



THE 1818 SOCIETY QUARTERLY

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MESSAGE FROM THE PRESIDENT

Dear Member,

The Society had its 41st Annual Meeting at WBG Headquarters on October 24-25, 2019. The meeting was well attended, with 100-150 attendees in person for each session and a number of others tuning in on Livecast. For those who were unable to attend, details of each session of the meeting are covered elsewhere in this issue.

One highlight of the meeting was a town-hall type conversation with David Malpass. We were pleased that he accepted our invitation despite his busy schedule. Most of us came away quite impressed with his down to earth style and what seemed like a good mastery of some of the important challenges facing the Bank. For those who were unable to join us, video recording of his talk (and other sessions) is posted on the Society's website under "About the Society".

The meeting also welcomed two new members to the Board: Dennis de Tray and Lee Meddin. In addition, I was pleased to welcome back Dirk Mattheisen and Fons Marcelis, who returned for a second term. On the other hand, Annabel Bracher informed me of her decision to resign from the Board for personal reasons effective immediately. Annabel has been a valuable and constructive colleague on the Board for the past three years and we will all miss her. The Board decided to fill her seat for her remaining term with Simon Gray, who served on the Nominating Committee and brings more recent WBG experience to the Board.

It has been a busy Fall for The Society. Under the leadership of Anis Dani, Society volunteers have proposed several interesting Treks and Tours. These trips have proven to be highly popular. You can review details of each of them on the website.

The Members Helping Members Group continues to be proactive. As I write this letter, they are already considering a few new initiatives, including updating the "Handbook for Advance Planning by Retirees and Families for End of Life." I very much appreciate their work.

The Thematic Groups continued to be proactive. You will note in the Quarterly several interesting talks each of them organized in the last three months. Several of these were also webcast for the benefit of alumni living outside the DMV area. In addition, several TGs now have been publicizing talks that are sponsored by the relevant GPs.

Another noteworthy event was the wonderful gathering on September 23 to honor Ernie Stern. Thanks to Nonna Ponferrada, who was Ernie's longtime personal assistant, an e-book has been compiled to include remembrances from many of his colleagues. It too is posted on the website under '1818 Society Publications.'

Finally, this issue marks the end of an era. Chuck Ziegler, who has been the Editor for a decade, has informed me of his desire to turn over the responsibility to someone else. While my initial inclination was to try to persuade Chuck to continue, I did appreciate that he has more than served his time and handled the functions most competently and with great perseverance. We all owe him a debt of gratitude. Chuck will, of course, continue to be the Chair of the World Bank Group History Thematic Group and I look forward to his continued contribution to keeping WBG history alive in the *Quarterly*.

I was delighted, however, when Tom Blinkhorn stepped forward to take over from Chuck. Tom is well known to all of us for his strong editorial and writing skills and an intimate knowledge of development. And of course, he has been a great volunteer for The Society, taking on a number of assignments. I look forward to working with Tom starting with the next issue.

Let me close by wishing you and your families a very happy New Year.

Inder Sud
President



FROM THE EDITOR'S DESK

I have decided to follow the advice of my favorite World Bank President, Eugene R. Black, knowledgeable in the works of William Shakespeare, a keen baseball fan, and well-read in the classics. On leaving the service of the World Bank he said, "The time has come for me to heed the advice of that wise poet Horace: *When your horse is getting old, be wise and turn him out to grass in good time, lest in the end he stumble and people begin to make fun of him.*"

So, following this sage advice, this is the last issue of *The 1818 Society Quarterly* of which I am editor. I turn over the duties, responsibilities, and indeed the many pleasures of being the editor to Tom Blinkhorn, who is eminently qualified to assume this role, and who I am sure will bring to it a fresh and innovative approach.

I am happy to say that in the nine years that I have been editor I have met with nothing but appreciation and support from one and all. I am especially grateful to Shiva and Inder, under whose presidencies I served, and I greatly appreciated their helpful support and wise guidance. The various staff in the 1818 Society office who have served there during my tenure have all been wonderfully supportive and tolerant of my foibles. It has been an exciting and interesting experience.

Chuck Ziegler
Editor
chiegler1@hotmail.com



LETTERS TO THE EDITOR

Dear Editor:

I want to thank Mr. Fred Kranz for bringing up the issue of ever-increasing premiums for Long Term Healthcare and I enjoin 1818 Society to form a Working Group to look into possible solutions or alternatives

I believe the very fact that the World Bank proposed this program to staff in the first place in the mid-1990s, and then totally disappeared from the scene left individual staff and retirees to deal with a situation they could neither control or influence on their own. Every time I receive a letter informing me of another increase, I feel boxed in, unable to determine what course of action to take, as the alternatives are strictly limited and I don't have the luxury of seeing the bigger picture.

Discussions with MetLife representatives are limited in scope and nature, because they repeat what I have already been told in the letter with a "take it or leave it attitude"! I somehow feel that Metlife is trying to get out of this program by driving the premiums as high as possible to discourage retirees from staying in it.

If New York Life miscalculated the cost of World Bank LTC when it got into it, I don't know how I would justify the subsequent takeover by Metlife of the program, given the results or the performance of the program. What kind of long-term financial analysis did they do and where did they go wrong? I understand increased premiums over time reflecting operational need, but runaway increases (with more to come) become simply an unpredictable situation to deal with.

If I could be of any help, I would be more than happy to put in the time.

-Hovsep Melkonian

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I read Fred Kranz's memo about LTC and thought I would share my experiences. I took out long term care for my wife, Elisabeth, and me in the early '70's with MetLife. They offered cost of living increases for a while, then they stopped - at least I did not get any further notices.

About four years ago, Elisabeth was diagnosed with dementia. I tried contacting MetLife, but I never received a reply. I finally sent a registered letter to the CEO of MetLife and after a week or so got a call. The ensuing avalanche of forms and requests for information from all of Elisabeth's treatments and health care providers was awesome. I understand this non-reply and paperwork was fairly standard, as the insurance companies were hoping the patient would die before they had to pay out. I managed to clear that hurdle.

While all this was happening, my daughter and I had to look for a long-term care facility. We selected one in Plymouth, MA which was operated by an LTC corporation. The facilities were new, and the staff seemed competent, but there was no 24-hour nursing and only a doctor on call. Elisabeth's dementia progressed and she was needing 24-hour nursing care. My daughter and I, with much consultation from friends, then selected a privately-run facility, also in Plymouth. The cost is \$145,000 a year. MetLife covers about 60%. While the corporate facility cost \$108,000 for the monthly fee, the extras added about \$1,000 a month. However, MetLife was only covering about 30% as there was no 24-hour nursing. So, the cost between the two was marginal, but the care was vastly improved.

In short, get as much information as you can about the person's prognosis with regard to the amount of care that will be needed because insurance companies pay more for 24-hour nursing than they do for nursing less than 24 hours per day; local knowledge of a facility is very important; private facilities may offer more, even though they may cost more; don't hesitate to question, question, question.

-Bob Rafloski

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The WBFN Book Project thanks you very much for the space you're given it throughout the years in the 1818 Society's newsletter. The articles you've published about the Book Project have been responsible for a number of 1818 Society members and spouses learning about its existence and becoming much-valued volunteers, enabling the Book Project to carry out its mission with enthusiasm and commitment.

It's been a stroke of good fortune for us to have had you as an advocate, and we will always think of you with gratitude. We wish you all the best in your "retirement"!

-Agnes S. Nuval and Laura Byerlee, Co-Chairs, WBFN Book Project

1818 SOCIETY NEWS AND ANNOUNCEMENTS

The 2019 1818 Society Annual Meeting

October 23: Presentation on Staff Retirement Plan

At a seminar held on October 23 at the 1818 Society Annual Meeting, the Pension Investment and Administration management and staff presented the pension fund results for 2018. The Staff Retirement Plan (SRP) returned -1.6% in 2018, well below the plan's long-term real return objective (LTRRO) of 3.5%, due in large part to a market downturn in global equities in December, before recovering in early 2019. The plan's actual return remains above the LTRRO on a multi-year basis, averaging 3.8% over the last 20 years.



The investment strategy continues to aim at achieving the appropriate balance between risk and return for long-term stability. The plan assets continue to be more than enough to meet all accrued obligations to retirees and current staff. Included in the report (<https://www.wbgalumni.org/1818/wp-content/uploads/2019/09/WB-SRP-RSBP-Reduced-size-9919-1.pdf>), as well, is discussion of the Plan Administrator's efforts to ensure long-term stability through promoting the use of industry best practice in Environmental, Social and Governance (ESG) standards.

A notable feature of this year's report is the addition of detailed reporting on the Retired Staff Benefits Plan and Trust (RSBP). The RSBP returned a slightly higher -1.0% than the SRP following a similar strategy of balancing risk and returns to maintain long-term stability. The RSBP's long-term actual return is also above the LTRRO, returning 3.9% over 20 years.

Increasingly, new retirees fall under the net plan, and a number of participants' questions concerned details of the net plan (and past changes). The World Bank Pension Administration website (pension.worldbank.org) contains extensive information on the gross and net plans, including a detailed net plan brochure. Staff and retirees can also be in touch with the Pension Administration Office with questions regarding their individual circumstances. Additionally, the Acting Director for the SRP and RSBP commented that the Bank hoped to have a new Director appointed around the beginning of the next calendar year (subsequent to the 1818 Society's Annual Meeting, in late November, Ivan Zelenko was appointed as the new Director of the Pension Investments and Administration Department. Mr. Zelenko joined the Bank in 2000 as Head of Structured Finance and Derivatives in the Bank's Capital Markets Department. He has held various positions, including Director of Market and Counterparty Risk, under the WBG Chief Risk Officer, and most recently as Director of Quantitative Solutions, SAA & Analytics in the Bank's Treasury Department.)

The 1818 Society continues to work with the Bank, Staff Association and Credit Union to educate staff about retirement planning and financial literacy. The Director, Pension Administration, emphasized it was important for all retirees to update their personal information with the World Bank, including changes in beneficiaries. The Chair, 1818 Society Pension Committee, added that it was also important to think ahead and ensure that all retirees' life documents were up to date, including will, powers of attorney, and any estate planning documents.

October 23: Presentation on Retiree Medical Insurance Plan (RMIP)

This very well-attended session covered the Plan's finances and the justification of the proposed premium increase in 2020, followed by a questions and answers session with HR and representatives of AETNA, Cigna Dental, CVS and SilverScript. Fons Marcelis thanked members of the RMIP Committee and the HR Insurance team for their commitment and work and chaired the session.



Work by WBG HR Insurance Team and the 1818 RMIP Committee during 2019 included a continued review of the 'Summary Plan Description' (SPD). The SPD deals with what is covered under the medical insurance, who can participate, how are premiums set, how to appeal in case of a problem, etc. However, as updates were very modest in nature, the next publication of an updated SPD will take place in 2020.

No changes in coverage is foreseen for 2020. The Summary Plan Description 2018 continues to govern the Plan, with the 2019 additions of: the removal of limits to reimbursement of therapy related to autism (as medically necessary); an increase in visits for physical, speech and occupational therapy without 'medically necessity' review from 60 -> 75 visits; and coverage for gender reassignment surgery. During 2020 levels of coverage may be reviewed for some specific items compared with price developments.

The 1818 RMIP Committee also participated in the quarterly **reviews of claims experience**, in the review of **RMBP administration** (Retiree Medical Benefits Plan for former staff on local contract) and served as intermediary in a number of **individual inquiries**, either responding to retirees directly or ensuring proper referral to members of the HR Insurance team.

Again in 2019, several **information sessions on the RMIP** took place, which drew considerable attendance and much appreciation. We intend to continue these events – check the 1818 Society website for news on upcoming information sessions in 2020.

Costs and premium: projected is that total funding for 2019 (WBG contributions and premiums combined) will be \$103.0 million, above net costs of \$100.7 million. For 2020, however, funding is projected to come out at about \$102.0 million, below the expected costs of \$107.5 million. Higher costs result mainly from an expected rise in medical costs by a continued rate of approximately 6.6%. An increase in contribution from WBG and participants is required to meet the shortfall. However, applying the expected savings over 2019, WBG has decided to limit the premium increase to 3.5% (somewhat lower than the increase for the MIP).

The session on the Staff Retirement Plan (SRP) included an explanation how the World Bank Group is ensuring that funds for the '**employer's contribution**' to the **retiree medical insurance** are set aside for years to come. The 2018 SRP report includes for the first time a separate section on the – positive! – financial results of this 'fund'

The Insurance Team also gave some real examples of the differences in costs charged by treatment providers. This highlighted again the importance of being **cost aware**, asking treatment providers about costs and what will be covered, especially when going 'out of network', to avoid unwelcome surprises.

A lively and constructive Q&A session followed, and administrators and HR Insurance specialists stayed behind after the plenary session to answer and follow up on individual inquiries.

The RMIP Committee is getting some information together on travel insurance. Members should be aware that the RMIP, for example, does not cover medical evacuations. There are several ways to get insurance for travel: Travel Insurance offered as a feature of credit cards; stand-alone travel medical insurance; or comprehensive travel insurance. All may prevent major financial issues in case of problems. To be continued!

Several Silverscript members have received a phone call or phone message from CVS Customer Care referring to Silverscript about **electronic versions of the Explanation Of Benefit (EOB) information**. This has led to some confusion and concerns that this is related to telephone-scams.

We have checked with the HR Insurance group who have confirmed that these calls did come from CVS Customer Care. We will seek to provide further information on the RMIP page of the 1818 Website.

In case of doubt or questions about phone messages or emails about your insurance, let HROperations@worldbank.org know. 'Better safe than sorry'. You are also welcome to keep us posted.

October 24: Discussion with President David Malpass



President David Malpass was our guest at the 1818 Society's 2019 Annual Meeting, sitting down with Inder Sud for a discussion of his experiences as Bank President, and outlook for the future. President Malpass noted that while he has only been on the job for six months, he has been involved with the Bank for many years during his career in the U.S. Treasury. He noted that he participated in the 1988 Bank-Fund Annual Meetings and in many subsequent Annual Meetings.

He also noted that there have been many fundamental changes over the years, particularly relating to China and the break-up of the Soviet Union. While the world has made good progress in development, there are still major problems to be faced, including rising debt levels, income disparities, and demographic changes.

