STRESS

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Cover: Stress. Learn to relax and help yourself.

The results of a model project: a salt-free, well-irrigated field in Yaqui.

What is it that makes the Yaqui district so successful? There are no fancy remote controls with flashing display boards, no advanced irrigation techniques such as drip or sprinkler, no greenhouses with a controlled environment, not even the simple, energy-free automatic control equipment used in Mediterranean countries to facilitate operations; nothing but ordinary canals and control gates. Well-trained and motivated staff equipped with motorcycles and radios, competent management together with progressive farmers are the keys to the Yaqui’s success. The irrigation system was well-planned and designed, enabling easy and adequate operation.

Part of the project’s originality is the organization of 96 water user associations, “Secciones de Riego,” responsible for the operation and maintenance of secciones ranging from 70 to 8,500 hectares. All farmers are members of these associations which have a legal status. Because of their success, the Bank’s Agriculture and Rural Development Department is proposing a detailed study of the associations, including an analysis of women’s roles.

Reyes Rosa is the President of “seccion 14,” covering 8,500 hectares, the largest in the country. Along with the
Secretary and Treasurer of the seccion, he has been elected for three years, whereas the three ditchriders (who collect the water orders from the farmers and patrol the area) are permanent employees of the seccion. According to Manuel Ramos, the chief ditchrider, there is no dispute over water allocation. Each farmer can order water twice a week, each time for three or four days.

As Luis Zirold, another active retired Mexican engineer who accompanied the Bank group during the tour, said: “Dios nos da el agua, pero no la entuba”—“God gives us water, but He does not canalize it.”

Cheating, vandalism unknown

Cheating and vandalism of the facilities are virtually unknown. Water is supplied in bulk to the secciones and Treasurer Antonio Fuente is satisfied with the financial situation. “The rule,” he says, “is no advance payment, no water.” Sr. de la Pena, in contrast to most district managers in developing countries, has few budgetary worries. Water charges collected from farmers by the secciones are repaid to the district after deductions to cover their operation and maintenance budget.

Irrigation development in the Yaqui started in mid-1910 by diverting unregulated water from the Yaqui river. With the construction of three large storage dams with a total capacity of 7,500 million cubic meters, irrigation expanded progressively to 270,000 hectares. Intensity of irrigation also increased.

Potential waterlogging problems became apparent in the lower part of the project in the mid-1960s after completion of the last storage dam. At that time, Sr. de la Pena was Chief of the Land Reclamation Division. The water table was less than 1 meter in depth over an area of 27,000 hectares, or 12 percent of the district area, and 28,000 additional hectares were at risk of waterlogging.

Since then, the situation has been brought under control. Water depth and salinity are monitored routinely, and the surface drainage system has been extended. Groundwater abstractions were developed to maintain water depth below adequate limits and contribute now to about 25 percent of the volume of water distributed to farmers. Of equal importance, a research and extension program was developed to improve water use at the farm level.

Sr. de la Pena is still looking for improvements. Canals with high seepages have been identified, modernization of the main canal is under study, and a new system of water allocation is under way. In the future, each farmer will receive an annual volumetric allocation of water—a stronger incentive to saving water than the cheap water price. A Bank loan will be negotiated soon to help finance these activities.

Protect the environment

No water-borne disease is reported in the project area, and measures will be put in place to protect the environment from improper use of fertilizers and agro-chemicals under the coming loan. The technical and institutional experience of the Yaqui project is now used as a model for alleviating waterlogging effects in other irrigation districts in northwest Mexico. Water user associations are being formed along the Yaqui model in the nearby Mayo district.

When I left the Yaqui district last year, Sr. de la Pena was giving a last glance to the second edition of a manual on water management and irrigation. Behind him was a complete set of colorful charts and boards—one for each possible question—ready for the next group of visitors. Congratulations are in order. Sr. de la Pena’s successful project deserves more publicity than the myriad of poor performers.
**You Can’t Judge a Book by Its Cover**

**A Thoroughly Modern Library Despite Its Appearance**

by Lesley Roberts

Visitors to the Chitedze Agricultural Research Station outside Lilongwe, Malawi, are first struck by the paltriness of the old and dusty library. Library services at Chitedze are being improved as part of the National Agricultural Research Project being financed by the Bank. The library is old (a new library is under construction as part of the project); there is an uncovered concrete floor, four long wooden reading tables, their polish faded from dust, heat, and damp; high metal shelves full of books—many of them old, worn, their leather covers cracked and peeling, the typed labels fading on the spines. Dusty windows with institutional green curtains line one wall. Stacks of journals, their covers faded and yellow from the sunlight, stand on shelves below the windows. There are some familiar titles—Time, Newsweek, Scientific American—and some less familiar—Tropical Grasslands and Weed Research. And, quite out of character with the rest of the scene, behind the circulation desk is a gleaming IBM XT.

**Most advanced**

So looks can be deceptive. The Station library is actually one of the most advanced in Africa. In one corner a librarian is using sophisticated new technology to identify research on using nicotine as a natural pesticide for one of the Department of Agricultural Research’s busy researchers.

The new technology is CD-ROM, an acronym for Compact Disk-Read Only Memory. The CD looks just like those used today for high quality audio recordings but, in this case, it is used to record data—up to 600 million characters of it per CD. The machine that reads the CD looks like an audio CD player. It is attached to a personal computer so the data can be accessed and viewed on a screen or printed. The CD used for the pesticide research contains a data base known as AGRICOLA, a catalog of citations to all of the U.S. Department of Agriculture’s library holdings. One small CD contains five years of the library’s holdings.

**Making history**

Chitedze Agricultural Research Station Library is making history. It was almost certainly the first library in Africa to have CD-ROM and now regularly searches several bibliographic data bases on CD. A full encyclopedia contained on just one CD is also well-used by the library’s clients. “The Chitedze library is fast becoming the most visited library in Africa as librarians and information specialists in the region come to see the sophisticated yet beautifully simple new technology in action,” says Wisdom Mvula, the circulation assistant.

CD-ROM is in its infancy in the industrialized world, mainly for economic reasons; cheaper on-line systems are already in place in many libraries. But CD-ROM is highly appropriate for isolated areas like Malawi where the absence of telecommunications systems suitable to access on-line data bases has, until now, effectively cut them off from modern methods of bibliographic research.

There are other reasons for using CD-ROM in developing countries too. Data on CD cannot be lost by power outages or surges; CDs are more durable than conventional hard or floppy disks normally used in microcomputers, and they aren’t affected by magnetic or microwave scanning at the airport or post office; they don’t scratch or wear out, and dust, heat and humidity do not affect them. At Chitedze this is an important asset. There is so much dust that Milati Samsoni is employed solely to spend his days dusting in an attempt to preserve the books and journals from its harmful effects.

Clicking sounds come from a computer keyboard as Margaret Kalinda, the new library assistant, types cataloging information onto the computer. It is in odd contrast to the steady, hypnotic tick of the library’s old pendulum clock. The computer is used not only to access the bibliographic data bases held on CD, but also contains the catalog of the Chitedze Station library and seven other agriculture libraries within the Department of Agricultural Research. This centralized on-line catalog enables planners, researchers, and extension workers to access information from any of the libraries in the Department.

**Usage has grown**

Library usage has grown since the project began. One consultant working in the library says that the benefits that literature searches can give to researchers have been recognized by everyone who comes into contact with the library.

Literature searches help ensure that countries that can least afford it are
not duplicating research that has been done elsewhere. In the case of the search for documents on using nicotine as a pesticide, the librarian found several citations in the AGRICOLA database to documents describing the development of such pesticides in the United States before World War I. A subsequent search of the library’s online catalog found that the documents cited, though old, were available in the Chitedze library. In fact, now that most of the library’s collection has been cataloged—as part of the Bank-financed project—researchers are finding almost one-third of the documents they request are available from the Department of Agricultural Research’s own library system.

Information accessible

"That’s my day-to-day satisfaction," says a librarian, "making information that is already available in Malawi accessible to our clients. The documents have always been there—it’s just that no one really knew they were.”

