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MESSAGE FROM THE PRESIDENT

Dear Members,

We have all been living in trying times the past three months. We were first hit by the COVID-9 pandemic that created a new reality we had never imagined. Starting in one location in China, it quickly affected us, our communities and indeed the entire world. We have all had to alter our lifestyles dramatically. It is testing our resilience in many challenging ways. Even more heart-wrenching is that it has hit hardest those we care the most about – the poorest and most vulnerable. The amazing declines in absolute poverty levels and mortality rates recorded in the late 1980s and 1990 are being wiped out before our very eyes. At the same time, it has been gratifying to see the World Bank rise to the challenge like it did in previous times when dealing with challenges like eliminating river blindness, dealing with oil shock, the debt crisis, post-conflict reconstruction, and yes, reducing poverty. In this issue you will find stories about how the World Bank Group is rising to the pandemic challenge by providing support within a matter of weeks for some 100 countries. In this issue you will find an extensive interview I had with Mr. Shaolin Yang, Managing Director and Chief Administrative Officer on how the Bank Group dealt with this challenge.

I have been gratified, although not surprised, by the many ways our members and families have adjusted to the situation. We found much to learn from stories that the Members Helping Members Group put together recently. Many members also contributed generously to the Bank’s fund-raising drive for selected social and charitable organizations in Washington DC and Chennai, India – the two locations with the largest Bank presence. And I know many members have been providing support to their charities of choice.

The Society also has continued to function without a major interruption. Like WBG staff, our office colleagues, Brenda Bermudez and Dennis Bacani, have been keeping the office functioning from home. The Thematic Groups together organized almost a dozen, well-attended informative events at a distance using online platform. The Yoga Club led by Anis Dani and our volunteer instructors Maryvonne Plessis-Fraissard, Simone Lee and Davinder Sahuja have been offering online yoga instructions each Tuesday and Friday that have attracted 20-25 participants each time. My sincere thanks to all of the Society staff, MHM Co-Chairs, TG Chairs and the Yoga group for their work on behalf of all of us.

Just as we were adjusting to coping with the pandemic, we were horrified by the inexplicable killing of George Floyd, an African American, at the hands of a policeman in Minneapolis. It seemed unimaginable that we still have such brutal racism in the country, and indeed the world. There have been large ongoing demonstrations not only in the United States but in countries around the world.

The Bank Group President, David Malpass, issued a statement that I found truly heartfelt and inspiring. It followed an equally compelling statement by the Staff Association. I associate myself wholeheartedly with both statements on behalf of the 1818 Society. But we must all do more. I am certain that as those who have been privileged as World Bank staff to have worked with colleagues of all colors, caste and creed, we have neither practiced nor condoned racial bias during our careers. But each of us must also
ask whether we may have had any unconscious bias howsoever unwitting and, if yes, what we must do to change.

I also discussed with the Society’s Board possible concrete steps we can/should do on this important issue. Perhaps a special Society discussion group might help. I would welcome ideas from members, including those who may be skeptical of such initiatives.

Wishing you and your families good health and perseverance. Please continue to be safe.

Inder Sud
President

FROM THE EDITOR’S DESK

Dear Friends:

Thanks to the marvels of our digital age (sometimes not so marvelous), I am able, with invaluable assistance from the 1818 Society office staff, to compile and edit this Quarterly from Hanover, New Hampshire, a remote New England college town midway between Boston and Montreal.

As Inder notes in his message, this issue contains a lot of information about the impact of the global pandemic on Bank operations and Society members. We are also trying something a bit different: Informative interviews with interesting people who have a direct or indirect relationship to the Bank. The headliner this time is Kristalina Georgieva, Managing Director of the International Monetary Fund (and Bank retiree). Then there is Inder’s interview with Shaolin Yang, Bank Group Managing Director and Chief Administrative Officer. Plus, an inspirational exchange with a Bank retiree who recently turned 100 and swims every day. Finally, one with the task team leader for the largest health sector lending operation ($1 billion) ever approved for India to help combat effects of the pandemic. If you enjoy these interviews and have ideas for future ones. Please let me know.

Many thanks to everyone who contributed to this issue of the Quarterly.

