



THE 1818 SOCIETY QUARTERLY

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MESSAGE FROM THE PRESIDENT

Dear Member,

I write this letter at a time of great anxiety and uncertainty about our health and well-being in the midst of a global pandemic of Coronavirus. I trust you and your loved ones are well. My family and I have been following the advice from experts: don't panic but be vigilant. And from my Indian perspective, I have replaced handshakes with 'Namaste' (Swadika for my Thai friends). I always wondered why the Indian elite got rid of this wonderful salutation for the western handshakes!

The Society office continues to monitor the situation and follows advice the World Bank Group provides to staff. As of this writing, two Bank Group staff members have been diagnosed with the disease and I am sad to report that one elderly retiree in the United Kingdom has died from it. In the abundance of caution, we have cancelled or postponed several overseas trips that were planned for the first half of this year.

This issue marks a changing of the guard in the editorship. Once again, my sincere thanks to Chuck Zeigler for holding fort for almost a decade, and to Tom Blinkhorn for stepping forward to takeover. Chuck has left the Quarterly in overall very good shape, but it is always good to see if we can do still better. You would have seen a member survey on this matter. The results are summarized in this issue and point to some ideas that Tom will be considering for the future.

In the World Bank, there have been a few organizational changes introduced in the last three months. Most significantly, the Africa Region was once again split into East and West Africa. There is also an initiative to move more sector staff to the field, particularly in fragile countries. Whether these changes will be for the better is hard to say. You will see in this issue a link to an interesting piece in the Financial Times on why reorganizations often fail that will ring true to the old timers. I also have doubts about the wisdom of dispersing scarce sector expertise to the country offices (see my note on this subject elsewhere). And on a side note, none of the current managers seem to be aware that Africa up until 1987 was split in two as has been done now! Regrettably, a lack of learning from history unfortunately continues to be a hallmark of the Bank.

Overall, however, it is nice to see some important developments in the Bank. Thanks to the recent capital increase, WBG is again well-positioned to expand its operations. All three WBG institutions have come out with aggressive strategies to help fragile states. And it has been heartening for the WB and IMF to announce a major program to help developing countries facing economic slowdown as a result of the Coronavirus pandemic. The fact that IMF is a part of this effort perhaps validates why it was good to have Kristalina rather than a conventional central banker or minister of finance at its helm!

Finally, the Society continues apace with all its activities. It is great to see the Thematic Groups keeping us informed and current. The Members Helping Members Group continues to play an important role. The Chapters all continue to reinforce our non-DC area and non-US presence alive. I am grateful to all of them for their work.

I close once again by wishing you and your families good health. Please be safe!

Inder Sud
President



FROM THE EDITOR'S DESK

Dear Friends:

When the word got out that I had agreed to take on the editorship of the Society Quarterly, some old friends reacted predictably. The common refrain: "Why are you doing this? You're supposed to be retired."

My response: "I actually enjoy writing and editing. More than that, I really enjoy connecting and reconnecting with old Bank friends and acquaintances and meeting new ones. As for retirement, I plan never to do that."

I encourage everyone, especially newer Bank retirees/Society members, to consider making suggestions on how we might improve the Quarterly. Please see the summary results below of the recent survey about this Quarterly.

I was gratified to see many submissions from members this quarter under "Members' News" and "Members Corner". Please keep these coming, especially on what you have been doing, reading, etc. during the planet's almost universal lock-down. My only request is to please keep the submissions within the agreed 200 word limit. Many thanks to everyone who contributed to this issue. Much appreciated.

Tom Blinkhorn
Editor

1818 SOCIETY NEWS AND ANNOUNCEMENTS

1818 Quarterly Readership Survey

The recent on-line survey of members was designed to elicit views about how the Society Quarterly is viewed, what sections are most and least read, what might be done differently to improve the publication. Some 665 members out of 5,748 sent responded to the survey, for a 12% return. Our thanks to all those who participated.

The survey provided some useful insights that would be helpful in our continuing efforts to improve the Quarterly. Following are the key insights from the survey:

- The Quarterly continues to be widely read. An overwhelming majority of members said that they were "extremely interested" (23%) or "very interested" (47%) to read it. The level of interest was pretty much the same among all retirees, but drops off (understandably) for those who retired prior to 1990.
- Almost every section of the Quarterly is at least browsed by most members. The most read sections are: Transitions (of course!), President's Letter, From the Editor's Desk, 1818 Society News, and World Bank News. The least read sections are: Thematic Group News, Chapter News, and Active Retirement Lifestyle-Z.

- When asked about suggestions for improvement, the overwhelming response from among those who commented was to keep things as they are. No change needed. But a few suggestions were mentioned by several members:
 - Keep it short
 - Like to see more news about other members
 - More information on RMIP, including developments relevant for overseas members
 - More news from the World Bank
 - Include more photos (particularly of retirees so we can see what they now look like!)

We will review the survey results in the coming months and see if any changes should be made.

1818 Society Board Nominating Process

By-laws of the Society require a Nominating Committee (NC) to be established each year to propose/vet candidates for the forthcoming Board vacancies. The President, in consultation with the Board, appoints the Chair and members of the NC.

While the process has worked well each year in at least identifying the minimum required number of candidates, the process has faced some challenges. Despite wide publicity, very few members volunteer to serve requiring the NC to use their personal contacts to identify candidates. We also find that the NC faces a challenge that the Board itself confronts: The inability to recruit a diverse membership group, particularly more recent retirees. The process is constrained by the relatively short time the NC has each year, a process shortened further by the summer hiatus.

After a review of the situation, the Board adopted the following changes: 1) The Board itself will serve as the NC; 2) Identification of potential candidates will be a year-round on-going process. Board members will be expected to flag possible candidates to the Board for consideration when the process is formally launched in May; 3) We will make special efforts to publicize the possibility of serving on the Board. The 'Meet and Greet' event in the Spring would be an opportunity for this; 4) As we do now, Society members will be invited in early-May to express interest in serving; and 5) The Board will convene as the NC over the summer to agree on the list of candidates to be proposed. If the number of candidates exceeds the number of vacancies, Society members will be asked to vote electronically, as is now the case.

Our hope is that these changes will help us attract a more diverse group of candidates, including more recent retirees.

If any member is interested in serving on the Board of Directors during the next term (starting November 2020), please **contact Hadi Abushkara**, Board Secretary (hadi.abushakra@gmail.com) or any other Board member to express your interest.

Staff Retirement Plan (SRP)

As retirees are well aware, the coronavirus pandemic has created unprecedented social and economic uncertainty, including in the financial markets where stock markets have declined worldwide. While we do not yet have the numbers, our pension fund will certainly not be immune. The Society is staying in touch with the WBG's pension investment and administration teams in the interest of sharing information and support on behalf of retirees.

The pension investment team has assured us of their "continuing commitment to the financial strength of the WBG Pension Plan and to serving the Plan participant." They note that the "diversified nature of the Pension portfolio and its long-term positioning are meant to protect it against downturns in the markets...The funded position of the Pension Plan remains strong and we continue to monitor it very closely." The pension administration team has said that it remains fully engaged, as well, reassuring all of us that there will be no interruption in benefits or other services during this difficult period. The 1818 Society welcomes the pension investment and administration teams' continuing commitment and **we welcome** working with them on behalf of the retirees. [Click here](#) to read the full statement from the Pension Department.

--Dirk Mattheisen



MHM is a volunteer-driven support service available by and for 1818 Society members. It is a two-way bridge - we can be both helpers and recipients if needed. MHM's focus is on basic self care, support, connection and information provided by volunteers.

For the past two months, we have connected several volunteers with members *requesting help for a ride to a doctor, information on estate planning, joint replacement* experience, and more. Please note that all MHM members are volunteers. We do not offer support as "professionals". Rather, we share life experiences, interests. All the support is provided pro bono.

We have recently facilitated formation of a disability support group. Under the leadership of Mehrunnisa Bashir, this group now has over 35 members worldwide. Contact her, mehr_bashir@hotmail.com for more information.