The library is only one component of the National Agricultural Research Project which is primarily aimed at strengthening national systems of agricultural research, extension and planning—areas that are pivotal in expanding agricultural production. But it’s an important component and one that is getting a lot of recognition both inside and outside Malawi.

Bibliographic search

When a visitor arrived at Chitedze one early morning in January, rain clouds were rolling across the sky. Soon Mr. Samsoni had to race to the open windows to close them as the rains beat down on the metal roof. He managed to save the stacks of journals from a certain soaking. But the rainy season had started late and the maize that should have reached a man’s chest was still only a foot high in many places. Not surprising then that the library staff were working on a bibliographic search to identify research on drought resistance in maize.

The Role of an Architectural Historian in the Bank

One of a Kind

by Morallina F. George

There are hundreds of economists here, and thousands of assistants. In fact, most jobs in the Bank are duplicated time and time again, and "one of a kind" jobs are rare. But June Taboroff, an architectural historian in the Environment Division of the Europe, Middle East and North Africa Technical Department, believes her work is unique.

Like most colleagues who meet her for the first time, the initial question The Bank’s World asked her was, “What exactly do you do in the Bank?” She answered with an understanding smile, “Well, the best way for me to describe my job is to tell you about my most recent mission.”

In November, Ms. Taboroff, along with projects staff from the EMENA Technical Department, traveled to North Yemen. There they inspected the site of a road project being built between Marib and Safir in the eastern frontier of the country. Once more than 12 hours journey from the capital, Marib can now be reached in only three hours. The road being built is adjacent to an important archaeological area which consists of ancient temples and structures and the remains of a historic dam and irrigation system.

Ms. Taboroff’s expertise was called for. She assisted the mission in evaluating the archaeological importance of the site and proposing a protection plan.

“The Marib Dam, believed to have been one of the Seven Wonders of the World, is the largest dam built in anti-
quity. It irrigated fields which are estimated to have supported a population of some 200,000 and is now dated as early as 2000 B.C.,” she explains.

The idea, shared by Bank staff and the Government of Yemen, was to create a protective zone to safeguard the existing archaeological remains and the dam. Besides spending time at the site, inspecting and studying the monuments and ruins, she also had meetings and discussions with several ministers and local experts. And on the way back, she stopped off in Paris to discuss the Marib archaeological site with the World Heritage Committee of UNESCO.

“UNESCO,” she says, “would consider having this archaeological landscape listed as a World Heritage site. “Although my job in EMENA is actually that of a writer and editor, I’m often asked to assist with or answer questions about cultural properties and historical sites involving Bank projects,” she continues.

Traveled extensively

Ms. Taboroff, a U.S. national, came to the Bank three years ago. A friendly, energetic Californian, she completed her undergraduate work in history at the University of Chicago and received her Ph.D. in Architectural History from the Institute of Fine Arts in New York. She has traveled extensively in the Middle East and has become a specialist in Middle Eastern architecture.

Her experience and interest in architecture and archaeology parallel her studies. While living in New York, she worked in the Metropolitan Museum as a curatorial researcher. Later, when she spent a year in Iran, she did the same at the Negarestan Museum in Tehran and participated in German and French-run archaeological excavations. She also lived in Rome and was employed as a researcher on historic preservation by the International Center for the Study of the Preservation and the Restoration of Cultural Property (ICCROM), a UNESCO organization.

Protection of cultural resources is really a part of development too.

How will her experience benefit the Bank?

Ms. Taboroff feels strongly that, as consciousness over the environment issue expands, there will be increased pressure on the Bank to take part of the responsibility to protect or, at least, not destroy, ruins and sites that may be of archaeological or historical importance to the borrowing country.

“Although many people still think it is not the responsibility of the Bank to get involved in protecting or conserving historical sites, I personally feel the Bank—and obviously, the countries—stands to benefit in the long run,” she states.

Some of the benefits for the countries, she believes, will come in the form of increased tourism, and the creation of local jobs, especially in the construction and service industries. “But the one major benefit would be for the Bank to be viewed as sensitive to the country’s cultural and historical background. It’s a matter of good will,” she stresses.

“Any country is pleased when an outsider comes in and recognizes its historical contributions,” she says. “It (the country) appreciates that recognition. Of course, if one looks at development only in terms of GDP increases, then thinking about historic preservation is useless. But protection of cultural resources is really a part of development too.”

Historic cities

She also points out that the Bank, through infrastructure projects, is already doing work in the historic cities of Tunis, Istanbul and Cairo.

“For a small financial investment, it may well be worth it for the Bank to incorporate cultural property components into Bank projects,” she counsels.

At present, she is working on the Bank’s new environment program for the Mediterranean.

Besides digging in ruins and studying artifacts, Ms. Taboroff is also an amateur (although published) photographer and a free-lance writer—talents which are often used for her archaeological work. Her most recent article was on the restoration of a historical garden in a villa in Portugal, published in the December 1987 issue of House and Garden.

“I look forward to developing my role further and participating in future projects. I also hope to play a part in putting into effect the Bank guidelines on The Management of Cultural Property in Bank-Assisted Projects, especially in the EMENA Region, but elsewhere too,” she concludes.
Q: Why have the social dimensions—indeed the very human dimensions—of what is happening in Africa been so much on people's minds recently?

A: I believe the images of famine and distress that we have seen have shocked the conscience of a complacent world. These horrific pictures have shown that the depth and the complexity of the African crisis is substantially different from many other parts of the world. In Africa's case, there has been a decline in per capita incomes and food production. In addition, a variety of reasons that we have been grappling with for the last few years—the institutional structures, the macroeconomic framework, the international climate, the natural resource environment, drought and other factors—have all combined to bring to a head a crisis of monumental proportions. Many African governments have responded to this crisis both realistically and courageously. About 25 countries of Sub-Saharan Africa have adopted, with the support of the World Bank, national programs of economic adjustment to try to cope with the crisis.

Q: Why are the social hardships, or the costs of adjustment, apparently so severe in Sub-Saharan Africa?

A: Well, first I would contend that while there are inevitably social costs associated with any change in economic policies, there were even greater social costs that would have been associated with a perpetuation of the old policies. A very large part of most of the adjustment programs in Africa today consists of a major effort to shift income away from the urban to the rural areas, and to improve prices and production incentives for the agricultural farmers. And, in the aggregate, adjustment has a beneficial impact in terms of shifting income to the poorest element of society—simply because there are more poor people in the rural areas. Nevertheless, adjustment programs have undoubtedly been accompanied by severe hardships in the urban areas, where cutbacks in government spending and in employment opportunities have had a major impact on the population. As we all know, these are the populations that are the most politically active and the most able to express themselves in a given situation. Hence, they have had a large voice in the overall assessment of the "social" impact of adjustment programs.

Q: What effort is the Bank making to mitigate the social costs of adjustment?

A: For some time now, the Bank and its borrowing countries have tried to build into adjustment programs a consciousness of the social dimensions involved. We have worked with governments in putting together three kinds of actions in most adjustment programs. These actions are aimed at the protection of the most vulnerable groups in society.

First, through planning to avoid cuts in public expenditures that would directly reduce services to the poor—basic health, basic education, nutrition programs and so on.

Second, a series of compensatory actions have been taken to minimize the transitional costs of adjustment on the groups that are most severely affected. In countries such as Guinea-Bissau, for example, where a massive devaluation and an increase in producer prices was going to raise food prices, a program for distribution of subsidized food phased over a three-year period was put in place to alleviate the shock of those policies on the urban, salaried workers who would have to bear that adjustment. In Senegal, a special fund has been established to provide credit for workers losing their jobs so that they can reinstate themselves as productive farmers or small traders, and so on. There have also been a series of retraining programs for people to acquire more marketable skills.

But, most importantly, there is a third set of measures that have been designed to try to ensure that the resumed economic growth—which is the
objective of adjustment—does not exclude the poor from its benefits. We have to ensure that the poorest segments of society have enough access to assets and enough access to the means of increasing the returns on their assets, that they can benefit from resumed growth, so that it is not only the richer segments of society who will benefit.

