To fight poverty with passion and professionalism for lasting results.

To help people help themselves and their environment by providing resources, sharing knowledge, building capacity, and forging partnerships in the public and private sectors.

To be an excellent institution that is able to attract, excite, and nurture diverse and committed staff with exceptional skills who know how to listen and learn.
More than 50 years after the World Bank made its first loan, we turn to our partners in development to help us create a renewed Bank—one that shares its most important resource, its people.

The World Bank Group’s Staff Exchange Program is essentially a sharing of staff between the Bank and a partner institution, with a particular focus on the private sector. Through it, we hope to develop long-lasting relationships, foster cultural exchange, and enhance the skills of both organizations. Together we can make a positive difference in the global development arena.

Over the past decade, the development environment for the Bank’s clients has changed dramatically. The private sector has become more active, governments have become more accountable for their countries’ development, and all the global players rely increasingly on the capacity to share knowledge and learning more rapidly.

Our Staff Exchange Program is one of the most effective ways of sharing knowledge across and within our various companies, institutions, and sectors, and of fostering cultural change in the global development community.

In the end, the almost 5 billion people who live in emerging economies deserve the benefits that an effective and competent global development partnership can provide. With our collaboration, the Staff Exchange Program can make this happen.

James D. Wolfensohn
President
World Bank Group

"We must all do more to enhance the role of civil society and the private sector. The old multilateralism was government to government. The new multilateralism must include the voices of the private sector and civil society. We must all be more accountable. Better partners. Better listeners. Better deliverers."

Address to the Board of Governors
Many organizations—private industry, nongovernmental organizations, the public sector, development agencies—from all regions of the world currently participate in the Staff Exchange Program. This was the full list as of November 2002.
Dear Partners:

Along with eradicating poverty and hunger, combating AIDS, and guaranteeing children everywhere a primary education, the United Nation’s 2000 Millennium Goals made the development of a global partnership for development a priority. So too did the world leaders who gathered at the International Conference on Financing Development this past March in Monterrey, Mexico. At the recent World Summit on Sustainable Development in Johannesburg, South Africa, more than 220 partnerships were identified and more than 50 new ones announced—all of them aimed at bringing government, business, and society together.

Partnership today means not just providing aid to poor and developing communities, but empowering them—enlisting the input, support, and knowledge of local people in directing their own growth and development. As World Bank Group President James D. Wolfensohn said in a recent address to the Bank Group’s Board of Governors, “We must all do more to enhance the role of civil society and the private sector. The old multilateralism was government to government. The new multilateralism must include the voices of the private sector and civil society. We must all be more accountable. Better partners. Better listeners. Better deliverers.”

The theme for this issue of Share is partnerships for sustainable development. Development partnerships can take many forms. In this issue we give you the chance to read outcomes of partnerships that aid small, minority-owned businesses suggests. size is irrelevant when it comes to social responsibility. Working together is important for everyone.

Partnerships are also important in the industrial world. In the United Kingdom The Mersey Partnership promotes the redevelopment and recovery of the once-thriving Liverpool area by building new connections between communities, investors, and businesses. With the help of corporate sponsors the group brings together the region’s major investors with leading public and private groups to champion the area as a desirable place to live, work, invest, and visit.

Other groups like Japan’s Kansai Electric Power Company or ExxonMobil define partnership in terms of corporate citizenship. Social responsibility, they stress, is not only the right thing to do. It is also good for business. Not all projects are large. As Juliette Adams, the founder of ValueAd Solutions, a Washington, D.C.-based consulting firm that aids small, minority-owned businesses suggests, size is irrelevant when it comes to social responsibility. Working together is important for everyone.

Let’s continue our work together. All the very best.

Pauline B. Ramprasad
Manager, Staff Exchange Program
The World Bank Group
About the Staff Exchange Program

Our goal at the World Bank Group is to reduce poverty and improve living standards by promoting sustainable growth and investments in emerging economies. We provide loans, technical assistance, and policy guidance to help our developing country members achieve this objective.

Our group of institutions includes:

The International Bank for Reconstruction and Development. Founded in 1944, this single largest provider of development loans to middle-income developing countries is also a major catalyst of similar financing from other sources. The IBRD funds itself primarily by borrowing on international capital markets.

The International Development Association. Founded in 1960, IDA assists the poorest countries by providing interest-free credits with 35-40 year maturities. IDA is funded primarily by government contributions.

The International Finance Corporation. The IFC supports private enterprises in the developing world through loan and equity financing and a range of advisory services.

The Multilateral Investment Guarantee Agency. MIGA offers insurance against noncommercial risk and helps governments in developing countries attract foreign investment.

The International Center for the Settlement of Investment Disputes. ICSID encourages the flow of foreign investment to developing countries through arbitration and conciliation facilities.

Over the World Bank's more than 50-year history, it has become a global partnership of 183 countries joined together for a common purpose: to improve the quality of life for people throughout the world and meet the challenges of sustainable development.

The Staff Exchange Program (SEP), by building a growing network of relationships with partner organizations from the private sector and from all levels of civil society, enhances the skills of the World Bank Group's staff and brings our partners into a strategic alliance serving our common purpose of development. The essence of the program is simple—exchanging knowledge by sharing staff. And with sharing comes partnership.

Our growing network of relationships with partners from the private sector and civil society enhances staff skills and brings our partners into a strategic alliance serving our common purpose of development.

How to join us

The SEP office is the focal point for establishing and maintaining these partnerships. The SEP manager is the contact for advice and guidance on the process. The steps to establish the partnership agreement follow.

We agree with your representative on the mutual objectives to be gained through the staff exchange partnership and on the skills, needs, and developmental opportunities to be gained in each assignment. The staff exchange consists of single movements of staff in either direction based on business needs. An exchange or "swap" of staff is not a requirement, though it is an option.

In all movements of staff, the host organization specifies the job description and term of reference for the assignment.

The sponsoring organization conducts search for appropriate candidates. Sponsoring organizations identify and nominate individuals who have maintained a consistent strong performance record.

The sponsoring organization forward appropriate staff profiles or curricula vitae to the host organization for consideration.

The host organization assesses the nominated individuals and interviews them before a decision is made.

If the exchange is to be reciprocal, the receiving organization selects an individual to participate in the program.

The SEP office will discuss and agree with your representative on cost-sharing arrangements.

Both organizations agree on the details of the partnership agreement. These agreements describe the assignment (clear expectations on work program, terms of reference, performance evaluation process, induction, training); administrative information (duration of the assignment, leave, relocation); and financial details (which organization pays for what).

The participant joins the host organization for the start of the assignment (the duration is typically up to two years, with an extension of up to a third year if both organizations agree).

The participant returns to the home organization at the end of the assignment and applies the new learning.

Program objectives

- Develop closer partnerships and long-lasting relationships with other organizations operating in the global development arena.
- Enhance the professional and technical skills and expertise of participants (both our staff and those of partner organizations) through a variety of learning and skills development opportunities on the job.
- Foster cultural change, knowledge exchange, diversity, and a sharing of people and talent with our global development partners to strengthen the quality of work on global development and poverty alleviation.
What's new at the Staff Exchange Program?

In June the new Leadership by Action (LBA) program was introduced. The program brings together a diverse community of leaders to help shape and implement institutional strategy. Kathy Sierra, vice president of Human Resources, sponsors the program. Here she answers questions about the new initiative.

Q: Tell us why the LBA initiative is important.
KS: As shown through the recent staff survey and fiscal year 2002 operations results, it's clear that our organization has reached a new level of working together. The LBA program offers a timely opportunity for our leaders to come together and create solutions that address our most pressing issues. It also focuses on three key areas that will help strengthen overall management capacity: leadership, finance, corporate strategy, and change management.

Q: How did the LBA come about?
KS: The LBA builds on the investment we made in staff and managers through the Staff Exchange Program (SEP) and the Executive Development Program (EDP) at Harvard. Between 1995 and 2001, 600 staff, including most of our World Bank Group managers, attended the EDP, building their capacity for leadership, finance, corporate strategy, and change management. Bank Group managers currently have the opportunity to continue their learning through the New Management Curriculum. Through the SEP the Bank Group builds and supports its partnership agenda and shares staff with partner organizations with the aim of fostering cultural exchange and enhancing skills within the Bank and its partner organizations. Both the EDP and the SEP were designed to bring external perspectives to the Bank Group. Many of the innovations that have made us stronger in recent years have come from the wealth of knowledge, skills, and energy generated through these programs.

Q: What has happened so far?
KS: In June this new community met with Jim Adams, vice president of Operations Policy and Country Services, and Dutch Leonard from Harvard's Kennedy School of Government, to reflect on the state of leadership in the world in general and in the Bank in particular. Then, in July, they began attending President Wolfensohn's quarterly briefings for managers, which gives them an opportunity to be part of the institutional strategy as it unfolds.