Other activities such as a planned presentation of experiences with completing the "check list" for end of life planning and a discussion on "aging in place" **are currently on hold due to the coronavirus pandemic**. However, the full document, "Handbook for Advance Planning for Retirees and Families for End of Life" can be found on the 1818 Website under "member resources - aging resources" <https://www.wbgalumni.org/member-resources/member-survivor-resources/>

For more information or to volunteer or request help, please contact co-chairs Lesley Shneier (Ishneier@1818alumniwbg.org), Khalid Siraj (ksiraj@1818alumniwbg.org) or Christine Allan (cferrierallan@gmail.com)

--Lesley Shneier

WORLD BANK GROUP NEWS

Coronavirus (COVID-19): Update

Given the tsunami of information about the global pandemic, there is little value added in getting more from this Quarterly, except for an update on what the Bank Group is doing, or plans to do, and a plug for what we think are some of the most reliable web sites: World Health Organization (www.who.int); Center for Disease Control and Prevention (www.cdc.gov/coronavirus/2019); Johns Hopkins university (<https://hub.jhu.edu/novel-coronavirus-information/>); World Bank web site (www.worldbank.org).

What is the World Bank Doing?

- Effective Monday, March 23, a mandatory “work at home” order took effect for all World Bank Group staff at the Washington DC headquarters. Most staff outside of Washington have already moved to home-based work.
- On March 17, the Boards of Directors for the Bank and IFC approved a \$14 billion package of fast-track financing to assist countries and companies strengthen national health systems, including disease containment, diagnosis and treatment. For details please see www.worldbank.org/en/news/press-release/2020/03/17
- Earlier in March, leaders of the Bank Group and International Monetary Fund – respectively, David Malpass and Kristalina Georgieva – committed to having their institutions work more closely together to use “...emergency financing, policy advice and technical assistance” to help countries meet the challenges posed by the COVID-19 pandemic. Both leaders and their respective Boards have agreed that the 2020 spring meetings of both institutions should be conducted in a “virtual” format.
- All new mission travel worldwide was suspended effective March 12. And all staff currently on mission were requested to make arrangements as soon as practicable to return to their duty station.
- Special meetings have been held by senior management and health officials with managers throughout the Bank as well as staff to discuss pandemic questions and best-practice advice for dealing with the scourge. A special coronavirus “hub” has been established on the Bank’s internal website that is updated daily with information about the virus.
- On March 18, Bank President Malpass announced that two staff members based in Washington have been diagnosed with the virus. He reminded staff about a 24 hour global helpline at +1 202 458 8300 or email “travelhealth @worldbank.org”
- Pandemic Emergency Financing Facility (PEFF). The emergency facility was established in 2017 in the aftermath of the Ebola epidemic that killed more than 11,000 people in Guinea, Liberia and Sierra Leone. The objective was to use capital markets to help poor countries cope with pandemics like Coronavirus Covid-19. Key features of the facility are a specialized pandemic bond and derivatives fund designed to pay a handsome interest rate to investors until certain trigger mechanisms are reached, at which point the money is not repaid in full and funds are used instead to tackle the disease.

Further details on the Facility can be seen this link by the World Bank:

<https://www.worldbank.org/en/topic/pandemics/brief/fact-sheet-pandemic-emergency-financing-facility>

Other Bank News:

- In January, Bank Group President Malpass announced new **internal reporting lines** designed to improve decision-making and accountability. Key features: Starting July 1, 2020 regional directors will report directly to the Regional Vice-President with a dotted line to the Practice Group Vice-Presidents. Global directors will continue to report to the Practice Group Vice-President.
- A new Managing Director for Development Policy and Partnerships, **Mari Pangestu**, assumed her office on March 1. She is former Indonesia Minister of Trade.

- Also starting July 1 this year, Africa will have two vice-presidents instead of one. **Hafez Ghanem**, an Egyptian and French national with an extensive Bank career including in Africa, will be Regional Vice-President, Eastern and Southern Africa. **Ousman Diagana**, a Mauritanian national who joined the Bank in 1992, will be Regional Vice-President, Western and Central Africa. Old-timers will feel a sense of déjà vu; Remember when Roger Chaufourmier was VP in the west and Willi Wapenhans, in the east?
- Other senior management appointments: **Annette Dixon**, a New Zealand national with years of Bank experience at the senior level, will move to Vice President, Human Resources. **Mamta Murthi**, an Indian national, will be promoted to Vice President, Human Development Practice Group.
- Bank Chief Economist and Vice-President Penny Goldberg resigned effective March 1 after only 15 months on the job. She has returned to the Yale Economics department where she is a professor. In announcing the decision, Bank President did not give a reason. He said that a global search for a new Chief Economist will soon be launched. In the meantime, **Aart Kraay**, Director of Research in the Bank's Development Research Group, will serve as acting DEC Vice President and Chief Economist.
- Contributions to the FY20 **Community Connections campaign** hit a new record –more than \$8.6 million. Headquarters staff participation also reached a record 87%. And 126 country offices participated. Retirees were active participants in the program, accounting for about a third of all contributions.

More Bank news can be found at <https://www.worldbank.org/en/news>. Also, please see new Bank fact sheet at <https://www.worldbank.org/en/topic/pandemics/brief/fact-sheet-pandemic-emergency-financing-facility>

Books in the Development Cause

Bank retirees, are you downsizing or looking for a worthwhile volunteer activity? If so, two charities under the umbrella of the World Bank Family Network (WBFN) can help you continue your commitment to development by donating your time, books and household goods. Both of these are 501(c)(3) charities and donations to them are tax deductible.

Since 1981, **Margaret McNamara Education Grants (MMEG)** has supported women in developing countries who are pursuing higher education in order to improve the lives of women and children. Please visit www.mmeg.org to learn about our nearly 500 terrific grantees and our ongoing work. For 37 years, MMEG has brought together a vibrant mix of local and international vendors to the Main Complex for a three-day Arts & Crafts Fair in November. The Fair is the culmination of months of hard work and organizing by some 150 volunteers and is MMEG's major fundraising event, underwriting nearly a third of MMEG's annual grants. The Fair is made possible by the support of the WBFN administration and members, the logistical and security staff of the General Corporate Solutions group and the Bank-Fund Staff Federal Credit Union.

MMEG sponsors a 'White Elephant' table at the Fair where shoppers can find 'treasures' among a wide array of gently-used decorative items, jewelry, apparel, toys and household goods. We begin collecting donations for the table each summer and teams of volunteers sort, price, and store items until the Fair. Please contact MMEG at 202-458-2436 or mmeg@worldbank.org if you would like to volunteer for the Fair or to arrange for item pickup or drop off (noting your name and contact number on boxes and parcels.)

In support of development and greater global literacy, since 1982, the **World Bank Family Network Book Project** has collected and distributed more than 3 million books to schools and libraries in more than 100 countries. This effort is conducted entirely by volunteers and works in concert with well-established NGOs in participating countries. The effort is enabled through the donation of books from libraries, schools, independent organizations and private individuals such as Bank staff retirees! The Book Project is always in need of volunteers to participate in its efforts and would love to welcome retirees and spouses of retirees to its team. See if this is the volunteer activity for you! Visit us in the "J" Building, Room JB3-105 (701 18th St. NW, WDC) from 10 am to 3 p.m. on Tuesdays, Wednesdays, and Fridays. Please see our website at <https://www.bookproject-wbfn.org/> or call 202-473-8960 for more information.

--By Brigid Holleran



CHAPTER NEWS AND UPDATES

Note: Most Chapters maintain websites that can include details of their activities. These individual Chapter website can be accessed at www.wbqalumni.org/chapters/. Contacts for Chapter heads are indicated at the end of the Quarterly.

British Chapter

In light of the escalation of Covid-19 across the UK and associated government restrictions, the British Chapter Board has decided to postpone our Annual Spring Reunions for 2020 and 2021 by one year. Accordingly, there will be NO Spring Reunion in the UK in 2020.

We are monitoring the spread of the coronavirus and will keep you informed of any changes to our programme of events. Currently, these are scheduled as follows:

2020 Winter Reunion: Saturday 12 December 2020 (12 noon-3.00 pm)

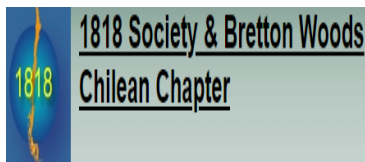
Location: Thistle Holborn, The Kingsley, London

2021 Spring Reunion & 32nd AGM: Friday 14 - Sunday 16 May 2021

Location: The Queens Hotel, Southsea, Portsmouth, Hampshire. *Programme as scheduled for 2020.*

We hope very much that matters will improve sooner rather than later and that you will all stay well and be able to join us at one or more of the above.

The **Chilean Chapter** gathered on March 4, 2020 in Santiago to resume activities after the end of our southern summer season. We proceeded to the signature of Life Certificates 2020 of members of the chapter and exchanged greetings. Andres Solimano, new chair of the Chile chapter, made a public exhibition of his artwork over the last two years consisting of around 15 open-air oil paintings, at the Chilean Society of Fine Arts in Santiago.