With its recent capital increase, good prospects for IDA-19, and the forthcoming capital increase for the IFC, the Bank is in a more stable situation now than in the past. One aspect of the IFC capital increase is to involve the private sector in a wide range of countries and to play a closer role with the Bank to improve the investment climate.

The Bank is introducing differential pricing between higher-income and low-income countries and shifting resources to lower-income countries, with reduced allocations for higher-income countries. There will be a greater focus in Bank lending for global public goods, the environment, and global climate change. A smaller percentage of the Bank's staff will be in headquarters, and more will be located in client countries, especially in fragile-conflict-violence states (FCV). Country offices will be co-located with IFC offices.

Inder raised a question about the need for a possible re-think of the business model of the Bank. President Malpass noted that our client countries will continue to evolve, as they have in the past. Countries like Japan, France and others have moved from borrowers to major donors and sources of capital. In the case of China, we are seeing less need for lending and more need for attention to global public goods, knowledge sharing, and learning from the Chinese experience, especially with regards to poverty reduction.

The President noted that one of the things he has stressed is the need for strong and relevant country programs. While it is fine to have a global view of good policies, for example in education, we need to develop programs in each country that address unique situations in each country. Since many countries have access to private capital markets and the interest rate advantage of the Bank is greatly diminished, it is important that the Bank can provide relevant advice and knowledge sharing. Countries often cite the knowledge sharing aspect of the Bank's work as a reason to continue engagement with the Bank, but this aspect could be improved. Countries point to good experiences in some cases, but also shortcomings in others. The Bank needs good quality products and good advice to share. Malpass stressed that knowledge and advice need to be evidence based.

Inder noted our mixed record in dealing with Fragile States and asked what can be done in this area. President Malpass noted that the Bank is coming up with a new strategy for FCV states, which will include identifying an early intervention strategy that will prevent countries from sliding into FCV status and developing interventions to help FCV countries deal with their problems and eventually move out of FCV status. In some cases, countries have regions which we could consider in FCV status while the rest of the country is fine.

In the last half of the hour, the audience was given an opportunity to participate in the discussion, and several interesting issues were raised. Some key points raised by the President in his answers:

- The G-20 discussions have stressed the need for a “country platform” that better defines the role of each donor, and who will take the lead in each sector or in the country in general. The Bank should not arrogantly assume that it will always be the lead but yield to others where appropriate. The question is what works best for the country.
- The Bank is experimenting using a “pay for results” approach, where disbursements are keyed to progress on key indicators. Other innovations in lending could be possible in the future.
- The Bank currently provides nearly half of the financing for global climate change coming from all international agencies and MDBs and plans to finance \$200 billion during 2021-25 of co-benefits that will increase adaptation and resilience.
- A “realignment” of the organization is presently being done to restore some administrative and budget power of the regional VPUs, something which was lost during the previous reorganization.
- President Malpass did not see a need to restore the country economist position; this function is being performed adequately, although with a different title. Responding to a suggestion that there were too many economists in the Bank, he stressed there was a need to have the proper balance, and to have good technical people and good economists.
- Malpass reacted favorably to the idea of reinstituting the committee on handicapped staff.

Overall, Malpass gave the impression of someone who was familiar with the Bank, understood its strengths and weaknesses, and was willing to innovate without undertaking a massive reorganization.

October 24: Talk on Fragile States by Dr. Joel Hellman, Dean of the School of Foreign Service, Georgetown University

The second keynote speech on conflict and fragility was by Joel Hellman, who before he left the World Bank had served as the Director of the Center for Conflict, Security and Development. The Center was based in Nairobi and served as the hub of the World Bank's policy and operational support work to Fragile and Conflict-Affected States (FCS). Joel gave a provocative speech, challenging conventional ways of thinking and arguing for a different operational approach to address fragility in FCS.

He highlights the growing concentration of the world's poor in FCS, driven both by the steady reduction in poverty among countries not affected by conflict compared to persistent poverty in FCS, as well as the impoverishment caused by new conflicts in countries that had been relatively stable previously, such as Syria and Mali. It has been estimated that by 2030 almost half of the world's poor will be in FCS.



Joel lamented that much of the way we think about fragile states is based on our failures—in Afghanistan, Iraq—where overall experience has been deeply negative. We still do not know how to rebuild society or rebuild institutions. We want to try to dig deeper into the success stories like Liberia, Rwanda, Sierra Leone and Uganda to learn how they have emerged out of fragility and begun to rebuild their institutions. Aid levels to FCS have been inadequate and lumpy, going mainly to three or four of the countries of political interest to donors, while many other FCS have received inadequate support. Whether this will change with the expected increase in IDA-19 allocation to FCS remains to be seen.

Some lessons from FCS are clear. Donors should not set unachievable objectives or unrealistic timeframes and should work with governments rather than undermining their capacity by hiring away their brightest, or designing programs that bypass governments, and should avoid militarizing aid. They should have much greater sensitivity to politics—power sharing, political settlements, inclusion, and focus on trust building—and focus on security, justice and rule of law. But these are very difficult things for donors to do. Post-conflict assessments suggest donors should focus on what they can do best—invest in big infrastructure and foster the private sector to grow the economy and government revenue and create jobs. He emphasized that working in FCS doesn't mean the Bank has to do different things, but it should do things differently. How we do this and how we organize the human challenges is key.

FCS have an extremely high level of risk and uncertainty. FCS risks exist in multiple dimensions—political risk, security risks, performance risks (capacity and experience), safeguard risks, and reputational risks. The Bank's normal approach of identifying risks *ex-ante* and mitigating them in project design doesn't work in FCS, where the risks are enormous and unpredictable. You have to look for pivotal moments or critical junctures that present windows of opportunity. But the window may go away during implementation. The key question is whether the Bank has the flexibility to adapt to changing levels of risk:

- Are the development instruments of the Bank capable of dealing with such high levels of risk?
- Does the Bank have the human capital to engage in the flexible manner needed in FCS?
- Do we have the authorizing environment to do so?

Joel proposed the need for key organizational change, and special Board-approved strategies and procedures for work in FCS. The Bank needs to consider how to create a distinctive institutional model

for FCS. The country strategy, and the level of analysis and guidelines need to be different. The starting point should be the risk section and the nature and extent of risk, with the core of the country strategy built around that. He then went further and argued in favor of different benchmarks and standards for FCS—on procurement, on environmental and social safeguards, or at least to have the mandate to apply those standards in a flexible manner. The Bank needs to recognize the need for staff with different skill sets, including greater political sensitivity, field orientation, and reward those willing to work in risky environments. For the Bank to be effective in FCS it will need to create an enabling environment that allows the Bank to respond to the high risks, capacity constraints, and flexible needs of FCS. He felt the Bank needs different procedures and different, more flexible implementation to its FCS clients to overcome the constraints of conflict and fragility.

During the Q&A several participants provided illustrations of how they were able to adapt existing standards and procedures to FCS contexts, sometimes by invoking emergency procedures, and sometimes by applying Bank procedures in a flexible manner. In his response, Joel recognized the innovative efforts of those individuals but lamented that those experiences in FCS remained as tacit knowledge and had not been adequately documented and codified to build a base of knowledge around them. We should recognize that FCS situations are different and require different approaches.

October 24: Business Meeting

Inder Sud gave a comprehensive overview of the activities of The Society. He informed the members of its robust position and highlighted the valuable role played by the SRP Committee, chaired by Board Member Dirk Mattheisen, and the RMIP Committee, chaired by Board Member Fons Marcelis, in ensuring that The Society maintain an ongoing dialogue with the Bank on matters related to the staff pension plans and the medical insurance plan.

Inder assured members that the Pension Fund is doing very well and that the only issue with the health insurance plan is that members do not always know the answers to some of their queries. He spoke of

the excellent business relationship that The Society enjoys with the Bank, especially with GCS (the former GSD), and of the important role of various overseas chapters, thematic groups, the Members Helping Members Group, and various other activity groups.

Inder informed the meeting that Dennis de Tray and Lee Maddin will



fill the vacancies on The Society's Board created by the departure of Anis Dani and Pauline Ramprasad, and that Simon Gray will temporarily replace Board member Annabel Bracher, who has decided to step down. The nomination of Dennis de Tray and Lee Maddin to the Board and Simon Gray's appointment as a replacement for Annabel Bracher were approved by the Members. Also approved by members was the reelection of Dirk Mattheisen and Fons Marcelis as Directors for a second two-year term.

Last but not least, Inder informed members that Chuck Ziegler will be leaving his position as the Society's editor after nine productive years. He thanked Chuck for his distinguished service and urged members to think of potential candidates to succeed Chuck.

Adrienne Guerrero, the Society's Treasurer, provided an overview of the Society's unaudited financial statements as of September 30, 2019. After a brief discussion, the meeting agreed that the statements accurately present the financial position of The Society as at September 30, 2019.

As in the past, members stood in silence to pay respect to those colleagues who died in the previous 12 months. It is always sad to see names of colleagues from your past on the list.

Elizabeth Adu (Member Chair) and Pat Neill (Member) presented the report of the Nominating Committee (NC). Elizabeth indicated that the main challenges the NC faces are the lack of response/interest by retirees to serve on the Society's Board of Directors, and the need for geographic, racial and gender diversity within the ranks of the Directors, as well as a fair representation on the Board of members under the net plan. Both challenges necessitate sustained outreach efforts by the NC. Elizabeth called on Directors to identify the skills needed within the Board, widen their network among Bank constituencies, and reach out to potential candidates.

On finding a replacement for Inder, whose second term as President expires in October 2019, Elizabeth informed the meeting that the NC's recommendation was to have Inder serve for another term. The meeting approved Elizabeth's recommendation.

The meeting concluded with a vote of thanks to all the volunteers, Board Members, and particularly our three-office staff – Brenda Bermudez, Gabrielle Rooz and Dennis Bacani.

Below are some photos taken at the Reception.



Members Helping Members

New volunteers. In the previous edition of the *Quarterly*, we invited members to register as volunteers to assist other fellow retirees. The response was excellent. We now have about 160 volunteers. Thanks. If you need help or want to register as a volunteer, contact one of us: Lesley Shneier, lsheier@1818alumniwb.org, Christine Allan, cferrierallan@gmail.com, or Khalid Siraj, ksiraj.email@gmail.com. We handle every request with strict confidentiality.

Cheers to all our volunteers.

Credit Union's new banking platform. As some of you may have noticed The Bank-Fund Staff Federal Credit Union has recently launched a new Unified Digital Banking platform. **We have invited Credit Union to do a demo of this new platform and answer questions on January 21, 2020 at 1:30PM in room MC C1-100. All members are welcome.**

From the Credit Union: Introducing Zelle for Money Transfer

It's easy to transfer money with Zelle – a fast, safe and easy way to send money in minutes¹ to friends, family and others you trust, right from Digital Banking. *Zelle* makes it easy to send money to, or receive money from, people you trust – no matter where they bank.² Find *Zelle* in BFSFCU's Digital Banking.

Who can I send money to with Zelle?

You can send money to friends, family and others you trust. ² Since money is sent directly from your bank account to another person's bank account within minutes¹, it's important to only send money to people you trust, and always ensure you've used the correct email address or U.S. mobile number.

How do I use Zelle?

You can send, request, or receive money with *Zelle*. To get started, log in to Digital Banking and select "Send Money with *Zelle*" from the Transfers & Payments menu. Enter your email address or U.S. mobile phone number, receive a one-time verification code, enter it, accept terms and conditions, and you're ready to start sending and receiving with *Zelle*.

To send money using *Zelle*, simply select someone from your mobile device's contact lists (or add a trusted recipient's email address or U.S. mobile phone number), add the amount you'd like to send and an optional note, review, then press "Send." In most cases, the money is available to your recipient in minutes.¹

To request money using *Zelle*, choose "Request," select the individual(s) from whom you'd like to request money, enter the amount you'd like to request, include an optional note, review and press "Request."³

To receive money, just share your enrolled email address or U.S. mobile phone number with a friend and ask them to send you money with *Zelle*.

Can I use Zelle internationally?

In order to use *Zelle*, the sender and recipient's bank accounts must be based in the U.S.

Are there any fees to send money using Zelle?

BFSFCU does not charge any fees to use *Zelle*.³

How do I get started?

It's easy — *Zelle* is already available within Digital Banking! Check our app or sign-in online and follow a few simple steps to enroll with *Zelle* today.

Interested in learning more?

Visit BFSFCU.org/betterbanking, contact us at 202-212-6400 or, email us at memberservices@bfsfcu.org.

A Digital Banking Seminar will be presented exclusively to the 1818 Society members on January 21, 2020. Look for more information in the upcoming weeks on the 1818 Society website.

¹ Transactions typically occur in minutes when the recipient's email address or U.S. mobile number is already enrolled with Zelle.

² Must have a bank account in the U.S. to use Zelle.

³ Mobile carrier fees may apply.

WORLD BANK GROUP NEWS

WBG Plans for Increasing Global Footprint Message from Axel van Trotsenburg, Managing Director November 27, 2019

I want to update you on important discussions among senior management on our global footprint and how to make the World Bank more effective and more efficient. Last Friday, the extended Matrix Vice Presidents' group met for a working session dedicated to further strengthening our support for country programs and for staff on our operational front lines. David joined us to share his views, and our discussions were informed by important contributions from Anshula and Shaolin.

As you know, this is a critical time for our clients who face many challenges—from slowing economic growth to impacts of climate change and increased fragility, conflict and violence. Last year, in recognition of the crucial role we play in addressing these challenges, our shareholders endorsed a \$13 billion capital increase for IBRD and IFC. Next month we aim to complete the 19th replenishment of IDA in support of the world's poorest and most vulnerable countries to generate growth and jobs for their people and protect hard-won development gains.

Effective country programs require strong support to clients. A significant portion of World Bank staff are already located outside the U.S., and we have been steadily increasing this number in recent years. Our presence in FCS locations has grown by well over 100 staff during the implementation of IDA18.

Over the past year, we have introduced changes including strengthened project supervision and realignment of decision-making authority closer to the field, and we have agreed on ways to improve the functioning and effectiveness of diverse country teams to make our work more impactful for the people we serve. The feedback on these initiatives has been generally favorable.