Q: What's next?
KS: President Wolfensohn laid out the important challenges that lie ahead in his recent letter to staff, including the task of developing an even stronger focus on results, working together to strike a better work-life balance, and improving our ways of recognizing and rewarding performance. The LBA will focus on these and other challenges as they emerge.

To help us think through our approach, we invited Ron Heifetz, director of the Leadership Education project at Harvard, to meet with these leaders and to explore how leaders tackle difficult situations and what it takes to lead change successfully. Another successful engagement was a discussion on "Leading Teams," with Harvard's Richard Hackman.

Skills and Expertise

Accounting
Agriculture/Agribusiness
Auditing
Compensation
Corporate Planning
Economics
Education
Energy/Power
Environment
External Affairs
Finance
General Services
Health
Human Resources
Industry
Informatics
Information Management
Investment
Legal
Nutrition
Organizational Development and Learning
Population
Private Sector Development
Procurement
Project Finance and Guarantees
Public Sector Management
Social Science
Telecommunications
Transportation
Treasury Operations
Water and Sanitation
Moving in, moving on

Marc Bacchetta, Swiss national, joined the World Bank’s Economic Policy and Poverty Reduction Unit. Marc comes to us from the World Trade Organization’s Development and Economic Research Division. Marc will work with the current team leader of the trade program to design and deliver an expanded capacity-building program in close collaboration with the other partners.

Lars Blomfeldt, Swedish national, is on a two-year assignment to Mizuho Corporate Bank, Ltd., in New York. This assignment gives Lars an opportunity to work in project finance advisory services with a focus on the Americas.

Michael Broemmelt, German national, joined the World Bank’s Operational Quality and Knowledge Unit as senior operations officer. Michael comes to us from Deutscher Entwicklungsdiens. Before his SEP assignment, Michael coordinated a project that established the electronic management of his department’s services.

Lakshmi Chatterjee, Indian national, joined the World Bank’s Corporate Resources Management Group, where she will provide support to corporate business planning. Lakshmi joins us from Siemens Public Communications Networks Ltd. in India.

Neil Fantom, UK national, stepped away from his position at the Department for International Development in London to join the World Bank’s Development Data Group as senior statistician. Neil will focus on improving World Bank and International Monetary Fund staff awareness of the need for effective national statistical systems in support of poverty reduction and the strengthening of statistical capacity in developing countries.

Jose-Luis Fernandez-Ranz, Spanish national, joined the World Bank’s Poverty Reduction and Economic Management Unit as an economist. He comes to us from Spain’s Ministry for Tax Administration.

Fabio Gradaschi, Italian national, and Berit L. Lauridsen, Danish national, joined the Multilateral Investment Guarantee Agency’s (MIGA) Guarantees Department as underwriters. Fabio comes to us from IntesaSan’s export finance team in Milan, Italy, and Berit was a chief consultant at Eksport Kredit Fonden, Denmark. They will assist senior underwriters to review information provided by investors, host countries, and MIGA staff to assess noncommercial risks involved in an investment and whether and how the risks should be covered.

Luisita Guanlao, Filipino national, has joined SAP AG’s public sector group to provide support in the development and management of e-government solutions. Luisita was a manager at the World Bank’s Information Solutions Group, Corporate Solution Systems.

Guillermo Hakim, Peruvian national, a senior economist in the World Bank’s Middle East and North Africa Region, Human Development Group, began a 10-month assignment with the European Training Foundation in Turin, Italy. The assignment will give Luis an opportunity to work on skills needs in labor markets in changing economies.

Olivier Lambert, French national, began his two-year assignment with Caisse des Dépôts et Consignations (CDC) in Paris. Olivier will be working in CDC’s Strategy Division as senior project manager. Before taking on this assignment, Olivier worked as senior financial sector specialist in the East Asia and Pacific Region’s Financial Sector Unit.

Chanwoo Lee, Korean national, joined the World Bank as senior coordinating officer in the Trust Fund Strategy and Donor Relations Department. Before that, Chanwoo worked for the Ministry of Finance and Economy, Republic of Korea.

Seungtae Lim, Korean national, joined the World Bank’s East Asia and Pacific Region Poverty Reduction and Economic Management Sector Unit as economist. Before joining the Bank, Seungtae worked as a director of human resources in the Ministry of Finance and Economy, Republic of Korea.

Ian Noble, Australian national, joined the World Bank’s Environment Department Prototype Carbon Fund Team. Ian will establish and manage the technical advisory group on the design of the fund and oversee portfolio selection and portfolio development criteria for the fund’s proposed two windows for investment. Ian comes to us from the Australian National University.

Young-Chun Park, Korean national, joined the World Bank’s East Asia and Pacific Region, Poverty Reduction and Economic Management Sector Unit, as senior economist. Young-Chun comes to us from the Ministry of Finance and Economy, Republic of Korea.

Donna Roa, US national, came to the World Bank from Deutsche Gesellschaft für Technische Zusammenarbeit, in Eschborn, Germany. Donna joined the Energy and Water Department, Water and Sanitation Program, as senior communications specialist. She will focus on strengthening and supervising internal and external communication of the Water and Sanitation Program, an international partnership that aims to improve poor people’s access to sustained water and sanitation services.

Peter Stella, US national, joined the World Bank’s senior vice president and chief financial officer’s Finance Functions, Credit Risk Unit, as principal economist. Peter will help determine sovereign risk ratings, recommended levels of lending, and the triggers associated with adjustment or programmatic loans.

Naoki Umemiya, Japanese national, joined the World Bank’s East Asia and Pacific Region, Human Development Sector Unit, as operations assistant. Naoki comes to us from the Japan International Cooperation Agency.

Kumiko Yoshinari, Japanese national, stepped away from the International Finance Corporation’s Global Financial Markets, Strategy Group, for an assignment at Fannie Mae, Washington, D.C. Kumiko will have an opportunity to work on housing finance projects.
Moving on

Rosa Maria Terre Alonso, Spanish national, an economist at the International Monetary Fund, completed her assignment in the World Bank Institute’s Poverty Reduction and Economic Management Division.

Sten Bergman, Swedish national, of the Swedish International Development Agency, completed his assignment in the World Bank as a senior energy specialist in the Africa Region Energy Unit.

Simon Blair, New Zealand national, returned to the Inner and Eastern Health Care Network, Melbourne, Australia, at the end of his World Bank assignment as principal health specialist in the East Asia and Pacific Region, Human Development Sector Unit.

Laura Kullenberg, US national, came to us from the United Nations Capital Development Fund. She joined the World Bank’s Operations Evaluations Department, Country Evaluation and Regional Relations, as senior evaluation officer. Her assignment ended in June.


Amanda Liddle, UK national, returned to the University of Alabama, Lister Hill Center for Health Policy, at the end of her World Bank assignment as public health specialist in the South Asia Region, Human Development Sector. Amanda focused on maternal and child health issues in India.


Robert Whyte, UK national, completed his World Bank assignment as investment promotion officer in MIGA’s Investment Marketing Service Unit. Robert was the head of strategic futures at Scottish Enterprise before joining the World Bank.

Share pays dividends

University of Alabama and SEP

The University of Alabama at Birmingham is one of the first universities in the United States to take part in the World Bank’s Staff Exchange Program. For postdoctoral fellows like staff exchange participant Amanda Liddle from the university’s Lister Hill Center for Health Policy, SEP provides a chance to share her work on maternal health care. “I am using the fellowships as a post-doc to hone and share my skills and network,” Liddle said. The program, she explains, has given her an invaluable opportunity to “transfer health policy and health-service research skills from the classroom to a real-life, policy development setting.”

BP and South Africa

In the 1970s and 1980s when anti-apartheid activists were urging BP to pull out of South Africa, the company made the controversial decision to stay. Rather than pull out, the third largest energy company in the world decided to engage. BP took the unheard of step of appointing a black South African to head its operations. Then it began to provide equal housing and common facilities for company staff, white and black alike. BP’s example did not go unnoticed. In 2000 while on a visit to London, Nelson Mandela asked to visit BP headquarters and open a staff meeting. What he wanted to say was a thank-you for BP’s support when it was needed most. Even difficult partnerships can pay dividends.