The Chilean Chapter is also planning to organize throughout the year seminars on economic and financial issues affecting the global economy, undertake cultural activities and take stock of new scientific developments and other events.

Editor's note: Andres Solimano succeeded Miguel Schloss as chair of the Chilean chapter in early January this year. Andres joined the Bank in the Development Research department, then spent three years as Executive Director for Chile at the Inter-American Development Bank before returning to the World Bank as Country Director for Colombia, Ecuador and Venezuela. He retired in 2006.

Dutch Chapter

1818 Dutch reunion, September 3 – 5, 2020. This year's reunion highlights the history of the Dutch Polders (land reclaimed from the sea), the youngest part of the Netherlands. We will meet and greet on Thursday, September 3, around 2:30 PM in hotel 't Voorhuys in Emmeloord. A bus will take us at 4:00 PM to the former island of Urk, for a boat tour and dinner, enlivened by the "Urker Piraten Koor" (Urk Pirate Choir). Friday morning we will explore the Polders' multi-faceted transformation from sea to land, with a presentation in Museum Batavialand about the history of polder-development. Later in the day we will interact with several of the farmers in and around the newly established towns of Lelystad and Luttelgeest. Friday evening will be devoted to our traditional gala dinner. As usual, the reunion will conclude on Saturday morning with the annual meeting of 1818 Dutch members. Detailed program information will be forthcoming shortly.

Taxation of World Bank pensions in the Netherlands. The case, started by an 1818 Dutch Chapter member almost ten years ago, has made its way through the entire Dutch judicial system. In October last year, the Hoge Raad (the Dutch Supreme court) resolved that (a) a World Bank(WB)pension, derived from a member's contributions before January 1, 1995, is completely free of Dutch Income Tax; and (b) a WB Pension derived from a member's contributions after that date will benefit from certain deductions. Calculation of part (b) is complex; the Hoge Raad has referred this point for decision back to a lower court.

In principle a quite favorable decision BUT besides a lack of clarity on treatment of pensions built up from 1995 onwards, there is still the possibility of new legislation to be introduced in 2021 that could negatively affect this judicial decision. So, stay tuned...



French-Speaking Chapter In line with the program which was decided by the Board and reported in our last submission to the Quarterly, the Committee on Activities has made progress in the organization of various events over the next few months. A luncheon was organized on February 28 with the presence of Dr. Ngana, a senior executive of the Dutch beer company Heineken, who gave a fascinating account of the role of his company during the Ebola crisis in Sierra Leone -- where he was then country director. This was an unusual testimony of the cooperation amongst local and national government, international development institutions, international NGOs, private companies and others.

Several other events are being planned for the future. Unfortunately the coronavirus situation casts a lot of uncertainty on the ability of the Committee to maintain the program as it currently stands. Several events will need to be reprogrammed at some future date. Likewise, the General Assembly of 1818 France, currently scheduled for May 12, 2020 at the World Bank European Office in Paris, may still be subject to some change of date, depending on the evolution of the situation in France.

1818 SOCIETY DEUTSCHSPRACHIGER KREIS

The **German-Speaking Chapter** is planning to hold its annual reunion on the weekend September 4-6, 2020 in Munich. Franz Kaps has kindly agreed to organize the event, for which the program has largely been finalized. Nevertheless, whether the reunion can take place or not will depend on the course of the corona virus epidemic in the next few months, and on ensuing travel restrictions and closures of hotels, restaurants and tourism facilities. We will issue an invitation for registration as soon as we are reasonably certain that the event can go ahead.



1818
Society
JAPAN

The 14th annual meeting of the 1818 Society **Japan Chapter** is now planned to be held at the restaurant KOKIDEN (Chinese cuisine) of New Takanawa Prince Hotel Tokyo on Friday July 3, 2020 with participation of about 30 Chapter members.

Iran Chapter (DC)

The chapter **held three events** so far this year:

January 13: “Resilience under Sanctions” - Presentations of recent trends in key economic indicators by Djavad Salehi Esfahani, Professor of Economics, Virginia Tech and commentary with a focus on the business sector by Esfandiyar Batmanghelidj, founder of Bourse & Bazaar.

February 27: Presentation by two 1818 Society members – Ferial Galadari and Mehrnaz Teymourian – who recently visited Iran.

March 3: Fatemeh Etemad Moghadam, Professor Emerita of economics at Hofstra University talked about the 'Land Reform & Agro-Industrial Policies of Iran (1962-79)'.

THEMATIC GROUP NEWS AND UPDATES

Note: All Thematic Groups maintain a page on the Society’s website where they post presentations and discussion summaries. These can be accessed <https://www.wbgalumni.org/thematic-groups/> (login required). Contacts for Thematic Group Chairs/Co-Chairs are indicated at the end of the “Quarterly”. Members are invited to send the TG Chairs suggestions for topics/speakers.

Agriculture and Rural Development Thematic Group

The Agriculture and Rural Development Thematic Group (TG) continues to work in seven areas of concentration. These include presentations to the TG by members; presentation by non-members including current Bank staff; completion of a document describing the history of the Bank’s work in agriculture and rural development led by Nadim Khouri; participation in Bank events related to agriculture and rural development including peer reviews of current Bank projects and analysis; facilitating access to Bank documents, and social events.

A list of members willing to participate in peer reviews of current Bank work has been provided to the new Bank senior managers of the Agriculture and Food practice complex. There has been little take-up so far.

On March 4 we had a wonderful presentation by Ridley Nelson about his new book, “Echoes from Far Lands: Stories on Cultures, Farming and Life.” The book is now available and you can buy it from Amazon as a paperback. It is also available as an Amazon Kindle ebook. Ridley’s website, “ridleynelson.com” lists local (northern Virginia mostly) book reading presentations and other events.

In response to COVID-19, the presentations on April 6 by Derek Byerlee, Karen Brooks and Selcuk Ozgediz regarding the history and future of the International Agricultural Research Centers and on April 27 of Uma Lele’s forthcoming book on World Bank in Agriculture are postponed until further notice.

Future sessions now being prepared and planned include one by Adolfo Brizzi on the World Bank and private sector agriculture, Marco Feroni on a new strategy for the CGIAR, Petros Aklilu (we hope) on the Bank’s experience with resettlement in irrigation projects in China (remember that one?), and Nadim Khouri and I on results from the World Bank and agriculture history project. The history project is making progress with contributions by Leif Christofersen (previously reported), Adolfo Brizzi, Herve Plusquellec, Derek Byerlee/Karen Brooks/Selcuk Ozgediz, and myself already in and under review.

Finally, weekly summaries of the Bank's ongoing work in the sector are circulated to TG members so that they can keep up with this work, which is evolving.

Energy Thematic Group

The recent presentation to our Group in mid-February, given by Marianne Haug, was especially stimulating and captured the interest of those fortunate enough to attend. Marianne spoke on ***'The Energy Transition-is this time really different?'***.

The quarantine imposed on all of us by the Coronavirus is constraining activities in March and April, Still, we have a number of ideas for future topics which include the future of microgrids; a presentation on the South African utility, ESKOM; regional natural gas grids in the Mediterranean region; and one or two others. We will let you know once we firm up speakers and dates.

History Thematic Group

On Thursday, May 7, 2020 from 11 am -12:30 in the World Bank Group Library, Room MC C3-220, the 1818 Society History Thematic Group will sponsor a presentation by Nadereh Chamlou on ***Iran and the World Bank – the Early Years.***

The "Persian Corridor" was the "Bridge to Victory" that became quintessential in the defeat of Nazi Germany. Despite its declaration of neutrality, Allied Powers occupied Iran for four years, exhausting Iran's economy, causing famine, and devastating its infrastructure. The 1943 Tehran and the 1945 Potsdam Conferences promised Iran urgent post-war financial and technical reconstruction assistance, on par with war-torn Western Europe. In hopes of such support, Iran participated actively in the Bretton Woods Conference and became one of the first signatories of both the Bank and Fund. It was also the second loan applicant to IBRD, whose primary purpose was to speed up post-war reconstruction and foster economic development, especially through infrastructure lending. However, Iran obtained its first loan only in 1957, eleven years later. Why so long? What were the impediments? What was the nature of the relationship during these early years of the institution, including the Bank's failed mediation effort in the wake of Iran's oil nationalization? How did the Bank play its role in this geopolitical space?