Now, having said all this, we have to recognize that there were shortcomings in what was being done to mitigate the social costs of adjustment. First and foremost, there was not systematic coverage of all countries. Measures were taken on a program-by-program basis, and there was a certain element of "ad hocery." Second, we—the governments, the other donors, and ourselves here at the Bank—did not fully know and understand what was going on at the poorest levels, because we did not have adequate data on much of what was going on. Third, there is a need to establish within government machineries themselves an institutionalized capability to integrate this "social" dimension into all macro-economic policy-making. It is these objectives that have led to the creation of the Social Dimensions of Adjustment (SDA) project facility that has recently been launched.

**Q**: Can you explain what the SDA project facility is and what it will do?

**A**: Sponsoring agencies, the United Nations Development Programme (UNDP), the African Development Bank (AfDB) and the World Bank, have agreed to establish a $10 million regional project facility to assess and improve the social dimensions of structural adjustment programs in Sub-Saharan Africa. This regional facility aims at strengthening the capacity of African governments to design, implement and monitor policies and projects that will help protect the poorest people during periods of adjustment. It will also help foster the full participation of the poor in the adjustment process in order to promote economic growth with equity. SDA programs might include measures to increase poor people's access to different kinds of income-generating assets, such as primary schooling, health care and community-based credit schemes. They could also cover retraining for displaced workers and plans for lowering the costs of food for the poor.

The facility will help finance policy studies on the social dimensions of adjustment in participating countries. These studies will identify key policy areas to be considered in programs to integrate the poor in the process of economic growth and to alleviate the transitional costs of adjustment. And, to improve future studies, the facility will fund the development of countries' statistical data bases.

A donor advisory committee, composed of representatives of UNDP, AfDB, the World Bank and other donors and international organizations, is being set up for the project. Part of the committee's function is to help mobilize additional funding from bilateral and multilateral donors. In that respect, the initial $10 million funding for the SDA project should be seen as "seed money." A number of other donors have already started to participate actively. In particular, the Government of Norway has just made a contribution of $1 million.

I am also happy to note that since the program was launched last November, 18 African countries have agreed to join and a further seven have made requests for information on the project. It's the kind of project that virtually no government would disagree with. After all, the project is to enable them—and us—to make a more systematic, thoughtful and constructive effort to alleviate whatever the social costs of adjustment are, and to ensure that the fruits of adjustment and resumed economic growth are shared by all and, in particular, benefit the poor.

**Q**: What is the time frame for the regional SDA project?

**A**: Well, the project is envisaged at present to be a four-year arrangement. Given, however, the nature of the activities and depending on the number of countries which become involved, it might extend beyond that. But at present it is envisaged to be a four-year regional project which will enable the start-up of SDA activities in individual countries as well as the cross-fertilization between different countries.

Ultimately, however, it is not intended to fund the country programs. It is absolutely essential—and it is a primary objective of the SDA project—that an indigenous institutional base for SDA projects and concerns should be established within each country to carry on after the initial regional project ends. And, it's a four-year program because we believe that to institutionalize these concerns in the countries themselves, to enable the existing national institutions to develop the capability to collect, monitor and assess the statistical data base and to integrate that data base into identification and appraisal of poverty alleviation measures will take a number of years.
Simple Techniques
Lessen Tension

What It Is, What It Does, and How to Manage It

by Thierry Sagnier

"The bottom line," says Dr. Ann Ladd, "is that stress is OK." She pauses, thinks half a second, adds, "If you don’t have stress, you’re dead. The key is to manage the stress in your life so you get the benefits—the excitement and challenge—and avoid the damage to your health and happiness."

Dr. Ladd has just finished a stress seminar sponsored by the Medical Department and attended by more than 200 Bank and Fund staff. She’s slightly worried. "There’s so much to explore, and I rarely do one-hour presentations. I didn’t really have time to cover a lot of things that may apply to this particular institution, and its particular situation."

Still, the hour flowed quickly for the appreciative audience. This was the second part of a serial seminar begun in May 1987. Her delivery style is brisk, eliciting laughs, involving the participants. "OK," says Dr. Ladd, "let’s say your boss walks angrily past your desk, slaps some papers in front of you, and slams the door to her office. What’s your reaction?"

Silence, initially, then a voice says, "Indignant!" Another chimes in, "Fear." Still another, with a laugh, "Amusement." Dr. Ladd nods, notes these emotions. "How about anger? Surprise?" Yes, the audience agrees, anger and surprise certainly qualify. "Now," she says, "here’s the question: Is the situation making you feel that way, or are you making yourself feel that way?"

The audience ponders this, and Dr. Ladd pursues her point. "What you say to yourself about experiences determines the way you feel and act. And while it’s not always easy or obvious, you can take charge of the way you perceive things." In other words, you learn to manage your stress, changing and influencing what you can—such as your environment, your interactions with others, your own self-care—and letting go of what is beyond your control in these areas.

Chain reaction

The physiology of stress has been well studied, and its obvious symptoms—headaches, backaches, shortness of breath, clammy hands—are known to many. Basically, the brain will recognize the attack of a stressor and release a signal which will create a chain reaction among the hypothalamus, the pituitary gland and the adrenal glands. The net effect of all this is to prepare the body for a survival situation: fight or flight.

Fight or flight implies either confrontation or escape, both of which call for increased heart rate and cardiac output, heightened blood pressure, and copious sweating—i.e., stress.

Stress has been associated with sev-

Seven Beliefs that Increase Stress

1. I must be thoroughly competent, adequate, and intelligent in all possible respects.
2. Unhappiness is the result of external events that are forced on me and that I have no control over.
3. It is easier to avoid difficulties and responsibilities in life than to face them.
4. There is one perfect solution to every problem, and if it is not found, the result will be terrible.
5. What other people do is vitally important to me, and I should make every effort to change them to be the way I think they should be.
6. I have virtually no control over my emotions or feelings; I am their victim and cannot help how I feel.
7. I always need to be right and must never make mistakes.
eral diseases and illnesses—ulcers, diarrhea and constipation, allergies, migraine and tension headaches, hypertension, mental illnesses, to name a few. Some researchers believe that lowering the body's immunity can allow cancer cells—normally destroyed by the immunological system—to spread. Since stress has the effect of increasing sugar in the blood, it may also be linked to diabetes. It can produce panic attacks, which leave the individual virtually paralyzed. But it can be controlled.

"We need a certain amount of stress just to function," says Dr. Ladd. "We need it in our personal life and in our professional life. Stress, to the extent that it motivates, is not necessarily a negative thing. We have a tendency to overlook the fact that there is good stress."

"Many of us," she continues, "have some faulty ideas, or beliefs, that increase stress tremendously. Typically, we'll think, 'I must be loved by everyone, and everyone must approve of everything I do.' Well that simply is not true. Or, 'It's catastrophic when things are not as I would like them to be.' That's not true either. Most of the problems in life are inconveniences, disappointments or irritations, not catastrophes! And it's not true that because something may have greatly influenced you in the past, it must determine your present behavior. It comes down to taking charge of your thoughts, emotions, and behavior."

Target-like symbol

She points to a target-like symbol consisting of four circles. The innermost circle is labeled "ME." A vertical line bisects the target. The left half reads "Can Change-Most Control," the right half reads "Can't Change-Less Control."

She addresses the audience: "Think of current stresses, and their relative importances. I'll give you an example. I was visiting my parents a short while ago, and they have television sets in every room. So you can't get away from television. That's stress."


Toward the end of the session, Dr. Ladd suggests one simple way of controlling the stress felt by many on a daily basis. "Make yourselves comfortable," she advises the audience. "Place both feet on the ground, close your eyes, and relax your muscles. Start with your feet, and slowly move up your body, all the way to your face."