AusAID and governance

Sharing experts and advisers, AusAID, the Australian international development agency, has been working to fight corruption and promote free and fair elections in the South Pacific. More than 21 percent of the agency’s direct aid goes for promoting good governance. In Indonesia it has provided training for judges, human rights activists, and law enforcement officers. In East Timor its experts and advisers have helped design new budget management and tax systems. In 2000-01 Australia placed 47 technical advisers in some 30 Papua New Guinean government departments. Good governance is the key to good development. Good governments are stable governments, and for AusAID that means stability not only for its island neighbors, but also for Australia itself.
The new bottom line: Socially responsible business

Helping the poor and underprivileged today, explains Zoë Hensby of the U.K. Department for International Development, is as much about the business case as it is about moral values.

Employees

Boards of Directors

Business

Chill Society

Local Communities

NGOs

Drivers of socially responsible business in developed economies

Government

Marketplace

Environment

Internal strategy and management pressures then bring socially responsible business into the mainstream of company activity. The business benefits through productivity gains, and financial markets reward the company and put pressure on its competitors to do likewise. Leading companies go further and their competitors follow, creating a virtuous circle.

However, market failures, particularly those associated with subsidized sectors, a lack of accurate information, and lack of competition, prevent this pattern from occurring systematically. There is a role for government intervention or poverty alleviation programs it is likely that child workers will be displaced into worse conditions in the informal or illegal sectors.

The initial pressure for business to adopt socially responsible business practices comes from consumers and civil society. Internal strategy to address these failures through legislation, facilitation of best practice, guidelines, and programs. These programs and guidelines, however, must be carefully thought out.

While socially responsible business practices are designed to help the poor, there is concern that in some cases they may actually further impoverish them. Special attention, for example, is needed to ensure that voluntary good business practices do not merely become a replacement for local legislation. Only effective institutional and regulatory frameworks can lift those who are outside the reach of formal business activity out of poverty. Corporate codes of conduct must also be appropriate for local conditions. For example, if child labor is prohibited, then in the absence of targeted education or poverty alleviation programs it is likely that child workers will be displaced into worse conditions in the informal or illegal sectors.

Sanctions are another issue that needs careful attention. While investors and consumers have put increasing pressure on multinational corporations to pull out of countries with poor human rights records, in most cases engagement is more effective than sanctions when it comes to reducing poverty. The costs of compliance can also have an impact on the ability of socially responsible business practices to truly help the poor. Some observers, for example, have suggested that if purchasing firms in developed countries are forced to bear the costs of monitoring working conditions they will begin to favor larger suppliers, forcing many small-scale producers out of the market. Finally, in the worst cases, inappropriate codes of conduct can be used as a form of protectionism to keep goods from developing countries out of markets in industrial countries.

Ideally, the benefits of socially responsible business would be harnessed for society through a sensible mix of legislation and voluntary action. Most important, there is a need for greater participation by developing countries in shaping socially responsible business initiatives in the form of both local legislation and local implementation.

DFID supports a number of socially responsible business initiatives. Among these are the Ethical Training Initiative, the OECD Guidelines for Multinational Enterprises, the Business Partners for Development Program, and Just Pensions.

—Zoë Hensby is a member of DFID’s Socially Responsible Business Team.
Doing more good: The next step in sustainable development

While environmental and social due diligence has meant that the International Finance Corporation's (IFC) investments “do no harm,” writes Mark Eckstein, three new IFC facilities aim to help businesses “do more good” in terms of the environmental and social impacts of a company’s operations.

Since the early 1990s, the IFC has helped clients increase the social and environmental benefits of investments. The IFC now hopes to capitalize on these successes with three new facilities that will focus specifically on the environmental and social dimensions of sustainable development. These new facilities will help support IFC direct investment work through corporate citizenship initiatives, through its work with financial intermediaries in capacity building for sustainable financial markets, and through investments in projects with specific local environmental benefits.

Established in 1956, the IFC promotes sustainable investment in developing countries with the goal of reducing poverty and improving people’s lives. As the largest multilateral source of loan and equity financing for private sector projects in the developing world, the IFC believes that addressing environmental and social issues throughout the investment process produces significant benefits for all fronts—environmental, social, and financial and makes for truly sustainable development.

The Corporate Citizenship Facility

The goal of the IFC’s new Corporate Citizenship Facility is to demonstrate the benefits of a proactive approach to environmental stewardship and social responsibility in business activities. It supports the development of good business practices in such areas as community development, environmental management in supply chains, and enhanced labor practices. By providing knowledge and resources, it helps to leverage the forces for change at the project level. While the benefits of a proactive approach to corporate citizenship are increasingly recognized in developed economies, many businesses in emerging markets have yet to tap into the increased opportunities and reduced risks offered by adopting a progressive approach to responsibility. The Corporate Citizenship Facility aims to address this imbalance.

The Sustainable Financial Markets Facility

The goal of the Sustainable Financial Markets Facility is to promote environmentally and socially responsible lending and investment among its intermediaries and the financial sector at large. By promoting more environmentally and socially responsible investment among financial institutions, the IFC believes that this facility will leverage significant change in the financial sector. Its programs include training and technical assistance in such areas as environmental risk management, environmental finance, and socially responsible investment.

Leading the way to sustainability

Rather than being built from the top down, each facility has been created in response to growing public expectations and increased client demand for help in addressing social and environmental challenges in emerging markets. “We are very excited about these initiatives because they represent the cutting-edge of finance for sustainable development in emerging markets,” said Gavin Murray, director of the IFC’s Environmental and Social Development Department. “If companies want to realize benefits from improved environmental and social performance—such as enhanced air pollution prevention or better community development practices—and they need a better partner in the emerging markets, IFC is here. Among the development banks, we aim to be the market leader in sustainability.”

Addressing environmental and social issues throughout the investment process produces significant benefits on all fronts.

in the use of basic resources like water and energy. The facility aims to overcome some of the traditional barriers to investment in these areas (small projects, unproven technologies, higher risk investments). With its specialized focus, the Environmental Opportunities Facility will give the IFC the ability to “push the market” toward new technologies and new ways of doing business that address some of the most pressing environmental problems of developing countries and that will provide direct benefits to entrepreneurs with innovative environmental projects who lack access to capital.

—Mark Eckstein is program leader in the Corporate Citizenship Facility of the International Finance Corporation.
A technological and social challenge for the 21st century—building a sustainable society

In Japan the Kansai Electric Power Company is looking for ways to produce power and do business that are easier on the environment, writes Kansai Electric's President Yohsaku Fuji.

In the 20th century scientific and technological creativity revolutionized the way we live, solving old problems while providing new resources and new sources of energy. Unfortunately, those new technologies also brought new problems: global warming, acid rain, and ozone holes. Large-scale production and large-scale consumption have created problems that affect every corner of the globe. In the 21st century the key challenge facing society no longer centers on merely increasing our riches or the resources at our command, but on creating a truly sustainable society—one whose demands are in step with what our planet can safely and sustainably provide.

To prevent the environmental problems of today from threatening the survival of future generations we must work as hard at promoting environmental protection in the next century as we did at promoting industrial expansion in the last century.

For Kansai Electric the goal is to produce clean electric power while promoting sustainable development. In 1990 we drew up an Action Plan for Global Environmental Considerations. Its five basic principles were to reduce environmental impacts, promote the efficient use of energy, develop new technologies, coordinate environmental efforts throughout Kansai Electric Group and, above all, create a new corporate culture that supports harmonious coexistence with the global environment.

Since the start of that program we have been meeting or exceeding our goals. Overhauling the company's hydropower plants has increased generating capacity. We have also worked hard to improve the efficiency of our nuclear and thermal power plants. Although we had originally hoped to bring carbon dioxide emissions from our thermal plants to 0.3 kilograms per kilowatt hour by 2010, by 2001 we had already cut those emissions to 0.26 kilograms per kilowatt hour, the lowest level among Japan's power companies today, and reduced emissions of sulfur dioxide as well. Those reductions have kept an estimated 21.8 million tons of carbon dioxide from being released into the atmosphere. In the alternative energy field Kansai Electric also strives to support the spread of new sources of energy by purchasing solar- and wind-generated electric power whenever possible, as well as the power generated from the burning of waste materials.

While those improvements help reduce the impact of our power generating plants, within the company we have been applying the “3R's”—reduce, reuse, and recycle—to limit the environmental impact of our daily operations in the office as well. We now use 100 percent recycled copy paper throughout the company and have steadily added to our fleet of electric automobiles—more than 170 in all to date.

This past year we also developed the New ERA Strategy to help reduce global warming. Building on past environmental programs, this new initiative focuses not only on efficient utilization of energy by society as a whole (the “E” in ERA) and reduction of greenhouse gas emissions in electric power supply (the “R”), but also on activities carried out abroad to prevent global warming (the “A”). These activities include not just helping developing countries and countries whose economies are in transition improve the efficiency and reduce the emissions of their own electric power systems. They also include research and development on carbon sequestration projects such as reforestation in the tropics for lost regions of coastal mangroves and rain forests to help improve the earth's ability to absorb carbon dioxide and reduce the threat of global warming.