David, the MDs and the MVPs have given careful consideration to several factors, including operational business needs, human resources, real estate planning, budget discipline, diversity and – most importantly – the security and wellbeing of our staff. We noted that our operational field presence (Regions and Practice Groups) is already quite robust, with some 53 percent of operational staff currently based outside of Washington (and around 45 percent, overall). In the coming years, we'll boost field presence even further. The broad ambition is to have around 55 percent of the Bank's total footprint and 65 percent of IFC's footprint to be in the field by the mid-2020s, with increased presence of operational staff in country offices.

Last week, we reached several decisions on initial steps to advance the World Bank's ambition to gradually increase our field presence.

Boosting decision-making in the field.

- First, to respond to staff calls to move decision-making closer to the field, our ambition is to have half of all Practice Managers (PMs) in the field by FY22, with one in three field-based PMs located in Africa. In addition, we will complete the process of moving country directors, so 100 percent are based in the field by FY22.
- Second, we expect that task management will be increasingly carried out in the field, and we will begin monitoring this trend going forward.

Significant scale-up of Bank presence in FCS countries. The Bank will deliver growth of 300 positions (GE+) under IDA18 and IDA19. We have made progress under IDA18, with well over 100 new positions already in the field. In line with the upcoming World Bank Group FCV strategy, we now want to take this to a new level through an ambitious recruitment drive posting 100 additional positions in FCS countries in January 2020, with the aim to recruit 75 by the end of FY20.

Batch recruitment. The Practice Groups will undertake batch recruitment for next summer start dates and positions will be posted by the end of the calendar year.

We know that to deliver these goals, management must ensure that our staff have everything they need to succeed. Specifically, we are putting in place a strong package of enhanced HR policy measures to support staff in delivering this agenda.

- **Career management:** This will include strengthening the link between field experience, including in FCS, and career development to ensure that this experience is systematically recognized and considered as part of performance, talent reviews, and next assignment planning.
- **Mentoring:** To broaden practical support for those taking an assignment in FCS we will put in place an active mentoring program so staff can benefit from colleagues' experience. It is up to all of us managers, me included, to be more active in helping colleagues succeed in their careers.
- **Staff wellbeing:** We are looking at a number of initiatives to support staff and their families who are deployed in the field.
- **Learning and Development:** We want the ethos of working in the field to be part of the DNA of all staff. Notably, we are revamping the Young Professionals (YP) program to place a strong emphasis on working in the field and particularly in FCS countries.

The most immediate next step is to intensify our engagement on these issues and refine implementation details. A **VP Working Group** will lead the effort, focused on the four main workstreams: operations, human resources, budget and real estate. Building on work that has already been done, including consultation with the Staff Association, they will look at key issues: **career mobility, benefits, next assignment planning, and staff security**. Regular implementation updates on these streams will be shared with staff, with the first expected in December.

We will continue to consult with staff as the work progresses. I had an opportunity to brief operations managers yesterday, and I encourage you to discuss this with your manager.

I am grateful for your hard work and look forward to working with you so we can further accelerate progress on the many urgent issues faced by the people and countries we serve.

Pension Department Appointment

The World Bank announced on December 2, 2019 the appointment of Ivan Zelenko as Director of Pension Investments and Administration Department.

Mr. Zelenko, a French national, joined the Bank in 2000 as Head of Structured Finance and Derivatives in the Capital Markets Department, World Bank Treasury. He has since held various positions, including Director of Market and Counterparty Risk, under the WBG Chief Risk Officer, with his most recent assignment being Director of Quantitative Solutions, SAA & Analytics in World Bank Treasury.

In his new position Mr. Zelenko's three top priorities will be 1) working closely with colleagues from the Pension Investments and Administration Department and the Pension Finance Committee to continue to develop the investment management framework and the decision-making processes for the benefit of the pension and retirement benefit plans; 2) liaising with representatives of key stakeholders on important issues related to the management of the pension and retirement benefit plans; and 3) leading the multi-asset class investment teams ensuring that the policies, procedures and management of the plans remain current with industry best practice.

Mr. Zelenko was selected to this position as part of the Bank policy for strategic reassignments. His appointment was effective November 25, 2019.

What Next for the Bretton Woods Twins?

Devesh Kapur addresses this question. He is Director of Asia Programs and Professor of South Asian Studies at the Paul H. Nitze School of Advanced International Studies, Johns Hopkins University, and co-author of *The World Bank: Its First Half Century*

<https://matangitonga.to/2019/10/22/what-next-bretton-woods-twins>

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.wbgalumni.org/chapters/. Contacts for Chapter heads are indicated at the end of the Quarterly.

ANZ Chapter

A Chapter meeting took place in Devonport, Auckland, New Zealand, on 15-17 December 2019, with participation from New Zealand and Australia. Invitations were extended to members of other Chapters and Asian Development Bank (ADB) retirees. The meeting had three major streams. In the first instance, there was discussion on retiree benefits, such as the pension and health insurance, and the need for greater support for retirees living outside the United States. In addition, the question of greater liaison with and possible joint meetings between retirees of the World Bank and ADB was pursued.

The second stream included a presentation by Georgina Roberts of the New Zealand Ministry of Foreign Affairs and Trade on development issues in the Pacific Island countries.

A presentation by Graham Wheeler, former Managing Director of the Bank and past Governor of the Reserve Bank of New Zealand, also took place at the meeting's dinner on the global economy and the challenges that it presents to central bankers and governments.

The third stream provided an opportunity for participants to socialise over dinner, and to enjoy the beautiful natural features and social traits of New Zealand around the Auckland area.

Brazil Chapter

The Brazilian Chapter of The 1818 Society promoted a meeting of its members to honor our colleague JOHN REDWOOD, who was spending a couple of days in Rio. The group met at *Bar Lagoa*, a traditional restaurant in Rio.

British Chapter

2020 Spring Reunion and 32nd Annual General Meeting

Dates: Friday 15 May - Sunday 17 May 2020

Location: The Queens Hotel, Southsea, Portsmouth, Hampshire PO5 3LJ

A recently refurbished luxury hotel located on the edge of Southsea Common, just a few minutes' walk from the beach with views across the Solent to the Isle of Wight.

The programme will include a visit to Portsmouth Historic Dockyard, home to the Royal Navy and attractions such as *HMS Warrior*, *HMS Victory*, and King Henry VIII's warship *Mary Rose* - lost in 1545 and recovered in 1982.

The Programme and Booking Form will be circulated in February 2020.

Dutch Chapter

Twenty-First Annual Reunion, September 3 - 5, 2020, "New Land", Emmeloord

After the 2017 "Old Land" reunion in Tiel, the Betuwe, the organizing team proposed to come up with a program that would contrast the Betuwe, one of the oldest regions in The Netherlands, with "New Land", the Polders, which came into being by pumping water out of the former Zuiderzee, and converting it into fertile agricultural land. Robert-Jan, who was still with us then, embraced this idea enthusiastically and started immediately to send us information materials. Therefore, we dedicate this reunion to him.

The 2020 Reunion will start on Thursday, September 3, in Hotel 't Voorhuys in Emmeloord, where we will be greeted with coffee and Blokjeijerbrok (how is that for a tongue-twister?). Later on Thursday afternoon we will go to the former island of Urk, to enjoy some distinct remnants of the Zuiderzee.

The program on Friday, September 4, will include a visit to the Batavia Wharf in Lelystad, where we will learn about recent developments in the Polders, and how these developments evolved from the original vision of Mr. Lely, who was the master brain behind the original plan of converting the water masses in the Polders to dry land. The Friday program also includes visits to a few farms and provides an opportunity to interact with several pioneer farmers who have a long experience of living and working at the bottom of the former Zuiderzee. On Friday evening we will have our traditional formal dinner.

As usual, the reunion will conclude on Saturday, September 5, with the 1818 Dutch Chapter's Annual Meeting. If there is enough interest, a visit to the "Poldertoren" will be organized for courageous early risers. Registration information and a detailed program will be sent to 1818 Dutch members early in 2020.

Florida Chapter

Happy New Year to you all!

We find the best times to get together are mid-January to early April, and for now we are proposing:

- In the SE area, Karin (karin@nordlander.com) will organize monthly lunches/events throughout 2020, beginning February 2020 with a lunch in Fort Lauderdale. Details will be forthcoming.

- Eduardo Somensatto (esomensatto@gmail.com) will organize a lunch in the Jacksonville area.
- SW Florida, Sandra Hadler will organize lunches/brunches in the New Year beginning late January and, if there is interest, a docent-organized tour of the Revs Institute in Naples (www.revsinstitute.org -a feast of the imagination for any automotive enthusiast). and/or a visit to the Edison Ford Estates.

So, whether you live in Florida or will just be visiting, you are most welcome to join any of our events. Dates/events will be announced closer to the time and posted on the Florida Chapter website on the 1818 web site and also emailed to the Florida Chapter Google list.

Of course, if anyone would like to volunteer to organize a meal in a favorite restaurant, a visit to an art gallery/museum – please e-mail me and we will make it happen.

Further afield, following on the very successful hiking trip to the Cotswolds (England) enjoyed by 30+ members, we have organized another weeklong hiking trip to historic and beautiful Northumbria for 17-24 July 2020. The group will stay in a four-star country house hotel, and there will be three different guided walks a day plus guided sightseeing. Details can be found on the 1818 website under Tours and Treks.

French-Speaking Chapter

Following on the decisions taken at our last Board meeting, the Committee on Activities met on several occasions. As a result, it came up with some concrete suggestions and proposals for the organization of activities, principally in the form of lunches and conferences, over the period of the next six months.

Three events have already taken place, all very well attended: (a) a lunch with Professor Jacques Gravaereau a renowned expert on Asia; (b) a lunch at the French Senate, animated by our colleague Jacques Crosnier, with a focus on health in Africa; and (c) a conference by our former colleague, Jean-Marie Cour, on the subject of population dynamics and development in Sub-Saharan Africa.

Several other activities are currently being programmed for the next few months, the details of which will be posted on our website: <http://www.1818france.org> , under the label *Infolettre*. Our General Assembly will be programmed sometime in the Spring, at a date still to be determined.

German-Speaking Chapter

The German-Speaking Chapter held its Annual Reunion from September 6 to 8 in the city of Fribourg and the surrounding region in western Switzerland. We had more than 70 participants, including members of the Chapter, their spouses, members of the French and the British Chapters, and some guests. Inder Sud joined us for the gala dinner on Saturday evening and stayed through Sunday. The program included a city tour of historic Fribourg; a trip to the village of Gruyères, well known for its cheese making tradition; a walk through the picturesque town of Murten; and at the eastern end of Lake Geneva, a visit of Charlie Chaplin's World, a local winery and the medieval castle of Chillon.

The Chapter's business meeting was held on September 7. Stephan von Klaudy and Elke Kreuzwieser were re-elected in their positions as Speaker and Treasurer. Franz Kaps announced that he was resigning. He has served for nearly a decade as the Speaker and for the past year as a member of the Committee. Our new member, Christian Grossmann, volunteered and was elected to succeed Franz Kaps on the Committee. Some Members expressed interest in the presentations/meetings of functional chapters in D.C. and suggested to put as much as possible on Webex so that interested non-D.C. members can virtually attend.

Part of the Business Meeting was dedicated to a presentation and discussion of the Staff Retirement Plan's (SRP) recent performance and outlook. As reported by our member Peter Scherer, in 2019 the SRP showed net nominal returns of 0.3% compared to its negative return of - 4.1% in 2018. In the long term, the ability of the Pension Fund to honor its obligations remains strong. Even assuming no further contributions from the Bank and real return capped at 3.5% p.a. (below long-term performance), SRP forecasts show that assets would amount to almost double the remaining obligations 25 years from now. The meeting was also informed that the new President, David Malpass, had visited the SRP management team on its premises. This apparently was a first. Mr. Malpass reportedly asked pertinent questions, was knowledgeable about pension plan issues and supportive of the mandate of the SRP. After his arrival in the evening of September 7, Inder Sud elaborated further on SRP performance and stressed the significance of Mr. Malpass' visit to the SRP management team.

During the business meeting it was decided that the next Annual Reunion would take place over the weekend of September 4-6, 2020 in Munich. Franz Kaps kindly agreed to organize the Reunion, and the program is now at an advanced stage of preparation. An invitation to attend will be issued some time in spring, once the program has been finalized. Meanwhile, further information can be obtained from Franz Kaps, e-mail: fkaps@t-online.de or Stephan von Klaudy, e-mail: sklaudy@gmail.com.

Iran Chapter

Several events were organized during this period:

June 27: A panel discussion on the economic effects of sanctions, including potential impacts - through simulations - on real incomes, household poverty, and income distribution by province. The presenter was Faya Hayati, Bank's Country Economist for Iran.

August 20: luncheon/presentation on Iran's banking sector *Challenges, and Success Solutions*. Mr. Adnan Mazarei, former Deputy Director of the Middle East and Central Asia Department at the IMF and a Senior Fellow at the Peterson Institute, presented his recent policy brief on the crisis in the sector. Discussants included Mr. Ahmad Reza Sartip, the Chapter's Treasurer and a former Senior Auditor at the World Bank Group, who discussed safeguards, and Majid Hesami, a summer intern at the IFC, who reviewed the case of the Middle East Bank - a successful corporate bank.

July 11: farewell luncheon for Dr. Farhad Nili, Senior Advisor to the Executive Director, to honor his successful term and wish him farewell.

October 2: A celebration of Mehregan, an ancient Iranian Fall Festival dating back some 3000 years and dedicated to Mehr (or Mithra), the symbol of light, friendship, love, and kindness. The program included: traditional Iranian Folk Dances; a presentation of the history of Mehregan; a decorative table of symbolic items; and Iranian pastries, nuts, and tea. More than a hundred Chapter members, guests and Bank and Fund staff participated.

November 6: A presentation by Dr. Hossein Mirshojaeian-Hosseini, Senior Advisor to the Executive Director, on the historical relationship between Iran and the Bank over the past seven decades. For the first time, we used *Webex* to link members who do not live in the Washington, D.C. area.

Japan Chapter

The 13th Annual Meeting of the 1818 Society Japan Chapter was held at the Tokarin restaurant of Shin Takanawa Prince Hotel on July 5, 2019 with participants of 30 Chapter members. In the meeting, Mr. H. Hamaguchi, Chapter President since July 2012, expressed his desire to resign as of July 2020 and

recommended Mr. Masaaki Amma as next President as from July 2020. This recommendation was unanimously approved.