The room falls silent save for the cadence of many breaths. Some in the audience visibly let go, allowing their bodies to sag slightly in their chairs. "Now we'll try something more active." Dr. Ladd instructs the audience to pair off, and the session ends with everyone receiving and in turn giving a back rub.

As most participants filter out of the auditorium, a few remain to ask questions. One, troubled by events at home, seeks advice and leaves with a bemused look. "I had a question about my daughter. She's been driving me crazy. What Dr. Ladd said really helped. I'd never thought about it that way."

Editor's note: Dr. Ladd suggests that interested readers refer to Facts to Relax By, available for $4.95 from Director, Nursing Education, Utah Valley Hospital, 1034 North 500 West, Provo, Utah, 84601.

Nine Ways to Take Charge

1. Choose your own reality. Take charge of the way you perceive, feel and act in all situations.
2. Stop critical self-talk and only viewing weaknesses in yourself and others.
3. Encourage and positively talk to yourself.
4. Release negative thinking, negative emotions and burdensome memories.
5. Choose and balance your emotions between emotional binging and holding back.
6. Connect your emotions to the thought patterns that create them.
7. Develop an openness to change and a positive attitude. Try a new role.
8. Be non-defensive; loosen belief systems that don't work for you.
9. See others as either extending love or as being fearful and sending out a call for help.

Controlled Breathing for Relaxation

1. Sit or lie down.
2. Place hands on stomach or chest.
3. Sigh deeply, exhaling to the sound "haaah" three times.
4. Breathe in through the nose, out through the mouth.
5. Inhale to the count of five, pause five, exhale five.
6. During inhalation, imagine you are bringing energy into your body. As you breathe out, feel your body releasing all tension and worry.
7. Do 10 deep breaths initially, then gradually increase inhalation to 10 and exhalation to 20.
8. Let your breathing return to normal, and focus your attention on it. Practice this technique at odd moments during the day—every time you feel tense, when driving or stopped at a red light, after each phone call, and every time you look at your watch.
The Lives of People, the Future of Nations

Last December, Timothy Thahane, Vice President and Secretary, delivered a speech at a seminar in Lesotho. Here are excerpts from his address on "Another Development."

Much has been written since the beginning of the 1980s about the nature and challenge of the African economic crisis—the cumulative effect of the steady decline of per capita income and consumption, the food shortage, the deterioration in export earnings, the environmental degradation, and the millstone of external debt. It is worth underlining that, first and foremost, the African crisis is about survival of the African people and their countries. Lack of development in the past, prevailing problems at present, and the pronounced economic situation constitute a direct threat to the actual survival of millions of Africans.

The challenge confronting African leaders was eloquently summarized by President Nyerere in his Chairman's Report to the assembly of heads of state and governments of the Organization of African Unity (OAU) in Addis Ababa on July 18, 1987 as follows: "We are dealing with very serious problems on which the lives of our people and the future of nations depend. We must approach these questions with fresh minds, without being restricted by orthodoxies of the left or the right or center. Where nothing will serve except radical solutions, we must not be afraid of them. At the same time, we have to control, and we want to get control, of that process of change so that it works to our benefit—or at least does us minimum harm. And we have limited resources of time, of manpower, and of wealth."

The World Bank recognizes the nature of this crisis and accepts the challenge posed by President Nyerere. The Bank is prepared to search for workable, viable, and sustainable solutions.

Some 450 million people live in Africa, south of the Sahara. With present demographic trends, population will double in the next 20 years and the momentum of population growth will increase the number to between 600 and 650 million by the end of this century. Assuring adequate food and rising living standards for people, particularly of the poor and low-income countries, is the greatest development challenge.

Positive results

Between 40 and 50 percent of the Bank's lending to Sub-Saharan Africa is for policy reform. Under the Special Facility for Africa, 36 adjustment operations in 22 low-income African countries have been supported, and positive results are beginning to emerge. Real exchange rates are at much more realistic levels; government deficits are lower than at any time in the 1980s; farmers are benefiting from improved agricultural incentives. Rural production is up, industrial capacity utilization is up, and several countries have achieved positive per capita income growth for the first time this decade.

Experience has made it increasingly clear, however, that in order to be successful, these reform programs must be supported by adequate external financial resources. They also require the strengthening of indigenous institutional capacities for implementation and policy analysis.

In addition, they need to be refined to sharpen their focus on poverty and economic growth; and, increased attention must be paid to mitigating the social costs of adjustment,
The Bank is not an agency for debt management, but it will not simply stand by while debt difficulties threaten to choke off sustained development.

especially for the poor. It must be underlined, however, that in the absence of reform programs, forced and unplanned adjustments would almost certainly leave the poor in an even worse position.

Adjustment to macroeconomic and structural imbalances is always necessary and often painful—but it is not of itself sufficient for sustained economic growth and the alleviation of poverty. To attain these developmental objectives in Sub-Saharan Africa requires additional actions in four critical areas: aid and debt problems, agricultural development, the environment, and human resource development. The World Bank is placing renewed emphasis on each of these areas.

The success, momentum and spread of adjustment in Sub-Saharan Africa cannot be sustained unless additional concessional resources are provided by the donor community and the burden of debt is lightened. The need is made all the greater by the recent trends in, and prospects for, primary commodity prices which impinge so heavily on the capacity of African countries to meet their import requirements and service their external debt. Increased aid in a form which is concessional, quick-disbursing and better coordinated is the priority.

Intensify efforts

Weaknesses in aid coordination and the pace of disbursements of official development assistance continue to constrain the successful implementation of reform programs. The World Bank intends to intensify its efforts in this regard, notably through cofinancing agreements with both bilateral and multilateral donors to support reform programs with fast-disbursing, concessional assistance. The Bank also intends to allocate as much as one-half of IDA-8 resources to Sub-Saharan Africa and pay particular attention to the financing needs of the adjustment programs of low-income countries with especially acute debt burdens. The ability of the Bank to provide such assistance to Sub-Saharan Africa will be strengthened by the recently concluded agreement on an IDA-8 replenishment of $12.4 billion.

Countries without serious debt difficulties are the exception in Sub-Saharan Africa. But the appropriate mix and forms of additional financing and debt relief vary, depending on country circumstances. The Bank is not an agency for debt management, but it will not simply stand by while debt difficulties threaten to choke off sustained development. The most pressing debt problems are those facing the 22 countries in Sub-Saharan Africa whose debt-service ratio exceeds 30 percent before debt rescheduling. Indeed, the debt burden of the 17 lowest income, most highly indebted African countries is projected to triple from about $2.3 billion in 1985 to nearly $7 billion in 1988. Something must be done about this situation.

Special program

As a means of helping to alleviate these problems, the Bank has proposed a special program of assistance for the severely indebted, low-income African countries which are undertaking economic adjustment. This program consists of increased IDA-8 commitments and disbursements, increased cofinancing of IDA adjustment by international donors, concessional debt relief measures by creditors, and financing from an increase in the IMF’s Structural Adjustment Facility. I am happy to report to you that at a recent multi-donor conference held in Paris last December, donors pledged an additional $3 billion in cofinancing for IDA adjustment programs in low-income, debt-distressed Sub-Saharan Africa over 1988-90.

Turning now to the problem of agricultural development, it must be said that nothing short of a revolution for African agriculture is needed, and, indeed, it is already under way. In response to the force of rapidly mounting population pressures, African agriculture is undergoing a profound transition from land-abundant extensive farming to a land-scarce, intensive farming based on the yield-raising application of modern inputs. A transition which occurred in Asia and Europe over centuries must take place in Sub-Saharan Africa over a few decades. The implications of this transition are far-reaching, for they straddle the environment, technology, appropriate institutions, and public policies. Eventually, population pressures will compel this transition.

Since seven out of 10 people in Africa derive their livelihood from agriculture, sustained agricultural output, especially food production, is essential for both poverty alleviation and for increasing incomes. Strategies, policies and programs to stimulate food and crop production must focus on services that support subsistence and small-scale farm-
ers—most of whom are women—through efficient marketing and pricing systems, provisions of new technologies, timely supply of inputs, strengthened and efficient national extension systems, and greater attention to livestock. The Bank expects to work together with African governments through these and other programs which aim at achieving food self-sufficiency by the end of this century.