For Kansai Electric the key to sustainable development is simultaneously promoting environmental preservation, energy security, and economic growth. Electric power has become almost as indispensable to our lives today as the air we breathe. It is a vital support system that enables us to meet our daily needs. Balancing those often competing factors, we will continue to work toward the creation of a sustainable society.

Yohsaku Fuji is president of Kansai Electric Power Company.
Striving for sustainable logistics

For Deutsche Post World Net, Monika Wulf-Mathies writes, sustainable development means everything from delivering relief supplies in Afghanistan to designing cleaner freight routes in Europe.

When farmers in North Dakota donated 1,000 metric tons of wheat to relief efforts in Afghanistan, Deutsche Post World Net teamed up with the International Relief Organization CARE to transport the wheat free of charge. In Europe the company is looking for new ways to reduce the environmental impact of its own mail and freight operations by making its fleet as efficient and clean as possible. As a partner with the World Bank and a participant in the Staff Exchange Program, Deutsche Post World Net provides technical assistance free of charge and has also set up a trust fund to strengthen the World Bank's postal practice and to support postal modernization in client countries.

Deutsche Post World Net handles the transfer of information, funds, and physical goods. It offers comprehensive logistics solutions that include worldwide mail, parcel, express, and logistics services; electronic business tools; and a broad range of financial services. It firmly believes that success and value in the business world are closely tied to social responsibility. Deutsche Post World Net strives to be a good corporate citizen wherever it operates. While it bases its operations on the principle of sustainability, it also strives to make its expertise available on a global scale by making its know-how available to developing countries. Sound infrastructure is the base for economic development—particularly a country's postal and logistics systems. Since successfully going public in 2000, the Deutsche Post World Net group now has more than 380,000 employees. With revenues of nearly 40 billion euro in 2002, the company is well on its way to becoming the world's leading provider of logistical services.

While helping developing countries, Deutsche Post World Net also looks for ways to make its operations in Europe cleaner and more sustainable. By planning routes and coordinating deliveries, for example, it actively strives to avoid deadhead trips—having trucks travel empty in search of their next load. The use of alternative fuels also helps the company operate in an environmentally compatible manner. At the same time the company is striving to find the most efficient transportation system for packages and mail. With the help of the German Rail System, Deutsche Bahn, the company will have transferred a large number of truckloads of shipments within Germany from road to rail taking advantage of a new and fast rail connection for freight known as “Izo • 1 InterCity.”

Through its Danzas Network in Scandinavia the company is offering its customers shipments via low-emission vehicles. The company is also encouraging the use of reusable packaging materials and offers return services to facilitate the recycling of consumer goods. Retail outlets are using power contracts offering “green” electricity. In 2003 the company will issue its first environmental report.

Good corporate citizenship is an important component of Deutsche Post World Net's overall strategy. Its board is convinced that a strong commitment to social responsibility, environmental protection, and sustainable development will further strengthen the company.

—Monika Wulf-Mathies is a senior vice president of Deutsche Post World Net. She was a European Commissioner in Brussels and served as European policy adviser to German Chancellor Gerhard Schroeder.

Wheat donated by farmers in North Dakota is delivered to relief workers in Afghanistan.
National development through human development

By tapping its own citizens' expertise and building local capacity, Japan's International Cooperation Agency puts people at the center of its development assistance, writes Takao Kawakami.

When it comes to international development, working "people to people" is the heart of the mission for the Japan International Cooperation Agency (JICA). With the idea of bringing people together, its programs are based on the belief that human development is the key to national development. Its ultimate goal is sustainable development that can be shared, maintained, and multiplied by the people of developing countries themselves.

Unique among international aid agencies, JICA has 17 international centers and branches within Japan to promote local participation in international development. To accelerate development, JICA believes in sharing not only its own knowledge and expertise, but also that of universities, local municipalities, businesses, communities, and non-profit organizations. Programs like Senior Volunteers even provide a way for older Japanese to share their insight and experience with people in the developing world. Working directly with local communities in developing countries, JICA helps people develop the skills and knowledge that can improve and enrich their lives. At the same time, its programs strengthen government institutions and implementing organizations to enhance their ability to support development. Volunteers, technical experts, and local residents work together to build a sustainable and self-reliant society.

JICA has also been a leader in the idea of "South-South cooperation"—a new type of partnership involving technical and economic cooperation among developing countries that share geographic and cultural similarities. In Thailand, for example, a JICA training program in health care management has brought together participants from 14 countries including Bhutan, India, Papua New Guinea, and Vietnam. These kinds of partnerships between neighboring cultures and countries, JICA has found, optimize development activities, allowing new knowledge and technical know-how to be introduced in ways that help all involved.

JICA's projects cover a wide range of development issues. In South Africa, for example, JICA is supporting local educators' initiatives to improve science education through skills training of both teachers and administrators. In China, Japanese and Chinese scientists are working together to study how environmental protection, like improved monitoring of acid rain, can support economic development. In Senegal, solar-powered water pumps were installed and local water resources management plans supported with the help of JICA technical experts and volunteers. This has given local villages safe and easy access to water, saving women and children time and labor, and has even helped some communities earn profits from locally managed water systems to invest in social services. These are just a few examples of how JICA's people-centered approach enhances sustainable development.

JICA's activities have improved health and nutrition in Africa

Japanese volunteers donate their time and talents to public health

JICA was established in 1974 as the primary government agency responsible for the technical cooperation aspect of Japan's bilateral official development assistance. JICA's role has grown in both size and importance over the years. In 2001 its annual budget was approximately $1.5 billion. With projects in Asia, Africa, Oceania, the Middle East, Central and South America, and parts of Europe, JICA's activities extend virtually worldwide. Today JICA works cooperatively with more than 150 countries and regions to help build their capacity in such fields as health, education, environment, and peace, always striving to keep the human face of development in mind.

Developing human capacity and technical cooperation calls for a long-term commitment on the ground. With more than 70 overseas offices JICA, in its nearly 30-year history, has provided technical training for more than 200,000 people in developing countries and sent more than 65,000 experts in a variety of fields to share their skills. More than 23,000 young Japanese volunteers have also donated their time and talents to small communities around the world, helping them build capacity at the local level and providing assistance in everything from agriculture and forestry to manufacturing and public health.

—Takao Kawakami is the president of the Japan International Cooperation Agency.
Partnership: The key to business and community success

For businesses, Juliette Adams believes, size is irrelevant when it comes to social responsibility.

Currency for ValueAd Solutions means not only the profits from revenue but also the knowledge and experience shared with the community. In addition to its work with local groups, thanks to the World Bank’s Staff Exchange Program (SEP) ValueAd has been able to establish relationships with SEP partners like Dow Chemical and World Links, using its connections to help bring people and projects together.

Helping small businesses grow
ValueAd Solutions is a minority-owned consulting firm that specializes in helping small businesses grow through assistance with project management, contract acquisition, and business development. ValueAd believes that sharing knowledge and forging partnerships are the key to helping its clients succeed.

In Guyana ValueAd used its contacts to help create a partnership between Dow Chemical and Iwokrama—a nonprofit research and development institution created by the government to oversee management of more than 3,700 square kilometers of pristine lowland rain forest. Through training and scientific research, the partnership hopes to bring lasting social, ecological, and economic benefits to the local people and the world by finding a way to combine sustainable use with lasting preservation. The hope is that Dow, already a major donor to sustainable development projects in Tanzania, will help Iwokrama bring greater visibility and community involvement to the ambitious project in Guyana.

Building partnerships in the Caribbean
In the Caribbean ValueAd has been helping World Links tap into potential new markets. Originally established by the World Bank to connect schools and communities in the developing world to the Internet, World Links is hoping to provide better electronic education for schools in the Caribbean. A few months ago World Links had a chance to discuss its services with representatives from around the region at one of ValueAd’s monthly “Chat Time” sessions at the Embassy of Guyana in Washington, D.C. Held on the last Thursday of every month, the discussions are designed to bring people together to discuss topics of urgency in the region and to stimulate action.

ValueAd’s work with World Links is part of a larger effort at partnership building in the Caribbean. With nongovernmental organizations such as the Institute of Caribbean Studies, ValueAd is working to build greater awareness of the need for partnerships at both domestic and international levels for promoting sustainable development and improving life for the region’s residents.

Working at home
In its own community, ValueAd recently joined with Washington, D.C.’s Big Chair Chess Club. Working with inner-city youth, the innovative group uses chess to influence the behavior of this often at-risk group and to help young people face the challenges in today’s dynamic world. Size is irrelevant when it comes to social responsibility.

