

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: President Clausen's Personal Files on Managing Committee - Organization and Procedures - 1981 - 1982

Folder ID: 1775253

Series: President's committee files

Dates: 10/21/1981 - 03/31/1982

Subfonds: Records of President A. W. Clausen

Fonds: Records of the Office of the President

ISAD Reference Code: WB IBRD/IDA EXC-09-5766S

Digitized: 04/13/2023

To cite materials from this archival folder, please follow the following format:
[Descriptive name of item], [Folder Title], Folder ID [Folder ID], ISAD(G) Reference Code [Reference Code], [Each Level Label as applicable], World Bank Group Archives, Washington, D.C., United States.

The records in this folder were created or received by The World Bank in the course of its business.

The records that were created by the staff of The World Bank are subject to the Bank's copyright.

Please refer to <http://www.worldbank.org/terms-of-use-earchives> for full copyright terms of use and disclaimers.



THE WORLD BANK

Washington, D.C.

© International Bank for Reconstruction and Development / International Development Association or

The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: www.worldbank.org

PUBLIC DISCLOSURE AUTHORIZED

A. W. Clausen

Managing Committee — Organization and procedures, 1981-1982



The World Bank Group
Archives
1775253
A2003-014 Other # 1 Box # 209399B
President Clausen's Personal Files on Managing Committee - Organization
and Procedures - 1981 - 1982

DECLASSIFIED
WBG Archives

Managing Committee

CONFIDENTIAL
March 31, 1982

DECLASSIFIED

FEB 11 2019

WBG ARCHIVES

From: Olivier Lafourcade

Subject: Status Report on Follow-Up of Managing Committee Decisions and Actions Taken
(Managing Committee Meetings: October 26, 1981-March 22, 1982)
NOTE: * indicates assigned topics still outstanding

<u>Subject Area/Topic</u>	<u>Meeting Date</u>	<u>Decision/Committee Action</u>	<u>Follow-Up/Status</u>
<u>FINANCE</u>			
<u>1. Administrative Budget</u>			
- FY81 Retrospective Review	11/23	Circulate paper to all VPs and Directors	Paper circulated 11/25
- FY83 Planning Process	12/21	Endorsed principle of zero growth for FY83	PAB paper discussed 1/4
	1/4	Achieve zero staff growth through attrition and selected reductions; target zero growth overall in admin. expenses; circulate paper	Paper circulated 1/8 FY83 Budget requests still under review
- FY82 Mid-year Review	1/25	Paper cleared for Board distribution; track progress on GCI subscriptions monthly	Paper distributed to Board GCI progress part of end-month Financial Rpt.
	3/1	Agreed that budget transfers out of salaries and consultants to other categories in excess of 1% swing for FY82 should be referred to PAB	Ongoing
<u>2. Financial Reporting and Accounting</u>			
- End-Month Reports	10/26	Reformat to highlight variances from plan	Reports now compare actuals to plan for key financial data
	11/30	Track monthly changes in key financial statistics	Reports now display month by month changes for key data
	1/4	Prepare paper on showing financials in SDRs	MC agenda for April
	2/8	* Review release of local currency for admin. expenses	Not yet scheduled for MC review
	3/1	Revise presentation of financials to aid MC review	In process
<u>3. Financial Plans</u>			
- IBRD Financing	10/26	Assess 1% front-end fee on IBRD loans	Discussed again 11/16
		* Continue study of variable loan charges, variable rate borrowing and shortened maturities	Not yet scheduled for MC review
	11/26	Reaffirmed 1% front-end fee on IBRD loans; increase commitment fee by 1/4% on IBRD loans	Board revised to 1-1/2% front-end fee only 1/5/82
		Raise lending rate to 11.85% on IBRD loans	MC reversed on 12/7
		Take up IDA fee on undisbursed amounts separately.	Board approved 1/2% fee on undisbursed IDA 1/5/82
	2/8	Agreed that front-end fee should not be part of loan; necessary guidelines to staff should be issued	In process
- IBRD Lending Program	1/25	Treat \$800 million increase in lending program for FY82 as one-time event; judge FY83 program on own merits	In process
	2/22	Increase FY83 IBRD lending to \$11 billion	In process with FY83 budget
- Capital Subscriptions	10/26	Pursue further Selective Capital Increases	Discussions ongoing
	11/16	Agreed to the principle of increasing total capital by added shares represented by new Bank members; reschedule pre-emptive rights for further discussion	MC discussed again 3/22
	3/22	Accommodate Hungary from unallocated shares; contact British govt. re release of 12,000 shares; treat pre-emptive rights as separate issue	In process

<u>Subject Area/Topic</u>	<u>Meeting Date</u>	<u>Decision/Committee Action</u>	<u>Follow-Up/Status</u>
<u>4. IDA</u>			
- IDA 6	11/16	Revise Board paper on IDA contingencies to stress need to contribute second tranche beyond trigger clause amounts and focus attention on impacts of short-falls	Paper distributed to Board
	1/18	Strategy to approach heads of state directly on second tranche, discuss further vis-a-vis IDA 7	MC discussed re IDA 7 on 2/22
	3/1	Revise draft paper for April IDA Deputies meeting to clarify details of proposed Special Account re procurement	Paper distributed to IDA Deputies 3/9
- Commitment Authority	1/4	Pursue concept of selling shares in IDA projects to bilateral donors	MC discussed again 1/11
	1/11	Consider credit participations as one option for increasing commitment authority in context of preparation for IDA Deputies meeting	Incorporated into 3/9 paper distributed to IDA Deputies
- Retrospective Study	1/25	Commissioned retrospective study of IDA	MC discussed again 2/8
	2/8	Members of study team to be decided by Messrs. Benjenk, Qureshi, Stern, Chenery; outsiders should include non-Americans	Members determined and announced to Bank staff on 2/26
- IDA 7	2/22	Pursue new IDA product design; discuss further	MC discussed again 3/1
	3/1	Revise paper to analyze further cash flow scenarios and implications	MC discussed again 3/15
	3/15	Endorsed 3-year replenishment period, 3 group country classification scheme, 7-year common grace period; prepare briefing note for IDA Deputies meeting	MC discussed again 3/22
	3/22	Endorsed briefing note with modifications	Briefing note distributed 3/23
<u>OPERATIONS</u>			
- Central American Group	11/16	Support establishment of consultative group for the Region; decline chairmanship	IDB to chair steering group
- Cofinancing	11/30	Paper to be prepared for Board on cofinancing strategies	Scheduled for MC agenda in April
	2/22	Endorsed OPD proposal on organization	In process
- Graduation	11/16	Endorsed principle of graduation; discuss informally with EDs before distributing paper for Board decision	Paper discussed and approved by Board on 1/25
- Procurement Policy	1/25	Approved forwarding paper to Board	Paper forwarded to Board; Board seminar held in Feb.
- Railway Lending	1/25	* Issue paper to Board for discussion at seminar	Not yet scheduled
<u>LEGAL</u>			
- East European Membership	3/22	* Agreed to discuss issue of membership for East European countries at forthcoming meeting	Not yet scheduled for MC agenda
- MIIA	11/16	Undertake a review of private insurance schemes and their complementarity to the proposed MIIS; compile background information on national systems	MC discussed again 11/23
	11/23	Advised participation of IFC in devising MIIS	MC discussed again 12/21
	12/21	Perform additional work to define a package acceptable to countries; prepare concrete proposals by end-February	MC discussed again 3/22
	3/22	Agreed, in principle, with interim report; directed further study on financial structure including illustrative scenarios; prepare concrete proposals for Annual Meeting, preliminary proposals for Helsinki	In process, scheduled again for MC discussion on 5/3

Subject Area/Topic	Meeting Date	Decision/Committee Action	Follow-Up/Status
<u>EXTERNAL RELATIONS</u>			
- Bank's World	11/30	Approved: title <i>The Bank's World</i> , magazine style format, monthly basis, supplementary budget; process of clearances preferable to an Editorial Board; further discussion to be scheduled re contents	MC discussed again 12/14
	12/14	Proceed with publication of January issue; further discussion necessary on content	First issue in January; MC discussed again 12/21
	12/21	Approved terms of reference with modifications	Program now ongoing; publication issued monthly
- China-Taiwan	11/16	Publish 1981 Bank Atlas along lines of Annual Report; discuss issue in general at forthcoming meeting	MC discussed again 12/14
	12/14	Approved policy of footnoting references to China; all Bank documents referencing Taiwan must be cleared with Legal Dept.	Letter sent to Chinese ED
		Review issue again prior to publication of 1982 Bank Atlas	In process
	1/25	Draft a response to letter of Chinese ED and review with him informally prior to distributing to the Board	Response drafted, reviewed with MC on 2/1 and cleared with Chinese ED
	3/15	Message from Chinese Governor to be circulated to member countries through EDs	In process
- Development Committee	2/22	Approved transfer of responsibility from Operations to External Relations; support for Task Forces will remain unchanged	Board notified of decision
		Staff attendance at Helsinki meeting should be kept to a minimum	In process
- McNamara Fellowships	11/9	Endorsed recommendations for non-profit foundation, mix of internal/external directors on Board, establishing endowment fund; further discussion scheduled re tax implications	MC discussed again 11/23
	11/23	Confirmed decision to not include EDs on Scholarship Board	MC discussed again 2/1
	2/1	Endorsed proposal that foundation should be tax exempt; full report to be discussed again at subsequent meeting	MC discussed again 2/22
	2/22	Agreed to: 5 member selection committee, EDI to perform pre-screening work, earmark \$1 million for Bank contribution from FY82 budget, no tied funds to be accepted, no ceiling should be set per fellowship; revise draft letter and resolution	Paper distributed to Board 3/19, MC discussed again 3/22
	3/22	Reaffirmed original decisions re total amount and no ceilings on fellowships despite request of certain EDs to change	Informal meeting with EDs 3/25, Board approved revised paper 3/30
- Political Issues	2/1	* Agreed to discuss issue of Bank policy positions re political questions (e.g. Poland) at forthcoming MC meeting	Not yet scheduled for MC agenda
- Public Affairs Program	2/8	Approved proposal for an expanded program, in principle; cautioned re political sensitivity; directed program be subject to normal budgetary process	In process with FY83 budget
- Small Grants Program	11/30	* Reconsider proposal after modifications to paper; MC should approve major contributions	Not yet rescheduled for MC agenda
- South Africa	2/22	Agreed to take no action re U.N. resolution	MC discussed again 3/22
	3/22	Endorsed Mr. Golsong's draft reply to the U.N.	In process

<u>Subject Area/Topic</u>	<u>Meeting Date</u>	<u>Decision/Committee Action</u>	<u>Follow-Up/Status</u>
<u>EXTERNAL RELATIONS (cont'd)</u>			
- Staff Guidelines re Public Statements and Meeting Attendance	11/9	Tighten up on rules governing staff attendance at meetings and public statements; schedule paper for subsequent MC review	MC discussed again 11/30
		Develop program for coordinating speech topics and Bank policy pronouncements	Ongoing program
	11/30	Approved draft guidelines, in principle, with modifications; review final draft with MC before issuance	MC discussed again 2/22
	2/22	Endorsed proposal; reaffirmed line manager responsibilities	In process
- U.S. Treasury Report	3/22	Issue note to staff on MDB report	Note issued 2/25
<u>PERSONNEL AND ADMINISTRATION</u>			
<u>1. Compensation</u>			
- Yearly Merit Increase	12/7	Follow-up with individual departments to ensure compliance with guidelines	Done in context of FY82 Merit Increase effective in Jan.
- 1983 Review	3/15	Postpone next comprehensive review at least to 1984; 1983 review on "intervening years" basis	In process with FY83 budget
<u>2. Personnel Management</u>			
- Employee Attitude Survey	1/4	Endorsed proposals, with modification	MC discussed again 3/1
	3/1	Proceed with survey as recommended	Survey conducted 3/16
- Personnel Policies	2/1	Approved proposals, in principle, for job grading, reward systems, performance appraisal; MC to be kept informed of discussions with affected parties	In process
- Staff Association	11/9	Work with Executive Committee to revise Bank in the 1980s Report	Executive Committee contacted, MC discussed again 12/14
		Initiate communications to staff on management actions	Ongoing program
		Formulate principles governing employee-management relations	MC discussed again 1/11
	12/14	Approved issuance of draft statement by MC on Bank in the 1980s Report	Statement issued 12/15
	1/11	Discuss "Rules and Regulations" governing staff employment at forthcoming MC meeting	Scheduled for MC discussion 3/29
- Technical Assistance, Italy	12/21	Agreed to release Bank staff to Italy on reimbursable TA basis, but not on secondment	MC discussed again 3/1
	3/1	Reaffirmed original decision	MC discussed again 3/15
	3/15	Again reaffirmed original decision	In process
<u>3. Administrative Services</u>			
- Documentation Management	1/25	Approved proposal, with modification; program to be subject to budgetary process	In process with FY83 budget
- Field Offices	11/16	Endorsed principle of acquiring field office facilities and housing; proposals subject to capital budgeting process	In process with FY83 budget
- Travel Policy	2/1	Agreed to review final recommendations currently under study by PA Subcommittee	Scheduled for MC review in June
<u>4. Information Resources Mgmt.</u>			
- Information Technology Improvement Program	10/26	Approved, in principle, proposed program with modifications	In process

<u>Subject Area/Topic</u>	<u>Meeting Date</u>	<u>Decision/Committee Action</u>	<u>Follow-Up/Status</u>
<u>5. Organization and Management</u>			
- Managing Committee	10/26	Approved OPD report and authorized implementation of improvements in organization and processes	Ongoing
	1/4	Approved role of Secretary to MC, with modifications	Secretary appointed effective 4/1
	1/25	Draft procedures require streamlining; individual members will provide comments	MC discussed again 3/1
		Affirmed, in principle, agenda procedures	Ongoing
	3/1	Approved paper, with modification, for release to distribution	Paper distributed 3/8
- MEIP	1/18	Program should be made more clear; ongoing and new tasks should be inventoried	MC discussed again 1/25
	1/25	Agreed to implement program covering all 57 projects; report progress on quarterly basis	Scheduled for MC review in April
- Name and Logo	3/15	Prepare revised report for further MC consideration; receive recommendation of Legal Department re protection of logo	In process; Legal Dept. recommendation 5/15
<u>SECRETARY'S</u>			
- Board Procedures	11/16	Establish new criteria to reduce Board minutia; prepare list of topics for Board seminars	MC discussed 11/30
		Discuss relationships with EDs at future meeting	MC discussed 1/11
- Board Room	11/9	Develop new guidelines for restricting staff attendance at Board meetings	MC discussed again 11/16
		Upgrade audio facilities	Scheduled for MC discussion in April
- Board Seminars	11/30	Approved, with modification, proposed list of seminar topics; topics should be discussed with MC first before presentation to Board	Ongoing program
		* Report to MC on holding seminar vis-a-vis pre-emptive rights	Not yet scheduled for MC review
	1/11	* Combine reports of two task forces into future Board topic "Preparation for Helsinki"	Not yet scheduled for MC review
		Schedule Board Seminar on "System of Lending"	Conducted 3/10
- ED Matters	1/11	Agreed, in principle, on better coordination vis-a-vis contacts with EDs and sub-groups	In process
		Agreed to oppose CODAM proposal re travel policy	MC discussed again 2/8
	2/8	Supported guidelines for reducing group travel of EDs	In process
- Joint Audit Committee	11/9	Agreed to oppose external reviews and expanded role for OED/IAD; initiate a program of seminars for Board	MC discussed 11/30
- Muldoon Report	11/16	Oppose publication of Muldoon Report	IMF informed of decision
	1/4	Reaffirm position, but agree to publish if IMF did so	IMF again informed of decision

Subject Area/Topic	Meeting Date	Decision/Committee Action	Follow-Up/Status
<u>ECONOMICS & RESEARCH</u>			
- Bank Atlas	11/30	Publish data for centrally planned economies with footnote explaining tentative and approximative nature of the estimates	1981 Bank Atlas published in March 1982
- DPS Reorganization	12/7	Reduce and refocus research work while preserving strong research program; transfer DPS resources (minimum 35 positions) to operational work with emphasis on economic analysis; consolidate DPS research activity in DRC incorporating part of DED; transfer PPR functions to Operations leaving small residual policy unit in DPS; OPD to proceed with implementation assisted by internal task force	MC discussed again 12/14
	12/14	Consider reprogramming exercise in context of budgetary constraints; target 35 positions to be diverted from research, subject to adjustment; proceed to draft announcement to staff	MC discussed again 1/4, Staff announcement issued 12/15
	1/4	Internal reorganization of ERS should be postponed pending appointment of new VP; staff principals should meet to work out transfer of functions, work programs, positions and staff	In process; Transfer process to be completed by April
	2/1	Approved key appointments and authorized issuance of announcement to staff	Staff announcement issued 2/3
- Poverty Focus	3/1	Reaffirm commitment to poverty alleviation through speeches and articles; revise paper in accordance with OVP review and comments, issue to Board by end-March	In process
- Research Program	3/22	Endorsed annual report, with modifications	Report issued to Board 3/24
- WDR	11/9	Retain schedule for WDR V, publish WDR VI by June (one month earlier)	In process

Managing Committee

DECLASSIFIED

FEB 11 2019

CONFIDENTIAL
March 31, 1982

WBG ARCHIVES

FROM: Olivier Lafourcade

SUBJECT: Managing Committee Communications: Chronology of Announcements Resulting from Managing Committee Decisions and/or Actions Taken (July 1981-March 31, 1982)

<u>Date</u>	<u>To</u>	<u>Subject</u>	<u>Signature</u>
1. July 27, 1981	All Staff	Establishment of Managing Committee	Mr. Clausen
2. August 19, 1981	All Staff	1982 World Development Report (AC/59/81)	Mr. Clausen
3. October 16, 1981	All Staff	Establishment of Medical Department (AC/83/81)	Mr. Clausen
4. December 9, 1981	All Staff	Appointment of Ombudsman	Mr. Clausen
5. December 15, 1981	All Staff	Reorganization of Economic Analysis, Research and Policy Activities	Mr. Clausen
6. January 8, 1982	Sr.Mgt.Coun.	Guidelines for FY83 Budget Submissions	Mr. Lafourcade
7. January 15, 1982	All Staff	Establishment of Subcommittees to the Managing Committee and Senior Management Council	Mr. Clausen
8. February 3, 1982	All Staff	Establishment of Vice Presidencies for Economics and Research, Operations Policy and Energy and Industry	Mr. Clausen
9. February 19, 1982	All Staff	Establishment of Information Resources Management Department (AC/11/82)	Mr. Paijmans
10. February 25, 1982	All Staff	U.S. Treasury Report on MDBs	Mr. Benjenk
11. February 26, 1982	Exec.Dirs.	Development Committee Liaison Responsibility	Mr. Clausen
12. February 26, 1982	All Staff	IDA Retrospective Study	Mr. Clausen
13. March 8, 1982	All Staff	Staff Attitude Survey	Mr. Paijmans
14. March 8, 1982	Exec.Dirs. Sr.Mgt.Coun. Dept.Dirs. Div.Chiefs	Committee Structure and Procedures for Bank Senior Management	Mr. Lafourcade
15. March 10, 1982	All Staff	Establishment of and Key Appointments to Industry Department and Changes in Membership of Loan Committee	Mr. Paijmans
16. March 26, 1982	All Staff	Establishment of Senior Resources Group	Mr. Paijmans

APR 13 2023

Managing Committee

WBG ARCHIVES

CONFIDENTIAL

March 31, 1982

From: Olivier Lafourcade

Re: Subject Matter Index: October 26, 1981-March 29, 1982
(Chronological)

<u>Managing Committee Topics</u>	<u>Meeting Date</u>	<u>Item No.</u>
IBRD Finances, Restructuring	10/26/81	1
Financial Report, End-September	10/26/81	2
IBRD Lending Program	10/26/81	3
Information Technology, Improvement Program	10/26/81	4
Economic Data Work, Computing Support	10/26/81	5
Managing Committee, Organization & Processes	10/26/81	6
Staff Association, Bank in 1980s	11/09/81	1
Staff Guidelines, Public Statements and Meetings	11/09/81	2
Joint Audit Committee	11/09/81	3
WDR's, Timing of Future	11/09/81	4
McNamara Fellowships	11/09/81	5
Board Room	11/09/81	6
IBRD Finances, Draft Board Paper	11/16/81	3
IDA 6, Contingent Planning for Stretch-Out	11/16/81	4
Graduation	11/16/81	5
Central American Group	11/16/81	6
Field Offices, Staff Housing & Office Space	11/16/81	7
Selective Capital Increases, Pre-Emptive Rights	11/16/81	8
Muldoon Report	11/16/81	9
Board Procedures, Presentation of Projects	11/16/81	10
MIIA	11/16/81	11
China-Taiwan	11/16/81	12
Bank's World	11/16/81	12
Budget, FY81 Retrospective Review	11/23/81	3
Board Procedures, Presentation of Projects	11/23/81	4
McNamara Fellowships	11/23/81	5
MIIA	11/23/81	5
Financial Report, End-October	11/30/81	3
Board Seminars, List of Topics	11/30/81	4
Bank's World	11/30/81	5
Small Grants Program	11/30/81	6
Staff Guidelines, Public Statements and Meetings	11/30/81	7
Cofinancing, Meeting with EDs	11/30/81	8
Bank Atlas	11/30/81	9

<u>Managing Committee Topics</u>	<u>Meeting Date</u>	<u>Item No.</u>
Compensation, Yearly Merit Increase	12/07/81	3
DPS Reorganization	12/07/81	4
Lending Rate	12/07/81	5
- Central American Group	12/07/81	5
DPS Reorganization	12/14/81	2
Bank's World	12/14/81	3
China-Taiwan	12/14/81	4
Staff Association, Bank in 1980s	12/14/81	5
Name and Logo	12/14/81	6
Bank's World	12/21/81	2
MIIA	12/21/81	3
Budget, FY83 Planning Process	12/21/81	4
Technical Assistance, Italy	12/21/81	5
Graduation	12/21/81	5
IBRD Finances, Commitment Fee	12/21/81	5
DPS Reorganization	12/21/81	5
Administrative Tribunal	12/21/81	5
Budget, FY83 Formulation	01/04/82	3
Financial Report, End-November	01/04/82	4
Employee Attitude Survey	01/04/82	5
IDA, Commitment Authority	01/04/82	6
DPS Reorganization	01/04/82	7
Managing Committee, Secretary	01/04/82	8
IBRD Finances, Group of Nine Report	01/04/82	9
Staff Association, Bank in 1980s	01/04/82	10
Muldoon Report	01/04/82	10
IDA, Commitment Authority	01/11/82	3
MIIA	01/11/82	3
Executive Directors, Relationships with	01/11/82	3
Board Seminars, New Topics	01/11/82	3
Executive Directors, Travel Policy	01/11/82	3
Staff Association, Bank in 1980s	01/11/82	3
Managing Committee, Subcommittees	01/11/82	3
MEIP	01/11/82	3
MEIP	01/18/82	2
IDA 6, Strategy	01/18/82	3
CGIAR, Search for Executive Secretary	01/18/82	3