On December 5, Ms. Keiko Okaido, a member of the 1818 Japan Chapter since its inception, conducted a seminar on her just published book entitled *Japan's Southeast Asia Aid Policy—the Making of Japanese Style ODA*. Fourteen members/visitors attended the seminar and had a lively Q & A session with Ms. Okaido.

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

In September 2019, the chairmanship of the ARD TG was passed from Nadim Khouri to Kevin Cleaver. A September 2019 organization meeting thanked Nadim for his hard work and proposed seven areas of concentration for the future. These include presentations 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 ARD documents; and social events. October and November began or continued all of these activities.

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. Nadim and Kevin have met with Martien Van Nieuwkoop and Julian Lampietti, the new Global Director and new Practice Manager in the Agriculture and Food Global Practice, respectively. These managers have agreed to work with us.

In October, Julien Lampietti presented to members the new directions which the Global Practice is taking. Many current Bank staff attended.

Several 1818 Society ARD TG members are working with Nadim on the Bank history in agriculture project. A presentation was made by Leif Christofferson on the early history, which was well attended.

Andrew Brubaker of the Asian Development Bank (ADB) presented findings by its Independent Evaluation Group regarding the impact of ADB agriculture and rural development lending.

Herve Plusquellec presented his work on the history of the Bank in irrigation.

Other presentations currently being prepared include the history of the Bank and the CGIAR; the Bank in agriculture during the 80s through the early 2000s; regional efforts; the environmental aspects, and more. Presentations in this regard are being planned by Derek Byerlee and Eijah Pehu on the CGIAR, Uma Lele on issues in agricultural development, Adolfo Brizzi on sub-sector issues, and Nadim Khouri and Kevin Cleaver at the end of the project.

We have also begun to co-sponsor presentations with other TGs, including a presentation chaired by the economics and governance groups on the causes of the rise of populism in the US and UK, and the irrigation presentation with the water group.

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

We have noticed that many members have over the years changed email addresses, and no longer receive emails from the TG. We take this opportunity to invite members who receive the 1818 Society newsletter but who are not receiving TG emails to send an update email address to kevinmcleaver@yahoo.com and to 1Society@worldbank.org.

Economics Thematic Group

The 1818 Economics Thematic Group held three seminars in the past quarter. The first, by Bill Maloney, entitled "**The Paradox of Innovation**" was held on November 6, 2019. Maloney, Chief Economist for the GFI Global Practice, presented his recent book, *The Innovation Paradox: Developing-Country Capabilities and the Unrealized Promise of Technological Catch-Up*. Since Schumpeter, economists have argued that vast productivity gains can be achieved by investing in innovation and technological catch-up. Yet, as this volume documents, developing country firms and governments invest little to realize this potential, which dwarfs international aid flows. The key to this innovation paradox is the lack of complementary physical and human capital factors, particularly firm managerial capabilities, that are needed to reap the returns to innovation investments. Hence, countries need to rebalance policy away from R&D-centered initiatives – which are likely to fail in the absence of sophisticated private sector partners – toward building firm capabilities and embrace an expanded concept of the National Innovation System that incorporates a broader range of market and systemic failures.

On November 12, 2019, 1818 members Richard Burcroff and Paul Ballard presented their paper *Politics, Socio-Economic Angst and the Populist Revolt in America and the UK*. This seminar was jointly sponsored by the Governance and Economics Thematic Groups. A recording of the session and a copy of the paper can be found on the Economics Thematic Group web page of the 1818 Society's web site.

On December 5, Daniel Lederman, Deputy Chief Economist, MENA region, presented his paper on *Structural Change in the Middle East*. The PowerPoint accompanying this presentation can be accessed on the Economics Thematic Group web page of the 1818 Society's web site.

Energy Thematic Group

We start on a sad note- the passing of our colleague, Denis Clarke, last October, at the age of 66.

Denis started in the Bank as a manager in energy before moving to IFC as a Principal Investment Officer in the energy sector. In their tributes, his friends and colleagues remember him as 'a real gentleman, with a keen sense of humor, kind and well intentioned, funny, profound, and irreverent'. At the moving memorial service for him on November 23 at St. Albans, his brother, Derek- who had flown here from the west of Ireland-remembered especially Denis' love for the outdoors and for this region of Ireland, which he visited often. We extend our deepest condolences to his wife, Barbara, and son, Leo.

On November 14, the Energy group arranged for a presentation by **Mr. Naomi Hirose, the former President/CEO of Tokyo Electric Power Company (TEPCO)** entitled "**The Fukushima Plant Meltdown: Managing a Nuclear Disaster**". The presentation was outstanding and focused on the current on- and off-site situation, clean-up costs and impact on future investment plans, the corporate commitment to recovery actions, and lessons learned.

Finally, we have rescheduled the presentation to be given in November by Marianne Haug to **February 13, 2020**. Just as a reminder, Marianne will speak on '**The Energy Transition-is this time really different?**'. We will send out further information on her presentation early in the New Year.

We also are hoping to arrange a presentation on the troubled South African utility ESKOM, once a model for public utilities in the developing world, during the first half of 2020.

Finally, on December 20, some 20 of us met again at the Cosmos Club for an end of year lunch to reflect on a year gone by and to welcome in 2020. In doing so, we realized we had been in existence since March 2006, when our first presentation took place in the (former) Bistro Francais in Georgetown.

Global Finance Thematic Group

The Global Finance Thematic Group recently sponsored two sessions:

November 18, 2019: Structural reforms and future of financial markets in Brazil

Speaker: Dr. Otaviano Canuto, a senior fellow at the Policy Center for the New South, a non-resident senior fellow at the Brookings Institution, and principal of the Center for Macroeconomics and Development.

October 2, 2019: WBG's Financial Sector Strategy

Speakers: **Alfonso Garcia Mora**, the Global Director for the Finance Competitiveness and Innovation (FCI) Global Practice at the World Bank Group; and **Mike Goldberg**, lead operations officer for EFI, World Bank Group.

Governance Thematic Group

Changes at the Global Governance Practice (GGP) at the Bank. As of July 1, 2019, the GGP became part of a new Vice Presidency for Equitable Growth, Finance and Institutions (EGFI) with Ms. Ceyla Pazarbasioglu as the VP. The EGFI, like other VPUs, appointed new Global and Regional Directors and/or made changes in the portfolios.

Vinay Bhargava met with the Mr. Edward Olowo-Okere, the new Global Director for the GGP and briefed him on our Thematic Group's mission and invited him to make a presentation to the its members on the new strategic directions and organizational structure of the GGP. He has kindly agreed, and we are working to firm up date in next few weeks. We also agreed to share event announcements for all knowledge events organized by the GGP and Thematic Group.

"Addressing the Politics and Socio-Economic Angst That Underpins the Populist Revolt in American and the UK" was the subject of presentation by Richard Burcroff and Paul Ballard, 1818 Society Members. Kevin Cleaver provided discussant remarks. This was a joint presentation of the Governance and Economics Thematic Groups. Please visit <https://www.wbgalumni.org/thematic-groups/governance-thematic-group/> for a copy of the paper and listen to recording.

Health, Nutrition and Population Thematic Group

The HNP Thematic Group continues publicizing World Bank HNP events. We would welcome members who would like to give seminars on work they are still engaged in to volunteer! As there have been changes in HNP leadership, Maryse and Lynn are pursuing meetings with the new leadership to see how we can continue our collaboration, particularly more information sharing.

History Thematic Group

On November 12, the History Thematic Group and the World Bank Group Library jointly sponsored a presentation by Ian Hume entitled *REFLECTIONS OF AN ALUMNUS ON HIS CAREER EXPERIENCES IN SOME SOCIALIST COUNTRIES*. He gave highlights of his personal experiences and the work he was called upon to do as an Economist in Yugoslavia; as the first Country Economist on Romania; as Division Chief

responsible for Hungary; the PDRY (South Yemen, a Marxist state) and Afghanistan; and as Resident Representative in Warsaw from the time of Poland's launching its post-communist reform programs.

Transport Thematic Group

Our Transport Thematic Group continues to alternate having monthly meetings between the Inn at Glen Echo and the World Bank. Robin Carruthers gave a presentation on September 26th entitled "Saudi Arabia: Using Transport as a Driver of Economic and Social Change." He is currently working on a Bank team advising the Saudi Ministry of Transport.

Cesar Queiroz gave a presentation on November 13th entitled "Highlights of Implementing an OPBRC (Output and Performance-Based Road Contract) Project in Laos." Cesar discussed the main challenges and success factors in implementing the project in this landlocked country in Southeast Asia. He also demonstrated the features on the OPBRC financial model developed for the project.

Water and Urban Thematic Group

Talk Shop Series Presentations. In October we heard from Gidon Bromberg, the Israeli Director of EcoPeace Middle East. EcoPeace is a unique organization that brings together Jordanian, Palestinian, and Israeli environmentalists. Gidon described how EcoPeace's efforts to solve the region's water problems have helped to promote peace and security in the region. In November, the Agriculture and Water TGs jointly sponsored a well-attended presentation by Herve Plusquellec on the status of irrigation at the Bank.

For the coming months proposed water presentations are: (a) *What are IFC and MIGA doing in the Water Sector?* and (b) *Forty years on: Where we stand on low-cost WSS technologies*. This will be a joint session with the Water GP during Water Week 2020. Proposed urban presentations are: (a) the *Brown and Green Agenda*; (b) *An Urban Retrospective* (IEG review); (c) *Africa's Urbanization: Latest Trends and Solutions in Bank Lending*; and (d) *Washington, D.C.: The Tale of Two Cities*.

What Have We Learned Working at the Bank's Water Supply and Sanitation Sector? It has been 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 short "teaser video" with links to individual papers presenting "non-sanitized personal views" of several Water alumni. The video will be shown during the "Learning Week" that will follow "Water Week 2020." A panel discussion will follow the video.

Pro-bono 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 Launch. In December, two of our members, Catherine Farvaque-Vitkovic and Mihaly Kopanyi, presented a book they co-authored and published by the Bank: *Better Cities, Better World, A Handbook on Local Governments Self-Assessments*. The launch was organized by the Social, Urban, Rural and Resilience Global Practice.

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

Our Train Journey Across Russia, September 2019

By Alex Keyserlingk

In late 2018, my wife and I decided we would do the Trans-Siberian train journey from Saint Petersburg to Vladivostok. It was a decision which was driven by my wife's fascination for a Russian Baritone Opera singer, Dmitri Hvorostovsky (https://en.wikipedia.org/wiki/Dmitri_Hvorostovsky) who died in 2017 and by my interest in seeing this part of the world where my father and mother were born. We started the journey by spending a few days in Riga, Latvia, where my mother was born.

The journey had five very personal events:

First, in Jelgava, Latvia, where we found one of the buildings belonging to my mother's family.

Second, we visited the Moscow grave of Dmitri Hvorostovsky.

Third, in Moscow, we met the family of my recently discovered Russian cousins.

Fourth, we met the parents of Dmitri Hvorostovsky in Krasnoyarsk.

Fifth, in Vladivostok, I found a recently published book about my grandfather.

You can read the full story of this five-week journey at:

<https://app.box.com/s/uu5fqpyk8xw1d9sp0b4fcgdrhzhgr0e>

Cities for People: The Story of David Cook

By Lucinda and David Cook

The book consists of three parts: an appreciation of David by his daughter, Lucinda; David's recorded memoirs.

David Cook was a superb technician and a true professional of vast experience in different parts of the world. He was also an effective diplomat, who could discuss any issue with officials in developing countries and leave them impressed and happy.

-Ismail Serageldin, Founder-Director of the Bibliotheca Alexandrina

David was one of the most unforgettable characters I ever met. His loyalties went beyond any government or institution; he worked for the poor urban migrant, squatter and slum dweller. And he was passionate about it. This meant that he was often at odds with governments whose main tool vis-à-vis the urban poor was the bulldozer. Slum upgrading and sites and services was a transformational approach to urban development, not only for officials, but more importantly for ordinary folk participating in massive rural-urban migration. David Cook was a charismatic leader in this transformation.

-Kim Jaycox, former Vice-President at the World Bank

Cities for People: The Story of David Cook is available in hard copy from Pierre Landell-Mills (email: pierremills@aol.com). Free electronic copies can be sent to anyone who would prefer that. A contribution of £7.50 is requested to help meet the costs of printing and postage for those who would like a hard copy.

Mario Fischel writes: I'm very pleased to announce that the company I founded after retiring from IFC, Eliora Educational Games, has partnered with the *Financial Times* in London to develop a board game that teaches basic principles of personal finance to teenagers and adults.

The game is called "Road to Riches" and is available in the UK and worldwide. The objective is to make personal finance fun and accessible for all, especially teenagers who desperately lack knowledge in this

field, teachers who need appealing and easy-to-use materials for their classes, and parents who want their children to know more. The game has been tested in secondary schools in the UK and got students really excited, as well as learning a lot!

The game is made available free-of-charge by the FT to secondary schools worldwide and can be bought by retail customers on the www.elioragames.com website. I would love to hear from former colleagues who have an interest in financial literacy education (fischel.mario@gmail.com)!

Press release: <https://aboutus.ft.com/en-gb/announcements/ft-launches-road-to-riches-board-game-to-boost-financial-literacy/>

Introductory video: https://www.youtube.com/watch?v=h_ZDloZj6qA

Paula Donovan writes: I just learned that Deepa Narayan's talk sharing the findings of her latest book is now on the global Ted Talk network. I think a lot of our members will be very interested in the Ted Talk and in the book. While it is deeply researched and written about Indian women (educated and middle class), its themes apply very broadly!

We can all take them to heart as we support our friends and family through the generations wherever we live around the world.

Deepa Narayan writes: *Chup: Breaking the Silence About India's Women*. Juggernaut, New Delhi, published 2018. Based on 600 interviews with educated, working women and men in New Delhi and other metros, the book shows why current approaches to women's empowerment, entrepreneurship and leadership are unlikely to succeed. Despite their intellectual beliefs about gender equality, women's own early training to minimize their existence, and societal expectations blocks change. The book is organized around seven habits that diminish women.

