opportunity to meet many of Latin America's heads of state.

West Bank & Gaza SZ reported that an informal meeting has been set up for JDW to discuss with the Board the replenishment of the trust fund for W. Bank & Gaza.

De-mining SZ reported that there will be a meeting next week to discuss the concerns raised by Mr. Gerber and responded to by I. Shihata on de-mining work of the Bank such as in Bosnia.

Bosnia SS reported on the 2 hour meeting between JDW and Sklar, which included a discussion of a draft document on the role of the proposed deputy to The High Representative.

=>CKW is to follow up that J. Linn is to call D. Lipton (US Treasury) to work together to better define the role of the deputy.

African Development Bank SS discussed the requests from AfDB for secondments from the Bank.

=>AfDB must reimburse the Bank on a full cost basis for any seconded staff.

Networking SS and RF discussed the costs of the networks front offices.

=>SS mentioned that rules have to be laid down to deal with the size of front offices.

Foundations JPE reported on the proposed internal organization to improve coordination work with foundations.

=>GK: we need to review the proposed model separately.

Guarantees GK reported that the Board Seminar on enclave guarantees is today. Ahead of the meeting, some EDs have expressed concern that the enclave guarantees should be looked into as part of the overall work on guarantees including the proposed trust fund.

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

DATE: November 8, 1996 05:16pm

TO: See Distribution Below

FROM: Hany Assaad, EXC (HANY ASSAAD)

EXT.: 30524

Sent By: Wendy Plumley

SUBJECT: Senior Management Meeting
Tuesday, November 5, 1996

DECLASSIFIED
MAR 13 2025
WBG ARCHIVES

STRICTLY CONFIDENTIAL AND UNOFFICIAL

Chairing: J.D. Wolfensohn

Attending: J. P. Einhorn, R. Frank, G. Kaji, C. Koch-Weser, S. Sandstrom, D. Conrad, M. Malloch Brown, S. Zhang (A. Horiguchi, H. Assaad)

Washington Post Article MMB reported on the article on the Bank which is expected to appear this coming weekend in the Washington Post Magazine. It may be critical of the Bank. There may be some criticism reflected in the article stemming from staff concerned about changes in the Bank.

=>JDW: We need to meet soon to take stock of current progress on the change agenda.

Bosnia CKW explained the context of the next day (Wed) meeting for JDW with Mr. Richard Sklar, US envoy to Bosnia, accompanied by the US Under Secretary of Treasury, Mr. David Lipton. Sklar will raise issues on implementation and will discuss the appointment of a deputy to the High Representative to oversee economic reconstruction.

West Bank and Gaza CKW reported that invitations for the donor meeting are being sent. The attendance of JDW at the CG and his chairmanship of it are going to be kept open and we will follow the situation and decide later the extend of JDW's involvement. The replenishment of the Trust Fund was also discussed.

=>JDW asked that an informal meeting with Executive Directors be set up on Friday, 8 November to get initial positions of EDs on the replenishment.

Foundations JPE reported on her meeting on Monday, 4 November in New York with the Ford Foundation and the Soros Foundation.

Board SZ reported that Jannik Lindbaek is scheduled to meet with EDs this afternoon to explain IFC's proposed reorganization of the VPs functions. SZ also reported that European EDs are requesting an informal meeting with JDW ahead of his trip to Europe and the meetings at the European Commission.

=>JDW to meet with European EDs on Monday, 11 November.

Javed Burki GK explained the context for the request by President Leghari of Pakistan to Burki to serve as economic adviser to the Prime Minister. Burki is to take a three-month unpaid leave of absence. This has already been cleared by the General Counsel.

=>GK will discuss with Burki that he should not act in an executive position.

=>JDW to notify the Board of his decision on Burki at today's Board meeting.

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The World Bank/IFC/MIGA
O FICE MEMORANDUM

DATE: November 4, 1996 03:39pm

TO: See Distribution Below

FROM: Atsuko Horiguchi, EXC (ATSUKO HORIGUCHI)

EXT.: 84256

SUBJECT: Monday, 4 November 1996
Senior Managers Meeting

STRICTLY CONFIDENTIAL AND UNOFFICIAL

Chairing: Kaji

Attending: Koch-Weser, Sandstrom, Malloch Brown, Zhang (, Assaad, Horiguchi)

Topics Discussed (Lead Discussant):

Russia (CKW): Broad impasse w/Fund on fiscal side; the Bank also has far to go from 2nd tranche release on coal sector loan. Credibility problem. On the whole, though, good progress on Bank projects going forward. Confirmed that we're going in the right direction with our change initiative; there is clear need for top-notch country managers to be located in field, who are close and decisive and seen as such by counterparts.

=> CKW will elaborate further at VPs meeting today.

Palestinian CG Meeting, 19 Nov (CKW, SS, GSK): Cost of not proceeding -- with sending out invitations and confirming JDW's participation -- at this juncture will be high, given JDW's stated promise to participate, which has motivated Arafat's (CKW). Perhaps JDW and Arafat could have separate meeting on side (SS).

=> CKW will go ahead with sending out invitations for the CG meeting but keep open the extent of JDW's participation.

West Bank/Gaza Trust Fund (CKW, SS, MMB): Recent paper proposes maintaining $90 mm level (CKW). Relatively large claim compared to others, though lower than $250 mm set aside (SS). Two choices for the Bank, to lead the way, or act as lever (CKW)? For post-conflict situations, we should act as lever (MMB).

=> CKW will discuss further w/JDW.

Poverty Assessment Report by OED (CKW, MMB, SS, GSK):

Poverty article in today's FT (CKW). Source of leak unclear (MMB). Need to re-examine instruments that have become ends in themselves (GSK).

=> Need to update JDW so he is prepared for (questions during) upcoming Europe trip (SS).

Zaire/Rwanda (GSK): There is already talk that once the fighting ceases, they will come to the Bank for grant funding, which might get US support.

ASEAN/APEC Meetings (GSK): The 7-8 November meeting in Jakarta organized by the Fund (mentioned by JDW after his breakfast w/Camdessus) is a macroeconomic conference, to which only 2 finance ministers (Indonesian, Filipino) so far expect to attend. There will be an APEC ministers' meeting in April, which we have been asked to support, on infrastructure financing.

Bosnia (SS, GSK): Instead of a letter, talking points have been prepared for JDW. There will be a two-part meeting w/Sklar on Wednesday, first a one-on-one, followed by one including David Lipton, Jan Piercy et al.

Washington Post/Washingtonian Articles (MMB): Upcoming articles by Paul Blustein and freelancer, respectively, on the Bank, may contain negative coverage.

JDW's EU Visit, 18 Nov (CKW, MMB): EU is preparing a substantive agenda (on mainly operational issues on AFR, eastern Europe) for JDW's visit to Brussels, where he will meet with Santer and several EU commissioners. MMB will accompany JDW.

Mexico CAS Discussion (CKW, GSK): Mexico CAS raises generic issues about CAS, e.g. our stance towards civil society, and the nature of the document itself (misunderstood as public and negotiated). Need for clarification as Mexico is an example of things to come.

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