<u>Managing Committee Topics</u>	<u>Meeting Date</u>	<u>Item No.</u>
Procurement Policy	01/25/82	3
Documentation Management, Internal	01/25/82	4
Budget, FY82 Mid-Year Review	01/25/82	5
IDA 6, Reprogramming	01/25/82	6
Graduation	01/25/82	7
Railway Lending	01/25/82	8
Board Seminar on Structural Adjustment Process	01/25/82	9
IDA, Retrospective Study	01/25/82	10
IDA 6, Strategy	01/25/82	11
China-Taiwan	01/25/82	12
MEIP	01/25/82	13
Managing Committee, Procedures	01/25/82	14
Political Issues, Bank Policy Positions on	02/01/82	1
Personnel Management Policies	02/01/82	2
China-Taiwan	02/01/82	4
McNamara Fellowships	02/01/82	5
DPS Reorganization	02/01/82	6
Travel Policy	02/01/82	7
Financial Report, End-December	02/08/82	3
Public Affairs Program	02/08/82	4
Answer Line	02/08/82	5
IDA 6, Strategy	02/08/82	6
Executive Directors, Travel Policy	02/08/82	6
IBRD Finances, Front-End Fee	02/08/82	6
Staff Association, Bank in 1980s	02/08/82	6
IDA, Retrospective Study	02/08/82	6
McNamara Fellowships	02/08/82	6
IBRD Finances, Lending of Securities	02/08/82	6
Board Seminar on Budget	02/08/82	6
IDA 7, Issues & Alternatives	02/22/82	2
Development Committee	02/22/82	3
McNamara Fellowships	02/22/82	4
Staff Guidelines, Public Statements and Meetings	02/22/82	5
Lending Policies, IBRD/IDA Allocations	02/22/82	6
IBRD Lending Program, FY83	02/22/82	7
Cofinancing, Organization	02/22/82	8
U.S. Treasury Report	02/22/82	8
South Africa	02/22/82	8
Financial Reports, SDR Accounting	02/22/82	8
Economics and Research, Search for Vice President	02/22/82	8
Financial Report, End-January	03/01/82	3
Poverty Focus	03/01/82	4
Employee Attitude Survey	03/01/82	5
IDA 6, IDA Deputies Meeting	03/01/82	6
IDA 7, Issues & Alternatives	03/01/82	7
Managing Committee, Procedures	03/01/82	8
Technical Assistance, Italy	03/01/82	9
Budget, FY83 Planning	03/01/82	9

<u>Managing Committee Topics</u>	<u>Meeting Date</u>	<u>Item No.</u>
Compensation, 1983 Review	03/15/82	3
Name and Logo	03/15/82	4
IDA 7, Analysis of Borrowing Capacity	03/15/82	5
Budget, FY82 Contingency Fund	03/15/82	6
China-Taiwan	03/15/82	6
Technical Assistance, Italy	03/15/82	6
Board Seminar on Lending	03/15/82	6
East European Countries, Bank Policy re Membership	03/22/82	1
IDA 7, Briefing Note for IDA Deputies Meeting	03/22/82	3
Selective Capital Increase	03/22/82	4
Research Program, Annual Report	03/22/82	5
MIIA	03/22/82	6
South Africa	03/22/82	7
McNamara Fellowships	03/22/82	8
Financial Report, End-February	03/29/82	2
WDRs, Future Subjects	03/29/82	3
Staff Employment Principles	03/29/82	4
IDA 7, Strategy for IDA Deputies Meeting	03/29/82	5
Economics and Research, Search for VP	03/29/82	6
Selective Capital Increase	03/29/82	6
Bank Seminar in France	03/29/82	6
Save the Children's Fund	03/29/82	6
Bank's World	03/29/82	6
MIIA	03/29/82	6

DECLASSIFIED

FEB 11 2019

WBG ARCHIVES

Managing Committee

CONFIDENTIAL
March 31, 1982

From: Olivier Lafourcade

Re: Subject Matter Index: October 26, 1981-March 29, 1982
(Alphabetical)

<u>Managing Committee Topics</u>	<u>Meeting Date</u>	<u>Item No.</u>
Administrative Tribunal	12/21/81	5
Answer Line	02/08/82	5
Bank Atlas	11/30/81	9
Bank Seminar in France	03/29/82	6
Bank's World	11/16/81	12
Bank's World	11/30/81	5
Bank's World	12/14/81	3
Bank's World	12/21/81	2
Bank's World	03/29/82	6
Board Procedures, Presentation of Projects	11/16/81	10
Board Procedures, Presentation of Projects	11/23/81	4
Board Room	11/09/81	6
Board Seminar on Budget	02/08/82	6
Board Seminar on Lending	03/15/82	6
Board Seminar on Structural Adjustment Process	01/25/82	9
Board Seminars, List of Topics	11/30/81	4
Board Seminars, New Topics	01/11/82	3
Budget, FY81 Retrospective Review	11/23/81	3
Budget, FY82 Contingency Fund	03/15/82	6
Budget, FY82 Mid-Year Review	01/25/82	5
Budget, FY83 Formulation	01/04/82	3
Budget, FY83 Planning	03/01/82	9
Budget, FY83 Planning Process	12/21/81	4
CGIAR, Search for Executive Secretary	01/18/82	3
Central American Group	11/16/81	6
Central American Group	12/07/81	5
China-Taiwan	11/16/81	12
China-Taiwan	12/14/81	4
China-Taiwan	01/25/82	12
China-Taiwan	02/01/82	4
China-Taiwan	03/15/82	6
Cofinancing, Meeting with EDs	11/30/81	8
Cofinancing, Organization	02/22/82	8
Compensation, 1983 Review	03/15/82	3
Compensation, Yearly Merit Increase	12/07/81	3

<u>Managing Committee Topics</u>	<u>Meeting Date</u>	<u>Item No.</u>
DPS Reorganization	12/07/81	4
DPS Reorganization	12/14/81	2
DPS Reorganization	12/21/81	5
DPS Reorganization	01/04/82	7
DPS Reorganization	02/01/82	6
Development Committee	02/22/82	3
Documentation Management, Internal	01/25/82	4
East European Countries, Bank Policy re Membership	03/22/82	1
Economic Data Work, Computing Support	10/26/81	5
Economics and Research, Search for Vice President	02/22/82	8
Economics and Research, Search for VP	03/29/82	6
Employee Attitude Survey	01/04/82	5
Employee Attitude Survey	03/01/82	5
Executive Directors, Relationships with	01/11/82	3
Executive Directors, Travel Policy	01/11/82	3
Executive Directors, Travel Policy	02/08/82	6
Field Offices, Staff Housing & Office Space	11/16/81	7
Financial Report, End-February	03/29/82	2
Financial Report, End-December	02/08/82	3
Financial Report, End-January	03/01/82	3
Financial Report, End-November	01/04/82	4
Financial Report, End-October	11/30/81	3
Financial Report, End-September	10/26/81	2
Financial Reports, SDR Accounting	02/22/82	8
Graduation	11/16/81	5
Graduation	12/21/81	5
Graduation	01/25/82	7
IBRD Finances, Commitment Fee	12/21/81	5
IBRD Finances, Draft Board Paper	11/16/81	3
IBRD Finances, Front-End Fee	02/08/82	6
IBRD Finances, Group of Nine Report	01/04/82	9
IBRD Finances, Lending of Securities	02/08/82	6
IBRD Finances, Restructuring	10/26/81	1
IBRD Lending Program	10/26/81	3
IBRD Lending Program, FY83	02/22/82	7
IDA 6, Contingent Planning for Stretch-Out	11/16/81	4
IDA 6, IDA Deputies Meeting	03/01/82	6
IDA 6, Reprogramming	01/25/82	6
IDA 6, Strategy	01/18/82	3
IDA 6, Strategy	01/25/82	11
IDA 6, Strategy	02/08/82	6
IDA 7, Analysis of Borrowing Capacity.	03/15/82	5
IDA 7, Briefing Note for IDA Deputies Meeting	03/22/82	3
IDA 7, Issues & Alternatives	02/22/82	2
IDA 7, Issues & Alternatives	03/01/82	7
IDA 7, Strategy for IDA Deputies Meeting	03/29/82	5
IDA, Commitment Authority	01/04/82	6
IDA, Commitment Authority	01/11/82	3
IDA, Retrospective Study	01/25/82	10
IDA, Retrospective Study	02/08/82	6
Information Technology, Improvement Program	10/26/81	4

Joint Audit Committee	11/09/81	3
Lending Policies, IBRD/IDA Allocations	02/22/82	6
Lending Rate	12/07/81	5
MEIP	01/11/82	3
MEIP	01/18/82	2
MEIP	01/25/82	13
MIIA	11/16/81	11
MIIA	11/23/81	5
MIIA	12/21/81	3
MIIA	01/11/82	3
MIIA	03/22/82	6
MIIA	03/29/82	6
Managing Committee, Organization & Processes	10/26/81	6
Managing Committee, Procedures	01/25/82	14
Managing Committee, Procedures	03/01/82	8
Managing Committee, Secretary	01/04/82	8
Managing Committee, Subcommittees	01/11/82	3
McNamara Fellowships	11/09/81	5
McNamara Fellowships	11/23/81	5
McNamara Fellowships	02/01/82	5
McNamara Fellowships	02/08/82	6
McNamara Fellowships	02/22/82	4
McNamara Fellowships	03/22/82	8
Muldoon Report	11/16/81	9
Muldoon Report	01/04/82	10
Name and Logo	12/14/81	6
Name and Logo	03/15/82	4
Personnel Management Policies	02/01/82	2
Political Issues, Bank Policy Positions on	02/01/82	1
Poverty Focus	03/01/82	4
Procurement Policy	01/25/82	3
Public Affairs Program	02/08/82	4
Railway Lending	01/25/82	8
Research Program, Annual Report	03/22/82	5
Save the Children's Fund	03/29/82	6
Selective Capital Increases, Pre-Emptive Rights	11/16/81	8
Selective Capital Increase	03/22/82	4
Selective Capital Increase	03/29/82	6
Small Grants Program	11/30/81	6
South Africa	02/22/82	8
South Africa	03/22/82	7
Staff Association, Bank in 1980s	11/09/81	1
Staff Association, Bank in 1980s	12/14/81	5
Staff Association, Bank in 1980s	01/04/82	10
Staff Association, Bank in 1980s	01/11/82	3
Staff Association, Bank in 1980s	02/08/82	6
Staff Employment Principles	03/29/82	4
Staff Guidelines, Public Statements and Meetings	11/09/81	2
Staff Guidelines, Public Statements and Meetings	11/30/81	7
Staff Guidelines, Public Statements and Meetings	02/22/82	5

Managing Committee Topics

	<u>Meeting Date</u>	<u>Item No.</u>
Technical Assistance, Italy	12/21/81	5
Technical Assistance, Italy	03/01/82	9
Technical Assistance, Italy	03/15/82	6
Travel Policy	02/01/82	7
U.S. Treasury Report	02/22/82	8
WDR's, Timing of Future	11/09/81	4
WDRs, Future Subjects	03/29/82	3

	April	May	June
<u>Management Meetings</u>			
. Managing Committee . Senior Mgt. Council	5th, 12th, 19th, 26th 30th	3rd, 10th, 17th, 24th 28th	7th, 14th, 21st, 28th 25th
<u>Secretary's/Board</u>			
. Board Meetings	6th, 13th, 20th, 27th IDA Deputies: 5th-6th	4th, 11th, 18th, 25th Development Comm: 10-14th	1st, 8th, 15th, 22nd, 29th
. Board Discussions and Seminars	Energy Program, Development Committee: 1st WDR Topics: 15th Bank Poverty Focus: 16th Structural Adj. Loans: 22nd FY83 Financial and Operating Programs/ Budgets: 29th	Project Impl. & Supv: 4th Personnel Policies: 5th OED Work Program: 6th Staff Retire. Plan: 18th EDI Annual Report: 25th	Lending Allocations: 1st Annual Report: 4th, 18th FY83 Programs/Budgets: 9th, 11th FY83-87 Program: 22nd FY83 Administrative Budget: 24th WDR V: 28th
<u>Finance</u>			
. Administrative Budget	FY83 Program and Budget: 26th		
. Program Allocation/ Portfolio Management			Semi-Annual Report on Creditworthiness and Exposure Issues:
. Borrowing and Investment Operations			
. Financial Reporting and Accounting	SDR AS Unit of Account: 5th End-Mar Fin.Rpt: 26th Staff Retire. Plan: 26th	End-Apr Fin.Rpt: 24th	End-May Fin.Rpt: 21st
. Financial Plans	Lending Charges Review: 12th IBRD Capital Releases: 19th	Selective Capital Increases: (tent) IBRD Capital Releases: 17th Lending Rate Policy/ Borrowing Instruments (Outline of Proposals): 17th	Lending Rate Policy/ Borrowing Instruments (Board Paper):
. IDA	IDA Retrospective Progress Report: 5th Report on IDA Deputies Meeting: 25th	IDA Retrospective Progress Report: 3rd	IDA Retrospective Progress Report: 7th IDA Retrospective Study Draft: 21st
<u>Operations</u>			
. Cofinancing	Cofin. with Commercial Banks:		
. Operations Policies	Energy Status Report (for Devel. Comm.): 26th		
. Project Supervision		Proj. Impl. Review: 3rd	
<u>Economics & Research</u>			
. Research Program			
. World Development Report		WDR V Progress Report: 17th	
<u>Legal</u>			
. Legal Policies		MIIA Interim Report: 3rd	
<u>External Relations</u>			
. Conferences/Meetings			
. Annual Report/Publications			
<u>Personnel & Administration</u>			
. Compensation Policies	Reward System Detail Design: 5th Spring 82 Review Guidance: 12th Expatriate Benefits: 26th	Spring 82 Review--Board Recommendation: 3rd	Review of Mgr's Proposals on Salary Adjustments: 7th Overseas Conditions of Service: 28th
. Personnel Policies	Termination/Demotion Policy: 5th Day Care: 12th Staff Plan: 12th	Attitude Survey Analysis: 17th	Performance Appraisal: 28th
. Administrative Policies	Board Room Renovation: 5th	Strategic Space Planning: 31st	Operational Travel Policy: 14th
. Organization & Management Policies	MEIP Progress Report: 26th		

DECLASSIFIED

FEB 11 2019

WBG ARCHIVES

DECLASSIFIED

FEB 11 2019

WBG ARCHIVES

Annual Policy Calendar: July 1982-June 1983

CONFIDENTIAL
March 26, 1982

JULY 1982

AUGUST 1982

SEPTEMBER 1982

OCTOBER 1982

NOVEMBER 1982

DECEMBER 1982

Secretary/
Board

-Board Recess: 8/24,31

-Annual Meeting: 9/6-10
-Board Recess: 9/14

-Annual JAC Report
-Annual OED Report

Finance

-Allocation of FY83
Budgets to Depart-
ments
-Lending Charges Review
-Allocation of Net
Income
-IDA 7 Negotiations
Strategy

-Report on Outcome of
FY82 Programs and
Budget
-Two-Year Bond Issue

-IBRD/IDA Country
Allocation Review
-Retrospective Review
of FY82 Budget with
Managing Committee

-FY84 Budget Issues
Paper
-Semi-Annual Report on
Creditworthiness and
Exposure Issues

Operations

-Project Implementation
Review with Managing
Committee

Personnel and
Administration

-Computing Development
Fund
-MEIP Progress
Report
-Job Grading System
Design

-Internal Documenta-
tion Systems and
Organization

-Senior Position Plan-
ning
-FY83 Attitude Survey
-MEIP Progress Report

-Central Conferencing
Unit
-Professional Growth/
Demotion Policy

-Strategic Manpower Plan
-Document Security
Policy
-Yearly Merit Increase

External
Relations

-IDA Retrospective Study
-Annual Report

ERS

-WDR V

Legal

JANUARY 1983

FEBRUARY 1983

MARCH 1983

APRIL 1983

MAY 1983

JUNE 1983

Key Events

-FY83 Mid-Year Budget
Review with Managing
Committee

-FY83 Mid-Year Budget
Review with Board

-Lending Program Review
with Managing
Committee and Board
-Review of Research
Program with Managing
Committee and Board

-FY84 Budget Recommen-
dations to Managing
Committee
-Project Implementation
Review with Managing
Committee and Board
-1984 Compensation
Review

-FY84 Budget Recommen-
dations to Board

-Board Review of FY84
Programs and Budgets

OFFICE MEMORANDUM

TO: Mr. Frank Vogl, Director, IPA

DATE: March 4, 1982

FROM: Bruce W. Rohrbacher, Director, OPD *BR*

SUBJECT: Committee Structure and Procedures for Bank Senior Management

The Managing Committee has approved, in principle, the attached Committee Structure and Procedures for Bank Senior Management. They have advised me to clear the package with your department for final editorial comment. Upon receipt of your comments, OPD will prepare a camera ready copy and send it to Administrative Services for reproduction and subsequent distribution. Executive Directors are to receive a copy in advance of general distribution through Secretary's.

cc: Messrs. Paijmans, Thahane

RV:js

Issued: March 1982

Committee Structure and Procedures
for
Bank Senior Management

Distribution:

Managing Committee Members
Senior Management Council Members
Department Directors

TABLE OF CONTENTS

1. Managing Committee
 - 1.1 Terms of Reference
 - 1.2 Membership
2. Principles Governing the Conduct of Committee Business
 - 2.1 Confidentiality
 - 2.2 Completed Staff Work
 - 2.3 Action Responsibility
3. Subcommittees to the Managing Committee
 - 3.1 Structure and Procedures
 - 3.2 Role of Subcommittees
 - 3.3 Subcommittee Actions
 - 3.4 Finance Subcommittee
 - 3.5 Operations Policy Subcommittee
 - 3.6 Personnel and Administration Subcommittee
4. Senior Management Council
 - 4.1 Terms of Reference
 - 4.2 Membership
5. Secretariat
 - 5.1 Secretary to the Managing Committee and Senior Management Council
 - 5.2 Maintenance of Files and Records
 - 5.3 Maintenance of Basic Data Books
 - 5.4 Policy Review Coordination
6. Managing Committee Procedures
 - 6.1 Committee Meetings
 - 6.2 Attendance at Meetings
 - 6.3 Conduct of Meetings
 - 6.4 Preparation and Distribution of Meeting Agendas
 - 6.5 Advance Scheduling of Agenda Items
 - 6.6 Presentation of Agenda Background Materials
 - 6.7 Minutes of Committee Meetings
 - 6.8 Follow-Up of Committee Actions

1. Terms of Reference and Membership

1.1 Terms of Reference

The Managing Committee is the top management decision-making body of the World Bank. Subject to the specific responsibilities of the President and Executive Directors as set forth in the Articles of Agreement, the Managing Committee formulates policy recommendations for consideration by the Executive Directors, develops management strategies for fulfilling policy objectives, sets forth resource acquisition and allocation plans to implement key strategic actions, and provides overall direction to financial, operations, and administrative management. The fundamental mission of the Managing Committee is to provide leadership to the World Bank and its programs.

1.2 Membership

The Managing Committee consists of the President of the World Bank, who serves as chairman, and other senior Bank officers appointed by the President.* From time to time, the President shall review the membership composition of the Managing Committee in relation to the overall management organization of the Bank and make such changes to its membership as he deems appropriate.

* At present, other members of the Managing Committee are:

- . Senior Vice President, Finance
- . Senior Vice President, Operations
- . Vice President and General Counsel
- . Vice President and Secretary
- . Vice President, Economics and Research
- . Vice President, External Relations
- . Vice President, Personnel and Administration

2. Principles Governing the Conduct of Committee Business

2.1 Confidentiality

Managing Committee business is confidential. Committee discussion, agendas, minutes and issue papers are to be treated generally in accordance with this principle, but it is recognized that more extensive staff participation in formulating and reviewing matters for Committee attention is appropriate and, often, essential. Members should exercise judgment in sharing Managing Committee business with their staff, and staff are expected to observe the confidentiality of Committee business when called upon to participate in preparing papers for Committee consideration. Once the Managing Committee reaches a decision on a particular issue, the decision is communicated to staff and other affected parties through appropriate channels.

2.2 Completed Staff Work

Managing Committee work requires members to make decisions on a variety of issues affecting all facets of the Bank and its programs, many of which involve matters often not directly connected with a member's present assignment. Consequently, members must often rely upon the staff work which underpins an issue brought before the Committee in order to make sound decisions. The principle of "completed staff work" should govern all matters brought to the attention of Managing Committee members for their review and/or decision. Completed staff work suggests that all relevant views on an issue have been ascertained, that key management options have been identified, that alternative options have been fully analyzed as to their relative merits, disadvantages and implementation considerations, and that a recommended course of action has been clearly set forth. This recommended course of action should be cleared, in principle, with all affected parties prior to its presentation to the Managing Committee, and significant dissents indicated, where appropriate. Completed staff work is the responsibility of the person presenting a matter for Managing Committee consideration.

2.3 Action Responsibility

Lead responsibility for the execution or implementation of Managing Committee decisions is typically vested in a member of the Committee. This enables the results of Managing Committee actions to be effectively monitored by clearly identifying a single point of accountability. Action responsibility includes ensuring that Managing Committee decisions are communicated in a timely and appropriate manner to affected parties (e.g., Executive Directors, Senior Management Council, staff, etc.).

3. Subcommittees

3.1 Structure and Procedures

There are three subcommittees to the Managing Committee for Finance, Operations Policy, and Personnel and Administration. Each subcommittee is chaired by a member of the Managing Committee. Other members are drawn from senior managers of the Bank. Membership on subcommittees shall be rotated periodically to broaden opportunities for subcommittee service among Bank senior management. When issues arise which impact significantly on a functional area not represented by a regular member of a subcommittee, the chairman is responsible for ensuring that senior managers representing that area are called upon to participate in relevant subcommittee discussions. Subcommittee meetings are held at the call of the chairman who also prescribes general operating procedures for subcommittee business.

3.2 Role of Subcommittees

Subcommittees serve as the focal point for examining issues under their jurisdiction to determine the course of action that serves the best interests of the institution. On issues of Bank-wide policy, the role of subcommittees is to undertake a thorough pre-screening of the issue and to submit appropriate recommendations to the Managing Committee. Subcommittees take up issues either by referral from the Managing Committee or by initiative from subcommittee members or originating departments. It is the prerogative of the chairman to take up issues first in the subcommittee or to take them directly to the Managing Committee. Issues are reviewed by subcommittees to determine whether: (1) staff work underpinning an issue is complete and well coordinated; (2) issues have been fully analyzed including consideration of the pros and cons of major alternatives; (3) management policy options are clearly set forth and their implications identified; and (4) recommendations are well supported and presented.