I am humbled and grateful that my TED talk based on my book *Chup* is now on the global TED.com website. It was part of Shah Rukh Khan's (India's Brad Pitt) recent show on StarTV and National Geographic and is also available in Hindi on Hotstar, STAR TV's streaming service in India. My goal was to understand the roots of violence against women and of persistent gender inequality despite education, employment and incomes.

I identify seven everyday habits and expectations that seem to cut across many cultures, including the USA and Canada, and has implications on how we measure empowerment. I conclude that we are all have to change to achieve the ambitious goals of gender equality.

I hope you will watch it and if you are moved that you will share it widely with colleagues, friends and family on social media. The TED.com site even mentions my World Bank association!

The TED Talk is here:

https://www.ted.com/talks/deepa_narayan_7_beliefs_that_can_silence_women_and_how_to_unleash_them?language=en

Buy the book here: <https://www.amazon.in/Chup-Breaking-Silence-About-Indias/dp/9386228602>

Phyllis Pomerantz writes: Interested in teaching at Duke? It's hard to believe that I have been retired from the Bank and teaching at Duke for 14 years! They have been deeply rewarding intellectually and personally. I am now the Director of Graduate Studies for the Master of International Development Policy (MIDP) in Duke's Sanford School of Public Policy. MIDP is a 1-2-year residential master's program designed for mid-career professionals, mainly from developing countries. Starting now and over the next couple of years, we will be seeking some new faculty in a variety of development fields (e.g., economics, public finance, social policy, governance and management). We are looking for experienced development practitioners, with advanced degrees (preferably Ph.D.), who are open to adjunct and

visiting professor positions, as well as full-time faculty who might be enticed to settle in North Carolina. If you are at all interested, let's talk. My contact is: phyllis.pomerantz@duke.edu.

Linda Ankrah-Dove writes: I moved to the Shenandoah Valley ten years ago and developed a passion for poetry. This interest was out-of-the-blue, since my careers were informed by the social sciences and I had little literary background, especially American poets. I started to network with writers, read at open mic events, poetry conferences, and workshops, and published a few individual poems. And now I have self-published my first full book of poetry, *Borrowed Glint of Jade*.

I chose to have the book produced with local friends, both poets themselves; one owns a small printing press and the other, an investigative reporter with a local newspaper, helped me with design, layout, and proofing. Included are poems I wrote between 2009 and 2017. I also chose to have a quality feel to the book—a lovely hand-made paper cover and the best quality off-white paper for the text block.

The book has been well received locally, and I sell it myself at \$20. Another book is in process, and I will probably publish this one commercially. This new passion has enriched my retirement years and kept me active physically, mentally and spiritually. New passions highly recommended!

For more information on the book or to obtain a copy please contact me at Evodal66@gmail.com and I will give you details of price etc., and my address. I can mail the book to you.

John Ducker writes: My new book, *Beyond Empire – The End of Britain's Colonial Encounter*. I conceived the book a long time ago during my period of Bank employment when I spent a number of years working on Sudan and Nigeria in particular, but also other countries at a greater remove. *Beyond Empire* looks at three decades of British colonial administration to assess the capacity of the independent governments of Africa to achieve independence. A wealth of archival material and a unique review of British press over those decades brings to life the dynamic and the tension of the process of decolonisation. Addressing a wide range of issues, from education, constitutional change and economic relations, *Beyond Empire* sheds new light on aspects of colonial history at the country level, with the focus on the African administrations themselves as agents in the decolonisation process. Orders can be placed at <https://www.bloomsbury.com/us/beyond-empire-9781788317351/>

Al Drattel writes: Life-long learning is "big business" in the United States; there are thousands of these programs, mainly linked to universities. I have attended three of these programs over the years. The first was at the Rockville campus of Johns Hopkins University. The second was at Florida Atlantic University, believed to be the largest life-long learning program in the country--about 16,000 students, I was told, at Boca Raton and Jupiter, Florida, combined. The third, at Hofstra University on Long Island, I have belonged to since I moved from the D.C. area to New York eight years ago.

Programs at each venue were and are exciting and informative. JHU and FAU are similar and akin to most life-long learning programs; professors and guest speakers from various disciplines give the presentations. The Hofstra version, which is held year-round, is one of the few programs in the nation where the students are actually the teachers. Each member can present on various subjects different from their working career, if they wish. The result is the fun of exploring areas he or she did not have the time to discover and probe while busy working at an everyday job. The most exciting part of doing a presentation is the research. There is so much to learn. For instance, I have focused on political history and figures.

The Hofstra program is called PEIR, for Personal Enrichment in Retirement. The youngest members are in their late 50s; the oldest celebrated his 100th birthday this past summer. Here is what some PEIR members say about this organization:

"My greatest concern as I prepared for retirement was how I'd spend my newfound time. Discovering PEIR allayed my fears. The intellectual stimulus and socialization with terrific people have made the years since I joined fly by."

"Broadening my interest in art, music and history has been very stimulating. The opportunity to make new friends has added fun to my life."

"Preparing presentations is the best way to keep my mind active."

"(PEIR) fills a void in my life. Every day is an adventure."

If a Bank retiree now living in the New York area wants to know more about PEIR, he or she can visit <https://www.hofstra.edu/academics/ce/lifelonglearning/peir/> or call 516-463-7200.

WORLD BANK HISTORY

70 Years Ago March 14, 1950	Bank Announces Poland Membership Withdrawal The World Bank announced that Poland has withdrawn its membership in the Bank. Poland rejoined the Bank on June 27, 1986. http://documents.worldbank.org/curated/en/997661468185032476/Poland-Rejoins-the-IBRD-Bringing-It-to-150-Member-Countries
65 Years Ago March 11, 1955	Bank Announces Plans for an Economic Development Institute The World Bank announces that it intends to establish an Economic Development Institute, with the support of the Rockefeller and Ford Foundations, each of which will donate \$85,000 towards the first two years' operating costs. (EDI was formally established January 9, 1956.). http://documents.worldbank.org/curated/en/430231467991009687/pdf/104627-WP-PUBLIC-2002-07-Sir-Alec-Cairncross.pdf
60 Years Ago February 1, 1960	Articles of Agreement of the International Development Association (IDA) Made Available for Acceptance The Articles of Agreement of the International Development Association (IDA) were made available for acceptance by prospective member governments. At the initial subscriptions, there were seventeen Part 1 countries and fifty-one Part 2 countries. http://documents.worldbank.org/curated/en/667331468914472683/pdf/640550NEWS0Ban00OfficialUseOnly010.pdf page 2
50 Years Ago March 31, 1970	McNamara Proposes Consultative Group for International Agricultural Research (CGIAR) In a memorandum to the Executive Directors, President McNamara proposes the formation of a Consultative Group for the support of existing and new international agricultural research organizations. (The Consultative Group for International Agricultural Research, or CGIAR, is formally established May 19, 1971).
45 Years Ago January 17, 1975	Consultative Group on Food Production and Investment in Developing Countries Announced Announcement made that the World Bank, FAO, and UNDP were beginning the first stages of organization for a Consultative Group on Food Production and Investment in Developing Countries (CGFPI), as requested by the World Food Conference of 1974. Mr. Edwin M. Martin accepts the position of Chairman of CGFPI.

40 Years Ago March 25, 1980	First Structural Adjustment Loan Approved The World Bank's first Structural Adjustment Loan (SAL) is approved: Turkey – Loan 1818, for \$200 million. The project was in support of structural adjustment policies adopted, or to be adopted, by Turkey. The loan was to be disbursed in three tranches. http://documents.worldbank.org/curated/en/258521468915566400/Banks-world-Page-8
30 Years Ago March 30, 1990	Dr. Michael Irwin Resigns as Director, Health Services Department Dr. Michael Irwin resigns as Director, Health Services Department and writes derogatory information about the Bank in <i>The Wall Street Journal</i> .
25 Years Ago March 16, 1995	James D. Wolfensohn Selected as Ninth President of the World Bank Group Executive Directors select James D. Wolfensohn to serve as the ninth President of the World Bank Group. https://www.worldbank.org/en/about/archives/history/past-presidents/james-david-wolfensohn
20 Years Ago March 8, 2000	Meltzer Commission Report Released The International Financial Institution Advisory Commission ("Meltzer Commission"), authorized by the US Congress in November 1998, released its report. The report was highly critical of the Bank and Fund and urged that they be radically reduced and restructured. https://en.wikipedia.org/wiki/International_Financial_Institution_Advisory_Commission
15 Years Ago March 31, 2005	Executive Directors select Paul D. Wolfowitz as Tenth World Bank Group President The Executive Directors of the World Bank unanimously selected Mr. Paul Wolfowitz to succeed James D. Wolfensohn as President of the World Bank, effective June 1, 2005. https://www.worldbank.org/en/about/archives/history/past-presidents/paul-dundes-wolfowitz

Remembering the Contributions of WBG General Counsel Ibrahim Shihata

During the Law, Justice and Development Week in November 2019, the World Bank Group's Legal Vice Presidency honored the contributions of Dr. Ibrahim Shihata (1937-2001) who served as General Counsel of the World Bank from 1983 to 1998 and as Secretary General of the International Centre for Settlement of Investment Disputes (ICSID) from 1983 to 2000. As part of these commemorative activities, a dedication ceremony was held during which the Board Room on the 13th floor of the Bank's Main Complex was named in Dr. Shihata's honor. As part of a larger commemoration, the Legal Vice Presidency prepared [an overview of his career and achievements](#) that explores Dr. Shihata's life and describes in detail his legacy at the World Bank.



Oral History

Paul Volcker Interview

Paul Volcker, former Chair of the U.S. Federal Reserve Board, passed away in December, 2019. The February 1989 issue of *The Bank's World* carried a wide-ranging interview with him on page 2. It can be read here: <http://documents.worldbank.org/curated/en/310591468915623859/Banks-World>

ACTIVE RETIREMENT LIFESTYLE-Z

1818 Hiking Club

Hikes organized by the 1818 Hiking Club in the Greater Washington area since the last Quarterly included:

- McAfee Knob, Catawba, VA, October 28, 2019 - [View Pictures](#)
- Riprap Hollow, Shenandoah National Park, VA, October 29, 2019
- Maryland Heights, Harpers Ferry, MD, November 22, 2019 – [View Pictures](#)

International Trips and Treks

Each year The 1818 Society organizes several international trips and treks. Past trips have included Bhutan, Chile, China, Costa Rica, Cuba, France, Georgia, Iran, Iceland, Spain, Nepal, and United Kingdom. Trips planned in 2020 are listed in chronological order below. [Click here to see the detailed trip descriptions.](#)

- BHUTAN: The Dragon Kingdom — Paro Tshechu dance festival and Cultural Tour, 5 – 18 April 2020
- BHUTAN: The Dragon Kingdom — Paro Tshechu dance festival and Druk Path Trek, 5 – 18 April 2020 (*fully booked*)
- FRANCE: Discovering fabulous South Corsica, 18 – 24 April 2020 (*2 spaces remaining*)
- ROMANIA: 1818 Trek in the Provinces of Romania, May 23 – June 2, 2020
- CHINA: History Unearthed: An archaeological Journey through China, May 22 – 31, 2020 (*3 spaces remaining*)
- UK: Walking in Northumberland, England, July 17-24, 2020 (*one double room remaining*)
- NORWAY: Trekking in Norway: Mountains and Fjords, 13-28 August 2020 (*fully booked*)
- TURKEY: Sample the Delights of Turkey, September 1-16, 2020
- ARMENIA/GEORGIA: Discover the Caucasus – A Journey Through Armenia and Georgia, September 18-30, 2020
- NEPAL: Manaslu & Tsum Valley Trek, September 21 – October 11, 2020 (*fully booked*)

Details of the trips and contact person is on the 1818 Society website under Activities>Tours and Treks (*login required*)

Fund-Bank Ski Club

The club has put together a wonderful program for the 2019/20 Winter season. The following trips are scheduled.

Vail, Colorado: December 11-17, 2019 – Trip leader: Frona Hall

Snowmass, Colorado: January 18-25, 2020 – Trip leader: Gail Davenport

St. Moritz, Switzerland: February 8-16, 2020 – Trip leader: Nathalie McGregor
 Taos, New Mexico: February 15-22, 2020 – Trip leader: Brenda Mejia
 Banff, Canada: March 13-20, 2020 – Trip leader: Van Pulley

All trips are now full but sometimes there are cancellations and the trip leader will keep a waiting list. More information on the trips, membership application, etc. can be found at www.fundbanksclub.org.



MEMBERS' CORNER

1818 Society Trip to Georgia and Armenia: October 11-25, 2019

By: Lester Dally

This was a memorable and magical 1818 Society trip to the South Caucasus with John Graham Tours and 16 wonderful World Bank retirees. Our guide, John, a Princeton PhD in musicology, lives in Tbilisi with his Georgian family, speaks the language fluently, and is a world expert on early Georgian liturgical music and Christianity. The trip provided an extraordinary in-depth and authentic picture of Georgia and Armenia, both strategically located between East and West, variously conquered and influenced over the centuries by the Hittites, Greeks under Alexander, Romans under Pompeus, Parthians, Sassanid Persians, Arabs, Mongols, Tamerlane, Saffavid and Qajar Persians, Seljuk and Ottoman Turks and more recently, the Soviets. Despite the myriad conquests and invasions, each country manages to retain its unique character and blend of Orthodox Christianity with finely preserved archeological sites, monasteries, ancient liturgies and chants sung by present day monks and religious singers.

John led us down the paths of their history in the search for the earliest influences and spread of Christianity in the region dating from 309 in Armenia and 337 in Georgia. We visited early religious sites, churches and monasteries abandoned during the dark Soviet period but now more important than ever in linking the long-standing Christian Orthodox traditions and values to present day worshippers in

communities and churches across the countries which are again active and vibrant. With John's special musical knowledge, Georgian and Armenian history and culture came alive. We were treated to many performances of early chant and more recent musical genres, with John often joining the performances with his wonderful voice.

