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THE WORLD BANK

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1818 H Street NW

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Meeting: Participation Flagship Task
Managers

Friday, April 4, 1997
11:00 a.m.- 1:00 p.m.
MC 13-400 (EDs' Lounge)

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President Wolfensohn - Briefings Books for Presidents Meetings - Meeting Materials
Participation Flagship Task Managers - April 4, 1997

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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: PARTICIPATION FLAGSHIP TASK MANAGERS //
JDW TO MAKE REMARKS // (B) (N)

VENUE: MC-13-400 (ED'S LOUNGE)

CONTACT: HANS-MARTIN BOEHMER @ 34286 (FOR JOANNE SALOP @ 37499) // AUBREY WILLIAMS @ 31768

IN ATTENDANCE: JDW, CKW, WOOD, SERAGELDIN, CAROLINE, HANY
PARTICIPATION FLAGSHIP TASK MANAGERS ATTENDING:

J. MOHAMADI (EC1AR)

I. ANDERSON (SA1PH)

L. MSELLATI (MN1NE)

A. M. ARRIAGADA (LASHD)

C. GRIFFIN (AFTH1) & E. MALANGALILA (RES. MISSION)

M.A. BROMHEAD

A. MARC (EC4MS)

A. PIAZZA (EA2RS)

T. PANKAJ (SA1IN)

G. SEDLACEK (SA1PH)

B. KAFKA (AFC03)

N. POUPART (AFTH2)

H.M. BOEHMER (EXC)

M. E. CASTRO (LA3DR)

E. GACITUA-MARIO (LATEN)

S. SCHONBERGER (LA1ER)

V.J. PENA (LATEN)

X. LEGRAIN (SA1RS)

REGIONAL PARTICIPATION COORDINATORS ATTENDEES:

C. ROBB (ASTHR)

ENVIRONMENT AND SOCIAL POLICY DIVISION ATTENDEES:

G. DAVIS (ENVSP)

D. NARAYAN (ENVSP)

A. WILLIAMS (ENVSP)

DEC ATTENDEES:

L. SQUIRE

L. PRITCHETT

OED ATTENDEES:

R. PICCIOTTO

J. MURPHY

NOTE: (3/6- SALOP REQUESTED MOVE TO EARLY APRIL)

(B) SPEAKING POINTS - CAROLINE ANSTEY

(B) AUBREY WILLIAMS // DUE: MONDAY, MARCH 31

EXC: CA // ALI (3/22)

Brief Includes:

- Talking Points

- Flagships

DATE: 04/04/97

C. VPU

Corporate

☐	CTR
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☐	TRE

Regional

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☐	EAP
☐	ECA
☐	LAC
☐	MNA
☐	SAS

Central

☐	CFS
☐	DEC
☐	ESD
☐	FPD
☐	FPR
☐	HRO

Affiliates

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

D. EXTERNAL PARTNER

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

☐	Part I
☐	Part II
☐	Other

E. COMMENTS:**File Location**☐ EXC☐ IISC☒ Archives**Cleared By****Date:**

04/11/97

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- ① long also - participants of working
in Turkey.
1-2 million people
with new investment

Why did you need that funds -

- ② - that - source of funds in Armenia -
- 50-60 % of time to get ^{fund} funds
- 800.000 for