An area requiring special attention in agriculture and rural development concerns the role of women. No strategies or policies can succeed in improving the quality of life in Africa without addressing the constraints that affect women, including their needs as farmers, food producers, entrepreneurs, mothers, and as food preparers who must collect water and wood over long distances. In its dialogue and cooperation with Africa, the plan is to discuss issues relating to women, and assist in the design of programs that will reach them in their various roles.

**International efforts**

The Bank has increased quick-disbursing, policy-based sector lending to agriculture, which has focused on improving pricing policies, markets, institutions, support services, and the efficacy of public expenditures. The Bank also launched in 1985 a Special Program for African Agricultural Research (SPAAR) for mobilizing international efforts aimed at improving the effectiveness of such research in Africa. There are other efforts aimed at increasing the productivity of agriculture, particularly food crops, which center around the introduction of better technology and services to farmers.

Turning now to an issue closely related to agriculture, it should be said that nowhere is the protection and repair of the soil a more central and urgent task of development than in Sub-Saharan Africa. The Food and Agriculture Organization (FAO) estimated that some 3.7 million hectares of forest and woodland are disappearing every year. In addition, the thinning of trees and vegetation on long-cultivated land is leading to soil erosion. Some 740 million hectares—more than a quarter of the continent—are in the process of severe or moderate desertification according to a study by the United Nations Environment Programme. Much of this environmental damage is not yet beyond repair, but it soon will be unless environmental actions commence now.

The Bank is seeking to assist in mounting an international environmental and development effort in Sub-Saharan Africa. The Bank’s new Environmental Department and a supporting technical unit in the Africa region are to draw up a special program of technical studies to identify and assess urgent promising environmental protection projects which will be regional, not just national, in their scope. A continent-wide effort against the advance of the desert and the destruction of forests in Africa will also be promoted.

As you are aware, the Bank is first and foremost a development institution. The development of human resources—people—is the Bank’s first and foremost aim. Education, adequate diet, and better health enable people to be more productive and, in turn, help national economies grow. With this broad objective in mind, the Bank will double its lending for population, health and nutrition between now and 1990. Again, a substantial proportion of this increase will go to Sub-Saharan Africa.

With a view to working with African governments to develop and implement long-term, coherent and comprehensive strategy in the education sector, the Bank has just completed a major study of education in the Sub-Sahara. This paper is intended as a framework that might assist policy-makers to decide their priorities for educational investments. Without doubt, education is the key to meeting Africa’s need for indigenous trained manpower and technical expertise.

**New menace**

While on the subject of human development, it should be noted that the Bank is aware and deeply concerned about the nature and possible scope of a relatively new disease which is stalking not just Africa but every country in the world: Acquired Immune Deficiency Syndrome—AIDS. Right now the Bank is looking at ways in which it might be able to support the World Health Organization’s already established special program on AIDS. New ideas will be required in order to defeat this new menace, and the Bank is in the process of deciding how it can best contribute.

These are some of the efforts that the World Bank is making to help Africa overcome the crisis it is facing. It is important not to forget that, in their 25 years of independence, African countries have made tremendous strides in certain areas; increased literacy levels, reduced infant mortality rates, and vastly improved educational access are notable examples. However, despite country-specific and even regional success stories in some cases, we must face the fact that today Africa is facing a crisis.

We must also face the fact that time is running out. The continuation of a business-as-usual approach by African governments as well as by the international community will, in effect, invite disaster. We must act—and act together and as partners—now. With joint action, the African crisis can be overcome, and Africa can achieve sustainable economic growth and development with equity.
AIDS and the Bank

by Richard Kollodge

"AIDS is already a major problem in a number of countries. We simply don't know how many countries will be severely affected or the likely overall impact of the disease."

Dr. Anthony Measham, Health Adviser, Population and Human Resources Department

There are as many as 150,000 cases of acquired immune deficiency syndrome—AIDS—in 129 countries. According to World Health Organization estimates, this number will more than double by the end of this year. A substantial portion of the stricken will be in developing countries, where the financial and technical resources needed to cope with the disease are lacking.

Providing even basic health care is a challenge due to tight national health care budgets and a severe shortage of qualified health workers. Additionally, caring for AIDS patients poses special, sometimes overwhelming, problems—so much so that some hospitals in the developing world, already operating on severely limited budgets, refuse to admit the afflicted. There is no medicine and hospital space, nor personnel to treat them.

Straining health care systems

But the AIDS problem in developing countries goes far beyond straining health care systems and national health budgets.

"The potential economic and developmental impact of AIDS is enormous in badly affected poor countries. The disease tends to strike adults in their most productive years, often disproportionately hitting the better educated and more highly skilled individuals," says Dr. Measham.

Global battle

The Bank joined the global battle against the disease—led by WHO—in April 1986.

"It became clear early on that there was a need for a coordinated international effort. There had been complaints from developing countries and donors that there were too many actors in AIDS-control efforts and duplication of work," Dr. Measham says.

"From the outset, we have supported—and not competed with—WHO's efforts.

"WHO's comparative advantage is on the medical side of AIDS. Our comparative advantage is in the social sciences, so we agreed with WHO to help on the economic and demographic aspects.

"We have a full-time staff member doing nothing but working closely with WHO on the direct and indirect costs of AIDS in developing countries. This work will eventually move toward considering the cost-effectiveness of the different approaches that governments might take to prevent and control AIDS."

Editor's note: Richard Kollodge is Assistant Editor of World Bank News, the weekly media newsletter.

AIDS-control component

The first AIDS-control component was approved in December for a population and health project in Burundi. The project includes measures such as a broad information, education and communication program aimed at promoting safer sex, the use of condoms and the importance of reducing the number of people's sexual partners. It also includes programs to screen blood in hospitals for contamination by the AIDS-causing human immunodeficiency virus (HIV), and a plan for tracking the disease to get better information on its transmission and control.

Other health projects with AIDS components are likely to be approved this year for several African and Latin American countries and will provide...
training for health workers, equipment for testing for HIV infection, disposable syringes, condoms, as well as public information programs.

Of all the developing regions of the world, Africa may have one of the most serious AIDS problems, according to Ishrat Husain, Division Chief in the Africa Technical Department.

"While only about 5,000 cases of AIDS have been officially reported in Sub-Saharan Africa," she says, "WHO estimates that well over a million people have been infected with HIV and that about 30 percent of them will develop the disease within the next five years."

Current estimated infection rates are highest in Central and East Africa, she points out, noting that between 5 and 20 percent of the urban adult population carry HIV.

**Profound impact**

AIDS threatens to have a profound impact on the economic development of the region, Ms. Husain says. "It is clear from at least two demographic analyses that death rates will increase significantly in Africa as a result of AIDS. Under pessimistic scenarios, by the year 2000 AIDS could wipe out improvements in reducing the death rates that are expected under normal conditions of continued socioeconomic development and rising living standards."

She fears that panic over AIDS may cause governments to pay too much attention to the disease at the expense of other serious illnesses. "There are already severe resource constraints in African health care services. If a disproportionate amount of drugs and services is diverted to AIDS patients, other diseases could be neglected."

In one country, Ms. Husain says, between 40 and 55 percent of the hospital beds were occupied by AIDS patients.

**Prevention and control**

The Africa Department's strategy includes several actions. The first, Ms. Husain explains, is assistance to WHO's Special Programme on AIDS in preparing and implementing medium-term AIDS prevention and control plans. The Bank will also concentrate on governments' ability to manage and sustain these plans.

"We'll also be working to expedite the development of health systems in countries where governments have asked for Bank assistance in making services more responsive to all health problems—today it's AIDS, tomorrow it could be something else. And we are collaborating with WHO and local African institutions on inter-country research to determine the effectiveness of various prevention and control measures," she adds.