The scenery of the countryside and Caucasus mountains is dramatic. Near the Russian—Georgian border we woke up to the magnificent spectacle of Mt Kazbegi (16,512'), a stunning backdrop to the 13th century Gergeti Trinity Monastery, where we hiked to meet some of the resident monks. The local cuisine and wine were superb. We visited the Kekheti wine region and in the stunning Alazani Valley and stayed at a small vineyard—the Babaneuri Winery—where the family owners introduced us to the ancient Georgian qvevri winemaking technique. Grapes are placed inside large clay vessels and buried underground to ferment for several months. It is an organic method with growing interest in Europe and the US. The winemaking tradition dates back over 3000 years, meticulously preserved by the monks in their monastery vineyards over the centuries. We tried many different endemic varieties of wine on the trip. Georgia has over 525 grape varieties; Armenia has over 400.

We visited many historic towns and villages. Notable was Telavi, the focus of the agricultural production of the region with wines, fruit and vegetables in abundance. The village of Signaghi overlooks a vast valley below. It is a picturesque medieval hilltop town with exceptionally preserved archeological sites, buildings, churches and narrow cobblestone streets.

This tour provided a realistic and authentic understanding of these countries, their unique attributes, and challenges ahead. They are still surrounded by unwieldy meddling powers—Turkey, Russia and Iran—their futures relying on a careful balancing of interests among them,

Christopher Trapman writes:

My wife Câtly and I spent our first years together in Honduras. I was working for the Ministry of Natural Resources under a British Overseas Development Administration technical cooperation contract in Tegucigalpa. One weekend we headed up into the hills looking for blackberries and came across a little property for sale with a small house, a well, and four acres of fruit, coffee and pine trees 25 km from the city. We thought that it would be a great place to invite friends for week-end barbecues, etc., borrowed money from the bank, and became proud owners of our first piece of real estate together.

The only snag was that three months later I was offered a job as Deputy Project Manager of an IDA-funded rural development project in Tchad! We decided to keep the property, arguing that it would be a more likely incentive to return to Honduras than simply relying on the good friends we had made there.

And so, for almost 40 years we visited Honduras regularly, counting on the good services of our neighbours to handle the maintenance and logistics for the little property during our absences. We built a local-style house on top of our little hill and found immense relaxation and friendships with our neighbours during these visits. For a long time, many friends were

while reaching out to strengthen relations with the West. Both are still recovering from the suffocating period of Soviet occupation, rebuilding their economies, expanding trade and tourism, and restoring their Orthodox Christian religious traditions and cultural identities. After meeting some of the dedicated World Bank staff in the field, we were briefed on the country achievements, results, and outlook. We left feeling optimistic and hopeful for the future of these remarkable countries with their welcoming and friendly people, vast natural resources, extraordinary landscapes, absorbing history, and haunting chants echoing from the Middle Ages.

amused by the fact that we were maintaining a property that brought us mostly expenses in a country of dubious notoriety. But when it's your first purchase together, the heart plays its part too! However, little did we know that our fidelity to the poor little village of La Calera (on the road to Lepaterique) would be rewarded seriously more tangibly later on!

Five years ago, we learned that Honduras had become one of the most dangerous countries in the world - something which defied belief knowing the country as we did. It is certain that, like many countries, it has its problems. Having spent all our working lives in Africa, Central America, and Washington, D.C., with two children born and educated in Africa, Câtly and I certainly know a little about dangerous and problem countries! So, as something of a vain gesture of support for this little Central American republic, we decided to become Honduran residents. It took 15 months of paperwork, mainly because we had a singularly inefficient lawyer who seemed to know even less about the process than we did!

At the time we were living in Belgium and each year more than half of my pension was going to the Belgian inland revenue authority.

When I received our resident cards, I went to enquire about my income tax liabilities with the Honduran tax people. Imagine my surprise when I learned that as a retiree I was not only not liable for tax but as senior citizens we were entitled to 25% off restaurant, hotel and travel bills! I am not sure that it's the best way to solve national social security problems, but we just accept it. There are not too many other tangible benefits which go with getting old! These privileges and others (duty free importation of personal effects) are detailed in Decree no 208-2003 of the *Ley de Migración y Extranjería*. *Artículo 27* is specific about income tax.

What do you need to do to qualify? First of all, you don't need to go searching for blackberries in the Honduran hills! That can come later, and it is both enjoyable and rewarding.

To qualify for residence in Honduras you need to have a local address and a bank account with a monthly income of not less than \$1500. We opened an account with *Banco Davivienda* where the Resident Mission keeps its accounts. The resident status is renewed every year (it takes about an hour in the offices of *La Migra*) for five years, following which you are free to apply for full immigrant status. There is no minimum period of stay required. We go back once or twice a year for short stays from our otherwise busy lives in Europe. I now have an excellent young lawyer who has recently processed our papers for full immigrant status.

I am sharing this information as I am sure that there must be others who would like to alleviate their income tax burdens in a manner which is both above board and encouraged by

Honduras to attract outside investment and expertise. The Belgian authorities have accepted our new status, but I did convince them to send our city rates bill direct to our now secondary residence in Namur rather than relying on the Honduran postal services!

There may be those like us, who in addition to benefitting from these advantages would like to contribute in other ways towards a country which is sorely in need of support. For example, Câtý, with the help of her FB friends, has been sponsoring an education project to help bright children of our village to get to secondary school. (www.childrenoflacialera.org)

For many parents without the means to pay for secondary education, the hope of their children escaping the vicious circle of poverty is an illusion. I would be happy to share details of our experience with any who might feel a little adventurous and interested in emulating our positive experience as residents of Honduras!

Another unsung advantage of its poor reputation is that there is little mass tourism to Honduras. Believe me though, the world class quality and simplicity of coral diving from the Bay Islands, the beauty of the wilderness of the Mesquitia, and the old Mayan ruins are worth a visit to Honduras even if you never become residents!

Incidentally, the ratings for Honduras have considerably improved and according to the 2019 Global Peace Index Honduras figures as 41st most dangerous country in the world, a full 5 places better than the USA!

Introduction of T&V Extension in Ghana

By Chandrashekhar G. Ranade

From 1991 to 1994 I worked in the Resident Mission in Ghana in the agriculture sector. In March 1992, I was called back to Washington to present the National Fadama Development Project (for Nigeria) to the Bank's Board. In that Board meeting that project—as well as the

National Agriculture Extension Project for Ghana, Task Managed by Solomon Bekure—were approved.

After the Board meeting, we had a small party in our West Africa Agriculture Division. During the party, John Joyce, who was our Division

Chief, announced that he was planning to invite Danny Benor from Tel Aviv to advise us on the extension project. That was exciting, because I had experienced how Danny can bring energy to the extension system when I was working in India during the late '70s.

When I returned to Accra, a telex from Ernest Stern, the Vice President-Operations, was waiting on my desk announcing the mission of Danny Benor to Ghana. The following 10 days were hectic because I had to arrange a meeting of Danny with the Minister of Agriculture, arrange a project launching workshop for the Extension Project which Danny was supposed to attend, and on top of that, Kim Jaycox, VP for Africa, announced that he will also attend the workshop. Ravi Kanbur, the Resident Representative, offered all his support. We also had to invite the CYMMYT team (International Maize and Wheat Improvement Center) team stationed in Accra which was working on the Global 2000 initiative of Norman Borlaug.

In the following week, on the day Danny arrived in Accra, he, Ravi and I met the Minister of Agriculture, Ibrahim Adam, who himself was a farmer and knew agriculture well. After the initial pleasantries, Danny said, "Mr. Minister, if you accept the Training and Visit Extension System, we can double agriculture production in Ghana in one year". The Minister asked if there was any study done on the T&V System.

Danny said, "Yes, just recently a Yale Professor has completed a study. Robert Evenson, from Yale and Vishva Bindlish from the World Bank did the study on the impact of T&V in Kenya and Burkina Faso".

Ravi asked, "What is rate of return on extension found by the study?"

Danny said, "150%".

Ravi, "Do you believe that?"

Danny, "No", and then he paused for a second and asserted, "It is much higher than that".

The Minister immediately gave clearance for the T&V System of extension and asked the

Project Manager, Korang Amoako, to follow up on Danny's advice. That was the launch of T&V in Ghana.

The project launch workshop was coordinated by Veit Burger of the Economic Development Institute of the World Bank, who came all the way to Accra. The workshop was indeed lively. The CYMMYT people were asserting that the seed-fertilizer technology is more important than the extension, while Danny was insisting that without proper extension the seed-fertilizer technology will not work. Jaycox was listening to the whole proceedings and was supportive of what was going on.

In the next couple days, Danny, Ravi, the Project Manager, I, and even the Minister went on farm visits. Danny brought real energy to the farm visits. He was fond of eating roadside mangoes. Wherever we went, Danny pointed out that most of the farms were infested with weeds and some disease, and the subsidized fertilizer was fed to the weeds. The Minister was disappointed to see those farms and supported Danny. There was a clear evidence that if the extension advice was followed, farmers could achieve greater than 100% return just for following that advice.

Upon the advice of Danny, Robert Evenson and Vishva Bindlish visited Ghana and gave seminars at the Resident Mission and at the University of Ghana on their research paper on the impact of T&V in Burkina Faso and Kenya. That brought additional support to the T&V extension.

The Bank hired a full time Ghanaian staff member, Charles Annor-Frempong, to supervise the extension project. After few years, Charles was promoted, and he became the Resident Representative for the Bank's Mission in Sierra Leone. He later became the Resident Representative for Mongolia before he retired in 2017.

I hope that the Bank would sponsor a history of T&V, because that is the sole creation of the Bank for sustainable agriculture beyond what

CGIAR institutions could imagine. Samuel Paul in his book *Managing Development Projects* (https://www.amazon.com/Managing-Development-Programs-Lessons-Success-ebook/dp/B07YVMNH1Z/ref=sr_1_1?keywords=Managing+development+programs+%3A+the+lessons+of+success+..&qid=1575994673&s=books&sr=1-1) had praised T&V.

For more on T&V see

<http://documents.worldbank.org/curated/en/826261478507952332/pdf/109414-BRI-WBG-PUBLIC-date-04-01-1993-Training-And-Visit-System.pdf>

<http://documents.worldbank.org/curated/en/590201468914463970/Banks-world> pp. 6-7

<http://documents.worldbank.org/curated/en/871891468914449001/Banks-World> p. 19

A Short Walk in the Indus Basin (Files)

By Ian Newport

A few years ago, I was asked by the World Bank to review all the records connected with Bank's involvement in the Indus Basin mediation between India and Pakistan back in the '50s. The Bank's mediation efforts led to the Indus Waters Treaty, 1960 and to the peaceful settlement of one of the most contentious and potentially explosive issues between India and Pakistan after Partition.

<https://www.worldbank.org/en/region/sar/brief/fact-sheet-the-indus-waters-treaty-1960-and-the-world-bank>

The review was made necessary by an upcoming arbitration proceeding between India and Pakistan concerning the building of a new hydroelectric dam on a major river in the Indus Basin. One of the parties alleged that the dam would adversely affect its water rights vouchsafed under the Indus Waters Treaty.

When I first saw all the boxes of Indus Basin records sitting on the shelves in the Bank's Archives, my heart sank. It seemed like an impossible task to plough through all those records to find out whether there was anything "confidential or sensitive" in there that should not be given to the parties for the purposes of the arbitration proceedings.

At that time, I was blissfully unaware that there were actually 194 files to go through with more than 70,000 pages to read!

Over the course of the weeks I spent there, I came to realize that the Indus Basin records

provide an impressive tribute to one of the Bank's singular achievements.

Bank officials went to incredible lengths to ensure that they acted with absolute impartiality. There are multiple expressions of gratitude to the Bank from the senior-most levels of government in India and Pakistan. Based upon all that I read, the Bank should be very proud of this chapter in its history.

India and Pakistan's policymakers had to make huge leaps of faith before they could come to an agreement. Many painful concessions had to be accommodated by both sides and, ultimately, monumental civil works projects had to be undertaken by Pakistan to make the final Settlement a reality. (The Mangla Dam alone was about two and a half times bigger than Egypt's Aswan Dam).

It is interesting to reflect that I worked on issues related to another of those projects--the Tarbela Dam--during my time at the Bank and that some staff are *still* working on issues related to that project some 50 years later.

The Indus Basin records encompass everything from correspondence between senior Bank officials and heads of state, Board documents, memoranda, proposals, counter proposals, notes and minutes of endless meetings to a huge trove of technical documents such as irrigation records, river flow statistics, schematic drawings, bound volumes of engineering reports, government publications

and multiple maps of remote parts of the Indus Basin river network.

From many hand-written notes and informal minutes of meetings you can sense the character and motivations of many of the Bank's principal players—from the visionary Eugene Black (then President of the Bank) <http://documents.worldbank.org/curated/en/759741467740019396/pdf/104640-WP-PUBLIC-2003-04-President-Eugene-Robert-Black.pdf> and the unruffled Sir William Iliff <http://documents.worldbank.org/curated/en/249721468915349850/pdf/619180NEWSOBan00BOX309621B010-01-62.pdf> to the bold Sir Kenelm Guinness

https://www.stardem.com/obituaries/guinness-served-in-blues-and-royals-dies-at/article_4b60aeed-3471-55c8-a681-68e9b3045ced.html and the dynamic General Wheeler.

<http://documents.worldbank.org/curated/en/122141467740073698/Engineering-Adviser-General-R-A-Wheeler> (Did you have to have a title to work for the Bank in those days?).

Likewise, personal letters from Nehru and Ayub Khan, crafted in flawless English, contained some heart-felt passages when touching upon the plight of the poor people on both sides of the border and their desperate need for water.

There were also many personal letters in the records that revealed some amusing, touching and, perhaps, overly frank assessments. Who wrote those letters and to whom they were sent I can't reveal but it really doesn't matter. They reflect a human dimension to names that were otherwise just found at the bottom of various letters.

Letter from a Bank staff member in Pakistan to a staff member in Washington:

"X told me this morning that he is answering the two or three letters which you have written him before he too departs on safari". (Those were the days).

Letter from a Bank staff member in Pakistan to a staff member in Washington:

"I do not think that the Indus Basin Settlement Plan can be sold as an economic project. It must be frankly recognized to be a political settlement which has very little to do with economics." (With friends like this...).

Letter from a Pakistani official to his Indian counterpart on his pending visit to India:

"A member of superior clerical staff and a peon may also accompany". (No computers?)

I was also reminded that engineers have a nice sense of history when I read this dedication in a Report on the Rajasthan Canal Project, 1948:

"I constrained a mighty river to flow according to my will and led water to fertilize lands that had before been barren and without inhabitants".