3.3 Subcommittee Actions

After examining issues in the aforementioned fashion, subcommittees generally follow one of four alternative courses of action: (1) the subcommittee makes a decision on the issue, arranges for implementation of that decision, and notifies the Managing Committee of all such actions taken on a periodic basis at the discretion of the chairman; (2) the subcommittee makes a decision on the issue and conveys their decision together with supporting reasons and/ or significant dissenting views to the Managing Committee where such decisions shall be deemed as agreed to by the Managing Committee on a "no objection" basis unless specific objections are raised and the issue is reopened, (3) the subcommittee elects to refer a final decision to the Managing Committee, together with a recommended course of

action, after full analysis has been completed, and (4) the subcommittee determines that staff work underpinning the issue is incomplete or insufficiently coordinated and refers the issue back for further staff work or establishes a task force of subcommittee members to review the issue more thoroughly.

3.4 Finance Subcommittee

The Finance Subcommittee reviews and determines a preferred course of action on all matters relating to resource acquisition and allocation, asset and liability management, budget planning, programming and control, and broad financial management policy. The chairman of the subcommittee is the Senior Vice President, Finance who selects the remaining members of the subcommittee in consultation with members of the Managing Committee.

3.5 Operations Policy Subcommittee

The Operations Policy Subcommittee reviews and determines a preferred course of action on all matters relating to the lending program, sectoral policy and strategy, member relations in the context of operational policy, and general country economic and sector work. The chairman of the subcommittee is the Senior Vice President, Operations who selects the remaining members of the subcommittee in consultation with members of the Managing Committee.

3.6 Personnel and Administration Subcommittee

The Personnel and Administration Subcommittee reviews and determines a preferred course of action on all matters relating to personnel, compensation, administrative services, information resources management and Bank-wide organizational planning and control. The chairman of the subcommittee is the Vice President, Personnel and Administration who selects the remaining members of the subcommittee in consultation with members of the Managing Committee.

4. Senior Management Council

4.1 Terms of Reference

The Senior Management Council serves in an advisory capacity to the Managing Committee of the World Bank. The Council meets on a monthly basis to exchange ideas and views on emerging issues of particular concern to the Bank and Bank staff. Preparation for monthly meetings is coordinated and an agenda distributed by the Secretary to the Managing Committee and Senior Management Council. The Secretary also attends the monthly meetings and prepares a summary of discussion for circulation to members of the Senior Management Council. Issues for discussion at Senior Management Council meetings may be suggested by the Managing Committee or brought up by any member of the Council. From time to time, certain issues are selected for in-depth exploration and assigned to a particular member for presentation and coordination of discussion. Special meetings of the Senior Management Council may be scheduled at any time.

4.2 Membership

Membership of the Senior Management Council, as determined by the President, consists of all Bank Vice Presidents, the Director-General, Operations Evaluation, and the Executive Vice President of IFC.

5. Secretariat

5.1 Secretary to the Managing Committee and Senior Management Council

The position of "Secretary to the Managing Committee and Senior Management Council" has been established in the Office of the President to provide secretariat services. Under general direction of the President, the Secretary assists the Managing Committee to conduct its business in an efficient and effective manner, and helps coordinate the program of the Senior Management Council.

5.2 Maintenance of Files and Records

The Secretary is responsible for coordinating the flow of paperwork to, from and within the Managing Committee and maintaining official files and records of the Managing Committee and Senior Management Council. These are maintained in the Office of the President as a designated "satellite records center" and constitute a central repository for all Committee-related documents and materials. Files and records are maintained in a secure fashion to protect the confidentiality of Committee business. From time to time, the Secretary shall compile and circulate to members a subject matter index of issues addressed by the Committee and actions taken.

5.3 Maintenance of Basic Data Books

The Secretary is responsible for maintaining and updating a set of "basic data books" for members of the Managing Committee. These data books contain up-to-date information on various Bank programs and activities, including financial and operations reports in a format conducive to Managing Committee review and action. Reports included in these data books are prepared by originating departments and are forwarded to the Secretary through the appropriate member of the Managing Committee. The Secretary distributes the report to all Managing Committee members, schedules discussion on the report at the next Managing Committee meeting, if appropriate, and files copies of the report in the basic data books for continuing reference of Managing Committee members.

5.4 Policy Review Coordination

The Secretary is responsible for keeping Managing Committee members informed on the progress of work-in-process on key policy papers which Managing Committee members review in their capacity to consider recommendations on major policy matters affecting the Bank and its programs for eventual decision by the Executive Directors. Originating departments are responsible for informing the Secretary as to expected target dates for completing key milestones, and for reporting actual progress against these milestones. From time to time, the Secretary shall provide the Committee a status report of work-in-process on key policy issues.

6. Committee Procedures

6.1 Meetings

Meetings are generally held each Monday at 9:30 a.m. Special meetings may be scheduled at any time. The Secretary is responsible for notifying members when special meetings are called or regular meetings are cancelled.

6.2 Attendance at Meetings

In addition to regular members, other Bank officials and staff may be asked to attend all or part of Managing Committee meetings to observe or participate in Committee discussions. In the event a regular member of the Committee cannot attend a particular meeting, it shall not be the practice to designate a stand-in to serve in the member's absence.

6.3 Conduct of Meetings

Meetings are not subject to formal rules of procedure. Usually, there will be an agenda prepared and distributed in advance of the meeting. Non-scheduled items (new business) may be brought up by a member at any time, although it is expected that generally such matters will be discussed upon completion of the scheduled agenda. Discussion of agenda topics ordinarily is preceded by a short presentation by a member or invited participant in which key issues are highlighted and requested Committee action(s) set forth. Following completion of discussion, major conclusions are summarized and action responsibility for implementing Committee decisions assigned.

6.4 Preparation and Distribution of Meeting Agendas

The Secretary is responsible for preparing the weekly agenda and distributing it together with accompanying background materials to members. The Secretary, in consultation with the President, schedules items for Committee discussion upon request of the members in a sequence that reflects subject matter priority and urgency. In most cases, members are expected to notify the Secretary at least ten days in advance of a scheduled meeting as to matters they wish to place on the agenda. In the event unforeseen circumstances arise, a shorter lead time will be acceptable. Non-scheduled urgent items may be brought up at Managing Committee meetings under "Other Business." Background materials (memos, papers, reports, etc.) associated with a scheduled agenda item should also be submitted to the Secretary for distribution to members at least ten days in advance in order to allow ample time for member review, consultation with staff, and preparation of a position statement, if appropriate. The Secretary prepares the final agenda and distributes it, together with minutes of the previous meeting and other previously uncirculated material, by the close of business on the Thursday preceding a scheduled meeting. In the event members

wish to circulate comments on an upcoming agenda item in advance of a scheduled meeting, all such material should be forwarded to the Secretary for distribution in order to ensure centralized coordination and control over the flow of official Committee documents.

6.5 Advance Scheduling of Agenda Items

The Secretary is responsible for maintaining: (1) an Annual Policy Calendar of matters scheduled for Managing Committee consideration on a long term basis, and (2) a Pending Agenda of planned topics for Committee attention expected to be scheduled in the near term. The Annual Policy Calendar is issued every six months (in advance of the upcoming fiscal and calendar years) and updated more frequently when necessary. The Pending Agenda, which includes topics rescheduled from previous meetings, is maintained on a continuous basis and updates issued periodically as necessary. Through these devices, the Secretary helps to focus members' attention on emerging issues in a timely manner.

6.6 Presentation of Agenda Background Materials

Generally, topics presented for Managing Committee consideration represent the culmination of fully coordinated staff work at lower levels of the organization. Consequently, background materials are often lengthy and occasionally quite complex. To facilitate review and help focus attention of Managing Committee members on the most significant issues at hand, originating departments are requested to prepare a cover memorandum to all action papers transmitted to the Managing Committee according to the following format: (1) a summary of the issue or question at hand, (2) principal analysis conducted of key management policy options or alternatives considered, (3) recommended course(s) of action, (4) requested action(s) on the part of the Committee, if considered an action document, and (5) clearances obtained (or departmental staff coordinated with) and significant dissenting views. This cover memorandum should not exceed two-three pages in length and should convey major points clearly and succinctly.

6.7 Minutes of Committee Meetings

The Secretary is responsible for preparing minutes of each Committee meeting and distributing them as part of the agenda packet for the next weekly meeting. In the event of the absence of the Secretary, the Assistant to the President or another senior Bank official shall be designated to take minutes for a particular meeting on an ad hoc basis. Minutes are prepared in a standard format which presents each topic generally as follows: (1) a listing of all documents presented as background material to the topic (in order to maintain a complete historical record); (2) a short paragraph summarizing key points made in presenting the topic; (3) a section of one or more paragraphs

which captures the major points and flavor of members' discussion but is not a verbatim transcript, (4) a paragraph summarizing results of the discussion which highlights conclusions reached and courses of action agreed upon, and (5) a recapitulation of committee actions together with the name of the member or other Bank official to whom action responsibility for executing the Committee's decision has been assigned. Minutes are approved by the members. In the event corrections to the minutes are proposed, an amended version highlighting proposed corrections is distributed with the following week's agenda packet. Upon approval of the revised minutes, a final record copy is prepared, inserted in the permanent file, and distributed to members.

6.8 Follow-Up of Committee Actions

The Secretary is responsible for maintaining a record of Committee decisions reached and actions taken. From time to time, the Secretary shall follow up with Committee members or other senior Bank managers who have been assigned action responsibility to determine the status of implementation and summarize this information for the benefit of the Managing Committee.

RECORD
FAA / 10

OFFICE MEMORANDUM

TO: Members of the Managing Committee

DATE: February 23, 1982

FROM: Bruce W. Rohrbacher *BWR*

SUBJECT: Managing Committee Procedures

1. The attached draft of the Managing Committee Procedures has been revised in accordance with your instructions to make it shorter, less prescriptive and more flexible. Where specific comments were provided, we have tried to reflect them faithfully in the text, although this was not possible in all cases.

2. Action is requested of the Managing Committee to: (1) adopt this package, in principle, as your rules of procedure, (2) authorize its clearance for final editing by the Information and Public Affairs Department and distribution, as indicated.

Attachment

RV:js

D R A F T
February 23, 1982

Managing Committee Procedures

Distribution:

Managing Committee Members
Senior Management Council Members
Department Directors

MANAGING COMMITTEE PROCEDURES

TABLE OF CONTENTS

1. Terms of Reference and Membership
 - 1.1 Terms of Reference
 - 1.2 Membership
2. Principles Governing the Conduct of Committee Business
 - 2.1 Confidentiality
 - 2.2 Completed Staff Work
 - 2.3 Action Responsibility
3. Subcommittees
 - 3.1 Structure and Procedures
 - 3.2 Role of Subcommittees
 - 3.3 Subcommittee Actions
 - 3.4 Finance Subcommittee
 - 3.5 Operations Policy Subcommittee
 - 3.6 Personnel and Administration Subcommittee
4. Senior Management Council
 - 4.1 Terms of Reference
 - 4.2 Membership
5. Secretariat
 - 5.1 Secretary to the Managing Committee and Senior Management Council
 - 5.2 Maintenance of Files and Records
 - 5.3 Maintenance of Basic Data Books
 - 5.4 Policy Review Coordination
6. Committee Procedures
 - 6.1 Committee Meetings
 - 6.2 Attendance at Meetings
 - 6.3 Conduct of Meetings
 - 6.4 Preparation and Distribution of Meeting Agendas
 - 6.5 Advance Scheduling of Agenda Items
 - 6.6 Presentation of Agenda Background Materials
 - 6.7 Minutes of Committee Meetings
 - 6.8 Follow-Up of Committee Actions

1. Terms of Reference and Membership

1.1 Terms of Reference

The Managing Committee is the top management decision-making body of the World Bank. Subject to the specific responsibilities of the President and Executive Directors as set forth in the Articles of Agreement, the Managing Committee formulates policy recommendations for consideration by the Executive Directors, develops management strategies for fulfilling policy objectives, sets forth resource acquisition and allocation plans to implement key strategic actions, and provides overall direction to financial, operations, and administrative management. The fundamental mission of the Managing Committee is to provide strong executive leadership to the World Bank and its programs.

1.2 Membership

The Managing Committee consists of the President of the World Bank, who serves as chairman, and other senior Bank officers appointed by the President.* From time to time, the President shall review the membership composition of the Managing Committee in relation to the overall management organization of the Bank and make such changes to its membership as he deems appropriate.

* At present, other members of the Managing Committee are:

- . Senior Vice President, Finance
- . Senior Vice President, Operations
- . Vice President and General Counsel
- . Vice President and Secretary
- . Vice President, Economics and Research
- . Vice President, External Relations
- . Vice President, Personnel and Administration

2. Principles Governing the Conduct of Committee Business

2.1 Confidentiality

Managing Committee business is confidential. Committee discussion, agendas, minutes and issue papers are to be treated generally in accordance with this principle, but it is recognized that more extensive staff participation in formulating and reviewing matters for Committee attention is appropriate and, often, essential. Members should exercise judgment in sharing Managing Committee business with their staff, and staff are expected to observe the confidentiality of Committee business when called upon to participate in preparing papers for Committee consideration. Once the Managing Committee reaches a decision on a particular issue, the decision is communicated to staff and other affected parties through appropriate channels.

2.2 Completed Staff Work

Managing Committee work requires members to make decisions on a variety of issues affecting all facets of the Bank and its programs, many of which involve matters often not directly connected with a member's present assignment. Consequently, members must often rely upon the staff work which underpins an issue brought before the Committee in order to make sound decisions. The principle of "completed staff work" should govern all matters brought to the attention of Managing Committee members for their review and/or decision. Completed staff work suggests that all relevant views on an issue have been ascertained, that key management options have been identified, that alternative options have been fully analyzed as to their relative merits, disadvantages and implementation considerations, and that a recommended course of action has been clearly set forth. This recommended course of action should be cleared, in principle, with all affected parties prior to its presentation to the Managing Committee, and significant dissents indicated, where appropriate. Completed staff work is the responsibility of the person presenting a matter for Managing Committee consideration.

2.3 Action Responsibility

Lead responsibility for the execution or implementation of Managing Committee decisions is typically vested in a member of the Committee. This enables the results of Managing Committee actions to be effectively monitored by clearly identifying a single point of accountability. Action responsibility includes ensuring that Managing Committee decisions are communicated in a timely and appropriate manner to affected parties (e.g., Executive Directors, Senior Management Council, staff, etc.).

3. Subcommittees

3.1 Structure and Procedures

There are three subcommittees to the Managing Committee for Finance, Operations Policy, and Personnel and Administration. Each subcommittee is chaired by a member of the Managing Committee who selects other members from senior managers of the Bank who are not also members of the Managing Committee. Membership on subcommittees shall be rotated periodically to broaden opportunities for subcommittee service among Bank senior management. When issues arise which impact significantly on a functional area not represented by a regular member of a subcommittee, the chairman is responsible for ensuring that senior managers representing that area are called upon to participate in relevant subcommittee discussions. Subcommittee meetings are held at the call of the chairman who also prescribes general operating procedures for subcommittee business.

3.2 Role of Subcommittees

Subcommittees serve as the focal point for examining issues under their jurisdiction to determine the course of action that serves the best interests of the institution. On issues of Bank-wide policy, the role of subcommittees is to undertake a thorough pre-screening of the issue and to submit appropriate recommendations to the Managing Committee. Subcommittees take up issues either by referral from the Managing Committee or by initiative from subcommittee members or originating departments. It is the prerogative of the chairman to take up issues first in the subcommittee or to take them directly to the Managing Committee. Issues are reviewed by subcommittees to determine whether: (1) staff work underpinning an issue is complete and well coordinated; (2) issues have been fully analyzed including consideration of the pros and cons of major alternatives; (3) management policy options are clearly set forth and their implications identified; and (4) recommendations are well supported and presented.

3.3 Subcommittee Actions

After examining issues in the aforementioned fashion, subcommittees generally follow one of four alternative courses of action: (1) the subcommittee makes a decision on the issue, arranges for implementation of that decision, and notifies the Managing Committee of all such actions taken on a periodic basis at the discretion of the chairman; (2) the subcommittee makes a decision on the issue and conveys their decision together with supporting reasons and/ or significant dissenting views to the Managing Committee where such decisions shall be deemed as agreed to by the Managing Committee on a "no objection" basis unless specific objections are raised and the issue is reopened, (3) the subcommittee elects to refer a final decision to the Managing Committee, together with a recommended course of

action, after full analysis has been completed, and (4) the subcommittee determines that staff work underpinning the issue is incomplete or insufficiently coordinated and refers the issue back for further staff work or establishes a task force of subcommittee members to review the issue more thoroughly.

3.4 Finance Subcommittee

The Finance Subcommittee reviews and determines a preferred course of action on all matters relating to resource acquisition and allocation, asset and liability management, budget planning, programming and control, and broad financial management policy. The chairman of the subcommittee is the Senior Vice President, Finance who selects the remaining members of the subcommittee in consultation with members of the Managing Committee.

3.5 Operations Policy Subcommittee

The Operations Policy Subcommittee reviews and determines a preferred course of action on all matters relating to the lending program, sectoral policy and strategy, member relations in the context of operational policy, and general country economic and sector work. The chairman of the subcommittee is the Senior Vice President, Operations who selects the remaining members of the subcommittee in consultation with members of the Managing Committee.

3.6 Personnel and Administration Subcommittee

The Personnel and Administration Subcommittee reviews and determines a preferred course of action on all matters relating to personnel, compensation, administrative services, information resources management and Bank-wide organizational planning and control. The chairman of the subcommittee is the Vice President, Personnel and Administration who selects the remaining members of the subcommittee in consultation with members of the Managing Committee.

4. Senior Management Council

4.1 Terms of Reference

The Senior Management Council serves in an advisory capacity to the Managing Committee of the World Bank. The Council meets on a monthly basis to exchange ideas and views on emerging issues of particular concern to the Bank and Bank staff. Preparation for monthly meetings is coordinated and an agenda distributed by the Secretary to the Managing Committee and Senior Management Council. The Secretary also attends the monthly meetings and prepares a summary of discussion for circulation to members of the Senior Management Council. Issues for discussion at Senior Management Council meetings may be suggested by the Managing Committee or brought up by any member of the Council. From time to time, certain issues are selected for in-depth exploration and assigned to a particular member for presentation and coordination of discussion. Special meetings of the Senior Management Council may be called at any time by the President or Acting President.

4.2 Membership

Membership of the Senior Management Council, as determined by the President, consists of all Bank Vice Presidents, the Director-General, Operations Evaluation, and the Executive Vice President of IFC.

5. Secretariat

5.1 Secretary to the Managing Committee and Senior Management Council

The position of "Secretary to the Managing Committee and Senior Management Council" has been established in the Office of the President to provide secretariat services. Under general direction of the President, the Secretary assists the Managing Committee to conduct its business in an efficient and effective manner, and helps coordinate the program of the Senior Management Council.

5.2 Maintenance of Files and Records

The Secretary is responsible for coordinating the flow of paperwork to, from and within the Managing Committee and maintaining official files and records of the Managing Committee and Senior Management Council. These are maintained in the Office of the President as a designated "satellite records center" and constitute a central repository for all Committee-related documents and materials. Files and records are maintained in a secure fashion to protect the confidentiality of Committee business. From time to time, the Secretary shall compile and circulate to members a subject matter index of issues discussed by the Committee and actions taken.

5.3 Maintenance of Basic Data Books

The Secretary is responsible for maintaining and updating a set of "basic data books" for members of the Managing Committee. These data books contain up-to-date information on various Bank programs and activities, including financial and operations reports in a format conducive to Managing Committee review and action. Reports included in these data books are prepared by originating departments and are forwarded to the Secretary through the appropriate member of the Managing Committee. The Secretary distributes the report to all Managing Committee members, schedules discussion on the report at the next Managing Committee meeting, if appropriate, and files copies of the report in the basic data books for continuing reference of Managing Committee members.

5.4 Policy Review Coordination

The Secretary is responsible for keeping Managing Committee members informed on the progress of work-in-process on key policy papers which Managing Committee members review in their capacity to consider recommendations on major policy matters affecting the Bank and its programs for eventual decision by the Executive Directors. Originating departments are responsible for informing the Secretary as to expected target dates for completing key milestones, and for reporting actual progress against these milestones. From time to time, the Secretary shall provide the Committee a status report of work-in-process on key policy issues.

6. Committee Procedures

6.1 Meetings

Meetings are generally held each Monday at 9:30 a.m. Special meetings may be scheduled at any time at the call of the President or Acting President. Regular meetings may be cancelled by the President or Acting President. The Secretary is responsible for notifying members when special meetings are called or regular meetings are cancelled.

6.2 Attendance at Meetings

In addition to regular members, the Secretary and Assistant to the President attend all meetings. From time to time, other Bank officials and staff may be asked to attend all or part of Managing Committee meetings to observe or participate in Committee discussions. In the event a regular member of the Committee cannot attend a particular meeting, it shall not be the practice to designate a stand-in to serve in the member's absence.

6.3 Conduct of Meetings

Meetings are not subject to formal rules of procedure. There is an agenda, prepared and distributed in advance of the meeting, which serves as a general protocol and discussion guide. Non-scheduled items (new business) may be brought up by a member at any time, although it is expected that generally such matters will be discussed upon completion of the scheduled agenda. Discussion of agenda topics ordinarily is preceded by a short presentation by a member or invited participant in which key issues are highlighted and requested Committee action(s) set forth. Following completion of discussion, major conclusions are summarized and action responsibility for implementing Committee decisions assigned.

6.4 Preparation and Distribution of Meeting Agendas

The Secretary is responsible for preparing the weekly agenda and distributing it together with accompanying background materials to members. The Secretary, in consultation with the President, schedules items for Committee discussion upon request of the members in a sequence that reflects subject matter priority and urgency. In most cases, members are expected to notify the Secretary at least ten days in advance of a scheduled meeting as to matters they wish to place on the agenda. In the event unforeseen circumstances arise, the Secretary may accept additional items for placement on the agenda through close of business on the Thursday preceding a scheduled meeting. Non-scheduled urgent items may be brought up at Managing Committee

meetings under "Other Business." Background materials (memos, papers, reports, etc.) associated with a scheduled agenda item should also be submitted to the Secretary for distribution to members at least ten days in advance in order to allow ample time for member review, consultation with appropriate staff, and preparation of a position statement, if appropriate. The Secretary prepares the final agenda and distributes it, together with minutes of the previous meeting and other previously uncirculated material, by c.o.b. on the Thursday preceding a scheduled meeting. In the event members wish to circulate comments on an upcoming agenda item in advance of a scheduled meeting, all such material should be forwarded to the Secretary for distribution in order to ensure centralized coordination and control over the flow of official Committee documents.