Tom Blinkhorn
Editor
The Interview

Tom Blinkhorn’s Distance Interview with IMF Managing Director Kristalina Georgieva

TOM: In your recent opening remarks at the spring virtual meeting of the International Monetary and Financial Committee, you said the global economic impact of the pandemic is the worst since the Great Depression of the 1930s. Six months into this crisis, is that still your view?

KRISTALINA: Yes, it is. The pandemic has had a tremendous impact on the global economy. It has caused a crisis like no other—more complex, more uncertain, and truly global. We are now six months into the spread of COVID-19 and the end of it is not yet in sight.

In January, the IMF predicted that 160 countries would see positive per capita income growth this year. By April, this had been reversed, and we are now predicting that 170 countries will finish this year with a lower per capita income. Debt and deficits will rise, and we are seeing record levels of unemployment in advanced economies and emerging markets—this brings a very high risk of more inequality and more poverty.

Our advice to countries is to spend as much as they can for their doctors, nurses and hospitals, and to protect the most vulnerable parts of the economy and the most vulnerable people. And we also ask that they keep the receipts - there has to be accountability for the huge injections of fiscal measures and central banks liquidity.

As countries begin to emerge cautiously and gradually out of the crisis and focus on recovery, we urge them to seize the opportunity to build a greener, smarter, fairer recovery. If there is one clear lesson from this crisis it is the importance of resilience in our economies, and the investments we ought to make for a more shock-prone world.

TOM: You also said, “an unprecedented crisis calls for a comprehensive approach by our institution.” Can you summarize what the IMF is doing, and in collaboration with the Bank?

KRISTALINA: We have stepped up rapidly our response at par with the severity of crisis. The good news is that after the Global Financial Crisis our shareholders had the wisdom to boost the financial strength of the IMF. Our resources increased from $250 billion to $1 trillion--four times as strong. That means we can provide massive assistance to the countries that need our support. The lending we currently have on our books is roughly as much as our total capacity in 2007 - slightly over $250 billion - and we still have 3/4 of our lending capacity available to deploy. Some ten percent of our lending (about $25 billion) went for the most pressing needs of our members as emergency financing - unprecedented in the history of the IMF to provide unconditional financial support to nearly 70 countries in just short 7 weeks. Never before have we done so much so fast.

We have doubled access to our emergency facilities, nearly tripled our capacity for concessional lending, and have provided immediate debt service relief on IMF obligations to 28 of our poorest members under the Catastrophe Containment and Relief Trust (CCRT).

We have also been leveraging our lending toolkit. Our Board recognized the very strong economic fundamentals of Peru and Chile and recently approved their requests for arrangements under the IMF’s Flexible Credit Line, created to protect economies with sound policies and institutions against external shocks.
shocks. This supplements similar arrangements with Colombia and Mexico and brings the total amount to $107 billion under these Flexible Credit Lines.

All our work to help countries deal with the pandemic is underpinned by our unwavering commitment to address governance and corruption vulnerabilities. We strongly promote transparency and accountability to ensure that the resources we provide are used for their intended purpose.

We work very closely with our international partners, in particular our colleagues at the World Bank. This collaboration is critical to ensure that we achieve the maximum impact in this time of crisis. In March, President David Malpass and I called for a standstill of debt service to official bilateral creditors for the world’s poorest countries. And the good news is that the G20 responded to this call on April 15 by agreeing to suspend repayment of official bilateral credit for the poorest countries.

**TOM:** How is your native Bulgaria faring? And your family, especially your 9-year-old granddaughter?

**KRISTALINA:** My family is well, as is Bulgaria overall. So far, the pandemic has not hit the country as hard as other countries in Europe - by June 15 there were some 3,341 confirmed cases and 176 lives tragically lost to Covid-19 - but the economic hardship is quite dramatic and children, including my granddaughter, have switched to e-learning. She is lucky to have a loving family and a baby brother to play with and look after. But needless to say, like everyone else she can’t wait for this crisis to be over - and grandma to come visit again.

**TOM:** Although the “Bretton Woods twins” were created at the same time 76 years ago, they are different institutions in many ways. Even Keynes had difficulty trying to explain to reporters in 1944 what had been created. Although it is early days for you at the IMF, what do you see as the main differences in managing the Fund and the Bank as well as the key challenges ahead for both institutions.