An inscription from the tomb of Queen Semiramis

At the end of each day, I would sit down in the Reading Room with the archivists to review what I had found that day and to ask questions about a range of documents that I had flagged as either "confidential or sensitive".

This is when I was introduced to some of the mysteries of the Archives, their "best practices", how certain markings on documents were viewed if they were not made by the "creating party" and what "Secret", "Strictly Confidential", "Confidential", "Restricted" and "For Official Use Only" meant in archival terms.

They were so dedicated, enthusiastic and helpful that the well-worn phrase "without whom it would have been impossible" comes to mind. All the Archives staff I came into contact with were truly passionate about their work and their profession.

The Indus Basin records provide a fascinating glimpse into the past. It is a trite observation to make but you suddenly realize that decisions taken, and documents created over 50 years ago are still exerting their own powerful influence today.

After all, the whole point of my assignment was to decide what Bank archival records could or could not be disclosed to the parties in the context of their forthcoming arbitration proceedings. A treaty drawn up during the 50s will determine the outcome of events in the second decade of the 21st century. So, the past lives on.

The position I took was that these are really documents of historical interest only at this stage. The Bank's own policy provides for declassification of its "deliberative proceedings" after 20 years. Many of these documents are well over 50 years old and most of the people involved have passed on.

Some of my operational colleagues were a little concerned that I might have "romanticized" the whole Archives experience. Maybe. But I don't think so. It is difficult to feel overly excited when you have to plough through large files on "Sediment Transport by Running Water and the Design of Stable Channels in Alluvial Soil". Or to feel gripped by the file on "Waterlogging and Salinity in West Pakistan". I understand that Archives staff can also encounter tedium on occasion.

All I can say is that as soon as I walked into the Archives, past that huge photo of the Bretton Woods conference and into the silence of the Reading Room, I felt that I had discovered a part of the Bank that I should have discovered long ago.

Recollections of a Bank Economist on His Experiences in Some Socialist Countries

By Ian Hume

Joseph Stalin and Mao Zedong chose to view the World Bank in the early years after its inception as a "Capitalist tool". For that reason, even though some Warsaw Pact countries (Yugoslavia, Poland, among others) had joined the Bank as members in 1944, socialist countries generally stayed away from the Bank. Russia did not join at that time. Poland joined but withdrew its membership in 1950. The exception was Yugoslavia, President Tito showing defiance of Stalin. Cuba, a member until its socialist revolution, withdrew in 1960 and has not re-joined. All this meant that in its early history the Bank had little experience in dealing with socialist countries and their economic systems.

This changed over the years. Romania joined the Bank in 1972, followed by the People's Republic of China (1980), and Hungary (1982). Poland re-joined in 1986, and then many former Soviet Republics joined following the disintegration of the Soviet Union from 1991. Viewed in the broad sweep of history, this trend in joining the Bank generally (but not always) reflected decisions by these countries to shift away from planning to adopt a reformist, more

market-based economic model. Bank (and Fund) membership was seen as a source of support for this transition.

Different countries followed different paths along this trend: Yugoslavia had always been a non-conforming socialist country; Romania joined the Bank initially as a centrally-planned economy without any reformist intent; China's reforms, as in Hungary (where reforms began in 1968), were initially quite gradual and measured; rapid and total reforms took root in Poland, Russia, Czechoslovakia and other East and Central European/Asian countries only after the collapse of communism.

It was my privilege in my early Bank career to have had the chance to work on a number of East European socialist countries, but never on Russia or China, beginning with Yugoslavia, Romania, Hungary and Poland. The experience was as varied as it was exciting.

Under Tito, Yugoslavia in the early 1970s was a peaceful federation with a mixed economic system whose socialist attributes were less about central planning than about social justice. Industrial enterprises were state-owned but

managed in a decentralized way, which included Workers' Councils to see to the interests of labor; small scale private enterprise was widespread in small and medium enterprises (SMEs) and agriculture; and the federal budget had mechanisms to favor less-developed regions with transfer payments. Yugoslavia was a labor-surplus country with high underemployment, particularly in its less-developed regions, so there was substantial migration of labor into Germany and France.

Through the mid-1970s, I was a member of several major Bank economic missions to Yugoslavia, led by Vinod Dubey. Key areas of focus were maintaining macro-stability in the face of divergent monetary and fiscal impacts in the very different territories; assessing the effectiveness and efficiency of industry; and (my own responsibility) giving an account of the country's employment, migration and income distribution issues. Well-organized, with well-structured institutions and with some of the best statistical reporting systems of any country, working on Yugoslavia was an economist's dream.

Romania was quite different. First, the country was structured around a rigid central planning model, and Nicolae Ceausescu's objective in joining the Bank had nothing to do with reforming this model. The Bank had to adapt to analyzing the Romanian economy within the framework of its rigidly orthodox Annual and Five-Year Plans, and its centrally directed means of allocating resources, managing prices, and distributing products and services.

In 1972, I was appointed as the Country Economist on Romania and, under the leadership of Otto Maiss (Senior Economist, EMENA), was the lead author of the first Economic Report delivered in late 1973. This was an economist's nightmare. Our Romanian counterparts insisted that they did not accept the conventional, UN-based reporting system nor the concept of GDP and its statistical measurement that most countries used. They worked on a (Marxist) Net Material Product

basis (which excluded all service activities). There was also disagreement on how the Bank team referred to Romanian planning and its performance outcomes. This led to many disagreements about the text of that first economic report. The Romanians rejected any segments of the report which were even vaguely critical or raised questions about how the system operated. From the Romanian perspective at that time, the Plan was the controlling instrument and the Plan was always successfully (or over)-fulfilled. At the end of the day, the report was negotiated like a legal document, line by line. I kept a record of the text changes that were demanded and agreed with our counterparts. In a main text no longer than 35 pages plus annexes, there were 1,535 of them!

When Hungary joined the Bank under the leadership of Premier János Kádár in 1982, it was already in the mid-term of a reform program that had started in 1968. Reform basically involved permitting more decentralized decision making in enterprises and farming. The reforms had brought significant prosperity to Hungary, but by the 1980s, following the successive oil crises in the mid-1970s, the economy had become stagnant. In joining the Bank and the Fund the Hungarians sought to both open and modernize the economy and improve its competitiveness.

As the Chief of Division responsible for Hungary and some other countries, I led the first Economic Mission to Hungary in 1983. The policy commitment to further reform was clear. The Planning Office was transformed by shifting from planning to analysis; foreign investment was encouraged; industries were encouraged to seek export markets; the foreign exchange would be used to import modern technologies. The Bank had excellent working relationships with Hungarian counterparts and an active lending program was developed. In cooperation with the IFC, the Bank pioneered its so-called B-Loan program in Hungary, raising some \$1.3 billion in co-financing in the Japanese capital

markets. Hungary had many internationally famous economists committed to market-based systems, so its reform programs had deep roots. At the same time, remembering the brutal Soviet suppressions that had occurred in 1956, reforms were always executed with considerable caution. As World Bankers, we recognized the need for that caution, but we were also at times unkindly impatient with the pace of reform. I can remember joking with my colleagues that Hungarian reforms sometimes seemed to us like “trying to take swimming lessons without getting wet”.

By contrast, after the collapse of communism in Poland in 1989 the “Shock Therapy” reforms that were adopted were more like jumping off a cliff without a parachute. Designed by the now famous economist Leszek Balcerowicz, with help from Jeffrey Sachs and others, the reform program involved the abolition of all central planning, the instantaneous elimination of all subsidies, the freeing of prices, the establishment of a hard budget constraint with high interest rates, and a managed exchange rate. Enterprises had to fend for themselves.

The impact was instant stagnation. GDP declined by close to 30 percent. Enterprises, a source of protected employment under communism, began to shed their surplus labor. Unemployment exploded. Enterprises had to restructure their operations in every department and adopt methods of cost accounting and marketing that did not exist under communism. It was, indeed, shock therapy.

Late in 1989 I was privileged to have been appointed Resident Representative for the Bank in Poland. With a strong and diverse team, I opened the Bank’s Field Office in Warsaw in early 1990. It was the Bank’s first field office in Eastern Europe. We lived through many

exciting and challenging episodes, offering Bank assistance to the reforms in almost every sector. There were no shortages of challenges. In a 1992 meeting with Ernie Stern (Senior VP for Operations), when asked how Poland was doing in building its economy after communism, President Lech Wałęsa quipped: “You know, it may be quite easy to make fish soup out of an aquarium; but it’s much more difficult to make an aquarium out of fish soup”.

Despite the challenges involved, different in each case, and despite some present-day political tensions and economic challenges, all the countries mentioned here, as well as Russia and China among others, have had success in building their post-socialist economies. Yugoslavia, of course, had a uniquely tragic falling apart after the death of President Tito, but its constituent states are now separate countries, mostly with free market economies, and some (Slovenia and Croatia) now being members of the EU. Similarly, Romania, Hungary and Poland are all EU members and have enjoyed varying degrees of success in building their market-based economies. Poland was the only European country, along with Cyprus, which did not suffer any negative growth of GDP following the 2008 financial meltdown, crisis and recession. I view the Bank as having made some significant contributions to this quite proud record, and am pleased to have been, for a period spanning from 1972 to 1994, a small part of that.

These fragments have been extracted by the author from a Memoir he has recently completed

https://www.amazon.com/Edge-Empire-Memoir-Ian-Hume/dp/1478794550/ref=sr_1_1?keywords=from+the+edge+of+empire&qid=1576599558&s=books&sr=1-1

Long and Productive Lives: 1818 Society Deceased Members

By William McGreevey

At the Annual Meeting of The 1818 Society on October 24, 2019, retirees offered condolences to the memories of 157 former staff members of the World Bank Group who had died during the previous year. Of these deceased former staff members, 110 were men and 47 were women. Several of the women and a few men had died before reaching age 70, thus reduced the average life expectancy achieved by most retirees. After eliminating deaths before age 70 and adding six months of survival beyond the listed ages at death, both men and women survived for about 87 years from the time of

their birth. This survival rate far exceeds that of survival rates of the population of the USA (76 years for males and 81 years for females).

Better health, nutrition, and well-being among World Bank Group staff helps explain their high survival rates. Three staff members died this past year after having lived beyond age 100: William D. Fraser, retired in 1979, Eunice Dorey, retired in 1963, and Alma Moore, retired in 1965. Perhaps the best-known passing retiree in the past year, Ernest Stern, died at age 85.



HUMOR AS THE SPICE OF LIFE

My husband says that I'm experiencing WB PTSD when I tell him that at our anniversary dinner, I would like to have an evaluation of each year of marriage and provide him with "constructive feedback".

-Anonymous Contributor



Our Government counterparts in the Middle East take great joy in relating the following "true story"

A World Bank mission led by an experienced mission leader was driving through the desert for field supervision of a project. Suddenly, they noticed from the speeding car a large number of sheep and a Bedouin lying comfortably in the shade overseeing his herd.

"Stop", says the mission leader. The team gets out of the car and approaches the Bedouin. "If I can tell you exact number of sheep in your herd, will you give me one of them?"

Before the puzzled Bedouin could even respond, the team leader shouts out, "345 exactly" and immediately grabs one of the animals as his reward.

After a few seconds of reflection, the Bedouin says: "If I can tell you exactly who you are, will you give me whatever you took from me?" "Certainly" said the team leader beaming at his accomplishment.

"You are a World Bank mission," announces the Bedouin.

With a puzzled look, the team leader says: "How did you know?"

"First, you barged in uninvited to something that is none of your business. Second, you told me what I already knew," explained the Bedouin. Then after a quick glance at the awe struck team, he went on: "And now give me back my dog."

-By Inder Sud



Bill Katzenstein writes: The World Bank, with many quick thinkers and doers, some wonderfully eccentric, was also ahead of its time in diversity. All affording grist for humorous anecdotes. Four examples that I recall:

1. The New Division Chief

Many Bank staff have a refreshing, outspoken way about them. This was exemplified on an occasion when a new Division Chief, whom we will call Herman, had his initial meeting with staff.

"Herman" appeared rather formal and was not reticent about expressing displeasure. At the time, the division had produced a key paper. Herman began his remarks by saying it was pretty good, which meant of course that it was not so good. The data were adequate, he said, but needed substantial refinement. Herman hemmed and hawed, reluctant to accord praise. Finally he said, "Well, all of us did our jobs okay. All except one person."

Trepidation filled the room, until an egalitarian-minded colleague stood up and said, "Don't be too hard on yourself Herman, you were under a lot of pressure!"

Everyone burst out laughing, breaking the ice. Herman took it in a good-natured way, and such episodes were not repeated.

2. Knighted and Saluted

It happened while I was entering the "I" Building. The security guard, as I was showing my ID, bellowed out, "Sir William!" and saluted. Unaccustomed to such treatment, although the guard had gotten my name right, it occurred to me that I should look to see who was behind me. It was Sir William Ryrie, then Executive Vice President of IFC.

3. Bank-Speak Carries the Day, Almost

The Division Chief had arranged to meet a prospective consultant in the lobby and go for lunch with him. He had sent her his resume, which looked very good. The two met and proceeded to the restaurant, where they engaged in a promising discussion. It was only after about 45 minutes that they realized they were supposed to be meeting other people.

4. Name Confusion on the Telephone

Back in the days before international direct dialing, a colleague in Africa Region needed to place a call. She dialed the Operator, and stated she needed to make a person-to-person call to Mali. The Operator, in a pleasant and constructive effort to facilitate the call, said, "Honey, for a start I'll need a last name for Molly!"



Bank Swirled

By Norman Hicks

You may think the Bank lacks a sense of humor, and for the most part you would be correct. But I am sure many of you remember *Bank Swirled*, and humorous publication appearing every April 1 (April Fools Day). *Bank Swirled* (BS) was a play on the Bank's own internal house publication *Bank's World*, which is no longer published. BS was published anonymously from 1994-2010, although it was preceded by *Bank's Wordy* (1989-93) and *Snow Flake* (1984-1987), all produced under direction of the same Bank staff member. The initial *Snow Flakes* were parodies of Bank Administrative Circulars, *Bank's Wordy* and *Bank Swirled* were multiple page publications, drawing on various staff inputs.