AIDS will continue to be a serious problem—not only in Africa—for decades, Dr. Measham believes, but now that governments, health professionals and international organizations are coordinating their efforts to combat the disease, hope for controlling it before it becomes a worldwide disaster has risen.

**Attitudes changing**

Dr. Measham recalls that until only a couple of years ago, some governments were reluctant to report AIDS cases to international organizations and the news media. "Some governments felt for a while that the world was blaming them for the AIDS problem," he says. "They were concerned, naturally, about what having an AIDS problem would do to tourism. But attitudes are changing.

"AIDS deals with sex and death. It has a potential for distorting priorities and resource allocation. Like cholera epidemics, it can lead to serious problems for governments if they don't handle it right."

— Dr. Measham
The Delegate Assembly at Work

by Gillian Ross

If you thirst for sage perception, in-depth analysis, or even if your expectations are less lofty and you merely hope to drink from the cup of knowledge, dear reader, pass me by. I was asked to pen this piece precisely because I possess a profound paucity of all of the above, at least when it comes to the Staff Association. So, turn the page, tune in William F. Buckley or MacNeil/Lehrer, leaf through Le Monde or read the poems of Edna St. Vincent Millay, for I am not for you!

For those who have survived the first paragraph and are still here in the second, a word of explanation. As a relatively new staff member and a “wet-behind-the-ears” Staff Association alternate, I was asked to give my impression of the first Staff Association Workshop of the year, presumably because of my all-round “newness,” and in the capacity of “a seer of the wood despite the trees.”

And so I sit at the kitchen table, on a winter’s eve, dog curled at my feet, Mozart drifting from the family room and a glass of wine at hand to help the thoughts flow.

With three months in the Training Unit, 15 in Operations and 14 in what is now PPR, I certainly came to my first Staff Association Workshop with a fairly broad, though obviously extremely superficial, knowledge of the organization, laced with a heavy dose of post-reorganization skepticism. While I believe that healthy skepticism is eminently preferable to negative or positive prejudice, I did try, on my way from the S building to the R, to eradicate it. Think of Joe Gibbs on his knees as the Minnesota Vikings football team made that last, dramatic drive, I said to myself, not of the implementation of the reorganization and its apparent rough-riding over the Staff Association and its massacre of that very special, secure, almost paternal feeling that used to be inherent to international organizations. Allow the thoughts of friends who left in tears and disillusion to fade; wipe the mind as clean as a blank blackboard to prepare it for the pristine chalk of fresh ideas.

Common purpose

The Constitution of the World Bank Group Staff Association states that its objectives shall be:

- to foster a sense of common purpose among members of the staff in promoting the aims and objectives of the World Bank Group;
- to promote and safeguard the rights, interests and welfare of the members of the staff.

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In the plenary sessions and discussion groups that followed, it soon became clear that these two objectives were loaded with what in the “old” organization may have been “givens” but which in the “new” were fraught with controversy. We questioned everything. “A sense of common purpose”—assuming that there is one—what is it? “Promoting the aims and objectives of the World Bank Group.” What are they, and, if we don’t know what they are, how can we promote them? “To promote and safeguard the rights, interests and welfare of the members of the staff.” Hard to promote these fine ideals that have so recently been mown down like spring grass!

To put it bluntly, this first workshop was initially, and I stress initially, far from uplifting. Obviously it’s easier to criticize than to create constructive solutions; young, militant groups of recent years are good testament to this. In our personal lives we know all too well what is wrong. But how to set it right?

As I go through the copious notes I made at the workshop I stumble across such phrases as: lack of management cohesion; staff apathy; understaffing; lack of contact with EDs; PPR in tenuous position; uncertainty as to the future. What is the Bank/IFC’s role?
What is the commitment to the staff? What should the Staff Association role be? What is the long-term utility of the technical staff versus the use of consultants? The organization has lost its leverage; erosion of benefits; staff lack of trust in management. The list is endless. But I only have this allotted space.

**Restore morale**

Grouped by areas of the organization (Operations, PPR, IFC and Finance, Personnel, Administration and External Affairs), we listed the ills and our concerns. All very easy! Then we turned to the task of prioritizing the Staff Association work program for the coming year. Not so easy!

Among the suggestions discussed to help restore the morale of the staff and improve the Bank/IFC’s image were: to set up a task force on the Bank’s role in the 1990s; to issue a Staff Association newsletter to help improve the present poor communications; to ask for a resumption of the Attitude Survey; to open training to all levels of staff, irrespective of whether it would necessarily be of use to them in their current positions, as is stipulated at present; to ask for more training on cross-cultural issues; for management training to be offered to those below division chief level, including specifically administrative secretaries; and to look into the new role of support staff in the changing world of office technology.

So, to end on a positive note, and not because I believe in the prince on a white horse, the magic wand or the genie in the lantern, I do feel that the Staff Association is aware of, and prepared to face, the difficulties of the coming year and will work with energy and determination to tackle the problems and find some solutions.

Now, those of you who are still with me are free to turn the page, tune in William F. Buckley or MacNeil/Lehrer, leaf through *Le Monde* or read the poems of Edna St. Vincent Millay. My space is used.

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**Around the Bank**

**John Spears Honored**

John Spears, Division Chief, Environmental Sciences and Technology, was honored twice last year. The American Forestry Association named him recipient of its Bernhard Eduard Fernow Award in recognition of his outstanding achievements in international forestry. In addition, the Canadian Forestry Association chose him as joint recipient of the “Man of the Trees” award sponsored by the Richard St. Barbe Baker Foundation.

Mr. Spears’ association with the Bank began in 1966 when he joined the World Bank/FAO Cooperative Program in Rome as its first forester. He spent the next decade appraising a series of tropical forestry development and conservation projects suitable for Bank financing in some 30 different countries. For 13 years before that, he’d worked in Kenya as a forester and conservator.

In 1976, Mr. Spears, who is British, came to Headquarters to serve as the Bank’s Senior Forestry Adviser. Apart from a sabbatical in 1981, he has continued in this role ever since and was part of a team that prepared the Bank’s Forestry Sector Policy paper some 15 years ago. That paper proposed a five-fold increase in Bank forestry lending, of which at least 60 percent was to be directed toward agro-forestry, fuelwood, watershed and tropical forest conservation programs, as well as the industrial forestry projects that had previously been typical of the Bank’s forestry investment portfolio.

In the World Resources Institute book, “The Global Possible,” Chapter 10, written by Mr. Spears and Edward S. Ayensu, discusses forestry issues: “… Forestlands in the developing countries have declined by half and are continuing to be encroached upon at the rate of some 11 million hectares a year . . . . Tropical rain forests, which account for 60 percent of the forested area lost annually, comprise the most biologically diverse ecosystems on earth, containing nearly half the world’s known plant and animal species . . . . By the turn of the century, many of the unique genetic resources and products derived from tropical rain forests will be threatened with extinction . . . .”

Mr. Spears was a member of the International Task Force convened by the World Resources Institute, along with the World Bank and the United Nations Development Programme. In its 1985 *Call for Action*, the Task Force reviewed 56 seriously affected countries, documented the magnitude of the problem and proposed an Agenda for Action to work with development assistance agencies, government ministries and local community groups to arrest deforestation and conserve tropical forest ecosystems. The aid community responded, increasing its commitment from some $400 million to over $1 billion. The next step is ensuring the plan is implemented at the national level.

It is for these efforts, and his lifelong dedication to raising awareness of the tropical deforestation problem internationally, that the awards were presented to John Spears.
A Dog's Life, Part Two
Fannie, lady dog companion to Ginette Gervais MacWilliam, was delighted by the response to her November 1987 piece in The Bank's World. Apparently lots of her four-legged friends in the States wrote to her—being less suspicious than the editors of this magazine about her journalistic credentials.