**KRISTALINA:** I find much more in common than I find differences. Let me first stress what an honor it is to lead the IMF, as it was to have served as CEO and Interim President of the World Bank. These are fantastic institutions, attracting talented people from every continent coming to work together to solve the world’s toughest challenges. In both places the diverse staff is an amazing asset - a mixture of people from different backgrounds who bring their experience and knowledge, and their commitment to serve our members. My role both at the Bank and now at the Fund is to work with our shareholders to set priorities and then make sure staff is highly energized, with all the support and the resources needed to deliver. The difference from a managerial standpoint stems from the organizational set up - the Fund is smaller, more cohesive, mostly headquarter-based, whereas the Bank is multisectoral and highly decentralized. Both are very proud of their multilateral nature and service - and rightly so.

And while there are differences in the mandates of the two institutions - the Fund’s primary focus is preserving financial stability whereas the Bank’s is to invest in development and poverty eradication, they are talked about as sister institutions for a reason, as they both aim to promote sustainable and inclusive growth. And we are now even more united in the face of the COVID-19 crisis. Coping with it and easing the recovery will be a key challenge for all the members of the World Bank and the IMF. We will be working with governments as they cautiously reopen economies in a responsible manner and balance the competing priorities that will inevitably arise. Knowing both institutions helps me see the opportunities for us to work with our members to implement policies that address pressing global problems like climate change and inequality.
The pandemic is a powerful reminder of the need for solidarity in an interconnected world. Governments around the world have already taken extraordinary measures to curb the spread of the disease and limit the immediate economic damage. But even as governments are taking measures at home, they also need to strengthen their joint efforts. International cooperation is critical to preserve stability and support confidence.

**TOM:** In an IMF blog last December, you outlined the enormous consequences of accelerated climate change and said the IMF is increasing efforts to deal with the impact. Has the pandemic compounded this problem or opened up new opportunities for addressing it? What needs to be done to ensure that these two institutions (Bank and Fund) are collaborating more closely than ever before?

**KRISTALINA:** The current crisis has underscored how risk prone and interdependent we are. I very much hope to see more attention to addressing the climate crisis as a result. As countries move towards recovery, and as they gear up for fiscal stimulus to energize this recovery, it will be critical to reduce carbon emissions and boost climate resilience.

The right policies will help allocate resources to investments that support public goods like clean air, flood defenses, resilient infrastructure, or renewable energy. Meanwhile, lower commodity prices can create the fiscal space to phase out regressive fuel subsidies that increase carbon emissions. The investment opportunities are considerable: in just the energy sector, a low-carbon transition could require $2.3 trillion in investment every year for a decade, bringing growth and jobs during the recovery phase.

Climate change is among the world’s most pressing challenges. So, it’s vital that the Bank and the Fund work together closely to support our membership as they implement policies to reduce emissions, adapt to the changing climate and manage the transition to a low carbon economy. There is already good cooperation between the institutions—as you would expect—and we recognize that we can do more. For example, the IMF and the World Bank will be co-hosting the secretariat of the Coalition of Finance Ministers for Climate Action. The Coalition was launched at the 2019 Spring Meetings, and it already has over 50 members including from large countries such as Germany, France, and the UK, as well as smaller countries such as the Marshall Islands and Guatemala.

I see enormous opportunities to bring together the skills of Fund and Bank staff to promote low carbon and climate resilient growth - through the Fund’s work on surveillance, the Bank-Fund financial sector assessments, the macroeconomic programs we support and how they relate to the Bank’s development policy lending and investment portfolio. As countries seek the most efficient way to transform their economies the Bretton Woods institutions are well suited to help establish and share best practices such as climate budgeting, strategies for green investment and procurement, and how to factor climate risks and vulnerabilities into national economic planning.

**TOM:** Yours is a demanding job. Do you have time to see your granddaughter or pursue your hobbies: folk dancing, playing guitar and cooking exotic recipes? Incidentally, please name a favorite exotic dish.

**KRISTALINA:** Before the lockdown I would make sure to visit my family in Bulgaria every 4-6 weeks, even if it is just for a day. Usually I would land there on Saturday noon and fly out in the early afternoon on Sunday. My granddaughter would wait at the door for me to come and hold me tight when it was time to leave. It is hard not to be able to tell her when I would be there again.