To help its clients, ValueAd believes that it must not only understand its community, but also give back to it. To help its clients, ValueAd believes that it must not only understand its community, but also give back to it. Community partnerships are part of socially responsible business, but they are also an asset that can maximize a company’s revenues. Good for both business and the community alike, they are partnerships in the truest sense of the word.

Juliette Adams, president of ValueAd Solutions

Through training and scientific research, the partnership hopes to bring lasting social, ecological, and economic benefits to local people and the world by finding a way to combine sustainable use with lasting preservation.

ValueAd’s monthly “Chat Time” at the Embassy of Guyana in Washington, D.C.
Industry analysts say that the 21st century will be the age of alliances of collaboration and partnership between public and nonprofit organizations and private corporations. These strategic alliances will leverage the competencies of each partner to create mutual value.

The World Bank Group is in the lead in this global forecast, and the results are already being felt. We know that we cannot go it alone in the complex world of development. Partnership is the key to leveraging knowledge and leveraging effectiveness. It is at the center of our way of doing business in the new "Partnership Bank." Through our flagship Staff Exchange Program, we seek to develop long-lasting relationships, foster cultural exchange, promote development effectiveness, and make a positive difference in global development. The results of this program are already being felt throughout the World Bank Group.

The Staff Exchange Program's 3rd Annual Conference and Expo, "Leveraging Cross-Sector Partnership in a Global Economy," held on June 19-21, 2002, gave us an opportunity to meet, exchange perspectives, and forge cross-sector partnerships for the benefit of the almost five billion people who live in emerging economies around the world. This year's conference was attended by 200 guests, representing a hundred companies and organizations—the largest turnout yet. In the next few pages, you will see some of the faces of partnership. For more conference coverage, visit www.staffexchange.org. Share the excitement by registering for SEP's online newsletter, and join us for the next conference, June 11–13, 2003.
Leveraging Cross-Sector Partnership in a Global Economy

Dr. Mamphela Ramphele, Managing Director, World Bank, greets Mr. Michael Collins, Principal Consultant, and Ms. Annie Demirjian, Director, both of Consulting and Audit Canada.


Partnership epitomizes what SEP is all about.

—Mamphela Ramphele

Ms. Katherine Sierra, Vice President, Human Resources, World Bank.
Dr. Mamphela Ramphele, Managing Director, World Bank;
Ms. Pauline Ramprasad, Manager, Staff Exchange Program.
We can see the results we are reaping from this program within the World Bank Group.

Ms. Pauline Ramprasad, Manager, Staff Exchange Program, and Mr. Jürgen Lohmeyer (SEP Alumnus), Director of Strategic Alliances, Deutsche Post World Net

The Honorable Donna Marie Christian-Christensen, Congresswoman, US Virgin Islands; Dr. Ivan C. Walks, former Director, District of Columbia Department of Health; Sir George Alleyne, Director, Pan American Health Organization (PAHO); and Dr. Richard Kennedy, Senior Medical Officer, World Bank

Mr. Ernest Dankwa, Business Manager, Global Public Health & Forestry, Valent BioSciences Corporation, and Mr. Joel Gamboa (SEP Alumnus), Global Supplier Diversity Director, ExxonMobil

Mr. Atsushi Yamakoshi, Executive Director, CBCC, & Manager, Asia Oceania Group, International Cooperation Bureau, Nippon-Keidanren; Mr. Toshihiko Furuya, Director and General Manager, Washington Office, Tokyo Electric Power Company; Mr. Shun Imaizumi, Vice President, Komatsu Trading Company (member of the Nippon-Keidanren delegation); and Mr. Seiichiro Shimamoto (SEP Participant from JBIC) & Senior Adviser, Business Partnership and Outreach Group, World Bank

Ms. Regina Austria, SEP Administrative Staff, and Ms. Marian Lewis, World Bank
Mr. Harry Love, Manager, Human Resources Systems, Schlumberger

The Honorable Donna Marie Christian-Christensen, Congresswoman, US Virgin Islands; and Dr. Ivan C. Walks, former Director, District of Columbia Department of Health

Ms. HeideMarie Klein, Director, Siemens Financial Services; Mr. Florian Philipp Mueller, Siemens Financial Services; Mr. Subhash Mehta, Business Development Manager, Power Transmission and Distribution Group, Siemens Tanzania; and Dr. Mamphela Ramphele, Managing Director, World Bank

Ms. Ceci Barlow and Ms. Yaprak Gungor, SEP Administrative Staff

Invitees and guests from the Caribbean Association for the World Bank/IMF (CAWI)

Dr. Richard Kennedy, Senior Medical Officer, World Bank, and Mr. Kojo Nnamdi, Host, Evening Exchange, WHUT Television
of the Conference
Partnership is the key to leveraging knowledge and leveraging effectiveness. That is why we have started to talk about the World Bank also being a partnership bank.

Dr. Mamphela Ramphele
Managing Director
World Bank

Mr. Motomichi Ikawa, Executive Vice President, Multilateral Investment Guarantee Agency (MIGA)

Mr. David de Ferranti
Vice President, Latin America & the Caribbean Region, World Bank

Dr. Richard Kennedy
Senior Medical Officer
World Bank

Mr. Subhash Mehta, Business Development Manager, Power Transmission and Distribution Group, Siemens Tanzania

Mr. Talal Abu-Ghazaleh
Founder and Chairman
TAGI Organization
The World Bank Group has taken partnership...
Local partnerships—more than just the latest fashion

On problems ranging from war to environmental disasters, the German Development Service is finding that local partnerships are a key to success, writes Christoph Klinnert.

After 30 years of civil war, the fighting is finally over. The treaty is ready to be signed. Weapons have been decommissioned. In the town of Yumbe in the West-Nile region of Uganda rebels, government representatives, and members of the German Development Service (GIZ) and Danish Agency for Development Assistance (Danida) are sitting together, building the foundations of a lasting peace that should ultimately lead this poor and remote region toward sustainable development and a stable future.

The progress is not accidental, but a compelling demonstration of the power of working together through local partnerships. It began in 2001 when members of Yumbe’s local government and representatives of the GIZ and a local non-governmental organization decided to make peace and development their main goal. Through a series of meetings and an exchange of letters and ideas, negotiations were started with the Uganda National Rescue Front (UNRF II) in Southern Sudan. After a ceasefire, rebels were welcomed back into the region. With the help of UNICEF children who had been pressed into duty as soldiers were released and families were reunited.

While some might say that the word “partnership” is simply the latest fashion in the development community, it would be difficult to imagine sustainable development today without partnerships. Although development programs around the world have always had an aspect of partnership, over the past few decades the concept has changed. In the 1950s and 1960s development assistance was seen as flowing from rich countries to poor. Later in the 1960s and into the 1970s it evolved into a careful definition of territory, with donor and recipient nations or organizations seeking to avoid interference. Today, however, the importance of partnerships has become a self-evident and readily accepted part of development around the world. More and more, partnerships are understood not as a one-way flow of information and assistance, but as a dialogue between equal partners working together toward a common goal. They can play an important role in solving not just political conflicts, but ecological ones as well. Local partnerships can have a national impact and can even reach beyond national frontiers.

In the Philippines a partnership that began in 1992 to protect marine resources has grown to include not only scientists and researchers from around the world, but also governments and donors as well. Known as the Synergistic Management of Coastal Resources Project (SYMCOR), the multifaceted partnership has helped establish community-based marine protection areas in the Philippines and has trained fishers, school children, and government employees in marine ecology. The program has been credited with preserving marine flora and fauna in the region and increasing fish catches—improving the local standard of living while protecting the environment. From its beginnings in a single province, SYMCOR has become a model throughout the Philippines. Taken up by other countries, its impact may even become global.

With more than 1,000 staff members at work in 45 countries, the GIZ views development as a partnership effort. It cooperates not only with governments at the national and local level, but also with local enterprises such as village training centers and self-help centers. It also taps into the expertise of German companies that are committed to addressing social and ecological problems.

Tackling complex international problems like environmental preservation or controlling AIDS requires international partners as well. In addition to its own work, the GIZ cooperates with partner organizations from countries like France, Ireland, and the Netherlands, as well as with multilateral organizations like the UN High Commissioner for Refugees (UNHCR), the World Bank, and the European Union.

—Christoph Klinnert is a policy adviser for the German Development Service (GIZ).
Partnerships in Europe: Revitalizing cities and communities by working together

In England, writes Tom O'Brien, The Mersey Partnership is proving that partnerships can be as important for promoting redevelopment in the industrialized world as they are for promoting growth in the developing world.