Transport Thematic Group

Our Transport Thematic Group continues to alternate monthly meetings between social gatherings at the Glen Echo Inn and formal presentations at the World Bank. During September Robin Carruthers gave a presentation entitled "Saudi Arabia: Using Transport as a Driver of Economic and Social Change." Cesar Queiroz presented at our November meeting "The Highlights of Implementing an OPRC Project in Laos." During our February meeting Michel Audige made a presentation on "Ports and Trade Logistics" featuring the port of Rijeka, Croatia.

Water and Urban Thematic Group

Presentations. In February we heard a presentation by George Butler, IFC Water and Sanitation Specialist. George described the IFC's past and current approach to water and sanitation funding using as an example the Clean Ganga Project in India where Bank funding and IFC expertise have been key to opening the water and sanitation market to private operators. He also presented IFC's future for the sector. Four of our members joined the meeting by WebEx. The meeting was recorded and is available for viewing on the Urban & Water TG section of the Society's website along with the George's PPT slides. No other meetings were held in the first quarter.

In April we are looking forward to a book review of “Still the Promised Land” by its author, Natwar Gandhi. It is a fascinating story of how an impoverished immigrant made his way to America, remade his life and ultimately became the chief financial officer of Washington, D.C., playing a key role in transforming the nation’s capital from a near-bankrupt municipality into a financially healthy major American city. Mr. Gandhi’s presentation will be mostly about his role as Chief Financial Officer of Washington, D.C.

In May we will hear from one of our own, Vijay Jagannathan. The subject will be “Natural Based Solutions for Better Water Quality.”

In the following months we are planning presentations on the following subjects: (a) After 40 Years Where We Stand on Low-Cost WSS Technologies; (b) An Urban Retrospective (IEG Review); and (c) Africa’s Urbanization—Latest Trends and Solutions in Bank Lending.

Water Week 2020. The date for Water Week 2020 and the format is in flux because of the coronavirus pandemic. The current target is between May 11 and May 20. The U&W TG earlier agreed with the Water GP that in order to help build institutional memory and establish links between alumni and Bank staff, our contribution will be a series of individual papers presenting “non-sanitized personal views” of several water alumni followed by a panel discussion and would take place during “Learning Week” that would follow “Water Week 2020.”

Young Professionals (YP) Mentoring. An ongoing pilot involves one alumnus and two YPs assigned to the Water GP. Advice is provided only at the request of YPs involved (not their managers). An evaluation by the YP Program is scheduled for the first half of 2020.

Book Club. The idea of organizing once a year a book (or video) club on an Urban or Water related book (or video) is under consideration.



MEMBERS’ NEWS IN BRIEF

Ashraf Ghani, President of Afghanistan and a World Bank retiree, has been re-elected to a new term. The country’s Independent Election Commission, which had been investigating allegations of fraud in the September, 2019 election, declared Ghani the winner by a narrow margin on February 17. A PhD anthropologist, Ghani worked in the early 1990s in the East and South Asia regions, including on the infamous Narmada dam project in India. His good friend, **Nick Flanders**, an IFC retiree, was Principal Environmental and Social Specialist from 1999 to 2013 and consulted for IFC after that for five years. Ashraf and Nick and their wives lived in the same apartment building in New York while both were getting their doctorate degrees in anthropology. Nick now lives in Danville, Vermont. Another very close friend of Ashraf’s, and a Bank retiree, is **Scott Guggenheim**. They worked together at the Bank for many years. When Ashraf became President, he invited Scott to be his senior adviser in Kabul, a job he held for several years.

Holocaust survivor **Carla Peperzak**, widow of Bank/IFC agriculturalist **Paul Peperzak** is the 2020 “Washingtonian of the Year” award recipient, announced recently by Washington State Lieutenant Governor Cyrus Habib. She was recognized on February 20 at a ceremony in the Governor’s mansion.

Carla was born in Amsterdam and, as a teenager, became a member of the Dutch resistance against Nazi invaders in World War II. At age 96, she is one of the few remaining Holocaust survivors in the world. Despite her age, she remains vigorous mentally and physically, traveling from Spokane where

she lives to visit children and grandchildren, writing a book of memoirs and a frequent public speaker. Interviewed by phone at her son Mark's home in Fisher Island, Florida, she told me (Tom Blinkhorn) that the secret to her longevity was "moderation and a glass of wine every day."

Joe Ingram reports that he has been named a fellow in a prestigious Canadian think tank – the Canadian Global Affairs Institute, an independent, non-partisan entity. Joe, a native Canadian, worked at the Bank for 30 years in a variety of positions, the last being Special Representative to the United Nations and World Trade Organization. His Canadian wife Mary Lou is also a Bank retiree. They now make their home in a beautiful rural retreat in northern Italy, recently quarantined because of the global pandemic. Please see Joe's note on what it's like to live quarantined in Italy in the Members' Corner section below.

Robert Newton worked in the Bank's Information and Public Affairs (IPA) department before retiring in 1999. He then headed off to a remote rural community on Denman island (pop. 1,016) off the coast of British Columbia. There, he and his partner Andrew Fyson, organize each May a festival and workshop for amateur and student musicians. Robert plays traditional and baroque violins. This year the festival will present Handel's oratorio *Susanna*: See "concertsdenman.com" and "denmanbaroque.com" for more information.

Tony Cholst writes that he has recently contributed a chapter in a new textbook on international development: "Better Spending for Localizing Global Sustainable Development Goals – Examples from the Field."

"Drawing from my operational experience in South and Central Asia, as well as the Caucasus countries, I constructed a composite Minister of Finance seeking an answer to a critical core question: "Why borrow from the World Bank?" The chapter guides the minister through all of the key decisions that need to be considered, highlighting in particular how important it is for project interventions to be owned at the country and local levels as well as to keep a laser-like focus on results. A chapter summary is available at <https://www.linkedin.com/posts/anthony-cholst-b96a2078-an-effective-development-operation-activity-6631668670303125504-Bhf8>

I would love to get any feedback via acholst1@gmail.com. In addition to my chapter, the book provides many excellent examples of effective development in Africa and Asia in sectors such as water management, microfinance, women's empowerment, and food and nutrition security. A common theme throughout is the critical importance of listening to local communities and helping to empower them. The book was published in January this year by Routledge, a British firm and is available at Amazon.com.

Tony Cholst joined the Bank in 1983. He worked in operational departments in the South and Central Asian regions. Before retiring in 2017 he was Operations Advisor in the Pakistan office.

Vera Wilhelm writes: After leaving the Bank about a year ago, I dedicated myself to becoming a career coach with a focus on transitions, a path that I had embarked upon a few years earlier. One day I got a request to give a presentation on retirement coaching for new retirees. I didn't know such a thing existed but soon found out that - with the baby-boom generation retiring- demand is on the rise.

Leaving our jobs along with the sense of purpose and identity they gave us, requires major changes and is often met with uncertainty and resistance. It requires that we, to some extent, unlearn the way of mastering the world that was useful to us through the first stages of our life; resist inertia and take on a new developmental journey of growth and exploration; and accept that successful transitions require real effort. Retirement coaching is a way to facilitate this process using tested assessments,

tools and practices; by opening up room for reflection; and by providing a sounding board for those changes that may seem hard at first. For more resources on transitions in retirement drop me a line: veraawilhelm@gmail.com or access resources at www.corteacc.com

Vera Wilhelm joined the Bank in 1991 and worked as a senior and country economist in Africa, ECA and PREM. Before retiring in 2019, she developed and managed an operations training program for staff at headquarters and in the field.

Emmanuel D’Silva writes that since retiring he has been involved in waste-to-energy projects at the grassroots level in India. He and a partner have set up more than 65 biogas units run mainly on food, flowers, animal and human waste. The methane produced is used in community kitchens run by schools, student hostels and places of worship. One example is a 6 cubic meter unit in the eastern state of Odisha (formerly Orissa). Human waste provides fuel for cooking meals for 80 boys in a tribal hostel. A similar sized unit in the western state of Maharashtra also uses human waste for a unit in a girls’ dormitory. Local communities finance and own the biogas units which cost less than US\$1,000 for small, 1-2 cubic meters. The work is challenging because small villages often lack financial and technical resources. But when completed the units bring joy to local communities. That is immensely gratifying.

Emmanuel D’Silva joined the Bank in 1979 and retired in 2003. He held various positions, the last one being in WBI. He divides his time between DC and India.