A crew of 8-10 people would begin working (on their own time) in January in order to produce a product for distribution on April 1. I was never clear where it came from or who were the writers. Initially, it was distributed to a limited number of key people, and then people made copies for their friends. The BS of 1994 opened with a (fake) e-mail from Dan Ritchie and Ann Hamilton, celebrating the 10th anniversary of BS and its predecessor publications. Ritchie recounts having lunch with Larry Summers

after he left the Bank, and being congratulated on the latest edition of BS, which he said was the best publication produced by the Bank. Dan vehemently denied authorship, and still does.

Parody and sarcasm were the main *modus operandi* of BS, and no one was safe from its biting wit, which in most cases was funny because it carried a certain degree of truth. Favorite topics included reorganizations, policy statements, new presidents, food in the cafeteria, JPAs, the IMF and more. As you can imagine, they never ran out of material. Surprisingly, and to the Bank's credit, the authors never got into trouble with management, even though they did step on some sensitive toes at times.

The total *oeuvre* can be found on www.bankswirled.org. Here are some sample bites (some of you may remember these). First, some excerpts from a piece from the 2010 edition parodying "QAG" reviews (p.12):

- This tasty little project can't be beat for a big appetite for development results! But deepfrying is the only way to make the PAD more palatable.
- So edgy, it fell off! Even its really bad ideas deserve better treatment.
- Calling this project mediocre insults mediocracy. The lessons learned from this project rival "Don't Eat Yellow Snow".
- True innovation has never been so effectively stifled. What the project lacks in quality, the TTL makes up in hubris.

Lastly, this from the 1994 edition (p.4):

EC4 management angrily denied a "cookie-cutter" approach to their financial sector, environment and highway projects in the Baltic states. "Betty Crocker, Sara Lee and Pillsbury Doughboy are all task managers of the highest reputation", said newly-appointed division chief Julia Child.

So who was this genius that did this great work for so many years.? Unfortunately, he chooses to remain anonymous, although he is known to some people. He did sit down with me for an interview recently. The BS ended in 2010 when the main editor retired, and no one stepped up to continue. Too bad.

Editor's Note: All is not lost. A colleague with whom I discussed this article informed me that while *Bank Swirled* may be dead, its spirit lives on. See <http://www.otherworldlyinc.com/>

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.

Esther Abangma
Ozong Agborsangaya-Fiteu
Sebastian Amui, *Mexico*
Johanne Angers
Josephine Armar
Ismail Arslan
Ziad Badr
Marie-Renee Bakker
Uma Balasubramanian, *India*
Jocelyn Barra

Chaoying Liu
Magda Lovei
Tina Mack
Ramamohan Mahidhara
Helena Marcia Maia de Menezes
Aminata Mbodj, *Senegal*
John Middleton
Charles Misner
Martin Monahan
Francis Morales-Gross

Jennifer Barsky, *India*
 Andrew Bartley
 Leonor Benedicto
 Simon Bradbury
 Francis Brown
 Richard Caines
 Suzannah Carr
 Flavio Lodi Carsalade
 Angelita Coloma
 Cynthia Concordia
 John Coogan
 Laura Coronel
 Lourdes Dela Cruz, *Philippines*
 Jacqueline den Otter
 Nichola Dyer
 Jocelyn Dytang
 Dominick Egan
 James Emery
 Gabriel Espana Carbajal
 Isabel Estrada
 Clare Evans
 Deborah Feigenbaum
 Nancy Fleming
 Paulina Flewitt
 Michel Folliet
 Juan Gaviria
 Brenda O. Gbolie
 David Gibson
 Sergio Gonzales-Coltrinari
 Antonette Guico-Sanchez
 Kathy Hannum
 Lone Hansen
 Beat Heggli
 Keiko Honda
 Erica Hyde
 Steen Jorgensen
 Jeanette Kah-Le Guil
 Saleem Karimjee, *Mauritius*
 Yoko Katakura
 Remi Kini
 Elisa Lacerona
 Joe Leitmann
 Nathalie Lenoble

Judah Muasya
 Susan Murphy
 Yoshimi Muto
 Zakia Nekaiien-Nowrouz
 Catherine O'Farell
 George Ombima
 Gloria Orraca-Atayi
 Seda Pahlavooni
 Elisabeth Pape
 Jill Partington
 Laura Perez
 Raymond Plantholt
 Manoj Prashar, *India*
 Ramesh Ramankutty
 Pramada Reddy
 Nenuca Robles
 Frank Sader
 Ethel-May Saint Fort
 Maria Lourdes Salazar
 Maia Elena Salgado-Felix
 Robin Sandenburgh
 Lourdes Sandoval
 Alaa Ahmed Sarhan
 Louise Scura
 Sudhir Shetty
 Kouassi Soman
 Shanthi Subramanian
 Aniko Szigetvari
 Efstratios Tavoulareas
 Juliet Teodosio
 Remedios Ulnagan
 Denizart Vallada-Neto
 Caroline Van den Berg
 Rogier van den Brink, *Portugal*
 Virginie Vasselopoulos
 Margarita Vega
 Dakshini Velauthapillai
 Vikram Widge
 Kithsiri Wijedasa
 Fayana A Willie
 Wai-keen Wong
 Maribelle Zonaga, *Philippines*



**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.**

Alfari Amadou, 65, of Niamey, Niger, on July 13, 2019. Mr. Amadou retired from the Bank in 2014.

Ronald P. Brigish, 74, of Bethesda, MD, on December 1, 2019. Mr. Brigish retired from the Bank in 2000.

Denis J. Clarke, 66, of Washington, D.C., on October 31, 2019. Mr. Clarke retired from the Bank in 2015.

Anne E. Corbett-Mann, 98, of Hyattsville, MD, on June 17, 2019. Ms. Corbett-Mann retired from the Bank in 1963.

Patrick M. Cowan, 70, of Bethesda, MD, on September 21, 2019. Mr. Cowan retired from the Bank in 2011.

Jan de Weille, 87, of Mclean, VA, on December 12, 2019. Mr. de Weille retired from the Bank in 1994.

Vinod Dubey, 89, of Chevy Chase, on December 3, 2019. Mr. Dubey retired from the Bank in 1990.

Orlando T. Espadas, 80, of Roswell, GA, on October 29, 2019. Mr. Espadas retired from the Bank in 1994.

Roberto M. Fernandes, 85, of Cascais, Portugal, on October 18, 2019. Mr. Fernandes retired from the Bank in 1987.

Peter N. Hopcraft, 85, of Washington, D.C., on November 15, 2019. Mr. Hopcraft retired from the Bank in 1996.

Georgette B. Johnson, 71, of Monrovia, Liberia, on November 18, 2019. Ms. Johnson retired from the Bank in 2010.

Kathy Lalazarian, 46, of Hyannis, MA, on May 1, 2018. Ms. Lalazarian retired from the Bank in 2016.

Marie-Noelle E. Landeau, 76, of Woodbridge, VA, on October 11, 2019. Ms. Landeau retired from the Bank in 2005.

Angel Gonzalez Malaxechevarria, 89, of Coral Gables, FL, on September 7, 2019. Mr. Malaxechevarria retired from the Bank in 1993.

Davy H. McCall, 97, of Chestertown, MD, on December 1, 2019. Mr. McCall retired from the Bank in 1976.

Heinz Max Pape, 71, of Regensburg, Germany, on October 2, 2019. Mr. Pape retired from the Bank in 1999.

Guillermo Perry, 73, of Bogota, Colombia, on September 27, 2019. Mr. Perry retired from the Bank in 2007.

Ivar Ted Serejski, 79, of Bethesda, MD, on December 11, 2019. Mr. Serejski retired from the Bank in 2001.

Karl C. Smeltzer, 102, of Lewes, DE, on October 9, 2019. Mr. Smeltzer retired from the Bank in 1981.

Thomas D. Smith, 72, of Alexandria, VA, on November 27, 2019. Mr. Smith retired from the Bank in 1995.

Andrew Spurling, 81, of Reading, U.K., on November 6, 2019. Mr. Spurling retired from the Bank in 1997.

Jose M. Sugar, 74, of Annandale, VA, on November 7, 2019. Mr. Sugar retired from the Bank in 2000.

Barbara M. West, 75, of Reedville, VA, on November 2, 2019. Ms. West retired from the Bank in 1998.

James Otis Wright, 75, of Mclean, VA, on November 15, 2019. Mr. Wright retired from the Bank in 1998.

1818 SOCIETY CONTACTS



1818 Society

MC 1-852, 1818 H Street, NW
Washington, DC 20433

(Use 19th Street entrance opposite the IMF-1 Building)

Office Hours: 10:00am-4:00pm, Monday-Friday

Telephone: 202-458-1956 or 202-458-1957

Fax: 202-522-2417

E-Mail: 1society@worldbank.org

Website: www.wbgalumni.org

Mailing Address:

World Bank
MSN MC 1-104
1818 H Street, NW
Washington, DC 20433

President: Inder Sud, isud@1818alumniwbg.org

Office Staff: Dennis Bacani, Brenda Bermudez, Gabrielle Roosz, 1Society@worldbank.org

<p>Medical Insurance & Benefits HR Service Center</p> <p>Telephone: +1 (202) 473-2222 Fax: +1 (202) 522-2150 Email: hroperations@worldbank.org (ALWAYS include your UPI) Website: http://www.worldbank.org/hrs</p>	<p>Pension Administration</p> <p>Telephone: +1 (202) 458-2977 Fax: +1 (202) 522-1723 Email: 1pension@worldbank.org (ALWAYS include your UPI)</p>	<p>Tax Office (For Net Staff Retirement Plan Members)</p> <p>Telephone: +1 (202) 458-4191 Fax: +1 (202) 614-6331 Email: TaxOffice@worldbank.org</p>
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**Chapters & Thematic Groups
2019-2020**

Chapters	<p>ANZ – Jo. Martins, <i>martins@tpg.com.au</i></p> <p>Brazil – Carlos Eduardo Bertão, <i>cbertao@gmail.com</i></p> <p>British – Nicki Marrian, <i>Nickiedits@gmail.com</i></p> <p>Chile – Jorge Garcia-Muhica, <i>jgarciamujica@mac.com</i></p> <p>Florida – Sandra Hadler, <i>sachadler@gmail.com</i></p> <p>French-Speaking – Olivier Lafourcade, <i>olivierlafourcade@yahoo.com</i></p> <p>German-Speaking – Stephan von Klaudy, <i>svonklaudy@1818alumniwb.org</i></p> <p>Iran Chapter (DC) – Nicolas Gorjestani, <i>ngorjestani@ngorjestani.org</i></p> <p>Japan – Harutaka Hamaguchi, <i>hamaguchi@juno.ocn.ne.jp</i></p> <p>The Netherlands – Cees de Haan, <i>cornelis.dehaan@gmail.com</i></p>
Thematic Groups	<p>Agriculture & Rural Development Kevin Cleaver, <i>kevinmcleaver@yahoo.com</i></p> <p>Economics Norman Hicks, <i>nhicks4@cox.net</i></p> <p>Education Larry Wolff, <i>larrywolff@live.com</i> Helen Abadzi, <i>habadzi@gmail.com</i> Steve Heyneman, <i>s.heyne@vanderbilt.edu</i></p> <p>Energy Eugene McCarthy, <i>emccarthy@1818alumniwb.org</i> Mohammade Farhandi, <i>mmfarhandi@yahoo.com</i></p> <p>Gender & Development Nadereh Chamlou, <i>nchamlou@gmail.com</i> Dominique Lallement, <i>Dominique.lallement@gmail.com</i></p> <p>Global Finance Ismail Dalla, <i>dallaismail@hotmail.com</i> Antonio Ollero, <i>aollero@worldbank.org</i> Grace Sawh, <i>grsawh@comcast.net</i></p> <p>Governance Vinay Bhargava, <i>vinaybhargav@gmail.com</i> Akbar Khawaja, <i>akhawaja@1818alumniwb.org</i></p> <p>Health, Nutrition & Population Maryse Pierre Louis, <i>annempierrelouis@aol.com</i> Lynn Brown, <i>Lynnrbrown1@me.com</i></p> <p>Social & Environment Anis Dani, <i>adani@1818alumniwb.org</i> John Redwood, <i>jredwood@1818alumniwb.org</i></p> <p>Transport Richard Podolske, <i>rpodolske@gmail.com</i> Graham Smith, <i>smith.grahamr@gmail.com</i></p> <p>Water & Urban Richard MacEwen, <i>RmacEwen@alum.mit.edu</i> Catherine Farvacque-Vitkovic, <i>cfarvacque-vitkovic@hotmail.com</i> Alain Locussol, <i>alocussol@1818alumniwb.org</i></p> <p>WBG History Chuck Ziegler, <i>chiegler1@hotmail.com</i></p>

**RESPONSIBILITY MATRIX
2019-2020**

Board of Directors	Inder Sud (President and Chair): isud@1818alumniwbg.org 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
Secretary	Hadi Abushakra: <i>hadi.abushakra@gmail.com</i>
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Health Insurance	Fons Marcelis (Chair) <i>amarcelis@ajmarcelis.net</i> ; Ines Garcia, Dileep Wagle, Jim Harrison, Lorraine Nagy, Pat King, Pat Neill, Sharon Puckett, Zoe Kolovue, Mark Walker, Sanjay Puri
Tax Seminars	Deane Jordan: <i>deane.jordan@gmail.com</i>
Member Helping Members	Khalid Siraj (Chair): <i>ksiraj@1818alumniwbg.org</i> ; Lesley Shneier (Co-chair): <i>lshneier@1818alumniwbg.org</i> ; Christine Allan (Co-chair): <i>cferrierallan@gmail.com</i>
Member Remembrances	Frona Hall: <i>fronahall@aol.com</i>
Quarterly Editor	Chuck Ziegler: <i>chiegler1@hotmail.com</i>
Credit Union	Dennis Bacani: <i>1Society@worldbank.org</i>
Cultural Events	Gabrielle Roosz, <i>1Society@worldbank.org</i>

Active LifestyleZ:

Hiking Club	Anis Dani: <i>adani@1818alumniwbg.org</i>
Yoga	Anis Dani: <i>adani@1818alumniwbg.org</i>
Retirement Communities	Pauline Ramprasad: <i>pauline.ramprasad@yahoo.com</i>
International Trips	Brenda Bermudez: <i>1Society@worldbank.org</i>