Partnerships are not only a critical tool for promoting development in places like Africa or Asia, but also for promoting redevelopment in places like Europe and North America. In England's North West, The Mersey Partnership has helped bring businesses and government together to push for the regeneration and revitalization of Liverpool and other communities along the River Mersey. With the help of corporate sponsors like United Utilities, the region's largest supplier of electricity and water, the group has brought several key players together with leading public and private groups to champion the area as a desirable place to live, work, invest, and visit.

Over the course of its first nine years, the group has helped bring more than 19,000 new jobs to the region and now helps to attract more than 19 million visitors a year to Merseyside. The Mersey Partnership believes that forging real, practical partnerships between public and private sectors is the soundest route to wealth creation.

Recognizing that Liverpool and Merseyside need to look outward to promote investment, The Mersey Partnership, with the help of local members of Parliament, organized a three-day event in London earlier this year to showcase the region's recent achievements. Known as “Make it Merseyside,” the event featured meetings at the House of Commons and other prestigious locations around London. At meetings, lunches, receptions, and presentations around the City, the community's representatives had a chance to meet and make connections with government ministers, senior politicians, national business leaders, and opinion makers.

British Prime Minister Tony Blair helped start the four-day event, speaking at a special meeting at the House of Commons’ Terrace Marquee. Praising the group’s dynamism and talent, Blair said he was optimistic about Merseyside’s future. While everyone recognizes the strength of the Liverpool City Region’s culture and the power of its football clubs, the Prime Minister noted, people also “recognize that on Merseyside there’s a real buzz. Yes, sure there’s difficulties, but there’s a real willingness to move forward.” Adding that there was a wealth of talent and ability in the people of Merseyside, Blair said that his government would do everything it could to help, but that he wanted to make sure decisions were taken locally so that people in Merseyside felt empowered.

In addition to The Merseyside Partnership's scheduled events other groups from the area took advantage of the gathering to promote their own projects as well. The University of Liverpool and Liverpool John Moores University, for example, hosted lunches and receptions showcasing their efforts to promote investment in such areas as biotechnology and the possibilities of partnerships between industry and academia. Local governments like the Liverpool City Council and the Knowsley Borough Council hosted events that featured the City Region's possibilities as well.

Founded in 1993, The Mersey Partnership has over 300 members. Recognized as a leading public-private sector partnership, the group has worked to promote not only Merseyside's image, but also investment and tourism. It brings the public and private sectors together to work on solving the problems of potential investors. Since its start, independent research has shown, there has been consistent and encouraging improvement in the Liverpool City Region, with potential investors viewing the area in increasingly favorable terms.

With a steadily rising number of businesses now looking to relocate to the area, the future for Merseyside is once again starting to look bright. Partner organizations receive regular updates on the group's work and have access to its on-line news service and its research database. As an investment and marketing partnership, The Mersey Partnership has been at the center of the region's regeneration effort, speaking on its behalf and acting as a catalyst for change.

---

Tom O'Brien is chief executive of The Mersey Partnership.
World Links: Getting the developing world online

From the favelas of Brazil to the classrooms of Ghana, writes Cheick Kante, the Internet is giving teachers and school children in the developing world a new tool for learning.

When Christopher Ado took his first job teaching physics in Ghana in 1987, that meant working in schools where teachers and students were without textbooks or paper. By the time World Links helped bring computers and Internet service to his secondary school, Ado had been teaching for 10 years. While he had worked hard over the years to ensure that his students made it to the next level, his lessons plans had hardly changed. The Internet, however, soon altered that.

“The first search I ever ran on the Web was for the word ‘Einstein,’” Ado said. It was an eye opening experience. Since then he has spent hundreds of hours on the Internet searching for up-to-date content for his physics classes. “I had become intellectually lazy,” he admits. “Now looking at how much my subject matter evolves day after day due to technological breakthroughs, I really feel guilty.”

Today he tries to help not just his own students, but other teachers in more remote areas as well. Printing out hard copies of good resource material, he sends it off to colleagues in remote areas each month through the payroll pouch, spreading the impact even further.

Started by World Bank President James D. Wolfensohn in 1997, World Links is an independent nonprofit organization dedicated to connecting teachers and schools in the developing world to the Internet. Supported by foundations, development agencies, and companies from the private sector, World Links today provides more than 220,000 students and teachers in 20 countries with a link to the educational possibilities of the Internet, engaging them in collaborative projects on topics from poverty to the environment.

In the poverty-stricken favelas of urban Brazil, for example, World Links has given teens like Generosa Donenconimento access to the Internet for everything from interactive school projects on the impact of AIDS to career options. While she laughed at other students who thought that AIDS could be transmitted by kissing, the chance to interview a local doctor, she admits, was quite a learning experience. Outside of school work, being a World Links student has also given her a chance to dream. “One day I would like to become a model, and the Internet is teaching me a lot on how to go about it,” Donenconimento said.

For teachers World Links can provide a similarly diverse range of opportunities. For Kakinda Mutumwe, a biology teacher in Zimbabwe, a connection to the Internet has not only provided access to more information, but a means of surviving the country’s ongoing economic crisis. World Links was one of the first international organizations to support the establishment of dual-use telecenters in schools. Open after hours to members of the community for a small access fee, the telecenters provide a link to the outside world for adults as well as school children while providing a much-needed source of income. For Mutumwe the chance to work as a service assistant at the telecenter has provided a welcome supplement to his limited salary.

A satellite receiver funded by a grant from the Gates Foundation symbolizes unprecedented access to global knowledge in rural Uganda

For others the benefits are more subtle, but every bit as real. For English teachers like Fatima Ould Minth in Mauritania, the Internet provides a way of capturing her students’ imagination. “None of my students has a street address, but they are all proud to have an email address,” Ould Minth said. Building on her students’ enthusiasm for email, Ould Minth has gotten them interested in everything from reading Shakespeare to following international news on-line. For women and young girls the value of that freedom is hard to overestimate. According to one recent study on the impacts of World Links programs, “70% of girls in Mauritania put emphasis on the fact that the Internet provides freedom to them as women.”

—Cheick Kante is chief operating officer of World Links.
Powering development and empowering communities

In the Philippines and elsewhere in the developing World, writes Chris Cragg, BP Solar is helping remote villages develop by transforming the sun’s power to electric power

As the pumpboat slipped out of Kawayan to make its 45-minute trip to Marippi, off northern Leyte, the island was nothing but a dark, black mass against a brilliant starry sky. The darkness was total. In 1998 BP Solar had installed a solar-powered electric generating system on the remote island, but several years had passed since anyone other than locally trained technicians had inspected the panels. Today’s trip was a test. Would the panels still be working?

As the island drew near, the sight was encouraging. Electric lights were visible along the shoreline. It seemed a sure sign that the panels were still in use. But as the boat prepared to land, the passengers could hear the unmistakable sound of a diesel-powered electric generator. What was going on?

When Marippi’s villages had been chosen from among the more than 150 Filipino villages surveyed for a solar power test site, the island had no electricity. It was so remote that during World War II no one had even landed there. With the arrival of solar power, however, Marici, the country’s national power system, had decided to give the island its own diesel-powered electrical grid as well. Whether the solar system helped prompt the government’s action is hard to say, but whatever the reason locals were quick to assure the BP Solar team that they were happily using both power sources.

The island had a 160-kilowatt diesel generator that they used from 6:00 in the evening to midnight, admitted Father Edgar Dolina, the local village priest, but during the day the solar panels came into their own. Rather than lighting up the night sky, the power they produced was used to run computers and other sophisticated electronic devices like televisions and video recorders that were sensitive to the power fluctuations of the diesel system.

While Father Dolina was so happy with the solar panels and the access to computers they provided that he was thinking of putting his parish records on CDs, for midwife Marucar Sudario solar power meant a refrigerator for storing vaccines. Regular monthly vaccinations for young children had transformed her simple clinic into a meeting place where local mothers could bring their children for checkups and receive basic information about contraception and infant health.

The arrival of electric power brings definite benefits to developing communities. Reduced infant mortality rates and improved literacy rates. Refrigerators for medical clinics and lamps for emergencies after dark. Lights for reading and learning after dark. Televisions and computers offering a window on the world. And even lower birthrates.

And as Marippi’s experience shows, people find ample new uses for power. While many communities have used solar power to keep computers running, some have seen the solar power systems as a way of providing not only power, but the income needed to keep them running as well. After dark on the nearby island of Limasawa, for example, a karaoke machine is plugged into the local 10-bed hospital’s solar power supply for local get-togethers, while ice from the hospital’s refrigerator is sold for drinks at the price of a few pesos per bag to raise money for maintenance.