John Foster and his wife Millie enjoy retirement in Kingston, Ontario, Canada. His major activity has been following up on his book, *Oil and World Politics* (Lorimer, 2018). The book exposes the role of petroleum in recent conflicts, including oil-producing countries (Iraq, Iran, Libya, Venezuela), pipeline transit countries (Afghanistan, Syria, Ukraine), and strategic sea routes (Somalia, Yemen), Looking at major powers and allies, he explores military interventions, tensions, and economic sanctions. He has been writing articles and giving talks across Canada. In his career (much as a petroleum economist), he held positions with the World Bank, Inter-American Development Bank, BP group and Petro-Canada - in Washington DC, London and Ottawa. He grew up in London, graduating in economics and law from Cambridge University. John’s website is “johnfosterwrites.com”

WORLD BANK HISTORY

YEARS AGO

65 Years Ago April 15, 1955	International Finance Corporation Articles of Agreement Finalized. The charter (Articles of Agreement) of the proposed International Finance Corporation is finalized and ready for transmittal to the fifty-six member governments of the World Bank.
60 Years Ago April 4, 1960	World Bank President Eugene R. Black Offers Mediation Plan on Tokyo Bonds Eugene Black offers a plan to mediate the resumption of payment of principal and interest to the bondholders of the City of Tokyo Bonds of 1912. Service on the bonds had been suspended since 1928. In 1958 the parties entered into a Conciliation Agreement and asked Mr. Black, in a personal capacity, to draft a concrete and workable plan for settling the controversy.
55 Years Ago May 24, 1965	IBRD/IFC Golf Tournament. “Monday, May 24, dawned clear and cool—a perfect day for the IBRD/IFC Golf Tournament held at the Falls Road Golf Course in Potomac, Maryland. Eighty-five golfers teed off between 8:30 a.m. and 3:30 p.m. At the end of the day a group of about fifty golfers and guests gathered at Normandy Farm for dinner and the presentation of prizes by Bank Vice President J. Burke Knapp.” <i>Bank Notes</i> , June 1965.

<p>50 Years Ago May 7, 1970</p>	<p>Hollis B. Chenery Appointed Economic Adviser to the President of the World Bank Hollis B. Chenery joins the Bank and is appointed Economic Adviser to the President of the World Bank, replacing Irving Friedman, who had had a serious illness. Chenery was Professor of Economics at Harvard and had served as economic advisor to a number of Governments and Agencies. He wrote <i>Redistribution with Growth</i> in 1974, and remained with the Bank until August 1982, when he retired and was succeeded by Anne Kreuger. See http://documents.worldbank.org/curated/en/179731468764958719/Redistribution-with-growth</p>
<p>45 Years Ago May 7, 1975</p>	<p>Establishment of Onchocerciasis (Riverblindness) Fund Announced. The Onchocerciasis (Riverblindness) Fund, administered by the World Bank, is established, providing over \$50 million for the initial six-year phase of the program. See <i>The Fight Against Riverblindness</i> http://documents.worldbank.org/curated/en/970741468185346851/The-fight-against-river-blindness</p>
<p>40 Years Ago April 11, 1980</p>	<p>Property Purchase for New Bank Building Announced. Bank announces that property (between 19th and 20th Streets, and G and F Streets) has been purchased from George Washington University to build a new office building (H building).</p>
<p>30 Years Ago April 13, 1990</p>	<p>Selection of Design for Main Complex Rehabilitation Announced. The Bank selected the design for the Main Complex Rehabilitation, following an international design competition. See https://timeline.worldbank.org/#event-renovation-of-world-bank-group-headquarters-begins</p>
<p>25 Years Ago May 4, 1995</p>	<p>World Bank President Lewis T. Preston Dies. WB President Lewis T. Preston dies, at age 68, in Washington. Preston became World Bank President on September 1, 1991 succeeding Barber B. Conable. He was in office during numerous significant events: admission of the republics of the former Soviet Union to Bank membership, initiation of lending in the newly democratic South Africa, resumption of lending operations in Vietnam, the influx of private sector capital into developing countries, the criticisms of the Non-Governmental Organizations, the Wapenhans Report on Portfolio Management, the Morse Commission report on Sardar Sarovar (India's Narmada dam project), the Main Complex Rehabilitation Project, the Business Innovation and Simplification (BIAS) Committee, and the establishment of the Inspection Panel. He declared that alleviating poverty would be the Bank's "overarching objective."</p>
<p>20 Years Ago April 16, 2000</p>	<p>Protest Marches at Spring Meetings. The Development Committee's Spring meetings in Washington are marred by protests of thousands demanding an end to globalization. 6,000-10,000 demonstrators gathered in Washington to shut down the meetings by tying themselves together using lengths of pipe and chain. Approximately 600 were arrested for various acts of violent or non-violent protest. The meetings were conducted in spite of the protests.</p>
<p>15 Years Ago March 31, 2005</p>	<p>Executive Directors select Paul D. Wolfowitz as Tenth World Bank Group President. The Executive Directors unanimously selected Paul Wolfowitz to succeed James D. Wolfensohn as 10th President of the Bank, effective June 1, 2005. Prior to the selection of the President, Executive Directors had discussions with Mr. Wolfowitz on issues related to the Bank's policies, programs and ongoing mission of poverty reduction. He resigned two years later.</p>

<p>10 Years Ago April 7, 2010</p>	<p>World Bank Group: Record US\$100 Billion Response Laid Foundation for Recovery from Global Economic Crisis. World Bank Group financial commitments since July 2008, just before the full fury of the financial crisis hit, reached US\$ 100 billion today as the institution helped countries respond to and recover from the global downturn. This support was an all-time high for the global development Bank and included safety nets for the poor, infrastructure to create jobs and build a foundation for recovery, agriculture to support small farmers, and microfinance to help small and micro enterprises. See https://www.worldbank.org/en/news/press-release/2010/04/07/world-bank-group-record-us100-billion-response-lays-foundation-for-recovery-from-global-economic-crisis</p>
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From Indonesian Corruption to Larry Summers' Shirts: Dennis DeTray Tells It Like It Was

Editor's Note: Following are a choice few nuggets from the manuscript of oral history interviews Dennis DeTray did with Chuck Ziegler in 2006. Dennis joined the Bank in 1983 as a senior economist in the Development Research department. He held a number of senior positions in research before moving to operations as a Program division chief in the Latin American and Caribbean region. He subsequently became country director for Indonesia, based in Jakarta, had a brief stint with the IMF in Hanoi and, before retiring in 2006, was Bank country director for Central Asia based in Almaty.

What is corruption? "One day in Jakarta, a senior government official invited me to lunch. He was chatting away and suddenly said, 'You know, I really don't understand what corruption is...I'm afraid some of the things I'm doing are corruption but I don't know. Please help me understand...' I'm sure he had done corrupt things that he knew were corrupt but there was a broad gray area that he just didn't know how to deal with...It really brought home to me how we (the Bank and similar institutions) are going in with a pre-conceived western notion of concepts that are completely antithetical to the culture of the people we're dealing with and then we wonder why things don't work."

Wolfensohn and Suharto. "President Suharto had dealt with many powerful people and (Bank President) Jim Wolfensohn was just another one. Suharto made the argument that while there was certainly a lot of corruption, he (Suharto) doubted that things could be quite as bad as Wolfensohn and others were saying. How did the country grow at 7 to 8 percent? How did poverty fall from 75 to 11 percent? How did exports grow so rapidly over 30 years. To be honest, Wolfensohn didn't have an answer."

Working in the Field versus Headquarters. "One of my obsessions since becoming a decentralized country director (in Indonesia) is to try to get the Bank to give more authority to the national staff. In those days, it was, 'We can't do this because they are going to come under pressure from friends and relations —the corruption issue. I don't see it.'"

"The real problem with decentralization is not the cost but the cost of Washington. Washington is a very expensive place. For decentralization to work, there had to be a transfer of responsibilities to field offices and a concomitant reduction in international staff in Washington to offset the transfer costs. The reason decentralization is seen as expensive is because the second never happens..."

Larry Summers' Shirts. "Larry (former Bank chief economist) has the kind of figure that doesn't hold together. He was constantly losing his shirt out of the back of his trousers, walking around with his jacket on and his white tail behind him. I bought him a pair of suspenders and said 'This is not my job

but why don't you try this for a while?' He did. He also then lost them and never wore them again...We parted friends."