6.5 Advance Scheduling of Agenda Items

The Secretary is responsible for maintaining: (1) an Annual Policy Calendar of matters scheduled for Managing Committee consideration on a long term basis, and (2) a Pending Agenda of planned topics for Committee attention expected to be scheduled in the near term. The Annual Policy Calendar is issued every six months (in advance of the upcoming fiscal and calendar years) and updated more frequently when necessary. The Pending Agenda, which includes topics rescheduled from previous meetings, is maintained on a continuous basis and updates issued monthly. Through these devices, the Secretary helps to focus members' attention on emerging issues in a timely manner.

6.6 Presentation of Agenda Background Materials

Generally, topics presented for Managing Committee consideration represent the culmination of fully coordinated staff work at lower levels of the organization. Consequently, background materials are often lengthy and occasionally quite complex. To facilitate review and help focus attention of Managing Committee members on the most significant issues at hand, originating departments are requested to prepare a cover memorandum to all action papers transmitted to the Managing Committee according to the following format: (1) a summary of the issue or question at hand, (2) principal analysis conducted of management policy options or alternatives considered, (3) recommended course(s) of action, (4) requested action(s) on the part of the Committee, if considered an action document, and (5) clearances obtained (or departmental staff coordinated with) and significant dissenting views. This cover memorandum should not exceed two-three pages in length and should convey major points clearly and succinctly.

6.7 Minutes of Committee Meetings

The Secretary is responsible for preparing minutes of each Committee meeting and distributing them as part of the agenda packet for the next weekly meeting. In the event of the absence of the Secretary, the Assistant to the President or another senior Bank official shall be designated to take minutes for

a particular meeting on an ad hoc basis. Minutes are prepared in a standard format which presents each topic generally as follows: (1) a listing of all documents presented as background material to the topic (in order to maintain a complete historical record); (2) a short paragraph summarizing key points made in presenting the topic; (3) a section of one or more paragraphs which captures the major points and flavor of members' discussion but is not a verbatim transcript, (4) a paragraph summarizing results of the discussion which highlights conclusions reached and courses of action agreed upon, and (5) a recapitulation of committee actions together with the name of the member or other Bank official to whom action responsibility for executing the Committee's decision has been assigned. Minutes are approved by the members. In the event corrections to the minutes are proposed, an amended version is distributed with the following week's agenda packet. Proposed corrections are highlighted by lining through deletions and underlining additions within brackets. Upon approval of the revised minutes, an integrated copy is prepared, inserted in the permanent record, and distributed to members.

6.8 Follow-Up of Committee Actions

The Secretary is responsible for maintaining a record of Committee decisions reached and actions taken. From time to time, the Secretary shall follow up with Committee members or other senior Bank managers who have been assigned action responsibility to determine the status of implementation and summarize this information for the benefit of the Managing Committee.

OFFICE MEMORANDUM

TO: Members of the Managing Committee

DATE: January 21, 1982

FROM: Bruce W. Rohrbacher *BWR*SUBJECT: Managing Committee Procedures

1. As discussed in the Managing Committee meeting of January 4, opportunities remain for improving Committee processes and procedures. The expected appointment of a new "Secretary to the Managing Committee and Senior Management Council" should help considerably in this area, but it is important for the new Secretary to have an agreed-upon frame of reference within which to operate. The attached Managing Committee Procedures are intended to provide such a frame of reference. They establish a degree of formality over how the Committee conducts its business, while trying to preserve the operating flexibility that is so important.

2. As you will note, the Managing Committee Procedures set forth procedural guidelines in several areas that the Managing Committee has not yet formally gone on record as approving. You may wish to take up each of the following recommended procedures extracted from the attached package as separate issues:

- a. Distribution of the Procedures Book: All Bank Vice Presidents and Department Directors should receive copies of this package. We believe this is warranted to help broaden Bank senior manager understanding of how the Managing Committee conducts its business and how issues are to be presented for subcommittee and Managing Committee review.
- b. Frequency of Meetings: We have suggested formalizing "every Monday" save for weeks in which Monday falls on a Bank holiday. Flexibility is preserved by providing for cancellations and the calling of special meetings.
- c. Agenda Deadlines: We have suggested a cut-off date of ten days in advance of a scheduled meeting (i.e. Friday preceding the week before the meeting). This permits sufficient time for the Secretary to review agenda background materials for compliance with the "completed staff work" standard, and to distribute them well in advance of the meeting. This, in turn, should give Committee members enough time to review these materials in consultation with their staff, where necessary. Again, we have tried to preserve flexibility by permitting "last minute" items to be placed on the agenda through the close of business on the Thursday preceding the meeting.
- d. Distribution of Committee Materials: We believe it is important for all materials to be distributed on a centralized basis through the Secretary. This ensures better control over the flow of Committee documents.

- e. Advance Scheduling of Agenda Items: We believe the indicated procedures for an Annual Policy Calendar and Pending Agenda should help to better focus Committee attention on the vital issues requiring Committee action.
 - f. Format for Presentation of Committee Decision Papers: We have suggested a standard format for summarizing issues in one or two pages for Managing Committee consideration. This should help members to grasp the key issues under consideration quickly and perhaps, over time, induce savings in paper and increased productivity.
 - g. Policy Review Coordination: As you will note, we have suggested that the Secretary be responsible for monitoring and reporting on the progress of various policy papers under development throughout the Bank on behalf of the Managing Committee. This is consistent with the decision to realign DPS and CPS and the Managing Committee assuming the functions formerly vested in the Policy Review Committee. However, placement of responsibility for this function with the Secretary to the Managing Committee and Senior Management Council has not yet been formally authorized. Following Managing Committee authorization, more detailed procedural steps can be developed to effect the transfer of responsibility and implement the new process.
 - h. Role of Subcommittees: We have suggested that subcommittees exercise a degree of discretionary authority in determining a preferred course of action vis-a-vis policy decisions on issues under their jurisdiction. We envision four alternative courses of action as appropriate, depending on the nature of the issue at hand and the views of subcommittee members: (1) make a decision, arrange for its implementation, and notify the full Managing Committee of all such actions taken on a periodic basis at the discretion of the chairman of the subcommittee, (2) render a decision and advise the Managing Committee who would then reopen the issue only upon specific objection by one of the members, (3) refer a final decision to the full Managing Committee, and (4) return the issue to its originating department for further staff work.
3. Action is requested of the Managing Committee to: (1) propose editorial changes, where needed, (2) adopt the package as its "rules of procedure", and (3) authorize its clearance for final editorial packaging and distribution.

Attachment

D R A F T
January 21, 1982

Managing Committee Procedures

Distribution:

Managing Committee Members
Senior Management Council
All Bank Directors and Department Heads

MANAGING COMMITTEE PROCEDURES

TABLE OF CONTENTS

1. Terms of Reference and Membership
 - 1.1 Terms of Reference
 - 1.2 Membership
2. Principles Governing the Conduct of Committee Business
 - 2.1 Confidentiality
 - 2.2 Completed Staff Work
 - 2.3 Action Responsibility
3. Subcommittees
 - 3.1 General Procedures
 - 3.2 Role of Subcommittees
 - 3.3 Finance
 - 3.4 Operations Policy
 - 3.5 Personnel and Administration
4. Senior Management Council
 - 4.1 Terms of Reference
 - 4.2 Membership
5. Secretariat
 - 5.1 Secretary to the Managing Committee and Senior Management Council
 - 5.2 Maintenance of Files and Records
 - 5.3 Maintenance of Basic Data Books
 - 5.4 Policy Review Coordination
6. Committee Procedures
 - 6.1 Meetings
 - 6.2 Attendance at Meetings
 - 6.3 Conduct of Meetings
 - 6.4 Preparation and Distribution of Meeting Agendas
 - 6.5 Advance Scheduling of Agenda Items
 - 6.6 Format of Agendas
 - 6.7 Presentation of Agenda Background Materials
 - 6.8 Minutes of Committee Meetings

1. Terms of Reference and Membership

1.1 Terms of Reference

The Managing Committee serves as the top management decision-making body of the World Bank. Subject to the oversight of the Executive Directors, the Managing Committee determines overall policy for the Bank, formulates management strategies for fulfilling policy objectives, sets forth resource acquisition and allocation plans to implement key strategic actions, and provides overall guidelines and direction to financial, operations, and administrative management. In its deliberations, the Managing Committee strives to achieve a consensus of views so as to provide strong executive leadership to the World Bank and its programs.

1.2 Membership

The Managing Committee shall consist of the President of the World Bank and all senior Bank officers who report directly to the President:

- . Senior Vice President, Finance
- . Senior Vice President, Operations
- . Vice President and General Counsel
- . Vice President and Secretary
- . Vice President, Economics and Research
- . Vice President, External Relations
- . Vice President, Personnel and Administration

From time to time, the Managing Committee shall review its membership composition in relation to the overall management organization of the Bank and make such changes to its membership composition as are deemed appropriate.

2. Principles Governing the Conduct of Committee Business

2.1 Confidentiality

Managing Committee business is confidential. Committee discussion, agendas, minutes and background materials are to be treated generally in accordance with this principle, but it is recognized that more extensive staff participation in formulating and reviewing matters for Committee attention is appropriate and, often, essential. Members should exercise judgment in sharing Managing Committee business with their staff. As a rule, Managing Committee members should refrain from sharing confidential matters with their staff whenever specifically requested by another member. While all Bank staff share a common interest in the well being of the institution and the betterment of its programs, and while it is reasonable to expect that views will vary on how best to fulfill these goals, it is essential for Bank senior management to present a unified position when a decision has been taken. Up to that point, however, it is essential that senior managers feel responsible and free to present their views openly and strongly to one another on all issues brought before the Committee. Preserving a free and open exchange of views as a basis for exercising strong executive leadership can be most readily achieved in an environment characterized by confidentiality.

2.2 Completed Staff Work

Managing Committee work requires members to make decisions on a variety of issues affecting all facets of the Bank and its programs, many of which lie outside the functional expertise of any given member. Consequently, decisions will often reflect the quality of the staff work upon which they are based. The principle of "completed staff work" should govern all topics brought to the attention of Managing Committee members for their review and/or decision. Completed staff work suggests that relevant views on an issue have been presented, that key management options have been identified, that alternative options have been fully analyzed as to their relative merits, disadvantages and implementation considerations, and that a recommended course of action has been clearly set forth. This recommended course of action should be cleared, in principle, with all affected parties prior to its presentation to the Managing Committee, and all significant dissents indicated, where appropriate. Completed staff work is the primary responsibility of the head of every organizational unit that exercises a lead role in presenting a matter for Managing Committee consideration. However, all units in the Bank must share responsibility for assuring that all relevant points of view are brought to bear on policy decisions ultimately rendered by the Managing Committee.

2.3 Action Responsibility

Managing Committee decisions are made collectively as a group; however, lead responsibility for the execution or implementation of Managing Committee decisions is typically vested in one or more individuals. This enables the results of Managing Committee actions to be effectively monitored by clearly identifying a single point of accountability. Generally, the individual assigned "action responsibility" will be the senior manager who has exercised lead responsibility in bringing a topic to the attention of the Managing Committee. Managing Committee members should strive to designate clear action responsibility in situations where a logical designee is not obvious.

3. Subcommittees

3.1 General Procedures

There shall be three subcommittees to the Managing Committee for Finance, Operations Policy, and Personnel and Administration. Membership on each subcommittee shall consist of a chairman, who also serves as a member of the Managing Committee, and other senior managers of the Bank who are not also members of the Managing Committee. Through subcommittee service, senior managers will apply their diverse experience, skills and talents to help the Bank deal with and resolve emerging issues of concern. Membership shall be rotated periodically to provide all senior managers with the opportunity for subcommittee service. In the event a regular member cannot attend a particular meeting, it shall not be the practice to designate a stand-in to serve in the member's absence. When issues arise which impact significantly on a functional area not represented on a subcommittee, the chairman will be responsible for ensuring that senior managers representing that area will be called upon to participate in all relevant subcommittee discussions. Subcommittee meetings shall be held at the call of the chairman as often as is necessary to deal with issues as they arise. Secretariat services shall be provided by the chairman of each subcommittee.

3.2 Role of Subcommittees

Subcommittees to the Managing Committee serve as the focal point for examining issues under their jurisdiction on an in-depth basis to determine the course of action that serves the best interests of the institution. Subcommittees take up issues coming from two sources; downward by specific referral from the Managing Committee, and upward through the institutional hierarchy appropriate to a particular functional area. Issues are reviewed to determine whether: (1) staff work underpinning an issue is complete and well coordinated; (2) issues have been fully analyzed including consideration of the pros and cons of major alternatives; (3) management policy options are clearly set forth and their implications identified; and (4) recommendations are well supported and presented. After examining issues in this fashion, subcommittees will generally follow one of four alternative courses of action: (1) the subcommittee will make a decision on the issue and arrange for implementation of that decision; (2) the subcommittee will make a decision on the issue and convey their decision together with supporting reasons and/or significant dissenting views to the full Managing Committee; such decision shall be deemed as agreed to by the Managing Committee unless specific objections are raised and the issue is reopened, (3) the subcommittee will elect to refer a final decision to the Managing Committee after full analysis has been complete; in such cases, the referral to the Managing Committee

should reflect the best judgment of the subcommittee as to the preferred course of action, and (4) the subcommittee will determine that staff work underpinning the issue is incomplete or insufficiently coordinated and refer the issue back to the originating department together with such judgments as they deem appropriate. Subcommittees seek to achieve a consensus position on courses of action recommended to the Managing Committee, where possible. In the event a consensus recommendation is not possible, all contending positions should be clearly and objectively presented. From time to time, at the discretion of the chairman, subcommittees may submit a report of their activities and actions taken to the Managing Committee.

3.3 Finance Subcommittee

The Finance Subcommittee shall review and determine a preferred course of action on all matters relating to resource acquisition and allocation, asset and liability management, budget planning and control, and broad financial management policy. Chairman of the subcommittee shall be the Senior Vice President for Finance who shall select the remaining members of the subcommittee in consultation with members of the Managing Committee.

3.4 Operations Policy Subcommittee

The Operations Policy Subcommittee shall review and determine a preferred course of action on all matters relating to the lending program, broad development policy, member relations in the context of operational policy, and general country economic and sector work. Chairman of the subcommittee shall be the Senior Vice President for Operations who shall select the remaining members of the subcommittee in consultation with members of the Managing Committee.

3.5 Personnel and Administration Subcommittee

The Personnel and Administration Subcommittee shall review and determine a preferred course of action on all matters relating to personnel, compensation, administrative services, information resources management and Bank-wide organizational planning and control. Chairman of the subcommittee shall be the Vice President, Personnel and Administration who shall select the remaining members of the subcommittee in consultation with members of the Managing Committee.

4. Senior Management Council

4.1 Terms of Reference

The Senior Management Council serves in an advisory capacity to the Managing Committee of the World Bank. While not constituted as a decision-making body, the Senior Management Council meets on a regular basis to exchange ideas and views on emerging issues of particular concern to the Bank and Bank staff. Meetings shall be held at 10:00 a.m. on the last Friday of each month in the Executive Office conference room. Preparation for monthly meetings shall be coordinated and an agenda distributed by the Secretary to the Managing Committee and Senior Management Council. The Secretary shall take notes at the monthly meetings and prepare a summary of discussion for circulation to members of the Senior Management Council and Managing Committee. Issues for discussion at Senior Management Council meetings may be suggested by the Managing Committee or brought up by any member of the Council. From time to time, certain issues may be selected for in-depth exploration and assigned to a particular member for presentation and coordination of discussion. Special meetings of the Senior Management Council may be called at any time upon request of the President or any member of the Managing Committee acting on behalf of the full Committee.

4.2 Membership

Membership of the Senior Management Council shall consist of all Bank Vice Presidents, the Director-General, Operations Evaluation, and the Executive Vice President of IFC.

5. Secretariat

5.1 Secretary to the Managing Committee and Senior Management Council

A higher-level position shall be established in the Office of the President entitled "Secretary to the Managing Committee and Senior Management Council." The individual filling this position shall serve at the pleasure of the President in consultation with members of the Managing Committee. Under general direction of the President, the Secretary shall exercise a considerable amount of judgment and discretionary authority in assisting the Managing Committee to conduct its business in an efficient and effective manner, and in coordinating the program of the Senior Management Council. Specific duties and responsibilities and qualifications requirements are outlined in the job description included herein as Exhibit 5.1.

5.2 Maintenance of Files and Records

Official files and records of the Managing Committee and Senior Management Council shall be maintained in the Office of the President as a designated "satellite records center" and constitute a central repository for all Committee-related documents and materials. Files and records shall be maintained in a secure fashion to protect the confidentiality of Committee business. It shall be the responsibility of the Secretary to establish an appropriate system for control of official Managing Committee documents and to oversee the actual maintenance of files and records.

5.3 Maintenance of Basic Data Books

The Secretary shall be responsible for maintaining and updating a set of "basic data books" on behalf of the members of the Managing Committee. These data books shall contain up-to-date information on various Bank programs and activities, including financial and operations reports in a format conducive to Managing Committee review and action. Reports for inclusion in these data books shall originate from appropriate departments and be forwarded to the Secretary through the Vice President who serves as their representative on the Managing Committee. The Secretary shall distribute the report to all Managing Committee members, schedule discussion on the report at the next Managing Committee meeting, if appropriate, and file copies of the report in the basic data books for continuing reference of Managing Committee members.

5.4 Policy Review Coordination

The Managing Committee serves as the final top management decision-making body on major policy matters affecting the Bank and its programs, including broad development policy, country assistance strategies and sector-specific policies. The Secretary is responsible for monitoring the progress of all work-in-process on key policy papers for eventual Managing Committee review and decision. Originating departments will be responsible for informing the Secretary as to expected target dates for completing key milestones, and for reporting actual progress against these milestones. From time to time, the Secretary shall summarize progress on key policy issues on a Bank-wide basis for the benefit of all Managing Committee members.

JOB DESCRIPTION

Secretary to the Managing Committee
and Senior Management Council

Under general direction of the President, provides secretariat services to the Managing Committee and the Senior Management Council. This position is assigned to and located within the Office of the President. The individual filling this position is expected to exercise a considerable amount of judgment and discretionary authority in assisting the Managing Committee to conduct its business in an efficient and effective manner, and in coordinating the program of the Senior Management Council.

Duties and Responsibilities

1. Serves as the primary control point for coordinating the flow of paperwork to, from and within the Managing Committee.
2. Prepares, in consultation with Committee members, the weekly meeting agenda and distributes agendas, minutes, and background materials.
3. Attends all meetings of the Managing Committee, takes minutes, and maintains a record of Committee decisions and actions taken.
4. Maintains an issue tracking and follow-up system to monitor and report on the implementation of Committee actions and develops action files of open issues to facilitate research and analysis on issue resolution.
5. Maintains official Committee papers and files to preserve an historical record of Committee proceedings and serves as the official repository for policy papers prepared for the Managing Committee in the context of their "policy review" function.
6. Maintains and updates "basic data books" of key Bank-wide information for Committee members, and advises originating departments on the format and contents of reports to the Managing Committee.
7. Develops an "Annual Policy Calendar" of scheduled events and key program milestones on a long term basis, maintains a list of pending and rescheduled matters to be addressed in upcoming Committee meetings in the near term, and ensures that Managing Committee attention is focused on issues in a timely manner and generally in accordance with their overall significance to the Bank.
8. Assists, where appropriate, in implementing Committee actions and communicating Committee decisions.

9. Provides secretariat services to the Senior Management Council, including preparation for and coordination of monthly meetings.
10. Coordinates with staff departments serving as secretariats to sub-committees of the Managing Committee, and advises members of the Managing Committee and their staffs on adequacy of staff work and presentation of background materials for Committee review.
11. Maintains and updates Managing Committee Procedures.

QUALIFICATIONS/REQUIREMENTS

1. Minimum of five years experience in Bank, seven years would be highly desirable.
2. Broad institutional perspective; ability to grasp complex operational, financial, and political issues and their implications.
3. Ability to write quickly and concisely in English.
4. Strong inter-personal skills; ability to work in a staff support capacity.
5. Conversant in aspects of broad development policy, but disinclined to assume advocacy position or role.
6. Strong written and oral communications skills; capable of commanding respect of senior Bank managers.

6. Committee Procedures

6.1 Meetings

Meetings will generally be held each Monday at 9:30 a.m. in the Executive Office conference room. In the event a Monday coincides with an official Bank holiday, no regular alternate day will be designated. Special meetings may be scheduled at any time at the call of the President or Acting President. Regular meetings may be cancelled by the President or Acting President. The Secretary to the Managing Committee and Senior Management Council will be responsible for notifying all members when special meetings are called or regular meetings are cancelled.

6.2 Attendance at Meetings

In addition to regular members, the Secretary to the Managing Committee and Senior Management Council and Assistant to the President shall attend all meetings. From time to time, other Bank officials and staff may be asked to attend all or part of Managing Committee meetings to observe or participate in Committee discussions. In the event a regular member of the Committee cannot attend a particular meeting, it shall not be the practice to designate a stand-in to serve in the member's absence. It shall be the responsibility of the Secretary to notify invited participants as to the likely time at which their presence is requested and to alert them at the appropriate time of the meeting.

6.3 Conduct of Meetings

Meetings shall not be subject to formal rules of procedure as the principal objective is to encourage, not inhibit, a free flow of discussion and views. There shall be an agenda, established and distributed in advance of the meeting, which serves as a general protocol and discussion guide. From time to time, indicative time guidelines for discussion may be set forth on the agenda to facilitate timely completion of all key matters, particularly when there are several important items scheduled for a single meeting. Non-scheduled items (new business) may be brought up by a member at any time, although it is expected that generally such matters will be discussed upon completion of the scheduled agenda. Discussion of agenda topics ordinarily will be preceded by a short presentation by a member or invited participant in which key issues will be highlighted and requested Committee action(s) set forth. The presentation will be followed by a discussion period in which all members are encouraged to participate and make their views known, even when matters under discussion are outside of their direct functional purview. Following completion of discussion, it may be necessary, from time to time, to poll members informally to ascertain a consensus of views and clarify a Committee decision. Generally, the President or Acting President shall summarize major conclusions of the discussion and indicate action responsibility for implementing Committee decisions.