While such uses may seem trivial to some, others see them as a way of making these facilities self-supporting. “The moment you walk away, you are dependent on local enterprise,” said Graham Baxter of BP Solar. “The objective is to stimulate that enterprise.” And that is at the heart of sustainability in development projects.

Between 1997 and 2001 BP Solar provided solar panels for powering everything from water pumps to electric lights for more than 435 villages in the Philippines. The government currently has plans to bring solar power to 150 more remote villages. The idea of using solar power to promote local development has since spread to communities around the world. BP Solar currently has projects in more than 10 different countries, everywhere from Angola to Vietnam. “A watt goes a lot further in a rural community,” says BP’s Baxter. “Without energy you have no chance.”

—Chris Cragg writes for BP Magazine.
Following nature’s lead: Building wetlands and cleaning water

In India and Nepal the engineering firm CH2M HILL is promoting sustainable development by building wetlands that help provide developing communities with cleaner water, explains Lori Everett.

Wetlands rank with rain forests and coral reefs as some of the earth’s most productive places. Their shallow waters provide a nursery for scores of fish and shellfish species as well as birds and waterfowl. While oysters, crabs, and clams thrive on the shallow mudflats below water, herons, egrets, and other water birds thrive above. Wetlands are also a natural filter, their slow-moving currents and pools providing a place where sediment, even pollutants, can settle out, leaving the water clean and fresh. They are also among the most threatened ecological landscapes on earth—filled in to create farmland or space for sprawling cities and towns. Others are dredged for shipping or used, at least in the past, as dumping ground for unwanted waste.

In Canada and around the world, however, CH2M HILL has found that artificially built wetlands not only help industries and communities clean their wastewater, but also provide habitat for wildlife. By mimicking nature, these artificial wetlands provide an invaluable environmental service and a pathway for sustainable development—an approach that allows both people and nature to work together. The company hopes that a soon-to-be-completed project in India will open up opportunities for other similar projects in the region.

“The project in Punjab, India, is well under way and should wrap by the end of this year, positioning us for further wetlands projects in the region,” said the company’s international development manager, Dan Hoornweg.

The Indian project involves the use of constructed wetlands for wastewater treatment—a low-tech, but highly appropriate method for the country’s climate and natural environment. “Unlike Canada, that area of India doesn’t have winter to slow things down,” said Hoornweg. “The water gets plenty of ultraviolet disinfection via the sun, which works well in India because the ponds receive a lot of sunlight. Vegetation helps to slow the water sufficiently so that sediments fall, and contaminants associated with the sediment are removed.”

For communities in both the developed and the developing world, artificial wetlands can provide an inexpensive way of treating waste and protecting water quality. CH2M HILL has already been involved in the construction and design of several similar facilities in Canada, with promising results. The most challenging problem in the new wetland treatment project in India has been finding land. “If they have productive land, they’d rather use it for agricultural or residential space—so we’re creating wetlands where ponds already exist,” explained Hoornweg. “If there’s no economic incentive to keep it there, though, it doesn’t stay there.” Centuries of development and a rapidly growing population have made natural wetlands relatively rare in India despite its extensive coastline and river systems. Today, according to some studies, wetlands cover no more than 1.2 percent of the country.

Given their low cost to build and operate, such artificial wetlands may prove an invaluable tool in the developing world for improving water quality and providing habitat for wildlife. A similar municipal development project with which CH2M HILL Canada has been involved in Canada has been involved in Nepal may provide another opportunity in the region to demonstrate the value of artificial wetlands.

On a trip to Nepal this past April, Hoornweg helped identify eight towns where artificial wetlands could be used to treat contaminated water. “The town of Chhanarthan Kalan is gaining more popularity and acceptance in this part of the world,” Hoornweg said. If built, the development project would be funded by the Asian Development Bank.

Over its more than 80-year history, CH2M HILL has remained a leader in the engineering field by evolving with the times. By combining the idea of sustainable development with technical excellence, CH2M HILL offers its clients the opportunity to build projects that both improve the environment and benefit future generations.

—Lori Everett is with CH2M HILL Canada Limited.
Making use of many strands—promoting equal opportunity in business

ExxonMobil sees supporting minority- and women-owned business as a way of helping all Americans advance, writes Joel Gamboa.

Noting the varied makeup of the United States, Ralph Ellison writes in the epilogue of his novel *The Invisible Man* that “our fate was to become one, and yet many.” Equal opportunity in education and professional training is critical for the advancement of all Americans. But even with the best training and education, women and minorities who choose to establish their own companies may face additional hurdles. To ensure their progress, those hurdles need to be surmounted.

No one addressing the subject can ignore the importance of private and government programs that ensure a fair deal for qualified minority- and women-owned businesses. In a powerful incentive to ensure that all are considered, the U.S. government asks that anyone seeking to do business with it demonstrate commitment to a program that encourages minority- and women-owned businesses.

Many private companies also have voluntary programs that encourage their primary suppliers to buy from minority- and women-owned businesses. In 2001 ExxonMobil purchased more than $400 million in materials and services from minority- and women-owned businesses. The National Minority Supplier Development Council awarded ExxonMobil its Minority Business Leadership Award for “significant long-term achievements in minority business development.”

There is more to these voluntary efforts, however, than simply social responsibility. Public demographic trends alone are a powerful enough incentive for any well-run company today. Not only do women already make up half the population, within the next half-century more than half the population will come from a “minority” background. In addition, market research has shown that some minority groups show greater brand loyalty than other segments of the population. Supporting minority businesses can provide companies that demonstrate a commitment to people with a way of attracting new and potentially loyal customers.

It is not easy for minority-owned businesses to succeed, but a number of nonprofit organizations are working in this promising new area to bring buyers and sellers together. A recognized leader is the National Minority Supplier Development Council. With 38 affiliated regional councils, it helps to match its more than 15,000 certified minority businesses—Black, Hispanic, Asian, and Native American—with its more than 3,500 corporate members. In 1997 its corporate members purchased more than $3.36 billion from minority businesses.

Other important groups include the U.S. Hispanic Chamber of Commerce. Since its incorporation in 1979, the group has worked to improve business relations between Hispanic-owned small businesses and large companies in the United States and Latin America. Other groups like the Asian American Business Association provide their members with similar services and also help arrange small business loans. For Native Americans, the Native American Chamber of Commerce seeks to provide members not only with business contacts, but also with mentors, internships, role models, and scholarships.

For women-owned businesses, the Women’s Business Enterprise National Council strives to increase the opportunities for women in the vendor and supplier market for both the government and the private sector.

While these groups have had some success, much work remains to be done. According to the National Minority Supplier Development Council, minorities represent 28 percent of the U.S. population but only 15 percent of its businesses. Those minority businesses, in turn, account for just 4 percent of corporate purchases. Women-owned businesses fare no better. While women currently account for more than 35 percent of small businesses, they receive only 2.5 percent of the government’s small business contracts and do little better with private industry.

Increasing opportunities for minority- and women-owned businesses remains a challenge. Faster progress will require a stronger commitment from buyers in both the corporate and the government world. Given the rapidly changing nature of U.S. society, the necessity for doing so is more important than ever.

—Joel Gamboa is Global Supplier Diversity Director of ExxonMobil Corporation.
Training and networking for faster agricultural growth and poverty reduction in Vietnam

Researchers at the International Food Policy Research Institute and the World Bank are working with Vietnam to help it meet its ambitious goals for reducing poverty. The new partnership, write Suresh Babu, Valerie Rhoe, and Rob Swinkels, will improve the country’s ability to conduct its own policy analysis of agriculture and development issues.

Vietnam’s market-oriented approach to agriculture took shape through a consensus-building process. While market reforms have resulted in improved performance over the past 15 years, the government now wants to use its Comprehensive Poverty Reduction and Growth Strategy to accelerate progress. The comprehensive strategy looks at government plans and identifies relevant goals for growth and poverty reduction. Based on an analysis of the causes of poverty in Vietnam, the strategy highlights pressing policy issues for rural development such as land use, rural credit, and technology transfer.

Stronger information collection and analytical skills are required, however, for defining realistic goals and designing effective programs for sustainable development. The government needs evidence-based research and analysis to accurately assess problems, weigh options, and predict the impact of actions in the field. To help Vietnam meet these needs, the World Bank’s office in Vietnam asked the International Food Policy Research Institute (IFPRI) to consult with researchers, analysts, and policymakers in the country to assess current research abilities and future research needs.

Improving policy analysis—and communication

After meeting with government officials, academics, and private researchers, including members of the donor community and Vietnam’s Ministry of Agriculture and Rural Development, the IFPRI team found a real need for improved capacity to carry out training and communications work. Agricultural and development institutions in the country lacked experience in sharing information and coordinating research activities. And staff at all levels needed stronger skills in analysis and evidence-based research and communications.