→ ③ Internal government procedure →

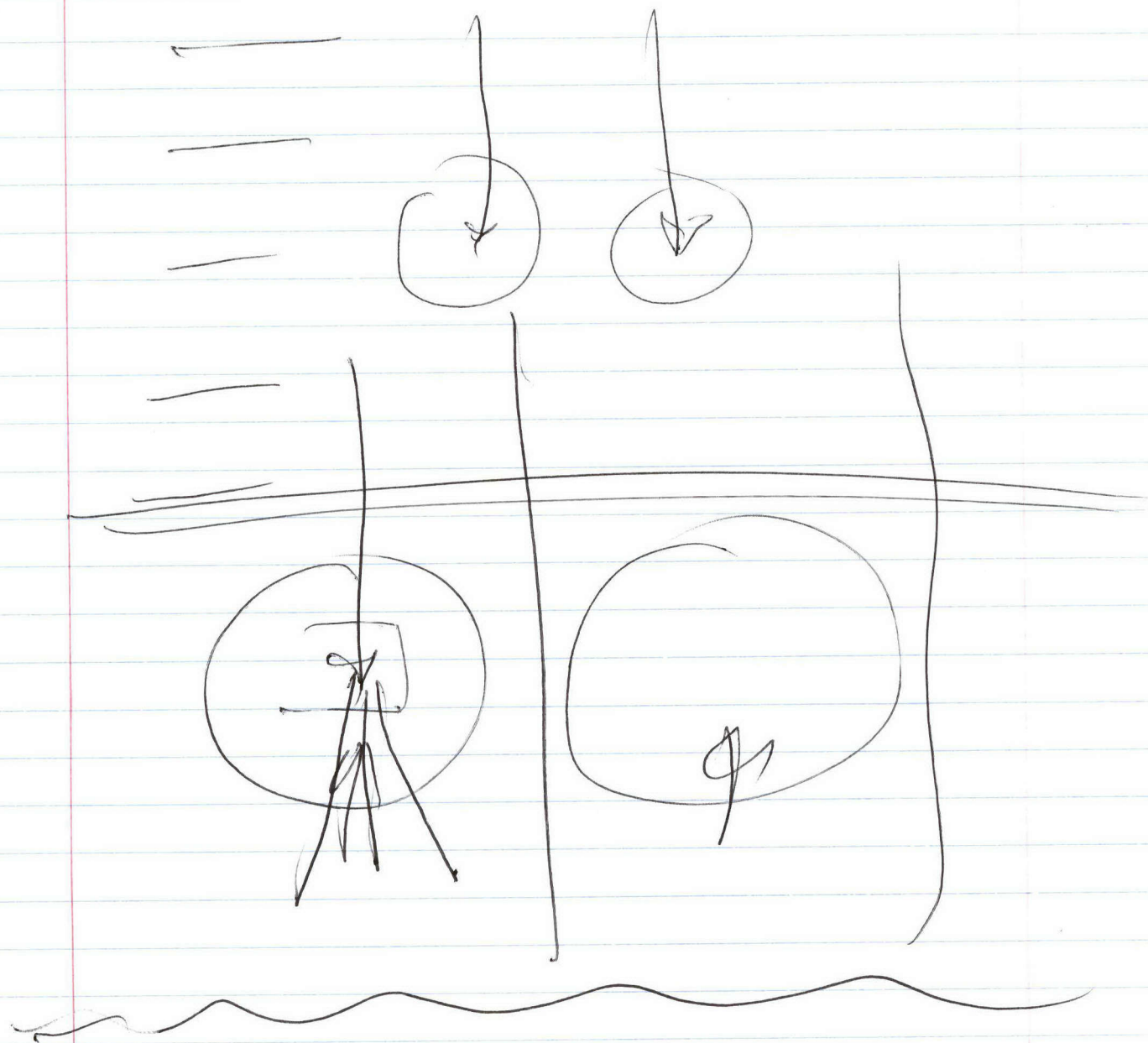
④ PAFD funds - Go govt to

→ manage - becomes unproductive
when

⑤ I will provide more fund

→ (PPF) → loan vs future loan
up to 1000

→ (IDF) funds are to customers



Purification or Cycle

OFFICE MEMORANDUM

DATE: March 31, 1997

TO: Mr. James D. Wolfensohn, EXC

FROM: Ismail Serageldin, ESDVP 

EXTENSION: 34502

SUBJECT: **Meeting with Participation Flagship Task Managers, April 4
Briefing Notes**

1. On Friday, April 4 at 11 a.m. you will be meeting with about 15 Task Managers responsible for some of our 21 participation flagship operations. The names of the operations and Task Managers are attached. Messrs. Sandstrom, Koch-Weser, Wood, Squire and Picciotto have also been invited, together with managers and staff from the ESD Network. However, the meeting is primarily an opportunity to express your appreciation to the flagship Task Managers for bringing participatory approaches into the mainstream of their work and to exchange views with them.

2. This note (a) provides brief background information; (b) summarizes lessons learned; and (c) highlights related issues on which you may wish to give us your views. Also, attached are some suggested talking points to guide you.

Background

3. As endorsed by the Executive Directors in a Board seminar in 1994, the Bank's Participation Action Plan aims to mainstream participatory approaches by the end of FY98. Recognizing the need for different approaches to countries based on their specific circumstances and readiness to adopt participatory approaches on a large scale, Regions proposed innovative "flagship operations." You asked the RVPs to select about 20 flagships and to report to you on their progress.

4. You have received quarterly reports on these flagships over the last 18 months. You have commented favorably on the two most recent quarterly reports, suggesting that they be circulated, urging that some of the positive experiences be generalized, and expressing concern about impediments--such as funding limitations-- which might still frustrate ongoing efforts to mainstream participation across a wide range of the Bank's work.