6.4 Preparation and Distribution of Meeting Agendas

The Secretary will be responsible for preparing the weekly agenda and distributing it together with accompanying background materials. The Secretary shall schedule items for Committee discussion upon request of the members in a sequence that reflects subject matter priority and urgency. In most cases, members shall be expected to notify the Secretary up to ten days in advance of a scheduled meeting as to matters they wish to place on the agenda. In the event unforeseen circumstances arise, the Secretary may accept additional items for placement on the agenda through close of business on the Wednesday preceding a scheduled meeting. Background materials (memos, papers, reports, etc.) associated with a scheduled agenda item should also be submitted to the Secretary for distribution to all members up to ten days in advance in order to allow ample time for member review, consultation with appropriate staff, and preparation of a position, if appropriate. The Secretary shall prepare the final agenda on the Thursday preceding a scheduled meeting and distribute it, together with minutes of the previous meeting and other previously uncirculated material, no later than c.o.b. Thursday. In the event members wish to circulate comments on an upcoming agenda item in advance of a scheduled meeting, all such material should be forwarded to the Secretary for distribution in order to ensure centralized coordination and control over the flow of official Committee documents.

6.5 Advance Scheduling of Agenda Items

The Secretary shall be responsible for maintaining: (1) an Annual Policy Calendar of regularly scheduled events and key program milestones for which the Managing Committee can be expected to serve in a planning, decision-making or retrospective review capacity, and (2) a Pending Agenda of planned topics for Committee attention expected to be scheduled in the next three months. The Annual Policy Calendar should be maintained on a continuous basis and formal updates issued no less frequently than once every six months (in advance of the upcoming fiscal and calendar years). The Pending Agenda should be maintained on a continuous basis and updates issued monthly. During the last regularly scheduled meeting of each month, the Secretary shall request members to submit topics which they expect to schedule for Committee discussion during the upcoming three-month period from which an integrated list could be compiled and distributed at the first regularly scheduled meeting of the following month.

6.6 Format of Agendas

Agendas will be prepared in a standard format which links items to be discussed with background materials associated with each item. Agenda items are to be numbered sequentially for each meeting, starting with approval of minutes of the earliest meeting as the first numbered topic. Background materials associated with each item are to be documented on the agenda, referenced as to the date they were distributed to members, and, when accompanying the agenda, cross-referenced in the upper right hand corner of the first page.

6.7 Presentation of Agenda Background Materials

Generally, topics presented for Managing Committee discussion and decision-making purposes are to represent the culmination of fully coordinated staff work at lower levels of the organization. Consequently, it is expected that background materials will often be lengthy and occasionally quite complex. To facilitate review and understanding on the part of Managing Committee members under conditions of minimal available time for analysis and reflection, originating departments shall be requested to prepare a cover sheet to all action papers transmitted to the Managing Committee according to the following format: (1) a summary of the nature of the issue or question at hand, (2) principal analysis conducted or alternatives considered, (3) recommended course(s) of action, (4) requested action(s) on the part of the Committee, if considered an action document, and (5) clearances obtained (or departmental staff coordinated with) and significant dissents, where indicated. This cover sheet should not exceed two pages in length and should be characterized by brevity, clarity and precision of the major points that are being conveyed.

6.8 Minutes of Committee Meetings

Minutes of each Committee meeting shall be prepared by the Secretary and distributed as part of the agenda packets for the upcoming weekly meeting. In the event of the absence of the Secretary, the President or Acting President shall designate a member, the Assistant to the President or another senior Bank official to take minutes for a particular meeting on an ad hoc basis. Minutes will be prepared in a standard format which presents each topic as follows: (1) a listing of all documents presented as background material to the topic at hand (in order to maintain a complete historical record); (2) a short paragraph summarizing key points made in presenting the topic; (3) a section of one or more paragraphs which captures essential elements of members' discussion; the minutes should strive to fairly represent the major themes and flavor of the discussion but not be a complete transcript of deliberations, (4) a paragraph summarizing results of the discussion which highlight con-

clusions reached and courses of action agreed upon, and (5) a recapitulation of committee actions together with the name of the member or other Bank official to whom action responsibility for executing the Committee's decision has been assigned. Minutes shall be approved by the members. In the event corrections to the minutes are proposed, an amended version will be distributed with the following week's agenda packet. Proposed corrections will be highlighted by lining through deletions and underlining additions within brackets. Upon approval of the revised minutes, an integrated copy will be prepared and inserted in the permanent record.

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

January 15, 1982

Dear Fellow Staff Member:

As mentioned in previous communications, the Managing Committee is committed to improving overall management of the Bank and its programs. The Managing Committee was established last July largely for this purpose and to review and make decisions on all major managerial issues facing the Bank. Looking back on the first six months of experience, Managing Committee members have made good progress in building a cohesive decision-making team at the top management level of the organization.

The Managing Committee now believes it is time to start broadening senior management participation in the decision-making process. Toward this end, I am pleased to announce the establishment of three subcommittees to the Managing Committee for Finance, Operations Policy, and Personnel and Administration. Membership on these subcommittees will be comprised of selected Bank Vice Presidents and Department Directors representing a broad cross-section of functional areas and expertise. The subcommittees will be chaired by Messrs. Qureshi, Stern and Paijmans, respectively, who will serve to link the work of the subcommittees with that of the Managing Committee. Through subcommittee service, senior managers will apply their diverse experience, skills, and talents toward dealing with the complex challenges that lie ahead for all of us. Subcommittee membership will be reviewed periodically to permit rotation. Where there are issues that have an impact on any functional area not permanently represented on a subcommittee, the chairman will be responsible for ensuring that senior managers representing that area (e.g. Personnel, Legal) are invited to participate in all relevant subcommittee discussions.

Subcommittees will meet whenever necessary at the call of the chairman to review matters under their jurisdiction. Subcommittees will be responsible for ensuring that staff work brought to them is complete and coordinated, that management options are clear and unambiguous, and that recommended courses of action are well supported and presented.

Until further notice, regular membership on the three subcommittees will be comprised of the following senior managers:

<u>Finance</u>	<u>Operations Policy</u>	<u>Personnel and Administration</u>
Mr. Qureshi (Chairman)	Mr. Stern (Chairman)	Mr. Paijmans (Chairman)
All Financial Vice Presidents	All Operational Vice Presidents	Mr. Gabriel, PAB
Mr. Barletta, LCN	Mr. Vergin, PAB	Mr. Goldberg, LEG
Mr. Knox, WAN	Mr. Waide, DPS	Mr. Husain, AEN
Mr. Scott, LEG		Mr. Vogl, IPA
Mr. Wood, FPA		Mr. Wapenhans, EAN
		VPA Director concerned (by subject)

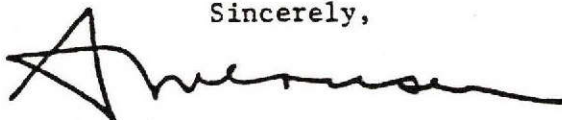
January 15, 1982

In addition, I am also pleased to announce that the Managing Committee has decided to establish a Senior Management Council comprised of all Bank Vice Presidents and the Director-General, Operations Evaluation. The Council will meet monthly to exchange ideas and views on emerging issues of particular concern to the Bank and Bank staff. IFC will be represented by its Executive Vice President, Mr. Hans Wuttke.

The new Senior Management Council will replace the former President's Council. From time to time, selected senior staff, other than Vice Presidents, may be invited to participate in Council discussions. The Council will permit discussion of selected issues by the Bank's most senior officers which will serve as a valuable resource to aid the Managing Committee in its decision making. I invite each of you to participate in this process through your Vice President by bringing to his attention issues and concerns appropriate for discussion on a Bank-wide basis.

Secretariat services will be provided by a new position to be established in the Office of the President entitled "Secretary to the Managing Committee and Senior Management Council."

Sincerely,

A handwritten signature in black ink, appearing to read "A. W. Clausen". The signature is written in a cursive style with a large, stylized initial "A" that loops back.

A. W. Clausen
President

Attachment 1

JOB DESCRIPTION

Secretary to the Managing Committee
and Senior Management Council

Under general direction of the President, provides secretariat services to the Managing Committee and the Senior Management Council. This position is assigned to and located within the Office of the President. The individual filling this position is expected to exercise a considerable amount of judgment and discretionary authority in assisting the Managing Committee to conduct its business in an efficient and effective manner, and in coordinating the program of the Senior Management Council.

Duties and Responsibilities

1. Serves as the primary control point for coordinating the flow of paperwork to, from and within the Managing Committee.
2. Prepares, in consultation with Committee members, the weekly meeting agenda and distributes agendas, minutes, and background materials.
3. Attends all meetings of the Managing Committee, takes minutes, and maintains a record of Committee decisions and actions taken.
4. Maintains an issue tracking and follow-up system to monitor and report on the implementation of Committee actions and develops action files of open issues to facilitate research and analysis on issue resolution.
5. Maintains official Committee papers and files to preserve an historical record of Committee proceedings and serves as the official repository for policy papers prepared for the Managing Committee in the context of their "policy review" function.
6. Maintains and updates "basic data books" of key Bank-wide information for Committee members, and advises originating departments on the format and contents of reports to the Managing Committee.
7. Develops an "Annual Policy Calendar" of scheduled events and key program milestones on a long term basis, maintains a list of pending and rescheduled matters to be addressed in upcoming Committee meetings in the near term, and ensures that Managing Committee attention is focused on issues in a timely manner and generally in accordance with their overall significance to the Bank.
8. Assists, where appropriate, in implementing Committee actions and communicating Committee decisions.

9. Provides secretariat services to the Senior Management Council, including preparation for and coordination of monthly meetings.
10. Coordinates with staff departments serving as secretariats to sub-committees of the Managing Committee, and advises members of the Managing Committee and their staffs on adequacy of staff work and presentation of background materials for Committee review.
11. Maintains and updates "Managing Committee Procedures Book."

QUALIFICATIONS/REQUIREMENTS

1. Minimum of five years experience in Bank, seven years would be highly desirable.
2. Broad institutional perspective; ability to grasp complex operational, financial, and political issues and their implications.
3. Ability to write quickly and concisely in English.
4. Strong inter-personal skills; ability to work in a staff support capacity.
5. Conversant in aspects of broad development policy, but disinclined to assume advocacy position or role.
6. Strong written and oral communications skills; capable of commanding respect of senior Bank managers.

OFFICE MEMORANDUM

TO: Members of the Managing Committee

DATE: October 21, 1981

FROM: Bruce W. Rohrbacher, Director, OPD *BWR*

SUBJECT: Managing Committee Organization and Processes

Enclosed is an Executive Summary and a copy of the report on this subject to which Mr. Clausen referred at the last Managing Committee meeting on October 14, 1981. It is my understanding that it is to be discussed at the next meeting on Monday, October 26, 1981. If you have any questions on it beforehand, please do not hesitate to call me.

Enclosure:

BWRohrbacher:cfa

OFFICE MEMORANDUM

TO: Managing Committee

DATE: October 21, 1981

FROM: Bruce W. Rohrbacher, Director OPD *BWR*

SUBJECT: Executive Summary of Report on Managing Committee Review

- . Subject: Building an Effective Managing Committee
- . Recommendations:
 - (1) Clarify and reaffirm the decision-making role of the Managing Committee.
 - (2) Seek opportunities to foster and encourage management teamwork among members.
 - (3) Introduce formal processes governing Committee business and equip the Committee with resources adequate to ensure these processes function smoothly.
 - (4) Provide Secretariat support to the Managing Committee.
 - (5) Strengthen the functioning and effectiveness of the Committee's work by instilling the concept of "completed staff work" and establishing subcommittees to better focus Committee decision-making.
- . Terms of Reference:
 - (1) Review the role and structure of the Managing Committee and how it has functioned to date with an eye toward identifying opportunities for improving Committee organization coverage, and procedures that can serve to strengthen top-level decision-making.
 - (2) Ascertain the views of all Committee members, develop findings and conclusions, and present recommendations to Mr. Clausen and the Managing Committee for immediate consideration.
 - (3) Recommend a near-term action program for implementing improvements.
- . Basis for Recommendations:
 - (1) Overall, members express support for Committee concept and intent; however:
 - Establishing Committee is a fundamental change in how Bank decisions have traditionally been made.
 - Committee members have found it difficult so far to achieve a cohesive management team approach to decision-making.
 - Scope and coverage of issues considered by Committee and staff support underlying them have been uneven to date.

- Committee work processes are not yet well developed.
- Secretariat support to the Committee has been limited.
- (2) Majority of members favor a "tiered review" process to ensure completed staff work serves to underpin Committee decisions; subcommittees are the preferred mechanism, at least in the near term.
- (3) Achieving a cohesive, effective Committee is a larger problem than simply making structural and process improvements; it calls for fundamental changes in the way the Bank and its senior officers work--and work together.
- (4) While start-up problems in launching a Managing Committee were to be expected in an institution not used to working in this way, it is now time to effect changes to improve Committee machinery, support, focus, and teamwork.

Required Committee Actions:

- (1) Review and discuss report findings, conclusions, and recommendations and authorize improvement program.
- (2) Establish the position of Secretary to the Managing Committee and appoint an incumbent on a temporary duty basis to help implement new Committee work processes.
- (3) Authorize a work program under which the Secretary and the Subcommittee chairmen, with OPD assistance, would further develop and put into effect recommended improvements in:
 - Agenda management procedures
 - Basic data book formats and contents
 - Subcommittee structure and terms of reference
 - Senior Management Council and its program

DECLASSIFIED

APR 13 2023

WBG ARCHIVES

CONFIDENTIAL
DISCUSSION DRAFT

For Managing Committee

BUILDING AN EFFECTIVE

MANAGING COMMITTEE

FOR THE

WORLD BANK

Organization Planning Department

October 1981

PURPOSE AND CONTENTS OF THIS REPORT

This report summarizes findings, conclusions and recommendations arising from a quick review of Managing Committee structure and processes undertaken at the request of Mr. Clausen on behalf of the full Committee. Our objectives were to:

- Assess the role and structure of the Managing Committee and how it has functioned to date.
- Consider possible improvements in Committee organization, coverage, and procedures that can serve to strengthen top-level decision making.
- Block out a near-term action program for building an effective Managing Committee.

In the sections that follow, we briefly discuss:

- Working assumptions which guided the conduct and direction of the review.
- Initial findings from the review, including results of interviews with all members of the Committee.
- Major conclusions reached from the findings.
- Recommendations for improvement.
- Proposed next steps for initiating necessary changes.

WORKING ASSUMPTIONS

1. The Managing Committee is designed primarily to be a decision-making body, not a group for extensive discussion.
2. It is a mechanism by which the President and the senior-most officers of the Bank can reach consensus positions on areas of major concern to the Bank, e.g.;
 - Broad development policies and strategies.
 - Overall resource acquisition and allocation.
 - Operating policies and program planning.
 - Policies governing financial and administrative management.
3. Committee members serve in a dual capacity;
 - As senior officers of the Bank weighing issues collectively in the best interest of the Bank as a whole.
 - As senior managers of the Bank's key functional areas responsible for performing necessary analyses and channeling appropriate views and expertise into the decision-making process.
4. On the Committee, members are expected to work as a team, and the Committee's structure and processes should reflect and support this principle.

INITIAL FINDINGS

1. Overall, and on the plus side, members uniformly express support for the concept and intent of the Committee.
2. Establishing the Committee has represented a fundamental change in how decisions are made in the Bank.
 - The previous president was the sole point of synthesis for major Bank decisions which usually came up through separate "functional cylinders," each of which is represented by a Vice President or Senior Vice President.
 - Accordingly, much staff work done was geared to a vertical decision process.
 - And, horizontal coordination among concerned parties across functional lines had been unevenly practiced.
3. Reflecting this vertical tradition, Committee members have found it difficult so far to achieve a cohesive management team approach to decision-making.
 - Members still identify primarily with their respective functional areas, but now must serve additionally as coordinating officers of the Bank as a whole--or participants in a group decision-making process; this causes uncertainty by some members over their dual roles.
 - . quote: "The committee is not a coherent body."
 - . quote: "There is no sense of coordination yet."
 - . quote: "Some of us still tend to philosophize rather than decide."
 - . quote: "In the face of the requirement to maintain confidentiality, I really don't know how to get good interdepartmental staff input that would prepare me for deciding Bank-wide issues."
 - The preparation of members for making decisions, by their own admission, varies widely; one attributed this to having less staff support available in his own unit than did others.
 - There is not an equal airing of views by all members. Reference was made to the tendency of some members to monopolize discussion.
 - Views on issues tend to polarize between Finance and Operations.

INITIAL FINDINGS (continued)

4. The scope and coverage of issues considered as well as the staff support for them has been uneven to date.
 - The nature of issues addressed, and opinions on their propriety for consideration by the Committee, is mixed:
 - . in terms of significance (World Buttery, space for field offices vis a vis IDA-7, refinancing of the Bank)
 - . in terms of kind (a combination of recurring matters and one-time issues)
 - The amount of staff work underpinning the issues for decisions has varied
 - . in terms of analytic content
 - . in terms of coordination across organizational lines
 - . in terms, as several called it, of "predigestion"
5. The Committee process is not yet well developed.
 - Only two agendas were produced for the first seven meetings.
 - The first and only minutes were too detailed; attributed comments to members, causing consternation.
 - No other documentation has been produced of conclusions reached and decisions made.
 - Limited or no lead time in some instances for members to consider papers; as one member put it, "too much digestion on-site, not enough off-site".
 - Agenda items have not been prioritized; some important items receive too little attention and vice versa
 - Meetings have included task force members for some issues but not for others
 - There are many "carry over" items, suggesting difficulty in reaching decisions, as well as a clogged agenda
 - Issues are presented in different formats, with or without executive summaries to aid decision process
 - Document distribution is handled both centrally and by members, causing some confusion

INITIAL FINDINGS (Continued)

6. Secretariat support to the Committee has been limited.
 - President's Assistant spends only an estimated 5-10% of his time on Committee work, given other duties
7. Concern has been expressed as to the effect the Committee has on subordinate officers, e.g., other Vice Presidents not included, and on how they can be engaged effectively.
8. The majority of members favor some form of "tiered review," although opinions differ on how this can be accomplished, e.g., via
 - a subcommittee structure,
 - a better defined approach for ensuring "completed staff work" before reaching the Committee, or
 - a combination of subcommittees and of completed staff work.

CONCLUSIONS

1. Achieving a cohesive, effective Managing Committee is a larger problem than simply adjusting the Committee's structure and processes or providing staff support; it will call for a fundamental change in the way the Bank and its senior officers work--and work together. It will also take time to achieve.
2. The practical problems experienced to date in defining and performing the Committee's role and functions are to be expected in an institution that is not used to working in this way.
3. In retrospect, it appears correct to have started the Committee quickly and informally in order to initiate the new group process.
4. However, we believe that now is the time to effect further changes:
 - To get the machinery working
 - To provide an appropriate level of support to the Committee and its members
 - To begin focusing top-management attention more effectively on the important decisions lying ahead that must be dealt with in a Bank-wide context
 - To reinforce the management team approach.
 - To bring other Bank vice presidents more fully into the management process

RECOMMENDATIONS

The recommendations below follow from our findings and conclusions and represent collectively a near-term improvement program:

1. Clarify and reaffirm the decision-making role of the Committee
 - a. Redefine the nature and character of matters eligible for Committee action; decision areas may cover:
 - either actions to be taken or referrals to an action officer or working group
 - both recurring matters and one-time issues; the former can be scheduled well ahead (e.g., lending program review, annual budget, WDR, etc.)
 - issues decided in principle at a lower level that are subject to final Committee approval on a "no objection" basis
 - b. Refocus Committee attention toward significant Bank-wide matters; push other actions down to the "lowest competent level."
 - c. Ensure that materials brought for decision are in an appropriately analyzed, coordinated and presented form.
2. Seek opportunities to foster and encourage management teamwork among members, e.g.:
 - a. Stress the dual role of each member - corporate officer as well as functional manager.
 - b. Elicit regularly all members' views, not just those whose functional responsibilities are most directly concerned with the topic under discussion.
 - c. Encourage members to raise issues/concerns outside their assigned areas.
 - d. Follow through with the planned Senior Officer retreat.
3. Introduce formal processes governing Committee business and equip the Committee with resources adequate to ensure these processes function smoothly.
 - a. Establish procedures for agenda management.
 - Introduce simple tools for systematic advance scheduling of emerging issues

RECOMMENDATIONS (continued)

- Develop weekly meeting agendas with an eye toward focusing Committee attention on issues commensurate with their overall importance to the Bank
- Centralize responsibility for preparing agendas, assembling and distributing back-up materials, and coordinating meeting protocol.

Illustrative procedures for implementing such a process are described in Exhibit I.

- b. Require originating departments to prepare executive summaries of all issue analyses presented for Committee decision. Executive summaries should be limited to 1-3 pages and follow the format already suggested by the VPAOP: (1) issue in question; (2) recommendation; (3) brief summary of relevant background history; (4) options/alternatives considered together with key pros and cons and significant policy implications; and (5) rationale, if appropriate, for recommendation advocated.
 - c. Distribute annotated agendas of each previous meeting to all members as a means of reaffirming decision execution responsibilities. This should be accompanied by a brief meeting summary that captures the essence of discussion but is not a detailed set of minutes of proceedings.
 - d. Consolidate information of Bank-wide significance in "basic data books" maintained centrally for Committee members; provide for periodic reviews of such data by the Managing Committee.
 - e. Assure that Committee actions are communicated effectively to all concerned parties.
4. Provide Secretariat support to the Managing Committee
- a. Dedicate one professional position and one staff assistant/ secretary to function as a Committee Secretariat
 - b. Entitle professional position "Secretary to the Managing Committee" and place it in the Office of the President
 - c. Assign the Secretary the following duties and responsibilities:
 - Develop, in consultation with Committee members, the weekly meeting agenda
 - Coordinate distribution of agendas and background materials
 - Attend all meetings and maintain record of Committee decisions

RECOMMENDATIONS (continued)

- Follow-up with members and other Bank staff in order to be able to record when Committee decisions have been implemented
 - Maintain Committee papers and files to preserve an historical record of Committee proceedings
 - Maintain and update "basic data books" of key bank-wide information for Committee members
 - Maintain "pending" and "rescheduled" agenda of issues/items to be addressed in subsequent meetings
 - Draft instruments for communicating Committee decisions to staff, where appropriate.
5. Strengthen the functioning and effectiveness of the Committee's work
- a. The key concept to instill here is that of "completed staff work" for matters reaching the Committee
 - adequate analysis and factual support for positions taken
 - all essential perspectives brought to bear
 - full airing of options and alternatives
 - identification of significant dissenting views
 - defensible recommendations.
 - b. At the same time, the full talents and experience of Bank senior and technical staff need to be mobilized and applied to the decision process and to follow-on action steps.
 - c. The hypothesis is that both of the above need some improvement, which will not occur automatically without structural and procedural reinforcement.
 - d. Therefore, we believe an intermediate decision "tier" in the form of subcommittees to the Managing Committee is needed, at least over the near term (1-2 years) while the Bank staff work processes are being adjusted. (Note Exhibit II.)
 - The subcommittees would handle issues referred by the full Committee
 - They would serve to provide preliminary screening, review, and coordination for major Bank-wide issues coming to the Committee; this would serve to sharpen the focus on the most important matters, resolving all but the most controversial and/or strategic issues.
 - They would handle many issues on their own, which still require high-level attention and coordination of effort, but with only final "no objection" approval needed by the full Committee; this would cut down on duplication and "rehashing" of decisions.