Dennis De Tray's oral history can be accessed *here*:<https://oralhistory.worldbank.org/person/de-tray-dennis-n>



MEMBERS' CORNER

A Day in Italy's Coronavirus Crisis

By Joe Ingram

Today is our first Saturday (March 14) under total Coronavirus lockdown – a surreal experience in a nation where social interaction, and the sounds and odours of everyday life are at the core of the Italian existence. Though the day was beautiful weather-wise, sun and temperatures in the mid-teens, there was no sound of traffic, no aircraft in the Umbrian skies, and only the occasional walkers with their dogs on the country road across the valley. Our neighbours have confined themselves to their houses. During my five minute drive into our normally thriving village earlier today, with my signed “auto-certificazione” in my pocket, the streets were eerily quiet, with only a solitary occasional pedestrian returning from shopping or a morning stroll. The Saturday market that traditionally fills the Piazza Populi was absent and the square empty, while the soccer field normally full of kids playing Italy's national game, was occupied by a flock of white gulls. Our cafes and restaurants were all shut. Only the grocery, pharmacies and the post office remain open, and I was the sole client in a normally bustling Poste Italiane in which the three clerks all wore masks and rubber gloves while I remained behind a newly installed floor line one meter away – an orderly queue of one. Schools and other educational institutions have been closed for over a week. And this in a hill-top town of about 7000 residents with only 6 confirmed cases of the virus and some 50

people quarantined for up to three weeks, including our family doctor.

What we have been busy doing, in addition to gardening, repainting fencing, writing, reading and rewatching Foyle's War, is responding to Italian friends and neighbours calling to make sure Mary Lou and I are well stocked with enough food and essentials - and offering to bring us what we might be lacking. All done with a sense of humour, yet with an underlying determination that the seemingly draconian measures being applied must be adhered to if the peak of the infection is to be reached sooner than later. No “nudging strategy” based on the advice of behavioural scientists in the UK, but rather a full-fledged lockdown based on the advice of the country's medical establishment.

Although the Government has taken steps to mitigate the impact on an already fragile economy, and is being supported financially by the EU, the impact on tourism, which contributes 13% to Italy's GDP, will be tough. But then the long history of this wonderful country is one of continuous challenges which a resilient, and life-loving population, in its own Italian way, has always managed to overcome. This time we are hopeful it will be no different.

Joe and Mary Lou Ingram live in Cita della Pieve (Umbria).

Ocean Cruising in a Global Pandemic **By Dean Papavassiliou**

Our last cruise was an 11 day expedition in February from Singapore to Dubai. Originally 2,600 passengers had signed up but about 1,000 cancelled because of the virus. Most of those who stayed were seniors from the US and UK. In Singapore, we had to go through medical screening, mainly taking temperatures. Nobody seemed sick or showed virus symptoms. Nonetheless, the cruise was cancelled and the Norwegian cruise ship, Jade, left without

passengers back to Europe. I flew home to the US –28 hours. I feel sad for the cruise industry these days

Editor's Note: Retiring from the Bank after 20 years, Dean Papavassiliou decided to try something very different: Lecturing on large cruise ships around the world. He and wife Tarja, a Fund retiree, have done more than 200 cruises, the latest in the midst of a global Pandemic. Here is Dean's summary note on the experience.

Moving Staff to the Field: A faith-based Initiative? **By Inder Sud**

The Bank's recent decision to move some 200 sector specialists, including all the practice managers, to the field once again has Bank staff on edge. Most of the concerns, as indicated by the questions asked at a Town Hall meeting with Human Resources, centered around the consequences for careers and related working conditions. Although these concerns are understandable, the more important question is whether the decision was based on a thorough assessment of pros and cons to determine whether it would enhance the Bank's development effectiveness. I have doubts

There is certainly a case to be made, based on experience, that Bank staff who handle nuts and bolts of procurement, disbursement, and fiduciary aspects are best placed in the field. These used to be a major source of irritation for most Bank clients. These issues require real time actions that are best taken by someone on the ground. And they can best be handled by national staff.

How about sector specialists that the Bank envisages being in the field? There are several reasons why this may not be appropriate. First, the Bank already faces the problem of declining sector skills. It does not now have now a critical mass of sector specialist thanks to a breakdown of systematic recruitment over many years. So fragmenting whatever remains into "solo

specialists" does not seem appropriate. Second, some clients also may not have sufficient work in a sector to keep a dedicated sector specialist deployed productively. Third, some clients may not wish to be "stuck" with a particular specialist rather than being able to tap varied expertise from an appropriately staffed group at headquarters (HQ).

Then there is the question of cost effectiveness. We know from past experience that putting expatriate staff in the field is expensive. A rule of thumb was that you need to eliminate two positions at HQ to place one expatriate staff member in the field. How will the Bank absorb the additional cost in the era of declining budgets?

One hopes that all these factors were carefully considered before taking this major step. Unfortunately, the more likely answer is that it may have been a leap of faith instead and thus may detract from the real challenge the Bank faces: How to improve the Bank's sector skill base in an era when clients are becoming even more demanding.

Editor's Note: In his oral history, extracts of which appears elsewhere in this issue, Dennis de Tray, who was Country Director based in Jakarta, makes similar points about under-utilization of national staff and the high cost of placing expatriate staff in the field.

Rethinking Power Sector Reform in the Developing World

By Peter Cordukes

I recently received from a Bank retiree friend a published copy of **Rethinking Power Sector Reform in the Developing World** prepared by Vivien Foster and Anshul Rana. As I was one of the authors of the 1993 World Bank's Policy Paper "The World Bank's Role in the Electric Power Sector" which identified options for dealing with power sector reform policy issues, I was keen to read and review the "Rethinking" being proposed. The principal author of the 1993 Policy Paper, Robert Saunders, was the Chief of the Energy Policy and Strategy Division in the centrally located Energy, Finance and Private Sector Development Vice-Presidency, where I was engaged.

1993 and 1998, I was deeply involved with implementing the reforms identified in the Policy Paper. One of my first major inputs was to issue a World Bank Discussion paper covering "Submission and Evaluation of Proposals for Private Power" drafted by K & M Engineering, funded by USAID. K & M were engineers for the Hub River Project in Pakistan; one of the first Independent Power Producers (IPP) to be successfully developed with Bank support.

After the departure of John Besant-Jones (the first Power Sector Reform Theme Leader), I took over his role as Theme Leader for the Bank's Power Sector reform initiatives. This involved significant support for reforms in developing countries like India (Orissa and Rajasthan); China (Zhejiang and Beijing); Vietnam, Thailand and the Philippines.

Our power sector reform team made many presentations to promote the key elements of the Power Policy Paper in countries like Kenya, Rwanda, China, India, Vietnam and Philippines.

It was interesting to read that private power developments have been considerable since 1993. Private sector finance for private power has had its ups and downs. IPPs have proven to be highly complex transactions involving

considerable negotiations and often need for guarantees – all very time consuming.

The Bank's approach has always been to encourage IPP development through competitive bidding. The Energy Department had to fend off efforts by others in the Bank who wanted to support unsolicited bids for IPPs. On one occasion I remember going to Houston Texas with my Director, Tony Churchill, to address a meeting of the entire board of directors of Enron, the world's largest gas company and promotor of private power. Enron had been promoting private power developments through unsolicited bidding. I am not sure if we prevailed on that day but Enron eventually paid a price.

It was a bit disappointing to read "Rethinking" and find that no mention has been made of any contacts with key implementers of power sector reforms. Clearly, too much time has elapsed and many of the original reformers were probably not accessible. This suggests to me that a delay of 27 years between issue of power sector reform and rethinking has been just too long. This review should have been undertaken at least 15 years sooner.

Bob Saunders' 1993 Power Sector Policy Paper ranks among the most significant documents to influence developing countries' power sector development ever issued by the Bank. The follow up work monitoring progress of implementation of the policy by my former colleagues John Besant-Jones and Robert Bacon has been vital to ensuring "Rethinking" to be warranted after 27 years.

I congratulate the authors for undertaking this very important and long overdue "Rethinking". I would like to comment more on the content but accept that space for publication is limited. But it should be said that developing countries have come a long way since 1993 towards implementing power sector reforms though better regulation, restructuring – unbundling-

commercialization and corporatization; encouraging private sector participation and competition. Much of the Bank's 1993 power

sector reform policies have stood the test of time and have been hugely beneficial to many developing countries.

Bank Role In China Health Sector

By Richard Bumgarner

I attach below the WHO-China report on the Coronavirus-19 visit just completed. It is a fascinating read. But it is compelling evidence, again, of the huge, quiet, impact that the Bank's assistance over the decades has had. Starting in the early 1980's we supported the Chinese Academy of Preventive Medicine, the Institute of Virology, and many others, and their brilliant but aging leaders - the eminent Chen Chen Ming, Wang Ke-An, and many more. We invested in modern diagnostic and research equipment; we funded research studies, education and graduate training abroad for thousands of scientists and doctors. We supported the establishment of China's own Center for Disease Prevention and facilitated relationships with the US Centers for Disease Prevention and Control (Atlanta), including their leaders as members of World Bank missions. We funded some of the world's largest epidemiological and cause of death studies, (with Sir Richard Peto, Oxford); trained hundreds of epidemiologists; rejuvenated the 13 national medical universities and their research laboratories, and 26 provincial medical schools. We worked out the strategies and funded a remarkable range of major health investments, ranging from comprehensive regional health strategies to infectious and endemic diseases. Those efforts have paid enormous dividends including changing global

strategies for disease control (tuberculosis, malaria and others).