Early Lessons

5. *The climate for participation differs by region and across countries.* Regional differences are striking in terms of willingness to adopt participatory approaches in Bank-supported activities. LAC reports a general openness by client countries and potential partners, especially when qualified social scientists help make a credible case for participation and provide adequate guidance. In EAP, the Chinese wanted to prepare the flagship Southwest Poverty Project with farmer participation, acknowledging that "if the farmers don't want something, nothing will work;" while MENA has been a more difficult Region for introducing participation. In Africa, weak States allow more "space" for

building in participatory approaches, but local capacity is limited. In all Regions, there are major challenges in meeting the funding requirements and sustaining participatory approaches.

6. ***Skilled staff and resources make a difference.*** Having the right people at the right place at the right time helps to mainstream participatory development. Even in difficult environments, Bank staff can make a difference if they have the right values, attitudes and basic project experience. But values and attitudes alone are not enough. Even highly motivated flagship Task Managers confess that they would not have gone very far without the help of credible participation practitioners and social scientists on their team. Task Managers rely disproportionately on trust funds to hire social scientists and participation practitioners, and while staff are looking to the Strategic Compact to provide a significant increase in resources and skilled practitioners, there is also concern that prevailing incentives and the contract budget process may undermine these objectives.

7. ***The Bank and donors must do more to improve the country environment.*** While many projects --not just flagships--are contributing to a more favorable environment for participation, there is a continuing need for efforts to promote a more enabling environment and institutional reforms for participatory development in client countries (among the key actions in the Bank's Participation Action Plan). Proposed activities include study tours by Bank managers and key decision-makers in client countries; capacity-building among in-country participation practitioners; and support for new forms of partnership to work with Resident Missions in designing and implementing appropriate participation strategies. These measures can be done in a project context, but are more likely to occur by other means.

8. ***Bank staff and borrowing counterparts need better evidence.*** While normative arguments and experience go a long way in helping Task Managers to make a case for the use of participatory approaches, skeptics and advocates alike want better evidence on where participation makes the most difference. DEC and OED plan to do more work on this topic which is fraught with methodological and empirical problems. OED and ESD are also trying to promote more beneficiary involvement in monitoring and evaluation of Bank-supported projects --including feedback on the quality of beneficiary participation. You may wish to underscore the importance of more research in an area to which DEC has paid little attention until recently.

9. ***Task managers need more flexible funding.*** Task Managers rely heavily on the Project Preparation Facility (PPF), Japanese Trust Funds and the Fund for Innovative Approaches in Human and Social Development (FIAHS). The proposed Adaptive Lending Facility is expected to be another instrument facilitating Task Managers' efforts to mainstream participatory approaches. But none of these instruments goes far enough in helping to address some of the enabling environment and capacity building needs noted above. Task Managers may again raise suggestions contained in past quarterly reports, including the need for soft loans and grants for countries which are unwilling to borrow on IBRD terms for participatory activities. Seed money may also be necessary to help NGOs and other potential partners increase their capacity to work with Resident Missions.

Some Additional Issues and Concerns

10. ***The future of flagship reporting.*** While some Task Managers see benefit in reporting on a quarterly basis (one Task Manager, for example, finds that his Chinese counterparts are motivated knowing in part that he reports to you on flagship progress), many others consider quarterly reports to be a chore. For some, "to be flagshipped" is to face management scrutiny, criticism by NGOs and

more reporting--all without benefit of added resources. Still others question the purpose of quarterly reports. They believe that reports contribute neither to regional learning nor can be expected to provide robust empirical evidence of a quality needed by DEC or OED.

11. The new ESSD Network is exploring how progress reports and emerging lessons might be folded into the Knowledge Management system (a participation pilot is envisaged). Conceivably, the flagship Task Managers could be encouraged to become a "learning group" and, hopefully, motivated to contribute to, as well as benefit from, a Knowledge Management system. We would welcome your views and support, and wish to know how you might wish to keep informed about progress other than through quarterly reports.

12. *Strengthening the mandate.* Flagships have raised expectations. Although flagships were intended to encourage innovation and learning and there are many good examples of non-flagship operations; external expectations are high and results often fall short of the rhetoric. You can help us maintain realistic expectations.

13. Some staff and outside observers want Management to require a flexible, well thought-out strategy for conducting stakeholder assessments and participatory approaches in most, if not, all operations. Such a strategy would be tailored to country-specific contexts and would guide the preparation and implementation of a proposed project. This position is being advocated by a number of NGOs who are considering making progress in mainstreaming participation a condition for continued NGO support for IDA.