Fannie has been in touch again, adding that she is slighted by our "misgivings about authorship, indeed!" However, she promises that all will be forgiven if we publish the following. Obviously, we have no choice. Here are some excerpts from her most recent literary endeavor—a sort of "Advice to the Furry" column:

For Fred the Boxer in Bethesda.
Scottish dogs indeed wear nothing beneath their kilts. This I discovered after a little bit of sniffing around. The menswear is still a mystery which I cannot shed any light on as my viewpoint is too low being only 12 inches off the ground and my eyesight isn't as good as it used to be.

Annabel, a Persian from Annapolis has a question about the native cats. They are quite friendly and fiercely independent, like their owners. In fact they tell me wildcats still inhabit the mountains of this country but I'll never be able to check that out as my climbing days are over. Fresh fish is excellent although never fed to me because of the bones. Night prowling can be cold so woolly sweaters are a must; there are quite attractive designs available and Scottish woollens are second to none, as my mistress keeps telling her friends. It wouldn't take much encouragement to get her started on a mail order business, once the dollar picks up.

Vicky the Labrador from Vienna is worried about the quality of the UK vets. Absolutely no problems—they are the best. The one I am taken to handles all kinds of animals—he even boasts he could care for an elephant. This I can believe when I see the size of some of the bulls in the fields around this area... I do admire the skill and the intelligence of the farm sheepdogs when they are in action. There are more sheep in Scotland than humans, I'm told, but chasing them could cost you your life. Deportation to Australia is no longer practised, but I'm taking no chances and neither is my mistress as she keeps me well tethered when out walking over farmland.

Angus, a Cairn terrier from Alexandria is troubled, but needn't be. No Angus, I misspoke when I said there would be no chucks under the chin while in quarantine. I did get brief but encouraging visits from my mistress. My memory is not quite what it used to be, I'm afraid. Sorry your master is taking you to live in England for had you lived closer we could perhaps have visited. The Scots dogs all speak rather scathingly of England and the English, apparently the defeat of the Scottish canines at the Battle of Culloden still rankles...
Knight in the Order of The Netherlands Lion

Martijn Pajijmans, former Vice President of the Pension Fund, was made a Knight in the Order of The Netherlands Lion by Her Majesty the Queen of The Netherlands. The decoration was presented to Mr. Pajijmans by the Netherlands' Minister of Finance, Dr. H. Onno Ruding, in Washington, D.C., January 13. He received the decoration as a result of the excellent relations which he helped foster between the Bank, the Netherlands' Government and the Royal Netherlands Embassy in Washington. During the ceremony Dr. Ruding praised Mr. Pajijmans' integrity and dedication as an international civil servant.

The Wonderful Land of Oz

This is Australia's Bicentenary, and Australians—and anyone who visits the country in 1988—will be caught up in the excitement of the festivities. When the United States observed its Bicentennial in 1976, one of the highlights was the magnificent "tall ships" sailing into New York Harbor. This year, some 200 tall ships sailed into Sydney Harbor. There will be special events throughout the year, including a hot-air balloon race across the continent and a yacht race nearly 37,000 miles around it. In addition, World Expo 88 in Brisbane is expected to attract nearly five million visitors. January 26 was the actual anniver-

Crossword Puzzle by Robin Woollatt


Clues Across
1. 9 down from H₂O? (13).
2. My tribute for a rare element (9).
9. Capability (9).
10. It’s helpful to know these (5).
11. Radio without these (5).
12. Annoyed (9).
14. Meddle with appliance? (9).
15. Perfumes—for the last time (7).
16. Early illumination (9).
17. I’m a Scot—bodily, that is (7).
19. Offers an alternative to 1 ac. (7).
20. Treat nine to amusement? (9).
22. Practice vehicle found in 21 ac. (5).
24. "Tu gaspilles?" That accounts for the losses! (9).
25. Upright Continentals (5).
26. Links (13).

Clues Down
2. My tribute for a rare element (9).
3. Circles (5).
4. Ignited (anag.) (7).
5. Expand (7).
6. For the record, move the furniture around (9).
7. 9 ac. supplied (5).
8. Remarks heard by the audience, at least (6).
14. Meddle with appliance? (9).
16. Early illumination (9).
17. Approach transformer? (4-2).
18. Exemplary in its field (7).
19. Stress the voltage (7).
20. Rolls (5).
22. Practice vehicle found in 21 ac. (5).
24. "Tu gaspilles?" That accounts for the losses! (9).
25. Upright Continentals (5).
26. Links (13).

Solution on page 20.
Around the Bank continued

sary of the day when Europeans first settled—not a happy occasion for the Aboriginals who suffered extensively from the newcomers, nor indeed particularly joyous for most of the settlers either; they were part of a penal colony and had not made the long journey by choice. But the convicts were followed by free settlers who, together with emancipated convicts, toiled at farming, mining and eventually creating the independent, democratic nation that exists today.

Gwenda Stout canvassed Aussies in the Bank and Fund to find out whether they would like to celebrate Australia Day, and the response was typically Australian—unanimously in favor of a party. With the help of Ann Kaine and former staff member Jill Mackaness, she arranged for a splendid buffet lunch for about 100 people in the Executive Directors’ Lounge. Thanks to the generosity of Stefan Trofimovs, Trade Commissioner (Projects and Consultancy) at the Australian Embassy, champagne and beer flowed freely. Happy Birthday, Australia! J.R.

Lunch with the President

Operations staff had lunch with Bank President Barber Conable February 5, discussing with him various issues of concern. Left to right, Kenichi Ohashi, Economist, Asia Region; Marcelo Selowsky, Chief Economist, LAC Region; Hillegonda Goris, Economist, Africa Region; Muriel Brathwaite, Senior Operations Officer, Central Operations Department; Judy M. O’Connor, Senior Country Officer, Africa Region; Mr. Conable; V. S. Raghavan, Division Chief, Asia Region; Magdi R. Iskander, Division Chief, LAC Region; Tae-Hee Yoon, Division Chief, EMENA Region; and Emile Sawaya, Operations Officer, EMENA Region. The next luncheon for Bank staff and Mr. Conable will be held in early March.

The AMEX Bank Review Awards

The American Express Bank has announced its International Essay Competition, in memory of the distinguished French economist, Professor Robert Marjolin. The Essay Competition offers a first prize of $15,000, second and third prizes of $5,000 and $2,500, respectively, in addition to three regional prizes to be awarded to nationals of Asia, Latin America and Mid-East/Africa. There is also a Young Economist Prize for the best essay from any entrant aged 27 or younger, as well as 10 special merit awards. All entries must be written in English and submitted no later than June 30, 1988 along with a signed entry form. Entry forms and complete details are available from The Bank’s World office, Rm. E-8044, or call Ext. 74506.

(Solution to puzzle)
Nicaraguan national... Appointed Director, External Affairs, effective February 1... Joined Bank in 1969 as Young Professional... 1972: Loan Officer, Div. A, Western Africa Dept.... 1977: Chief, Pacific Div., Latin America and the Caribbean Country Programs Department... 1983: Chief, IDF Division, Eastern & Southern Africa Dept.... 1986: Assistant Director, LAC Projects... 1987: Senior Operations Adviser, LAC.

Alberto Harth

Oton Tony Iskarpatyoti
Turkish national... promoted to Manager, Financial Planning and Policy Div., IFC's Finance and Budgeting Dept., effective February 1... Joined Bank in 1979 as Young Professional... 1980: Financial Analyst, Industry Dept.... 1984: Sr. Financial Officer... 1985: Sr. Investment Officer, LAC II Department of Investments, IFC.

Nicholas W. Noon
U.S. national... Promoted to Deputy Director, Capital Markets Dept., IFC, effective January 15... Joined Bank in 1971 as Young Professional... served in EMENA Region until 1980... 1980: Chief, Programming and Budgeting Div., Planning and Budgeting Dept. ... 1985: Chief, Operations Management and Control Div., Bank’s Investment Dept.... 1987: Manager, Financial Operations Div., IFC's Finance and Budgeting Department.

Guy P. Pfeffernann
French national... Appointed Director, Economics Department and IFC’s Chief Economic Adviser, effective March 15... Joined Bank in 1966 as a Young Professional... 1972: Sr. Economist, Latin America and Caribbean Region... 1979: Chief Economist, Office of the Vice President, LAC... 1987: Chief, Debt and Macroeconomic Adjustment Div., Country Economics Dept.