China's evident competency and its logical strategies outlined in the attached WHO report for control of Coronavirus-19 are deeply rooted in these Bank efforts. If applied systematically, they will contribute to moderation of this pandemic. Many Bank retirees deserve applause - Tony Measham, John Evans (decd.), Dean Jamison, Jagadish Upadhyay, Janet Hohnen, Bernhard Liese, Jacques van der Gaag, Nick Prescott (decd.) and many more I may have missed, along with the managers whose vision supported them - Caio Koch-Weser, Ishrat Husain, Zafer Ecevit, and Shahid Javed Burki and more.

<https://www.who.int/docs/default-source/coronaviruse/who-china-joint-mission-on-covid-19-final-report.pdf>

Richard Bumgarner joined the Bank in 1970 through the Young Professionals program. He worked on the Indonesia program for many years before departing in 1992 to take an external service assignment with the WHO working on tuberculosis issues/programs. Since leaving that post in 1999 he has done extensive consulting in the health field.

Rural Development in McNamara's Bank: A Look Back

By Chris Redfern

I started working for the Bank as a rural development consultant in 1973, the year Robert McNamara launched the Bank's rural development strategy. After five years, I joined an agriculture division in the West Africa region

as a marketing economist, a specialty I had developed over almost 10 years in several African countries. In 1982, I was seconded to work on that year's World Development Report

which focused on agriculture and rural development.

I'd like to summarize results of that work before offering reflections on the experience, which involved helping to prepare and appraise 10 projects on a range of objectives – i.e. oil palm development, rice and cotton development, coffee and cocoa development or rehabilitation, among them. The countries were large, small, francophone or anglophone, diverse, from Nigeria to Benin and Togo and others. All projects were for the benefit of smallholder farmers, consistent with the new Bank strategy. This was a break from the past when the Bank generally supported large-scale plantation, irrigation and livestock development.

The first thing to note is that although all these projects were for smallholder farmers (not including women, incidentally), it was never clear what percentage of the direct benefits would actually accrue to them. This was because we had no way of determining that without doing exhaustive socio-economic surveys. So this aspect was generally fudged. Why?

Nor did we get carried away by the 'integrated rural development' (IDP) concept that was creeping in by the late-1970s. In the division where I worked, prevailing preferences were for a solid agricultural technology package and a strong project management entity, which usually meant avoiding a government's under-funded agricultural extension service. We accepted the notion of 'area development' that included investment in rural infrastructure like rural roads and bridges as well as commodity storage and processing facilities like rice mills, but shied away from investments in health and education and, above all, farm credit, because of the perceived impossibility of coordinating implementation of all these activities.

My final observation concerns the pressure to lend and the staff's willingness to resist it.

Lending pressure was intense. We were given so many lending 'slots' and our job was to fill them on time. It's remarkable that the projects staff did not always succumb to this pressure.

Of the 10 proposed projects that I worked on, the Bank missions recommended that three be rejected. One of these, Cameroon Plaine des M'bos Rice Development, was rejected before appraisal for technical reasons: the system of water management and mechanized cultivation proposed had not been piloted and was judged too risky,

Another project looked a good bet for increasing rice production in Ivory Coast for domestic consumption. But we turned it down at appraisal for economic and financial reasons: the very high producer price guaranteed to rice farmers by the government introduced huge incentive distortions and unsustainable losses to the monopoly development agency Soderiz.

The third case of project rejection was less easily explained: it concerned a project proposed by the Ivory Coast government to assist farmers in the forest zone to clear areas for new cocoa plantings, supposedly to make up for declining cocoa yields caused by depleted soils and bug infestations. We were not entirely convinced by the declining yields story, because the overall trend of Ivorian cocoa production was still upward, while the main problem seemed to be growing resistance to a continued immigration of northerners coming to work on cocoa farms in the south. And we also had a concern not to encourage further deforestation.

In a future essay, I'll talk about doing rural development work in a very different setting, in South East Asia. Meanwhile I'll be glad to get any comments or questions on what I have just written. Contact me at credfern200@msn.com

Chris Redfern joined the Bank in 1978 working in Africa and later East Asia. He retired in 2000.

Mrs. Malathi's Gift of Life

By Hiroaki Suzuki

In 1998 in Chennai (capital of the Indian state Tamil Nadu) I was briefing the Urban and Water Secretary Mrs. S. Malathi on the outcome of a pre-appraisal of the proposed Second Tamil Nadu Urban Development Project. She requested the addition of public toilets in slums as another project component.

"Troublesome," was my frank, immediate reaction. Public toilets in slums did not fit with the project objective of establishing a municipal development fund issuing bonds in the capital market to finance urban infrastructure. Furthermore, a new component could jeopardize the board schedule.

She said: "You don't need to decide now. I just want you to see the site."

We visited a slum where kids were playing in puddles with cows. There was neither water nor toilets. I thought: These conditions could easily produce a terrible health epidemic. The left part of my brain said "Don't do it," but the right side said, "You must do it." I finally decided to propose a pilot component to finance the public toilets.

I learned that most public toilets in Indian slums fail because of inadequate maintenance. Light bulbs and doors were sometimes stolen. Without good maintenance, public toilets can soon become useless. Then there were social issues: Men can manage without toilets, but women must wait until twilight and do their

business in nearby fields. Not only is this bad for their health, but they might risk personal abuse. To help avoid these problems, we and the government decided to engage female slum dwellers to maintain the toilets. It worked. Being satisfied with the result of the pilot, Mrs. Malathi constructed more public toilets, using state funds. At a festival celebrating a public toilet completion, an old woman gave me the Hindu-style greeting with a smile. I saw tears in her eyes. I felt the real value of having worked at the Bank: To help poor people. This was much more important than a boss's good evaluation or a promotion. I was able to do my best until I retired, thanks to her smile and tears.

When I revisited Chennai fourteen years later, the former officials kindly held a dinner gathering for me. But, I couldn't meet Mrs. Malathi who was sick. She had risen to the post of Chief Secretary of Tamil Nadu. After returning to DC, I learned of her death at age 57 from cancer. Good people often leave early, too early. Closing my eyes to prevent tears, I saw her surrounded by many slum dwellers in heaven.

Hiroaki Suzuki joined the Bank in 1986 as an Operations Officer in the West Africa region. He retired in 2013 as Lead Urban Specialist in the Sustainable Development Department.

Travel with the 1818 Society

By Lesley Shneier

Our Society organizes tours to different countries every year. So far, I have traveled to Spain, Cuba, Georgia, and Turkey. My choice of trips focuses more on the foods and history, while other trips focus more on walking/hiking experiences. All our tours are organized by an 1818 Society member in conjunction with professional guides.

Last year, I went to Turkey with 12 other members and spouses, some of whom I

knew from working at the Bank, others became new friends. We went to Istanbul, Cappadocia and Ephesus. We learned to cook borek, baklava, stuffed apricots and much more. We



had two guides, one a culinary expert who also runs a cooking school in her home, and the other a walking history encyclopedia - I learned that Abraham was born in Turkey, and that it would take 25 days on a camel to ride from his birthplace to Jerusalem!

We met villagers, cooked in their houses, watched how they make grape and pomegranate molasses, bake cookies in a tandoor oven. We learned how rugs are made, watched how a potter spins his wheel with his legs to turn amazing pottery, and had a private fashion show at a leather design workshop.

The highlight was the (optional) early morning hot-air balloon ride, watching the sun rise while soaring over amazing landscapes of 'fairy castles' which are granite shapes thrown up millions of years ago.

This year, based on feedback from last year, the tour has been expanded to include the Neve Synagogue and Jewish Museum in Istanbul, a stay in Gobeklitepe, a unique archaeological site and one of the oldest human-worship sites in the world. Tour dates are September 1-16. More information is on the 1818 Society website <https://www.wbgalumni.org/active-retirement-lifestylez/trips-and-tours/>



HUMOR AS THE SPICE OF LIFE

Ask Aggie: Parting Puns from Agnes Nuval



Aggie Nuval joined the Bank in 1971, working in the Loan Department's Disbursement Division. She retired in 2002. In retirement, she has turned to humor "...cause that's the only way to cope," in this frantic pandemic era.