14. Others believe that mainstreaming would be advanced best by strengthening Resident Mission capacity to backstop Task Managers, and providing "just in time" help in the network to help Task Managers find adequate funding, and the right people with participation skills at the right time. Both positions have merit and may, indeed, complement each other; but it will be critical to ensure that strategic compact resources are used to these ends.

15. We would welcome your views on the future of the flagships and how to strengthen ongoing efforts to mainstream participation.

Attachment

cc: Messrs./Mmes. Frank, Kaji, Koch-Weser, Salop (EXC); Alexander (OPR);
Husain (PGP); Steer (ENVDR); Davis, Williams (ENVSP)

AWilliams

SUGGESTED TALKING POINTS

- Welcome. It's a delight to be here. We have recently taken on concepts like networks, innovation, openness, knowledge management and partnerships. Participation embraces all of these qualities. That's what makes it so compelling, and so challenging. I want to let you know of my enormous respect for what you've been doing to bring participatory approaches into the mainstream of your work. I said this when I launched the Participation Sourcebook a year ago, and I say it again.
- The other day I spent a refreshing couple of hours with some of your managers and peers at the Executive Development Program in Lansdowne, Virginia. Our managers said they learned that, in any organizational change, it's people and organizational culture that matter most. And while vision is important, it's execution that matters even more. I want to recognize the Task Managers among us for taking the value of participation forward into the Bank and outward towards our clients and partners.
- I want to thank you again for contributing to the quarterly flagship reports. I said before that they contain a lot of insights on opportunities and challenges in doing participation on a large scale. I want to use the limited time here today to talk some more about your experiences. But I also want to know what you think should be done to bolster your efforts and to make it easier for your colleagues to bring participation more into their way of working.
- I understand that you have views and suggestions on matters including how to strengthen the supportive environment in client countries; support for capacity building; and more adaptive lending and grant-making instruments in support of participation--among others.
- The Strategic Compact, as you know, is something I am battling for. But it's not cast in stone. It will need fueling with new ideas as we go along, precisely in the priority areas of social development and participation. So I encourage you to come forward with your ideas and suggestions to me, Mark Baird or your own managers.
- Another thing that's important to all of us is the need to share our experience and knowledge. Your quarterly reports are a step in this direction. But we've got to find ways to spread this experience around, and to invite our clients and partners to join in sharing experience and knowledge about how to manage greater public involvement in large-scale development programs and projects. I would like to hear your ideas about how we can generate and spread our experience around. Let's hear about constraints to doing this, and how we might address some of these constraints.

A. Williams

PARTICIPATION FLAGSHIPS

AFR

Task Manager(s)

Lending Operations

- Tanzania: Human Resources Development (FY96) Charles Griffin
- Mali: Gender/Nutrition/Poverty Participation Project (FY96) Adriana De Leva

Non-Lending Operations

- CAS Malawi: Country Assistance Strategy (FY96) Barbara Kafka
- ESW Burkina Faso: Public Expenditure Review (FY96) Hans-Martin Boehmer
- ESW Gabon: Participatory Poverty Assessment (FY96) Nadine Poupart

EAP

Lending Operations

- Philippines: Third Elementary Education Project (FY97) Richard Meyers
- China: Southwest Poverty Reduction Project (FY95) Alan Piazza

Non-Lending Operation

- Indonesia: NGO Participation Program (FY97) Scott Guggenheim

ECA

Lending Operations

- Armenia: Social Investment Fund (FY96) Alexandre Marc
- Turkey: Privatization of Irrigation Operation and Maintenance (FY97) Joma Mohamadi
- Uzbekistan: Water Supply, Sanitation and Health Project (FY97) Roger Batstone

LAC

Lending Operations

- Argentina: Rural Poverty Alleviation (FY96) Steven Schonberger
- El Salvador: Basic Education (FY96) M. E. Castro
- Peru: Sierra Natural Resources and Community Development (FY97) Pierre Werbrouck

MNA

Lending Operations

- | | | |
|---|---|-----------------------|
| • | Egypt: Sohag Rural Development Project (FY98) | Jean-Francois Barres |
| • | Tunisia: Natural Resource Management Project (FY97) | L. Msellati/K. Rennie |

SAS

Lending Operations

- | | | |
|---|---|-----------------------------|
| • | Bangladesh: Rural Roads and Markets (FY96) | Thampil Pankaj |
| • | Nepal: Rural Water Supply (FY97) | Tash Tenzing/Xavier Legrain |
| • | Pakistan: Balochistan Primary Education (FY96) | Ivar Andersen |
| • | Pakistan: Ghazi Barotha Hydropower Project (FY95) | Zoubeida Ladhbi-Belk |

Note: *The fiscal year in brackets indicates the year of board approval.*