RECOMMENDATIONS (continued)

- They should, by design, engage all Bank vice presidents as appropriately assigned.
 - They would form a useful bridge between staff action and analyses in functional areas and top-management decision-making in the Committee. Collectively, they should cover most issues arising in the Bank.
 - Reports of subcommittee actions should be prepared by their own secretariats in a similar manner to those of the full Committee. Secretariats for the subcommittees would be supplied by the respective chairmen out of their existing front office or departmental resources.
- e. We see the following three subcommittees as appropriate:
- a Finance Subcommittee - chaired by Mr. Qureshi, with his vice presidents and representatives from Operations, Legal, External Affairs, covering subjects under his functional authority or as assigned.
 - a Personnel and Administration Subcommittee - chaired by Mr. Paijmans and including his key staff, with Operations, Legal and Finance representation; subjects cover matters under his functional authority (personnel, compensation, administration, and information resource management) or as assigned.
 - a Development Policy and Operations Subcommittee - chaired by Mr. Stern, with his vice presidents (perhaps in rotation), DPS staff, and others (Finance, Legal, Secretary's) and covering appropriate matters under the purview of DPS, CPS, and the Regions.
- f. To reinforce the above, we recommend that the President's Council as such be disbanded and replaced by a "Senior Management Council" with all vice presidents attending.
- The format would be monthly (or as called ad hoc) and be a forum for discussion and exchange of views.
 - Stress would be placed on obtaining senior staff input on Bank management concerns of interest to all, thus engaging the vice presidents in the overall process.
 - Enough time (2-3 hours or more) needs to be set aside so that meaningful discussion and dialogue can take place.

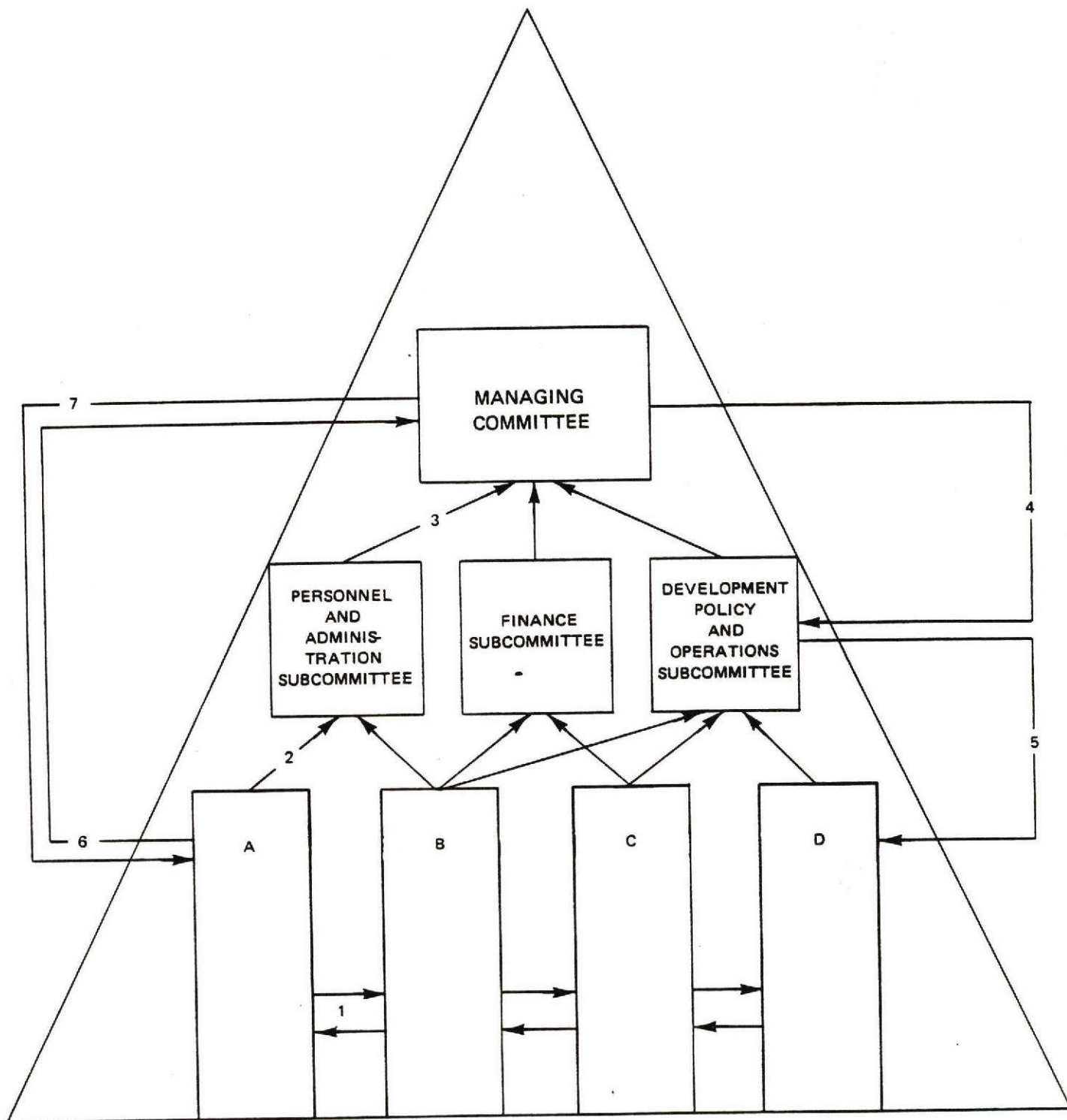
NEXT STEPS

1. Review the above in the Committee to reach agreement and initiate the change/ improvement process.
2. Authorize the establishment of a "Secretary to the Managing Committee." Ultimately this duty might be handled by the Assistant to the President. For some time, however, Mr. Lafourcade may need assistance until his other Office of the President duties can be relieved. (This matter is under separate OPD review.) The need for a separate full-time Secretary should be reviewed during the FY83 budget process next spring on the basis of experience gained during the next six months.
3. Authorize a program under which the Secretary and Subcommittee chairmen, with OPD assistance, will define and carry-out the recommended program, e.g.:
 - Spell out agenda management and other Committee procedures including the format and content of "basic data books" in more detail.
 - Organize and establish subcommittee structures and, in doing that, characterize the scope and coverage of subjects appropriate for each level (functional area, subcommittee, Managing Committee) of decision review.
 - Initiate new Senior Management Council and its program.

Illustrative Agenda Management Procedures

- A. Establish an annual "policy review calendar" that sets forth target dates for systematic consideration of cyclical matters well in advance (e.g., plans, programs, budgets, World Development Report, etc.).
- B. Maintain a near-term (two or three months ahead) "pending calendar" of issues rescheduled from previous meetings, current issues and upcoming issues of major significance.
- C. Structure weekly meeting agendas, in consultation with all members, characterized as follows:
 - The following types of issues sequenced, insofar as possible, according to priority/urgency.
 - . New Matters
 - . Rescheduled Matters
 - . "No Objection" Matters
 - Indicative time guidelines to be provided to induce better utilization of limited meeting time. (Note: Approach needs to be balanced with need for "free flow of ideas," particularly in early stages when members are learning to work together.)
 - Background materials indexed and cross-referenced to agenda items
 - Space would be made available on the agenda sheet for annotating decisions reached and key implementing instructions.
- D. Establish weekly agenda cut-off procedures, e.g.,
 - C.O.B. Thursday for members wishing to place an item on next Monday's agenda
 - Backup material due in to Committee Secretary for central distribution by 12:00 noon Thursday
 - Agendas finalized and distributed together with backup material by C.O.B. Thursday.

RELATIONSHIP AMONG MANAGING COMMITTEE, SUBCOMMITTEES AND FUNCTIONAL AREAS VIS-A-VIS DECISION FLOWS AND COORDINATION



ILLUSTRATIVE DECISION/COMMUNICATIONS FLOWS
(A, B, C, & D REPRESENT FUNCTIONAL AREAS OF BANK ORGANIZATION)

1. STAFF-LEVEL COORDINATION AMONG FUNCTIONAL AREAS.
2. CROSS-FUNCTIONAL ISSUE CHANNELLED THROUGH SUBCOMMITTEE FOR REVIEW AND DECISION RECOMMENDATION TO MANAGING COMMITTEE.
3. SUBCOMMITTEE DECISION RECOMMENDED TO MANAGING COMMITTEE.
4. REFERRAL OF ISSUE BY MANAGING COMMITTEE TO SUBCOMMITTEE FOR ADDITIONAL REVIEW AND DECISION RECOMMENDATION.
5. REFERRAL OF ISSUE BY SUBCOMMITTEE TO FUNCTIONAL AREA FOR ADDITIONAL REVIEW AND COORDINATION.
6. FUNCTIONAL AREA DECISION RECOMMENDED DIRECTLY TO MANAGING COMMITTEE.
7. REFERRAL OF ISSUE BY MANAGING COMMITTEE TO FUNCTIONAL AREA FOR ADDITIONAL REVIEW AND COORDINATION.

579

#6

October 21, 1981

Mr. A.W. Clausen

The enclosed report, along with an Executive Summary and cover note, was sent to Managing Committee members this week. It is essentially the same report that you and I reviewed on the Tuesday evening (October 13) prior to the last Managing Committee meeting. However, we did edit it to include the points that you made to me and to make the presentation easier to read and follow. I am also enclosing for your own use another copy of the draft that we reviewed, with the edited lines noted in green.

attached to
Apple for Oct 26/81
bntg.

Bruce W. Rohrbacher
Director
Organization Planning Department

Enclosures:

BWRohrbacher:cfa

OFFICE OF THE PRESIDENT

1981 OCT 22 PM 2:47

RECEIVED

OFFICE MEMORANDUM

TO: Members of the Managing Committee

DATE: October 21, 1981

FROM: Bruce W. Rohrbacher, Director, OPD



SUBJECT: Managing Committee Organization and Processes

Enclosed is an Executive Summary and a copy of the report on this subject to which Mr. Clausen referred at the last Managing Committee meeting on October 14, 1981. It is my understanding that it is to be discussed at the next meeting on Monday, October 26, 1981. If you have any questions on it beforehand, please do not hesitate to call me.

Enclosure:

BWRohrbacher:cfa

OFFICE MEMORANDUM

TO: Managing Committee

DATE: October 21, 1981

FROM: Bruce W. Rohrbacher, Director OPD *BWR*SUBJECT: Executive Summary of Report on Managing Committee Review

- Subject: Building an Effective Managing Committee
- Recommendations:
 - (1) Clarify and reaffirm the decision-making role of the Managing Committee.
 - (2) Seek opportunities to foster and encourage management teamwork among members.
 - (3) Introduce formal processes governing Committee business and equip the Committee with resources adequate to ensure these processes function smoothly.
 - (4) Provide Secretariat support to the Managing Committee.
 - (5) Strengthen the functioning and effectiveness of the Committee's work by instilling the concept of "completed staff work" and establishing subcommittees to better focus Committee decision-making.
- Terms of Reference:
 - (1) Review the role and structure of the Managing Committee and how it has functioned to date with an eye toward identifying opportunities for improving Committee organization coverage, and procedures that can serve to strengthen top-level decision-making.
 - (2) Ascertain the views of all Committee members, develop findings and conclusions, and present recommendations to Mr. Clausen and the Managing Committee for immediate consideration.
 - (3) Recommend a near-term action program for implementing improvements.
- Basis for Recommendations:
 - (1) Overall, members express support for Committee concept and intent; however:
 - Establishing Committee is a fundamental change in how Bank decisions have traditionally been made.
 - Committee members have found it difficult so far to achieve a cohesive management team approach to decision-making.
 - Scope and coverage of issues considered by Committee and staff support underlying them have been uneven to date.

- Committee work processes are not yet well developed.
- Secretariat support to the Committee has been limited.
- (2) Majority of members favor a "tiered review" process to ensure completed staff work serves to underpin Committee decisions; subcommittees are the preferred mechanism, at least in the near term.
- (3) Achieving a cohesive, effective Committee is a larger problem than simply making structural and process improvements; it calls for fundamental changes in the way the Bank and its senior officers work--and work together.
- (4) While start-up problems in launching a Managing Committee were to be expected in an institution not used to working in this way, it is now time to effect changes to improve Committee machinery, support, focus, and teamwork.

. Required Committee Actions:

- (1) Review and discuss report findings, conclusions, and recommendations and authorize improvement program.
- (2) Establish the position of Secretary to the Managing Committee and appoint an incumbent on a temporary duty basis to help implement new Committee work processes.
- (3) Authorize a work program under which the Secretary and the Subcommittee chairmen, with OPD assistance, would further develop and put into effect recommended improvements in:
 - Agenda management procedures
 - Basic data book formats and contents
 - Subcommittee structure and terms of reference
 - Senior Management Council and its program

DECLASSIFIED

FEB 11 2019

WBG ARCHIVES

CONFIDENTIAL
DISCUSSION DRAFT

For Managing Committee

BUILDING AN EFFECTIVE

MANAGING COMMITTEE

FOR THE

WORLD BANK

Organization Planning Department

October 1981

PURPOSE AND CONTENTS OF THIS REPORT

This report summarizes findings, conclusions and recommendations arising from a quick review of Managing Committee structure and processes undertaken at the request of Mr. Clausen on behalf of the full Committee. Our objectives were to:

- Assess the role and structure of the Managing Committee and how it has functioned to date.
- Consider possible improvements in Committee organization, coverage, and procedures that can serve to strengthen top-level decision making.
- Block out a near-term action program for building an effective Managing Committee.

In the sections that follow, we briefly discuss:

- Working assumptions which guided the conduct and direction of the review.
- Initial findings from the review, including results of interviews with all members of the Committee.
- Major conclusions reached from the findings.
- Recommendations for improvement.
- Proposed next steps for initiating necessary changes.

WORKING ASSUMPTIONS

1. The Managing Committee is designed primarily to be a decision-making body, not a group for extensive discussion.
2. It is a mechanism by which the President and the senior-most officers of the Bank can reach consensus positions on areas of major concern to the Bank, e.g.;
 - Broad development policies and strategies.
 - Overall resource acquisition and allocation.
 - Operating policies and program planning.
 - Policies governing financial and administrative management.
3. Committee members serve in a dual capacity;
 - As senior officers of the Bank weighing issues collectively in the best interest of the Bank as a whole.
 - As senior managers of the Bank's key functional areas responsible for performing necessary analyses and channeling appropriate views and expertise into the decision-making process.
4. On the Committee, members are expected to work as a team, and the Committee's structure and processes should reflect and support this principle.

INITIAL FINDINGS

1. Overall, and on the plus side, members uniformly express support for the concept and intent of the Committee.
2. Establishing the Committee has represented a fundamental change in how decisions are made in the Bank.
 - The previous president was the sole point of synthesis for major Bank decisions which usually came up through separate "functional cylinders," each of which is represented by a Vice President or Senior Vice President.
 - Accordingly, much staff work done was geared to a vertical decision process.
 - And, horizontal coordination among concerned parties across functional lines had been unevenly practiced.
3. Reflecting this vertical tradition, Committee members have found it difficult so far to achieve a cohesive management team approach to decision-making.
 - Members still identify primarily with their respective functional areas, but now must serve additionally as coordinating officers of the Bank as a whole--or participants in a group decision-making process; this causes uncertainty by some members over their dual roles.
 - . quote: "The committee is not a coherent body."
 - . quote: "There is no sense of coordination yet."
 - . quote: "Some of us still tend to philosophize rather than decide."
 - . quote: "In the face of the requirement to maintain confidentiality, I really don't know how to get good interdepartmental staff input that would prepare me for deciding Bank-wide issues."
 - The preparation of members for making decisions, by their own admission, varies widely; one attributed this to having less staff support available in his own unit than did others.
 - There is not an equal airing of views by all members. Reference was made to the tendency of some members to monopolize discussion.
 - Views on issues tend to polarize between Finance and Operations.

INITIAL FINDINGS (continued)

4. The scope and coverage of issues considered as well as the staff support for them has been uneven to date.
 - The nature of issues addressed, and opinions on their propriety for consideration by the Committee, is mixed:
 - . in terms of significance (World Buttery, space for field offices vis a vis IDA-7, refinancing of the Bank)
 - . in terms of kind (a combination of recurring matters and one-time issues)
 - The amount of staff work underpinning the issues for decisions has varied
 - . in terms of analytic content
 - . in terms of coordination across organizational lines
 - . in terms, as several called it, of "predigestion"
5. The Committee process is not yet well developed.
 - Only two agendas were produced for the first seven meetings.
 - The first and only minutes were too detailed; attributed comments to members, causing consternation.
 - No other documentation has been produced of conclusions reached and decisions made.
 - Limited or no lead time in some instances for members to consider papers; as one member put it, "too much digestion on-site, not enough off-site".
 - Agenda items have not been prioritized; some important items receive too little attention and vice versa
 - Meetings have included task force members for some issues but not for others
 - There are many "carry over" items, suggesting difficulty in reaching decisions, as well as a clogged agenda
 - Issues are presented in different formats, with or without executive summaries to aid decision process
 - Document distribution is handled both centrally and by members, causing some confusion

INITIAL FINDINGS (Continued)

6. Secretariat support to the Committee has been limited.
 - President's Assistant spends only an estimated 5-10% of his time on Committee work, given other duties
7. Concern has been expressed as to the effect the Committee has on subordinate officers, e.g., other Vice Presidents not included, and on how they can be engaged effectively.
8. The majority of members favor some form of "tiered review," although opinions differ on how this can be accomplished, e.g., via
 - a subcommittee structure,
 - a better defined approach for ensuring "completed staff work" before reaching the Committee, or
 - a combination of subcommittees and of completed staff work.

CONCLUSIONS

1. Achieving a cohesive, effective Managing Committee is a larger problem than simply adjusting the Committee's structure and processes or providing staff support; it will call for a fundamental change in the way the Bank and its senior officers work--and work together. It will also take time to achieve.
2. The practical problems experienced to date in defining and performing the Committee's role and functions are to be expected in an institution that is not used to working in this way.
3. In retrospect, it appears correct to have started the Committee quickly and informally in order to initiate the new group process.
4. However, we believe that now is the time to effect further changes:
 - To get the machinery working
 - To provide an appropriate level of support to the Committee and its members
 - To begin focusing top-management attention more effectively on the important decisions lying ahead that must be dealt with in a Bank-wide context
 - To reinforce the management team approach.
 - To bring other Bank vice presidents more fully into the management process

RECOMMENDATIONS

The recommendations below follow from our findings and conclusions and represent collectively a near-term improvement program:

1. Clarify and reaffirm the decision-making role of the Committee
 - a. Redefine the nature and character of matters eligible for Committee action; decision areas may cover:
 - either actions to be taken or referrals to an action officer or working group
 - both recurring matters and one-time issues; the former can be scheduled well ahead (e.g., lending program review, annual budget, WDR, etc.)
 - issues decided in principle at a lower level that are subject to final Committee approval on a "no objection" basis
 - b. Refocus Committee attention toward significant Bank-wide matters; push other actions down to the "lowest competent level."
 - c. Ensure that materials brought for decision are in an appropriately analyzed, coordinated and presented form.
2. Seek opportunities to foster and encourage management teamwork among members, e.g.:
 - a. Stress the dual role of each member - corporate officer as well as functional manager.
 - b. Elicit regularly all members' views, not just those whose functional responsibilities are most directly concerned with the topic under discussion.
 - c. Encourage members to raise issues/concerns outside their assigned areas.
 - d. Follow through with the planned Senior Officer retreat.
3. Introduce formal processes governing Committee business and equip the Committee with resources adequate to ensure these processes function smoothly.
 - a. Establish procedures for agenda management.
 - Introduce simple tools for systematic advance scheduling of emerging issues

RECOMMENDATIONS (continued)

- Develop weekly meeting agendas with an eye toward focusing Committee attention on issues commensurate with their overall importance to the Bank
- Centralize responsibility for preparing agendas, assembling and distributing back-up materials, and coordinating meeting protocol.

Illustrative procedures for implementing such a process are described in Exhibit I.

- b. Require originating departments to prepare executive summaries of all issue analyses presented for Committee decision. Executive summaries should be limited to 1-3 pages and follow the format already suggested by the VPAOP: (1) issue in question; (2) recommendation; (3) brief summary of relevant background history; (4) options/alternatives considered together with key pros and cons and significant policy implications; and (5) rationale, if appropriate, for recommendation advocated.
 - c. Distribute annotated agendas of each previous meeting to all members as a means of reaffirming decision execution responsibilities. This should be accompanied by a brief meeting summary that captures the essence of discussion but is not a detailed set of minutes of proceedings.
 - d. Consolidate information of Bank-wide significance in "basic data books" maintained centrally for Committee members; provide for periodic reviews of such data by the Managing Committee.
 - e. Assure that Committee actions are communicated effectively to all concerned parties.
4. Provide Secretariat support to the Managing Committee
- a. Dedicate one professional position and one staff assistant/ secretary to function as a Committee Secretariat
 - b. Entitle professional position "Secretary to the Managing Committee" and place it in the Office of the President
 - c. Assign the Secretary the following duties and responsibilities:
 - Develop, in consultation with Committee members, the weekly meeting agenda
 - Coordinate distribution of agendas and background materials
 - Attend all meetings and maintain record of Committee decisions

RECOMMENDATIONS (continued)

- Follow-up with members and other Bank staff in order to be able to record when Committee decisions have been implemented
- Maintain Committee papers and files to preserve an historical record of Committee proceedings
- Maintain and update "basic data books" of key bank-wide information for Committee members
- Maintain "pending" and "rescheduled" agenda of issues/items to be addressed in subsequent meetings
- Draft instruments for communicating Committee decisions to staff, where appropriate.