In partnership with the World Bank and Vietnam’s Ministry of Agriculture and Rural Development, IFPRI recommended that the country create a network for bringing researchers and policymakers together. The Vietnam Policy Advisory and Analysis Network, or VPAAN, would provide a forum for debate on rural agricultural issues and a means of exposing those in the field to new analytical techniques. A grants-based research program could provide support for in-country researchers and graduate students and offer opportunities to bring in visiting professors. The interchange of information and ideas could improve the abilities of professionals and students alike, helping to train the next generation of analysts.

Critical to the success of the program is increasing the skills of researchers and analysts not just in collecting and analyzing data, but also in communicating with one another. Included among these skills is the ability to write publishable journal articles that will help them reach a larger audience.

Finally, new teachers must learn to apply these new techniques in the classroom to help train new, market-oriented analysts. A train-the-trainers program would assist teachers to learn the new techniques of policy analysis and thus to create sustainable, high-quality programs for the universities.

Under the aegis of VPAAN, these varied research and training programs should produce the high-quality, national research needed for effective policies to reduce poverty and promote sustainable agriculture and growth. Investigations sponsored by the group will enable researchers to improve their skills. Training programs and staff exchanges will enable universities and academic institutions to offer solid training. And a core group of well-informed analysts and policymakers will emerge, able and ready to use research results for effective decisionmaking.

Funded by a multdonor trust fund, efforts are now under way to turn these ideas into reality in Vietnam, helping the country formulate and realize its own development plans.

In Vietnam IFPRI’s partnership efforts help promote sustainable agricultural development

—Suresh Chandra Babu heads IFPRI’s Strategic Training and Policy Communications Program and conducts research on issues related to food security, rural poverty, and the sustainability of natural resource use.

Valerie Rhoe is a senior research assistant in IFPRI’s Strategic Training and Policy Communications Program.

Rob Swinkels is a poverty economist with the World Bank in Vietnam where he works to help both the government and the World Bank move toward more efficient development cooperation through evidence-based policymaking.
"Once a nonrenewable resource is gone, it's gone. But solar just keeps on giving."

△ Melanie Cruz/Administrative Assistant

And giving. In cities throughout the country, our solar panels are helping to produce cleaner, affordable energy. In one southern California community, they’ve been estimated to cut typical electric bills by up to 60%. Today, we’re one of the largest producers of solar panels in the world.

It’s a start.

bp

beyond petroleum™

bp.com
Global commitment – Local partnership

Partner for international donors

The German Development Service (ded) is a non-profit organization which employs professionals as development workers wherever they will be of maximum benefit to the people and the development of their country. Our aim is to combine professional and intercultural skills with social commitment.

Within the partner countries the ded cooperates with governmental partners as well as non-governmental organizations of the civil society, e.g. with rural training centers or self-help initiatives.

Some of our international partners are:
- Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
- Kreditanstalt für Wiederaufbau (KfW)
- German Agro Action (Deutsche Welthungerhilfe/DHWW)
- World Bank
- Asian Development Bank (ADB)
- UN High Commission for Refugees (UNHCR)
- UN Children’s Fund (UNICEF)
- UN Development Program (UNDP)
- European Union, etc.

The ded as a professional implementing agency with its expertise in local partnerships is an attractive partner for international donors with limited capacities and facilities to implement projects at local and grass-root level as well as with the civil society.

The ded employs experienced and socially committed professionals in more than 40 African, Asian and South American countries. The development workers cooperate with our partners in order to support people in developing countries improve their living conditions in a sustainable way.

Additionally, the Civil Peace Service – a new program of crisis prevention and conflict resolution – aims at integrating conflict management strategies into its development efforts within the partner countries.

For further information please check our website at www.ded.de.

We are looking for qualified professionals in the following fields:

- Promotion of civil society in developing countries:
  - Specialists in Sociology, Psychology, Ethnology, Social education

- Vocational training:
  - Master craftsmen
  - Business economists or MBA
  - Vocational school teachers

- Participation in local infrastructure projects:
  - Engineers
  - Hydraulic engineers
  - Architects
  - Linguistic proficiency in French

- Rural development and management of natural resources:
  - Agronomists and horticulturists
  - Agricultural economists
  - Biologists

- Promotion of basic health care:
  - Medical specialists (surgery, gynaecology, general medicine)
  - Midwives, Nurses
  - Public-health-experts

- Support of decentralised structures:
  - Experts on administration, economy and policy strategies
  - Experts on social welfare, town and regional planning

Joining ded activities requires suitable qualifications, professional experience as well as a good knowledge of foreign languages.

If you are interested in working with the ded, please send a letter with a detailed resume without certificates, describing your professional career to:

Deutscher Entwicklungsdienst gGmbH
Bewerberreferat
Kennziffer 5024
Tulpenfeld 7, 53113 Bonn, Germany

For further information please check our website at www.ded.de.
During exploration, problems can arise that we can’t solve on our own.

At the Malampaya Deep Water Gas to Power Project in the Philippines, for example, the removal of trees (many small scrub trees) to accommodate a temporary structure proved unavoidable.

Shell asked local botanists to look at the likely impact before felling. And with the structure now gone, specialists then helped us to replant 10 saplings for every tree removed. This is not just replenishing those removed; it’s also providing a new habitat for endangered Philippine Giant Fruit and Flying Fox bats.

By enlisting help like this, we’re ensuring that the extraction of one natural resource doesn’t mean the destruction of another.

For details of this and similar projects, see the Shell Report ‘People, planet and profits’ at www.shell.com
Bertelsmann has chosen Merseyside as the UK base for its customer contact centre and if you don’t think that is the immediate choice, think again. Abbey National, Vertex and US Airways are just a few of the 50 customer contact centres employing over 10,000 people here. Of course, you need good staff too, and as Dianne Cooper, Bertelsmann’s Contact Centre Manager has discovered, there’s no shortage of talent in the region. Merseyside now boasts contact centre training courses, over 50,000 students attend Liverpool’s universities and with the growing number of multi-linguists in the city, Merseyside really is an excellent base for a truly global operation.

Log on to www.merseyside.org.uk to see how Merseyside could be a good call for your business.

You’ll find you’re in good company in Merseyside

| Marriott | Rolls-Royce | QVC | Jaguar | US Airways | United Utilities | Pilkington | T

www.merseyside.org.uk

englandsnorthwest
When Corporate America works with Diverse Suppliers, the World Profits.

For over thirty years, ExxonMobil's Global Supplier Diversity Program has proven that finding and supporting qualified diverse suppliers produces solid business results. These diverse suppliers bring ExxonMobil innovation, responsiveness, and superior quality materials and services.

ExxonMobil
Building on Diversity
SEE, HEAR AND FEEL THINGS LIKE NEVER BEFORE

THE WORLD'S FIRST & LARGEST 24 INCH ULTRATHIN HDTV READY LCD MONITOR

STRAWIDE™ 170 DEGREE VIEWING ANGLE

HIGH RESOLUTION, UP TO 1920 X 1200

How real can an image be real enough?
WE LIVE ON A SMALL PLANET

Industry, the environment, and society all compete for the same limited space and economic resources. At CH2M HILL, our global team of more than 12,000 professionals partner with our clients to ensure balance in an ever-changing world. We offer full-service solutions across the fields of Water, Environment, Energy, Telecommunications, Transportation, and Industrial Processes. Our goal is to help achieve sustainable development to improve the quality of life for future generations. That's balance.

www.ch2m.com

CH2MHILL

Responsible Solutions for a Sustainable Future®
To succeed in global markets, you need a farsighted logistics expert.

Deutsche Post World Net opens up worldwide logistics solutions.

The Deutsche Post World Net group with its high-calibre brands offers a unique global spectrum of services. Deutsche Post delivers top performance not only in national and international mail distribution, but also in direct marketing as well as flexible e-commerce solutions for your business mail. If your shipment has to get there on a hurry, send it with DHL, market leader in global express and logistics services to 220 countries and territories on all continents. EuroExpress, our pan-European parcel and distribution network, provides integrated solutions throughout Germany and more than 20 European countries. Our subsidiary, Danzas, is your partner of choice for one-stop logistics services, making sure your goods are always in the right place at the right time – all over the world. As the leading multi-channel bank on the German market, Postbank offers both retail customers and corporate clients blue-chip solutions ranging from private current accounts all the way to logistics financing. In short, our group opens up a world of integrated solutions at every link in the value chain. Which means we're well on the way to becoming the world’s No.1 logistics provider.

www.dpwn.com