TRANSITIONS

Welcome!

We welcome the following World Bank Group retirees/alumni to The 1818 Society. Country of intended residence other than the USA has been added after their names.

Mary Amini
 Chantal Andriamilamina
 Katerina Baxevanis
 Azucena Beckerman
 Vipul Bhagat
 Rachel Buencamino
 Javier Calvo
 Grant Cameron
 Sandra Cardozo
 Joumana Cobein, *Morocco*
 Kathia Coupry Sloan
 Graziella Cowan
 Beauty Dhlodhlo
 Katherine Downs
 Pascale Dubois
 Amer Durrani, *Pakistan*
 Jocelyn DyTang
 Hilda Emeruwa
 S. Gizem Eren
 Ejaz Ghanni
 Leonora Gonzales, *Philippines*
 Sudarshan Gooptu
 Ruth Goorman
 Flavio Guimaraes
 Richard Hosier
 Sarah Iqbal

Todd Johnson
 Sanjay Kathuria
 George Ledec
 Shiva Makki
 Loriene McClain
 Ajay Narayanan
 Kaiser Naseem, *Canada*
 Carmen Niethammer
 Peter Osei
 Rachel Palmer
 Karlene Phillips
 Adam Prasatek
 Rachidi Radji, *Benin*
 Anne Ranasinghe
 Monica Rivera Garcia Sancho, *Mexico*
 Claudia Rokx, *Austria*
 Claudia Sepulveda Westman
 Hisanobu Shishido
 Sandra Sousa, *India*
 Anna Sowinska
 Daphne Spurling, *UK*
 Azmat Taufique, *UAE*
 Anton van Ruiten, *Germany*
 David Wilton
 Dana Younger



**We regret to inform you of the following deaths
based on information provided by the Pension Administration Division.
We extend our sincere sympathy to the families.**

Vahid Alavian, 69, of Chattanooga, TN, on January 31, 2020. Mr. Alavian retired from the Bank in 2011.

Munir P. Benjenk, 95, of Fort Lauderdale, FL, on December 25, 2019. Ms. Benjenk retired from the Bank in 1984.

Boakao Bette, 66, of Abidjan, Côte d'Ivoire, on November 17, 2019. Mr. Bette retired from the Bank in 2015.

Erika Remmer Bond, 80, of Altendorf, Switzerland, on February 13, 2020. Ms. Bond retired from the Bank in 1999.

Gladstone Bonnicks, 87, of Coconut Creek, FL, on March 5, 2020. Mr. Bonnicks retired from the Bank in 1995.

David A. Caplin, 92, of Jerusalem, Israel, on December 13, 2019. Mr. Caplin retired from the Bank in 1989.

Sune B. Carlsson, 83, of Stockholm, Sweden, on February 6, 2020. Mr. Carlsson retired from the Bank in 1989.

Mario Cecere, 86, of Rome, Italy, on January 17, 2020. Mr. Cecere retired from the Bank in 1992.

Chien-Pan Cheng, 91, of Potomac, MD, on January 24, 2020. Mr. Cheng retired from the Bank in 1990.

Serena Han Clarke, 84, of Shoreline, WA, on February 10, 2020. Ms. Clarke retired from the Bank in 1988.

John H. Cleave, 88, of London, U.K., on March 14, 2020. Mr. Cleave retired from the Bank in 1992.

Theodore J. Crausway, 93, of Washington, D.C., on March 14, 2020. Mr. Crausway retired from the Bank in 1988.

Lourdes T. Cuadro, 70, of So. Pasadena, CA, on February 26, 2020. Ms. Cuadro retired from the Bank in 2001.

J. Robert Feige, 90, of Dorset, Netherlands, on November 21, 2019. Mr. Feige retired from the Bank in 1985.

Irfan Ul Haque, 80, of Cessy, France, on March 6, 2020. Mr. Haque retired from the Bank in 1997.

Marion M. Hooper, 92, of Sarasota, FL, on January 7, 2020. Ms. Hooper retired from the Bank in 1987.

Leonard Jordan, 94, of McLean, VA, on February 23, 2020. Mr. Jordan retired from the Bank in 1986.

Sharifa Kalala, 58, of Clarksburg, MD, on February 22, 2020. Ms. Kalala retired from the Bank in 2011.

Ernest Leung, 80, of Quezon City, Philippines, on November 15, 2019. Mr. Leung retired from the Bank in 1992.

Barbara Ann Lewis, 64, of Falls Church, VA, on January 20, 2020. Ms. Lewis retired from the Bank in 1997.

Jeno Malatinszky, 85, of Budapest, Hungary, on January 1, 2020. Mr. Malatinszky retired from the Bank in 1989.

Denise M. Martin, 78, of Lewes, DE, on December 14, 2019. Ms. Martin retired from the Bank in 1997.

Audrey Mccart, 100, of Plano, TX, on February 15, 2020. Ms. Mccart retired from the Bank in 1981.

Koichi Mera, 86, of Princeton, NJ, on December 17, 2019. Mr. Mera retired from the Bank in 1986.

Raymundo Morales, 70, of Rockville, MD, on January 31, 2020. Mr. Morales retired from the Bank in 2004.

Corteil V. R. Panikar, 93, of Chennai, India, on January 12, 2020. Mr. Panikar retired from the Bank in 1974.

Violet E. Powers, 90, of Sierra Vista, AZ, on February 28, 2020. Ms. Powers retired from the Bank in 1983.

Ernestine L. Proctor, 82, of Vienna, Austria, on February 5, 2020. Ms. Proctor retired from the Bank in 1995.

Ivan Radan, 80, of Fort Lauderdale, FL, on December 18, 2019. Mr. Radan retired from the Bank in 1997.

Canchi G. Ramasubbu, 93, of Rockville, MD, on December 22, 2019. Mr. Ramasubbu retired from the Bank in 1990.

Richard B. Reidinger, 76, of Dunwoody, GA, on December 10, 2019. Mr. Reidinger retired from the Bank in 2005.

Yung Whee Rhee, 84, of Potomac, MD, on February 14, 2020. Mr. Rhee retired from the Bank in 1996.

Hildegard Richter, 78, of Carona, Switzerland, on December 25, 2019. Ms. Richter retired from the Bank in 2001.

Nydia P. Santisteban, 92, of Tampa, FL, on November 8, 2019. Ms. Santisteban retired from the Bank in 1988.

Larry F. Smucker, 78, of Chevy Chase, MD, on February 24, 2020. Mr. Smucker retired from the Bank in 2003.

Sharon J. Sullivan, 69, of Washington, D.C., on January 4, 2020. Ms. Sullivan retired from the Bank in 2014.

Juan A. Vert, 84, of Rockville, MD, on January 16, 2020. Mr. Vert retired from the Bank in 1987.

Margaret Wolfson, 98, of London, U.K., on January 1, 2020. Ms. Wolfson retired from the Bank in 1963.

Tae-Hee Yoon, 84, of New York, NY, on January 19, 2020. Mr. Yoon retired from the Bank in 1996.

John J. Zwolinski, 92, of Westport, CT, on December 3, 2019. Mr. Zwolinski retired from the Bank in 1987.

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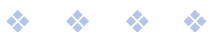
**Responsibility Matrix
2019-2020**

1818 Society Board	Names
Chair & President	Inder Sud (President and Chair): isud@1818alumniwbg.org
Directors	Hadi Abushakra: hadi.abushakra@gmail.com Dennis de Tray: ddetray@gmail.com Neil Simon Gray: simonmitchellgray@gmail.com Norman Hicks: nhicks4@cox.net Xiaofeng Hua: huaxiaofeng@comcast.net Zoe Kolovou: ktzoe@comcast.net Fons Marcelis: amarcelis@ajmarcelis.net Dirk Mattheisen: dirkmattheisen@yahoo.com William McGreevey: mcg1938@gmail.com Lee Meddin: leemeddin@gmail.com J. Shivakumar (Honorary Member): jshivakumar@1818alumniwbg.org
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Treasurer	Adrienne Guerrero: aguerrero@1818alumniwbg.org



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Pension	Dirk Mattheisen (Chair & Alternate Member PBAC): dirkmattheisen@gmail.com; Deane Jordan (Alternate member for PFC and Member PBAC); Javed Hamid (PFC Member), Jeffrey Katz, Kenneth Lay, Fred Wright, Fons Marcelis, Brendan Horton, Xiaofeng Hua, Yasmin Saadat
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Tax Seminars	Deane Jordan: deane.jordan@gmail.com
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