5. Strengthen the functioning and effectiveness of the Committee's work

- a. The key concept to instill here is that of "completed staff work" for matters reaching the Committee
 - adequate analysis and factual support for positions taken
 - all essential perspectives brought to bear
 - full airing of options and alternatives
 - identification of significant dissenting views
 - defensible recommendations.
- b. At the same time, the full talents and experience of Bank senior and technical staff need to be mobilized and applied to the decision process and to follow-on action steps.
- c. The hypothesis is that both of the above need some improvement, which will not occur automatically without structural and procedural reinforcement.
- d. Therefore, we believe an intermediate decision "tier" in the form of subcommittees to the Managing Committee is needed, at least over the near term (1-2 years) while the Bank staff work processes are being adjusted. (Note Exhibit II.)
 - The subcommittees would handle issues referred by the full Committee
 - They would serve to provide preliminary screening, review, and coordination for major Bank-wide issues coming to the Committee; this would serve to sharpen the focus on the most important matters, resolving all but the most controversial and/or strategic issues.
 - They would handle many issues on their own, which still require high-level attention and coordination of effort, but with only final "no objection" approval needed by the full Committee; this would cut down on duplication and "rehashing" of decisions.

RECOMMENDATIONS (continued)

- They should, by design, engage other Bank vice presidents and senior staff as appropriate.
 - They would form a useful bridge between staff action and analyses in functional areas and top-management decision-making in the Committee. Collectively, they should cover most issues arising in the Bank.
 - Reports of subcommittee actions should be prepared by their own secretariats in a similar manner to those of the full Committee. Secretariats for the subcommittees would be supplied by the respective chairmen out of their existing front office or departmental resources.
- e. We see the following three subcommittees as appropriate:
- a Finance Subcommittee - chaired by Mr. Qureshi, with his vice presidents and representatives from Operations, Legal, External Affairs, covering subjects under his functional authority or as assigned.
 - a Personnel and Administration Subcommittee - chaired by Mr. Paijmans and including his key staff, with Operations, Legal and Finance representation; subjects cover matters under his functional authority (personnel, compensation, administration, and information resource management) or as assigned.
 - a ~~Development Policy~~ and Operations Subcommittee - chaired by Mr. Stern, with his vice presidents (perhaps in rotation), DPS staff, and others (Finance, Legal, Secretary's) and covering appropriate matters under the purview of DPS, CPS, and the Regions. forum
- f. To reinforce the above, we recommend that the President's Council as such be disbanded and replaced by a "Senior Management Council" with all vice presidents attending.
- The format would be monthly (or as called ad hoc) and be a forum for discussion and exchange of views.
 - Stress would be placed on obtaining senior staff input on Bank management concerns of interest to all, thus engaging the vice presidents in the overall process.
 - Enough time (2-3 hours or more) needs to be set aside so that meaningful discussion and dialogue can take place.

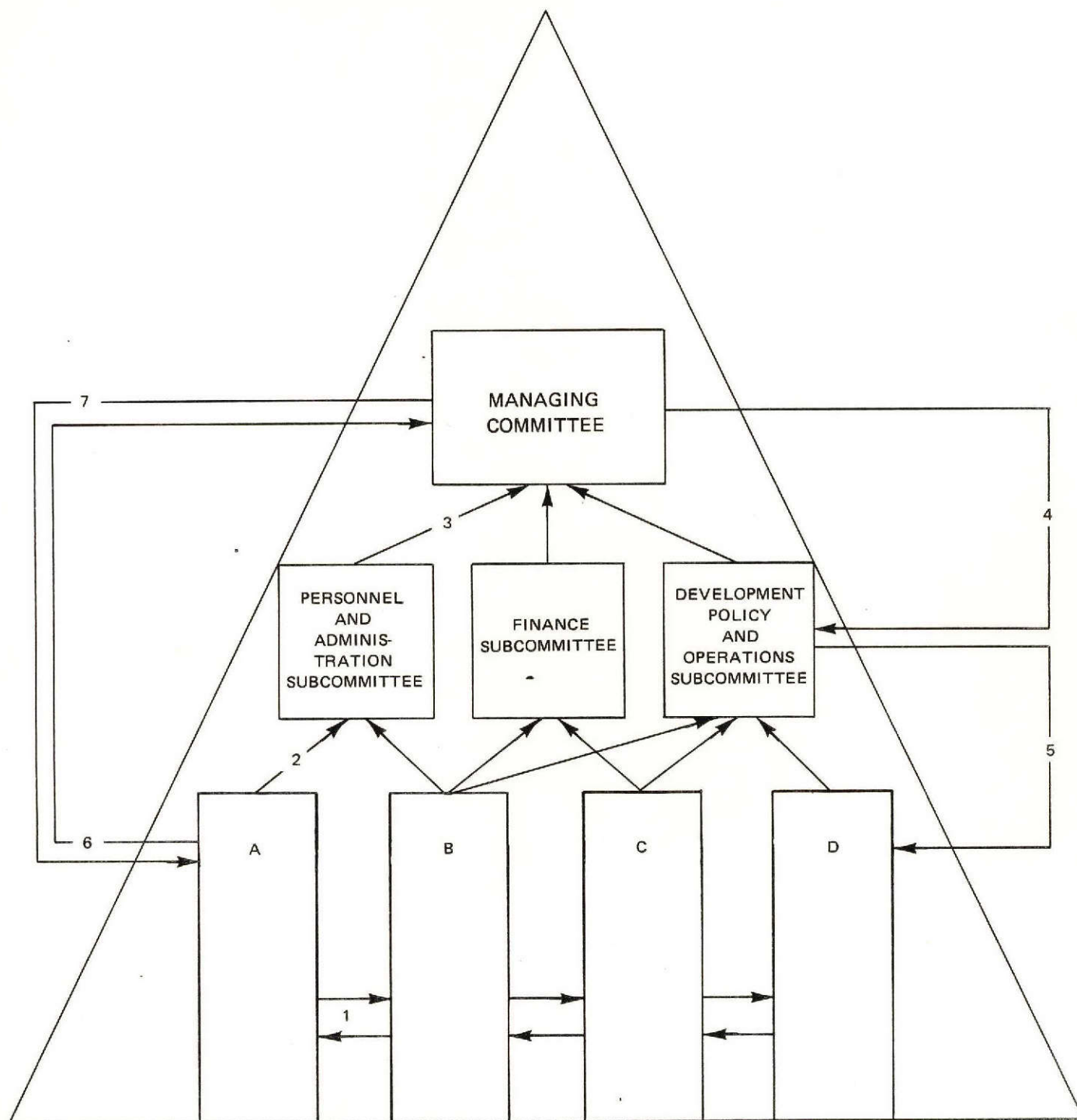
NEXT STEPS

1. Review the above in the Committee to reach agreement and initiate the change/ improvement process.
2. Authorize the establishment of a "Secretary to the Managing Committee." Ultimately this duty might be handled by the Assistant to the President. For some time, however, Mr. Lafourcade may need assistance until his other Office of the President duties can be relieved. (This matter is under separate OPD review.) The need for a separate full-time Secretary should be reviewed during the FY83 budget process next spring on the basis of experience gained during the next six months.
3. Authorize a program under which the Secretary and Subcommittee chairmen, with OPD assistance, will define and carry-out the recommended program, e.g.:
 - Spell out agenda management and other Committee procedures including the format and content of "basic data books" in more detail.
 - Organize and establish subcommittee structures and, in doing that, characterize the scope and coverage of subjects appropriate for each level (functional area, subcommittee, Managing Committee) of decision review.
 - Initiate new Senior Management Council and its program.

Illustrative Agenda Management Procedures

- A. Establish an annual "policy review calendar" that sets forth target dates for systematic consideration of cyclical matters well in advance (e.g., plans, programs, budgets, World Development Report, etc.).
- B. Maintain a near-term (two or three months ahead) "pending calendar" of issues rescheduled from previous meetings, current issues and upcoming issues of major significance.
- C. Structure weekly meeting agendas, in consultation with all members, characterized as follows:
 - The following types of issues sequenced, insofar as possible, according to priority/urgency.
 - . New Matters
 - . Rescheduled Matters
 - . "No Objection" Matters
 - Indicative time guidelines to be provided to induce better utilization of limited meeting time. (Note: Approach needs to be balanced with need for "free flow of ideas," particularly in early stages when members are learning to work together.)
 - Background materials indexed and cross-referenced to agenda items
 - Space would be made available on the agenda sheet for annotating decisions reached and key implementing instructions.
- D. Establish weekly agenda cut-off procedures, e.g.,
 - C.O.B. Thursday for members wishing to place an item on next Monday's agenda
 - Backup material due in to Committee Secretary for central distribution by 12:00 noon Thursday
 - Agendas finalized and distributed together with backup material by C.O.B. Thursday.

RELATIONSHIP AMONG MANAGING COMMITTEE, SUBCOMMITTEES
AND FUNCTIONAL AREAS VIS-A-VIS DECISION FLOWS AND COORDINATION



ILLUSTRATIVE DECISION/COMMUNICATIONS FLOWS
(A, B, C, & D REPRESENT FUNCTIONAL AREAS OF BANK ORGANIZATION)

1. STAFF-LEVEL COORDINATION AMONG FUNCTIONAL AREAS.
2. CROSS-FUNCTIONAL ISSUE CHANNELLED THROUGH SUBCOMMITTEE FOR REVIEW AND DECISION RECOMMENDATION TO MANAGING COMMITTEE.
3. SUBCOMMITTEE DECISION RECOMMENDED TO MANAGING COMMITTEE.
4. REFERRAL OF ISSUE BY MANAGING COMMITTEE TO SUBCOMMITTEE FOR ADDITIONAL REVIEW AND DECISION RECOMMENDATION.
5. REFERRAL OF ISSUE BY SUBCOMMITTEE TO FUNCTIONAL AREA FOR ADDITIONAL REVIEW AND COORDINATION.
6. FUNCTIONAL AREA DECISION RECOMMENDED DIRECTLY TO MANAGING COMMITTEE.
7. REFERRAL OF ISSUE BY MANAGING COMMITTEE TO FUNCTIONAL AREA FOR ADDITIONAL REVIEW AND COORDINATION.

DECLASSIFIED
FEB 11 2019
WBG ARCHIVES

CONFIDENTIAL

DISCUSSION DRAFT

For Mr. Clausen

IMPROVING THE EFFECTIVENESS

OF THE

MANAGING COMMITTEE

Organization Planning Department

October 13, 1981

Purpose of This Report

- Review the objectives of our assignment.
- Set forth working assumptions.
- Discuss initial findings.
- Outline tentative conclusions and recommendations.
- Propose next steps.

Objectives of This Assignment

- Assess the role and structure of the Managing Committee and how it has functioned to date.
- Consider possible improvements in Committee organization, coverage, and procedures that can serve to strengthen top-level decision making.
- Recommend a near-term action program.

Working Assumptions

- The Managing Committee is designed primarily to be a decision-making body, not a group for extensive discussion.
- It is a mechanism by which the President and the senior-most officers of the Bank can reach a consensus position on areas of major concern to the Bank, e.g.,
 - . Broad development policies and strategies.
 - . Overall resource acquisition and allocation.
 - . Operating policies and program planning.
 - . Policies governing financial and administrative management.
- Committee members serve in a dual capacity.
 - . As senior officers of the Bank weighing issues collectively in the best interest of the Bank as a whole.
 - . As senior managers of the Bank's key functional areas responsible for performing necessary analyses and channeling appropriate views and expertise into the decision-making process.
- Members of the Committee are expected to work as a team and the Committee's structure and processes should reflect and support this principle.

Initial Findings

1. Overall, and on the plus side, members uniformly express support for the concept and intent of the Committee.
2. Establishing the Committee has represented a fundamental change in how decisions are made in the Bank.
 - The previous president was the sole point of synthesis for major Bank decisions which came up through the separate "functional cylinders."
 - Accordingly, much staff work done was geared to a vertical decision process.
 - And, the tradition of horizontal coordination among all concerned parties at each level was not well instituted.
3. Reflecting this vertical tradition, Committee members have found it difficult so far to achieve a cohesive management team approach to decision-making.
 - Members still serve as "tops of their functional cylinders" rather than coordinating officers of the Bank as a whole--or participants in a collegial process; this causes uncertainty by some members over their dual roles.
 - . quote: "The committee is not a coherent body"
 - . quote: "There is no sense of coordination yet"
 - . quote: "Some of us still tend to philosophize rather than decide."
 - There is not an equal airing of views by all members. Reference was made to the tendency of some members to monopolize discussion.

- The preparation of members for making decisions, by their own admission, varies widely; one attributed this to having less staff support available in his own unit than did others.
 - Views on issues tend to polarize between Finance and Operations.
4. The scope and coverage of issues considered as well as the staff support for them has been uneven to date.
- The nature of issues addressed is a mixed bag:
 - . in terms of significance (World Buttery, space for field offices vis a vis IDA-7, refinancing of the Bank)
 - . in terms of kind (a combination of recurring matters and one-time issues)
 - The amount of staff work underpinning the issues for decisions has varied
 - . in terms of analytic content
 - . in terms of coordination across organizational lines
 - . in terms, as several called it, of "predigestion"
5. The Committee process is not yet well developed.
- Only two agendas were produced for seven meetings to date
 - The first and only minutes were too detailed; attributed comments to members, causing consternation
 - Limited or no lead time in some instances for members to consider papers; as one member put it, "too much digestion on-site, not enough off-site"
 - Agenda items have not been prioritized; some important items receive too little attention and vice versa
 - Meeting includes task force members for some issues but not for others

- There are many "carry over" items, suggesting difficulty in reaching decisions, as well as a clogged agenda
- Issues are presented in different formats, with or without executive summaries to aid decision process
- Document distribution is handled both centrally and by members, causing some confusion.

6. Secretariat support to the Committee has been limited.

- Assistant spends only an estimated 5-10% of his time on Committee work, given other duties

7. Concern has been expressed as to the effect the Committee has on subordinate officers, e.g., other Vice Presidents not included, and on how they can be engaged effectively.

8. The majority of members favor some form of "tiered review," although approaches differ on how this can be accomplished, e.g., via

- a subcommittee structure,
- a better defined approach for ensuring "completed staff work," with or without subcommittees, before reaching the Committee, or
- a combination of subcommittees and of completed staff work.

Conclusions

- Achieving a cohesive, effective Managing Committee is a larger problem than simply adjusting the Committee's structure and processes or providing staff support; it will call for a fundamental change in the way the Bank and its senior officers work--and work together.
- The practical problems experienced to date in defining and performing the Committee's role and functions are to be expected in an institution that is not used to working in this way.
- In retrospect, it appears correct to have started the Committee quickly and informally in order to initiate the new group process.
- However, we believe that now is the time to effect further changes:
 - . To get the machinery working more smoothly and efficiently
 - . To provide an appropriate level of support to the Committee and its members
 - . To begin focusing top-management attention more effectively on the important decisions lying ahead that must be dealt with in a Bank-wide context
 - . To reinforce the management team approach.

Recommendations

The recommendations below follow from our findings and conclusions and represent collectively a near-term improvement program:

1. Clarify and reaffirm the decision-making role of the Committee
 - a. Redefine the nature and character of matters eligible for Committee action; decision areas may cover:
 - either actions to be taken or referrals to an action officer or working group
 - both recurring matters and one-time issues; the former can be scheduled well ahead (e.g., lending program review, annual budget, WDR, etc.)
 - issues decided in principle at a lower level that are subject to final Committee approval on a ratification or "no objection" basis
 - b. Refocus Committee attention toward significant Bank-wide matters; push other actions down to the "lowest competent level."
 - c. Ensure that materials brought for decision are in an appropriately analyzed, coordinated and presented form.
2. Seek opportunities to foster and encourage management teamwork among members
 - a. Stress the "corporate officer" role of each member - rather than his functional and parochial interests.
 - b. Elicit regularly all members' views, not just those of the vocal minority.

c. Encourage members to raise issues/concerns outside their assigned areas.

d. Follow through with the planned Committee retreat.

SR OFFICER

3. Introduce formal processes governing Committee business and equip the Committee with resources adequate to ensure these processes function smoothly.

a. Establish procedures for agenda management.

- Introduce simple tools for systematic advance scheduling of emerging issues
- Develop weekly meeting agendas with an eye toward focusing Committee attention on issues commensurate with their overall importance to the Bank
- Centralize responsibility for preparing agendas, assembling and distributing back-up materials, and coordinating meeting protocol.

Illustrative procedures for implementing such a process are described in Exhibit I.

b. Require originating departments to prepare executive summaries of all issue analyses presented for Committee decision. Executive Summaries should be limited to 1-3 pages and follow the format already suggested by the VPAOP: (1) issue in question; (2) recommendation; (3) brief summary of relevant background history; (4) options/alternatives considered together with key pros and cons and significant policy implications; and (5) rationale, if appropriate, for recommendation advocated.

Minutes

c. Distribute annotated agendas of previous meeting to all members as a means of reaffirming decision execution responsibilities. This procedure would substitute for formal minutes of meeting proceedings.

?

d. Consolidate information of Bank-wide significance reported regularly to the Managing Committee in "basic data books" maintained centrally for Committee members.

e. Assure Committee actions are communicated effectively to all concerned parties.

4. Provide Secretariat support to the Managing Committee

?

a. Establish one full-time professional position plus one full-time staff assistant/secretary to function as a dedicated Secretariat

b. Entitle professional position "Special Assistant to the Managing Committee" and place it in the Office of the President

011

c. Assign the Special Assistant the following functions and duties:

- Develop, in consultation with Committee members, the weekly meeting agenda
- Coordinate distribution of agendas and background materials
- Attend all meetings and maintain record of Committee decisions
- Follow-up with members and other Bank staff to assure proper execution of Committee decisions
- Maintain Committee papers and records
- Maintain and update "basic data books" of key bank-wide information for Committee members

?

- 2
- Maintain "pending" and "carryover" agenda of issues/items to be addressed in subsequent meetings
 - Draft instruments for communicating Committee decisions to staff, where appropriate.

5. Strengthen the functioning and effectiveness of the Committee's work

- a. The key concept to instill here is that of "completed staff work" for matters reaching the Committee
 - adequate analysis and factual support for positions taken
 - all essential perspectives brought to bear
 - full airing of options and alternatives
 - defensible recommendations.
- b. At the same time, the full talents and experience of Bank senior and technical staff need to be mobilized and applied to the decision process.
- c. The hypothesis is that both of the above need some improvement, which will not occur automatically without structural and procedural reinforcement.
- d. Therefore, we believe an intermediate decision "tier" is needed, at least over the near term (1-2 years) while the Bank staff work processes are being adjusted, in the form of subcommittees to the Managing Committee
 - The subcommittees would handle issues referred by the full Committee

?
?

- They would serve to provide preliminary screening, review, and coordination for major Bank-wide issues coming to the Committee; this would serve to sharpen the focus on the most important matters, resolving all but the most controversial and/or strategic issues.
- They would handle many issues on their own, which still require high-level attention and coordination of effort, but with only final ratification needed by the full Committee; this would cut down on duplication and "rehashing" of decisions.
- They should, by design, engage all Bank vice presidents as appropriately assigned.
- They would form a useful bridge between staff action and analyses in functional areas and top-management decision-making in the Committee. Collectively, they should cover most issues arising in the Bank.

e. We see the following three subcommittees as appropriate:

- a Finance Subcommittee - chaired by Mr. Qureshi, with his vice presidents and others, e.g., from Operations, Legal, External Affairs, covering subjects under his functional authority or as assigned.
- a Personnel and Administration Subcommittee - chaired by Mr. Paijmans and including his key staff, with Operations, Legal and Finance representation; subjects cover matters under his functional authority (personnel, compensation, administration, and information resource management) or as assigned.

NAME

- a Development Policy and Operations Subcommittee - chaired by Mr. Stern, with his vice presidents (perhaps in rotation), DPS staff, and others (Finance, Legal, Secretary's) and covering appropriate matters under the purview of DPS, CPS, and the Regions.

- f. To reinforce the above, we recommend that the Presidents' Council as such be disbanded and replaced by the "Senior Officers' Meeting," with all vice presidents attending.
 - The format would be monthly (or as called ad hoc) and be a forum for discussion and exchange of views on topical issues.
 - Stress would be placed on obtaining senior staff input on matters to be decided shortly by the Managing Committee, thus engaging the vice presidents in the overall process.
 - Enough time (2-3 hours or more) needs to be set aside so that meaningful discussion and dialogue can take place.