Cartoon of Mr. Conable
N. Ranga is one of India's leading cartoonists. The Statesman, Midday (Bombay), India Abroad (New York) and Amrita Bazar Patrika (Calcutta) are among the publications carrying cartoons in his inimitable style. He drew the above at Barber Conable's press conference in New Delhi November 7.
Technical Manager, Division I, IFC’s Engineering Department, retired December 31. All of his 25 years of service were spent in the Engineering Department of IFC. He made a significant contribution to the technical work of the Corporation, particularly in the cement industry where he enjoys an international reputation. Mr. Mustafa is returning to his homeland, Egypt, and plans to start a new cement factory.

Verna Via, saying farewell to Vice President and General Counsel Ibrahim Shihata and Bank President Barber Conable.

Ms. Via, Administrative Assistant, Legal Department, retired January 29. She served in the Bank nearly 40 years, 38 of which were in the Legal Department. Ms. Via, a U.S. national, will remain in the Washington area. She plans to travel, do some volunteer work, and pursue hobbies.
Are women treated differently from men in terms of their promotion prospects and their influence on decisions in the World Bank? I am certainly not qualified to answer that one, but the question is often raised and many female staff members believe the answer is yes. Research shows that in a multicultural environment like the Bank, women feel they have particular problems in winning recognition, asserts Janet G. Elsea, head of Communications Skills Inc. and a training consultant to the Bank. For some years now she has offered staff a variety of training courses, including some specifically prepared for women. They have proven to be effective and popular. These courses have ranged from general communications training for managers, to interpersonal skills training courses for women, to ones seeking to enhance the telephone skills of support staff. Ms. Elsea devotes time in one of her courses to helping women find ways to resolve conflict situations and develop techniques to be more assertive and to speak up in meetings. She says bluntly that "there are problems germane to being a professional woman here in the Bank. Research shows that there are some clear advantages in having courses that focus directly, exclusively, on women."

Virtue in silence
And on the subject of communications—sometimes there is virtue in silence. Whenever something negative about the Bank appears in the press my telephone starts ringing with staff members demanding action by Barber Conable. My feeling is that the top man’s pronouncements should be made when the timing best suits him and the Bank and not as a result of media pressure. Sure, my colleague Francisco Aguirre-Sacasa, the new Director of External Affairs, or I, can fire off letters to editors, or we can get prominent and good friends of the Bank to write strong pro-Bank opinion columns for the editorial pages. But public communications by the President ought to be carefully timed. I was reminded of this the other day as yet another minor press flap got under way and my phone started ringing. I thought of the advice Harold Burson, head of Burson-Marsteller and widely viewed as the guru of public relations, gave to Tom Wyman, the former head of CBS, at a particularly rough time. Said Burson: "There will be a time when the pieces that you would like to talk about will be clear and the picture will be more balanced, but it won’t happen if you choose to speak now."

Good timing is critical in communications. Down the years the Bank has done well by carefully timing major public pronouncements and by using speeches by the President as the best means of announcing a new policy course and effectively responding to the critics. I still think this is the best approach.

Presidential pronouncements
Talking about presidential pronouncements brings me to a new, quite fascinating, policy study by the Foreign Policy Institute of the School of Advanced International Studies of Johns Hopkins University that is starkly called "U.S. Policy Toward the Bretton Woods Institutions." One of the main authors is former Bank President A.W. Clausen.

Tom Clausen makes a compelling case for a more pro-multilateralist U.S. policy. He argues that in dealing with today’s crucial development problems there is no alternative to a strengthening of multilateral approaches. And if multilateralism is to be preserved and strengthened then it must be based on a new perspective, one "characterized by the basic concepts of reconciliation, stratification and flexibility."

The driving forces behind this new study are Alvin Drischler of the Foreign Policy Institute and former Bank Vice President Munir Benjenk. They assert in introducing the report that the contributions by prominent experts underscore the essential worth of the multilateral institutions “and the need for a continued leadership role for the United States in them.”
AnswerLine

The purpose of this column is to answer questions of broad interest concerning the World Bank/IFC's policies and procedures. Please include your name and room number so that we can send you the answer to your question, even if it is not selected to appear in the magazine. Your confidentiality will be protected and your name will not be submitted to the manager from whom an answer is sought. An anonymous question can only be answered if it is of sufficiently broad interest to be included in the magazine. Send your questions to: Answerline, The Bank's World, Rm. E-8043.

** Question: The Medical Department has steadfastly denied that VDUs (Video Display Units) can cause eyepoint problems and that any discomfort stemming from working in front of a VDU can be solved by taking 15-minute breaks every two hours (a rather ludicrous suggestion considering the workload where I'm employed). My optometrist says the VDUs used by the Bank probably do cause harm, partially because most of them use green instead of the more soothing amber. Be that as it may, I'm curious as to why the Bank's insurance companies continue to refuse to reimburse glasses or contact lenses, particularly when many private corporations have begun to do so.

Answer: As you recall, the Medical Department (MED) reviewed the issue of eye exams for VDU operators in its November 26, 1984 circular AC/104/84. In addition, MED provides regular monitoring of eyesight in the Health Room either at the time of one's periodic health assessment or through individual screenings at the staff member's request. Sometimes people notice deteriorating eyesight more when using the VDU machines because of the distance they are located from them, whereas if they were reading or operating a typewriter they would be looking at the material at a much closer distance (or could position the material to suit them). Discomfort stemming from working in front of a VDU can usually be solved by taking the 15-minute breaks every two hours.

The basic reason that our Medical Insurance Plan (MIP) does not cover eye examination and prescription glasses/lenses is that these are generally budgetable items and would have a significant cost increase to the MIP, which is shared between the Bank/IFC and staff (who may, or may not, currently have eye glasses). About 50 percent of the general population has eyeglasses which are replaced periodically either due to deteriorating eyesight (which occurs naturally with age), to replace broken glasses, or to include sunglasses or tinted lenses. There is also a wide range of designer frames which are selected based on personal taste. The Bank is continuously reviewing its policies in light of changing technology. In 1986 a Preferred Vision Care Program was announced with discounts for staff at Peoples Optical and Pearl Vision (see FYI/86/100 dated September 26, 1986). James A. Jones, Chief, Employment and Benefits, PER, and Dr. Eugene Chap, MED

Question: It should not be too difficult to use a computer to keep track of staff parking accounts on a daily basis and feed the data to the paycheck system when required. Why does the Bank persist with the lumpy monthly charge system which is so inconvenient to staff and sometimes costly to them when they go on mission?

Answer: It would be possible to have a parking system based on daily rates; however, such a system would not be cost-effective for the majority of staff parkers. Charges would have to be increased to finance the additional costs incurred in operating such a system which would not be available to staff parking in commercial space. Traditionally, the parking program has been operated to provide the most equitable and convenient service to all staff parkers. Under the Bank's policy of recovering direct and indirect costs of the parking operations, the in-house parkers, as well as those parking in commercial garages, share the total cost of the service. The use of a daily-rate basis in Bank garages would not only increase parking rates but would require the commercial garage parkers to share the added expense without being able to benefit. Lastly, the Bank's parking fees continue to remain substantially below those charged in the local market. This is largely due to operating the parking service on a monthly billing system. Robert F. Townsend, Chief, GSDSD

Question: Now that the reorganization is over, it would seem appropriate to conduct the next Attitude Survey. What are management's plans and will staff at large be invited to suggest topics for the survey?

Answer: The next Bank Attitude Survey is tentatively planned to be conducted in the second half of FY89. In the past, staff were given the opportunity to list issues they regarded as important (i.e., via the write-in page in the Attitude Survey). These suggestions were considered in developing the succeeding surveys. In this spirit, before conducting the next Bankwide survey, we are planning to sample the views of staff on topics of interest. Eldon Senner, Chief, PERPI