*Senior Officers' Meeting
Committee*

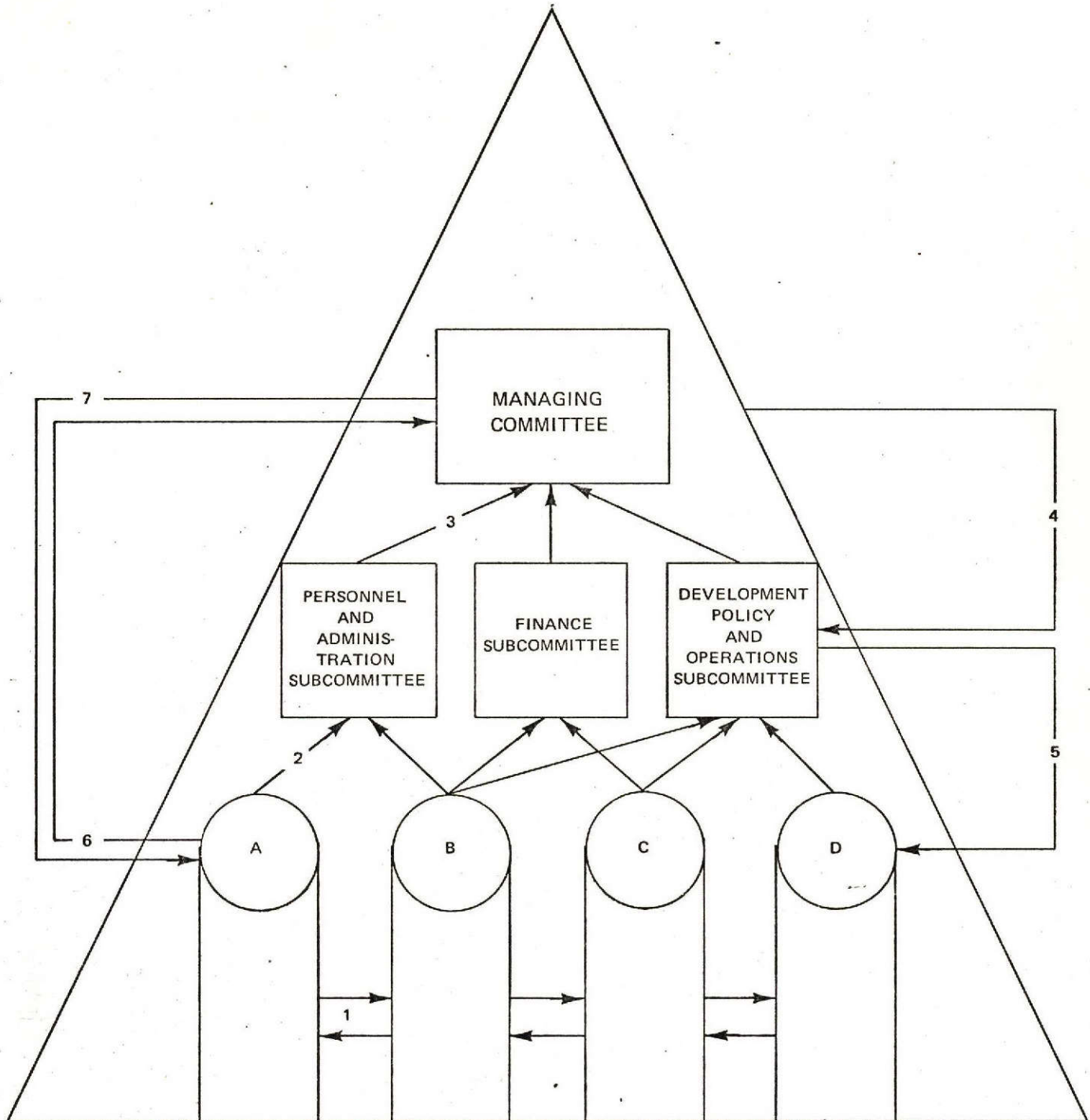
Next Steps

- Expose the above to the Committee members to initiate the change/
improvement process.
- Authorize the position of Special Assistant to the Managing Committee on
a temporary (T-slot) basis for the remainder of the fiscal year.
Appoint an experienced professional from within the organization to fill
the position and fine tune Committee machinery. Review the need for a
permanent full-time Special Assistant during the FY83 budget process
next spring on the basis of experience gained during the next six months.
- Spell out process and procedural improvements further and implement.
(OPD ^{can} assist as needed.)
- Organize and implement subcommittee structure; secretariats for each to
be supplied by the respective chairman *WITHOUT EXTRA STAFFING.*

Illustrative Agenda Management Procedures

- A. Establish an annual "policy review calendar" that sets forth target dates for considering cyclical issues and provides a basis for systematic advance scheduling of emerging issues.
- B. Maintain a near-term (two or three month) "pending calendar" of issues carried over from previous meetings, current issues and upcoming issues of major significance.
- C. Structure weekly meeting agendas, in consultation with all members, characterized as follows:
- Issues sequenced, insofar as possible, according to priority/urgency, within following categories:
 - . ~~New Matters~~
 - . ~~Carryover Matters~~
 - . ~~Ratification agenda~~
 - Indicative time guidelines to be provided to induce better utilization of limited meeting time.
 - Background materials indexed and cross-referenced to agenda items
 - Space would be made available on the agenda sheet for annotating decisions reached and key implementing instructions.
- D. Establish weekly agenda cut-off procedures, e.g.,
- ^{10:00 P.M. B.M.S.} C.O.B. Thursday for members wishing to place an item on next Monday's agenda
 - Backup material due in to Special Assistant for central distribution by 12:00 noon Thursday
 - Agendas finalized and distributed together with backup material by C.O.B. Thursday.

RELATIONSHIP AMONG MANAGING COMMITTEE, SUBCOMMITTEES
AND FUNCTIONAL AREAS VIS-A-VIS DECISION FLOWS AND COORDINATION



ILLUSTRATIVE DECISION/COMMUNICATIONS FLOWS

1. STAFF-LEVEL COORDINATION AMONG FUNCTIONAL AREAS.
2. CROSS-FUNCTIONAL ISSUE CHANNELLED THROUGH SUBCOMMITTEE FOR REVIEW AND DECISION RECOMMENDATION TO MANAGING COMMITTEE.
3. SUBCOMMITTEE DECISION RECOMMENDED TO MANAGING COMMITTEE FOR RATIFICATION.
4. REFERRAL OF ISSUE BY MANAGING COMMITTEE TO SUBCOMMITTEE FOR ADDITIONAL REVIEW AND DECISION RECOMMENDATION.
5. REFERRAL OF ISSUE BY SUBCOMMITTEE TO FUNCTIONAL AREA FOR ADDITIONAL REVIEW AND COORDINATION.
6. FUNCTIONAL AREA DECISION RECOMMENDED DIRECTLY TO MANAGING COMMITTEE FOR RATIFICATION.
7. REFERRAL OF ISSUE BY MANAGING COMMITTEE TO FUNCTIONAL AREA FOR ADDITIONAL REVIEW AND COORDINATION.

Possible Subcommittee Composition

	<u>Finance</u>	<u>Development Policy and Operations</u>	<u>Personnel and Administration</u>
(Chairman)	1. Qureshi	Stern	Paijmans
	2. Rotberg	Chenery	Clarke
	3. Hattori	Baum	Kaji
	4. Gabriel	Gabriel or Vergin	Vergin or Gabriel
	5. Benjenk	Thahane	Twining
	6. Golsong	Asser	Goldberg
	7. RVP	RVP	RVP
	8. <u>RVP</u>	<u>RVP</u>	<u>RVP</u>
Secretariat	FPA	PPR	OPD

DECLASSIFIED
FEB 11 2019
WBG ARCHIVES


CONFIDENTIAL
DISCUSSION DRAFT
For Mr. Clausen

IMPROVING THE EFFECTIVENESS
OF THE
MANAGING COMMITTEE

Organization Planning Department

October 13, 1981

Purpose of This Report

- Review the objectives of our assignment.
 - Set forth working assumptions.
 - Discuss initial findings.
 - Outline tentative conclusions and recommendations.
 - Propose next steps.
- 

Objectives of This Assignment

- Assess the role and structure of the Managing Committee and how it has functioned to date.
- Consider possible improvements in Committee organization, coverage, and procedures that can serve to strengthen top-level decision making.
- Recommend a near-term action program.

Working Assumptions

- The Managing Committee is designed primarily to be a decision-making body, not a group for extensive discussion.
- It is a mechanism by which the President and the senior-most officers of the Bank can reach a consensus position on areas of major concern to the Bank, e.g.,
 - . Broad development policies and strategies.
 - . Overall resource acquisition and allocation.
 - . Operating policies and program planning.
 - . Policies governing financial and administrative management.
- Committee members serve in a dual capacity.
 - . As senior officers of the Bank weighing issues collectively in the best interest of the Bank as a whole.
 - . As senior managers of the Bank's key functional areas responsible for performing necessary analyses and channeling appropriate views and expertise into the decision-making process.
- Members of the Committee are expected to work as a team and the Committee's structure and processes should reflect and support this principle.

Initial Findings

1. Overall, and on the plus side, members uniformly express support for the concept and intent of the Committee.
2. Establishing the Committee has represented a fundamental change in how decisions are made in the Bank.
 - The previous president was the sole point of synthesis for major Bank decisions which came up through the separate "functional cylinders."
 - Accordingly, much staff work done was geared to a vertical decision process.
 - And, the tradition of horizontal coordination among all concerned parties at each level was not well instituted.
3. Reflecting this vertical tradition, Committee members have found it difficult so far to achieve a cohesive management team approach to decision-making.
 - Members still serve as "tops of their functional cylinders" rather than coordinating officers of the Bank as a whole--or participants in a collegial process; this causes uncertainty by some members over their dual roles.
 - . quote: "The committee is not a coherent body"
 - . quote: "There is no sense of coordination yet"
 - . quote: "Some of us still tend to philosophize rather than decide."
 - There is not an equal airing of views by all members. Reference was made to the tendency of some members to monopolize discussion.

- The preparation of members for making decisions, by their own admission, varies widely; one attributed this to having less staff support available in his own unit than did others.
- Views on issues tend to polarize between Finance and Operations.
- 4. The scope and coverage of issues considered as well as the staff support for them has been uneven to date.
 - The nature of issues addressed is a mixed bag:
 - . in terms of significance (World Buttery, space for field offices vis a vis IDA-7, refinancing of the Bank)
 - . in terms of kind (a combination of recurring matters and one-time issues)
 - The amount of staff work underpinning the issues for decisions has varied
 - . in terms of analytic content
 - . in terms of coordination across organizational lines
 - . in terms, as several called it, of "predigestion"
- 5. The Committee process is not yet well developed.
 - Only two agendas were produced for seven meetings to date
 - The first and only minutes were too detailed; attributed comments to members, causing consternation
 - Limited or no lead time in some instances for members to consider papers; as one member put it, "too much digestion on-site, not enough off-site"
 - Agenda items have not been prioritized; some important items receive too little attention and vice versa
 - Meeting includes task force members for some issues but not for others

- There are many "carry over" items, suggesting difficulty in reaching decisions, as well as a clogged agenda
 - Issues are presented in different formats, with or without executive summaries to aid decision process
 - Document distribution is handled both centrally and by members, causing some confusion
6. Secretariat support to the Committee has been limited.
- Assistant spends only an estimated 5-10% of his time on Committee work, given other duties
7. Concern has been expressed as to the effect the Committee has on subordinate officers, e.g., other Vice Presidents not included, and on how they can be engaged effectively.
8. The majority of members favor some form of "tiered review," although approaches differ on how this can be accomplished, e.g., via
- a subcommittee structure,
 - a better defined approach for ensuring "completed staff work," with or without subcommittees, before reaching the Committee, or
 - a combination of subcommittees and of completed staff work.

Conclusions

- Achieving a cohesive, effective Managing Committee is a larger problem than simply adjusting the Committee's structure and processes or providing staff support; it will call for a fundamental change in the way the Bank and its senior officers work--and work together.
- The practical problems experienced to date in defining and performing the Committee's role and functions are to be expected in an institution that is not used to working in this way.
- In retrospect, it appears correct to have started the Committee quickly and informally in order to initiate the new group process.
- However, we believe that now is the time to effect further changes:
 - . To get the machinery working more smoothly and efficiently
 - . To provide an appropriate level of support to the Committee and its members
 - . To begin focusing top-management attention more effectively on the important decisions lying ahead that must be dealt with in a Bank-wide context
 - . To reinforce the management team approach.

Recommendations

The recommendations below follow from our findings and conclusions and represent collectively a near-term improvement program:

1. Clarify and reaffirm the decision-making role of the Committee
 - a. Redefine the nature and character of matters eligible for Committee action; decision areas may cover:
 - either actions to be taken or referrals to an action officer or working group
 - both recurring matters and one-time issues; the former can be scheduled well ahead (e.g., lending program review, annual budget, WDR, etc.)
 - issues decided in principle at a lower level that are subject to final Committee approval on a ratification or "no objection" basis
 - b. Refocus Committee attention toward significant Bank-wide matters; push other actions down to the "lowest competent level."
 - c. Ensure that materials brought for decision are in an appropriately analyzed, coordinated and presented form.
2. Seek opportunities to foster and encourage management teamwork among members
 - a. Stress the "corporate officer" role of each member - rather than his functional and parochial interests.
 - b. Elicit regularly all members' views, not just those of the vocal minority.

- c. Encourage members to raise issues/concerns outside their assigned areas.
 - d. Follow through with the planned Committee retreat.
3. Introduce formal processes governing Committee business and equip the Committee with resources adequate to ensure these processes function smoothly.
- a. Establish procedures for agenda management.
 - Introduce simple tools for systematic advance scheduling of emerging issues
 - Develop weekly meeting agendas with an eye toward focusing Committee attention on issues commensurate with their overall importance to the Bank
 - Centralize responsibility for preparing agendas, assembling and distributing back-up materials, and coordinating meeting protocol.

Illustrative procedures for implementing such a process are described in Exhibit I.

- b. Require originating departments to prepare executive summaries of all issue analyses presented for Committee decision. Executive Summaries should be limited to 1-3 pages and follow the format already suggested by the VPAOP: (1) issue in question; (2) recommendation; (3) brief summary of relevant background history; (4) options/alternatives considered together with key pros and cons and significant policy implications; and (5) rationale, if appropriate, for recommendation advocated.

- c. Distribute annotated agendas of previous meeting to all members as a means of reaffirming decision execution responsibilities. This procedure would substitute for formal minutes of meeting proceedings.
 - d. Consolidate information of Bank-wide significance reported regularly to the Managing Committee in "basic data books" maintained centrally for Committee members.
 - e. Assure Committee actions are communicated effectively to all concerned parties.
4. Provide Secretariat support to the Managing Committee
- a. Establish one full-time professional position plus one full-time staff assistant/secretary to function as a dedicated Secretariat
 - b. Entitle professional position "Special Assistant to the Managing Committee" and place it in the Office of the President
 - c. Assign the Special Assistant the following functions and duties:
 - Develop, in consultation with Committee members, the weekly meeting agenda
 - Coordinate distribution of agendas and background materials
 - Attend all meetings and maintain record of Committee decisions
 - Follow-up with members and other Bank staff to assure proper execution of Committee decisions
 - Maintain Committee papers and records
 - Maintain and update "basic data books" of key bank-wide information for Committee members

- Maintain "pending" and "carryover" agenda of issues/items to be addressed in subsequent meetings
 - Draft instruments for communicating Committee decisions to staff, where appropriate.
5. Strengthen the functioning and effectiveness of the Committee's work
- a. The key concept to instill here is that of "completed staff work" for matters reaching the Committee
 - adequate analysis and factual support for positions taken
 - all essential perspectives brought to bear
 - full airing of options and alternatives
 - defensible recommendations.
 - b. At the same time, the full talents and experience of Bank senior and technical staff need to be mobilized and applied to the decision process.
 - c. The hypothesis is that both of the above need some improvement, which will not occur automatically without structural and procedural reinforcement.
 - d. Therefore, we believe an intermediate decision "tier" is needed, at least over the near term (1-2 years) while the Bank staff work processes are being adjusted, in the form of subcommittees to the Managing Committee
 - The subcommittees would handle issues referred by the full Committee

- They would serve to provide preliminary screening, review, and coordination for major Bank-wide issues coming to the Committee; this would serve to sharpen the focus on the most important matters, resolving all but the most controversial and/or strategic issues.
 - They would handle many issues on their own, which still require high-level attention and coordination of effort, but with only final ratification needed by the full Committee; this would cut down on duplication and "rehashing" of decisions.
 - They should, by design, engage all Bank vice presidents as appropriately assigned.
 - They would form a useful bridge between staff action and analyses in functional areas and top-management decision-making in the Committee. Collectively, they should cover most issues arising in the Bank.
- e. We see the following three subcommittees as appropriate:
- a Finance Subcommittee - chaired by Mr. Qureshi, with his vice presidents and others, e.g., from Operations, Legal, External Affairs, covering subjects under his functional authority or as assigned.
 - a Personnel and Administration Subcommittee - chaired by Mr. Paijmans and including his key staff, with Operations, Legal and Finance representation; subjects cover matters under his functional authority (personnel, compensation, administration, and information resource management) or as assigned.

- a Development Policy and Operations Subcommittee - chaired by Mr. Stern, with his vice presidents (perhaps in rotation), DPS staff, and others (Finance, Legal, Secretary's) and covering appropriate matters under the purview of DPS, CPS, and the Regions.
- f. To reinforce the above, we recommend that the Presidents' Council as such be disbanded and replaced by the "Senior Officers' Meeting," with all vice presidents attending.
 - The format would be monthly (or as called ad hoc) and be a forum for discussion and exchange of views on topical issues.
 - Stress would be placed on obtaining senior staff input on matters to be decided shortly by the Managing Committee, thus engaging the vice presidents in the overall process.
 - Enough time (2-3 hours or more) needs to be set aside so that meaningful discussion and dialogue can take place.

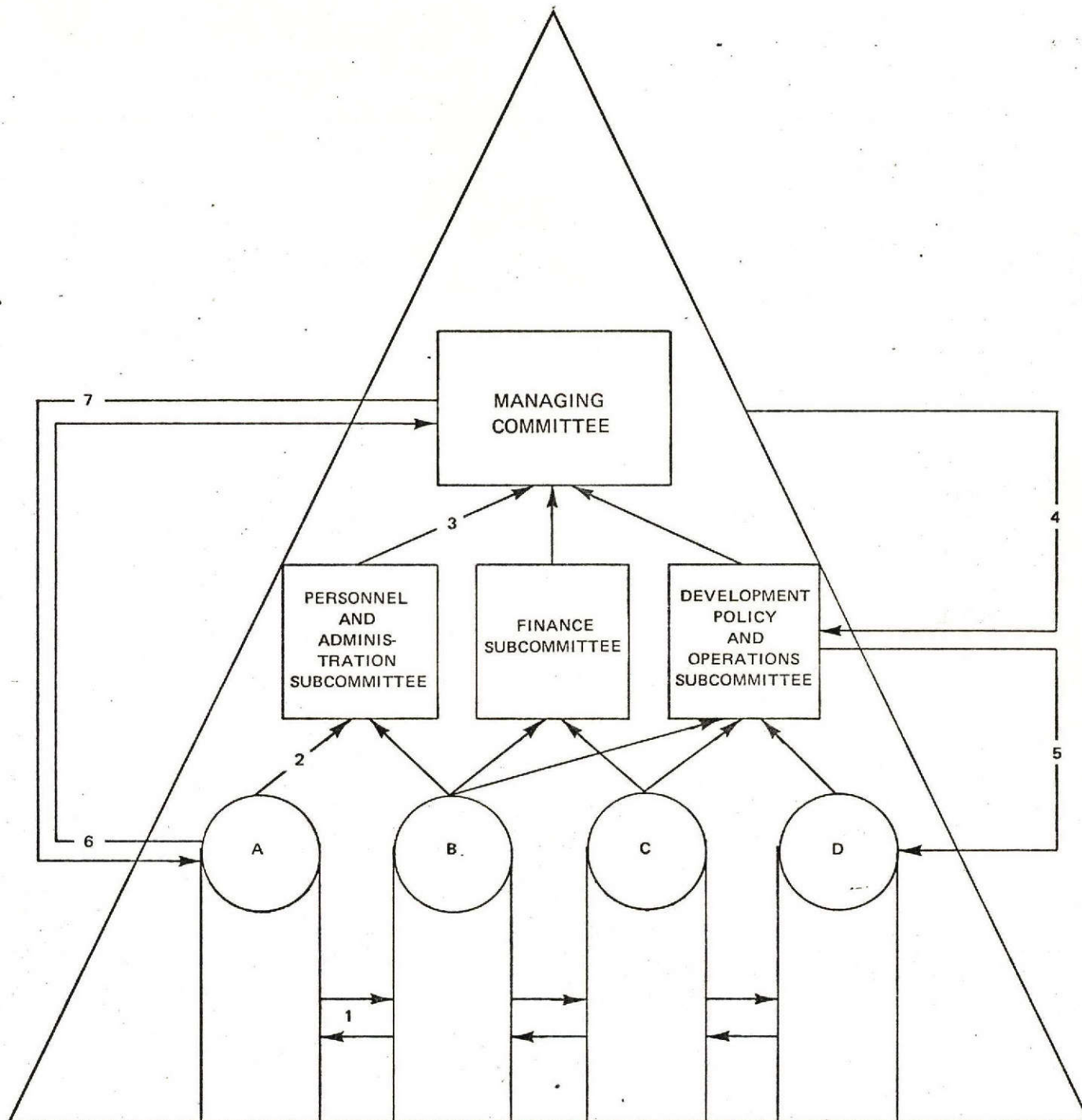
Next Steps

- Expose the above to the Committee members to initiate the change/
improvement process.
- Authorize the position of Special Assistant to the Managing Committee on
a temporary (T-slot) basis for the remainder of the fiscal year.
Appoint an experienced professional from within the organization to fill
the position and fine tune Committee machinery. Review the need for a
permanent full-time Special Assistant during the FY83 budget process
next spring on the basis of experience gained during the next six months.
- Spell out process and procedural improvements further and implement.
(OPD can assist as needed.)
- Organize and implement subcommittee structure; secretariats for each to
be supplied by the respective chairman.

Illustrative Agenda Management Procedures

- A. Establish an annual "policy review calendar" that sets forth target dates for considering cyclical issues and provides a basis for systematic advance scheduling of emerging issues.
- B. Maintain a near-term (two or three month) "pending calendar" of issues carried over from previous meetings, current issues and upcoming issues of major significance.
- C. Structure weekly meeting agendas, in consultation with all members, characterized as follows:
 - Issues sequenced, insofar as possible, according to priority/urgency within following categories:
 - . New Matters
 - . Carryover Matters
 - . Ratification agenda
 - Indicative time guidelines to be provided to induce better utilization of limited meeting time
 - Background materials indexed and cross-referenced to agenda items
 - Space would be made available on the agenda sheet for annotating decisions reached and key implementing instructions.
- D. Establish weekly agenda cut-off procedures, e.g.,
 - C.O.B. Thursday for members wishing to place an item on next Monday's agenda
 - Backup material due in to Special Assistant for central distribution by 12:00 noon Thursday
 - Agendas finalized and distributed together with backup material by C.O.B. Thursday.

RELATIONSHIP AMONG MANAGING COMMITTEE, SUBCOMMITTEES
AND FUNCTIONAL AREAS VIS-A-VIS DECISION FLOWS AND COORDINATION



ILLUSTRATIVE DECISION/COMMUNICATIONS FLOWS

1. STAFF-LEVEL COORDINATION AMONG FUNCTIONAL AREAS.
2. CROSS-FUNCTIONAL ISSUE CHANNELLED THROUGH SUBCOMMITTEE FOR REVIEW AND DECISION RECOMMENDATION TO MANAGING COMMITTEE.
3. SUBCOMMITTEE DECISION RECOMMENDED TO MANAGING COMMITTEE FOR RATIFICATION.
4. REFERRAL OF ISSUE BY MANAGING COMMITTEE TO SUBCOMMITTEE FOR ADDITIONAL REVIEW AND DECISION RECOMMENDATION.
5. REFERRAL OF ISSUE BY SUBCOMMITTEE TO FUNCTIONAL AREA FOR ADDITIONAL REVIEW AND COORDINATION.
6. FUNCTIONAL AREA DECISION RECOMMENDED DIRECTLY TO MANAGING COMMITTEE FOR RATIFICATION.
7. REFERRAL OF ISSUE BY MANAGING COMMITTEE TO FUNCTIONAL AREA FOR ADDITIONAL REVIEW AND COORDINATION.

Possible Subcommittee Composition

	<u>Finance</u>	<u>Development Policy and Operations</u>	<u>Personnel and Administration</u>
(Chairman)	1. Qureshi	Stern	Paijmans
	2. Rotberg	Chenery	Clarke
	3. Hattori	Baum	Kaji
	4. Gabriel	Gabriel or Vergin	Vergin or Gabriel
	5. Benjenk	Thahane	Twining
	6. Golsong	Asser	Goldberg
	7. RVP	RVP	RVP
	8. RVP	RVP	RVP
Secretariat	FPA	PPR	OPD