I admit having much less time for Bulgarian folk dances and even less so for my guitar. But cooking is definitely a winner of working from home - I have been doing much more of it these days. As for a
favorite dish, I recently fondly remembered - and cooked - my mother’s favorite Thracian giuvetch - chicken, vegetables and spices cooked in a clay pot I brought from home.

### 1818 SOCIETY NEWS AND ANNOUNCEMENTS

**Bank retirees volunteer to support Bank work on COVID-19**

Bank retirees, particularly more recent ones, have stepped up impressively, volunteering their experience to help current Bank teams design and implement emergency COVID-19 programs. The effort is being coordinated in part by Julie McLaughlin, in close collaboration with Bank staff and managers. She is a health sector specialist now retired in California. In an email she summarized the main challenge as follows: “This has been a global (challenge) from day one—nothing we can recall has ever affected every region, population and sector at the same time...and staff and clients are trying to implement a response while adhering to physical distancing guidelines ...working from home, managing households and often remote learning for children while trying to operate virtually.” She mentioned that retirees Betty Hanan and Patricio Marquez have joined the Bank’s COVID-19 Emergency Operations Center. Other retirees are helping Bank task teams from their home countries—i.e GVN Ramana (Nairobi); Bert Voetberg (Nairobi); Armin Fidler (Vienna); Joana Godinho (Lisbon); Miriam Claeson (Sweden); Claudia Rokx (Amsterdam); Joy de Beyer (San Diego). Or from their homes in the DC area: Eva Jarawan, Kees Kostermans; Maryse Pierere-Luis; Jerry LaForgia; Maureen Lewis; Sadia Chowdhury; Abdo Yazbeck.

**Pension Administration** had a tough two weeks. An email to retirees on an upgrade to the pension portal to improve security caught people unawares and some encountered technical glitches when logging in. Then, the annual COLA increase was communicated through a garbled email, which was resent, and still some retirees had trouble accessing the information. Both were sensible initiatives, but the best intentions can also result in frustrating inconvenience.

Pension Administration worked hard to correct the problems and worked closely with the 1818 Society as we drew their attention to problems that retirees reported. There will always be problems but knowing where to turn can help minimize them. Here are some suggestions to keep in mind.

- Pension Administration is committed to answering retirees’ questions and resolving problems. If you have a question or a problem, you can let Pension Administration know by writing to them at 1pension@worldbank.org or calling them at 202 458 2977. Another way is to message them by going to the pension portal, clicking on Retiree Portal (on the upper right of the screen) and then on Contract Us (on the top right of the screen), and typing them a message. All three will connect you to someone who will try to answer your question or solve your problem. If you don’t get a prompt response, use one of the other methods until you have your answer.

- Remember there is always more than one way to skin a cat. You have three means to be in touch with Pension Administration, and any information you receive by email will also be available in the portal. For instance, the COLA adjustment was not just in the email but also posted on the pension
portal, which is not that easy to navigate. It’s loaded with dense but important information. But we’ll keep working with Pension Administration on simplifying the format.

- Finally, let the 1818 Society know if you think there is a problem that it would benefit retirees to resolve. We talk with Pension Administration regularly. We don’t have access to individual staff information and we don’t represent staff individually (it’s beyond our capacity), but we do raise issues that are in the interest of all retirees and work with Pension Administration to find solutions. Our email is 1Society@worldbank.org.

Dirk Mattheisen
Chair, Pension Committee

RMIP (Health Insurance)

While everyone’s life during the second quarter of 2020 was dominated by the COVID-19 situation, very few inquiries related to the pandemic reached the 1818 Society – mostly in the early days and about testing. We published earlier on the 1818 website guidance from the World Bank Group (WBG). Nonetheless, much changed in that elective surgeries fell dramatically as did visits to dentists. However, medical professionals advise NOT to ignore warning signals for serious health conditions and not to put off urgently needed care.

Also due to COVID-19, in the US Social Security offices closed. This meant that retirees who became green card holders after having been in the US for a long time on G4 status and who had to register for Medicare ran into issues in a few cases. Enrollment on-line (which is a simple process for US citizens) does not work for such individuals and they must visit the Social Security office in person to enroll. We recommend people who are not able to enroll on-line, to print the ‘cannot complete enrollment’ message on their screen and to keep a record of any calls to Social Security to try to set up appointments. This will help demonstrate at a later time - when they can visit the Social Security office - that they have tried to enroll, in order to avoid ‘later enrollment’ penalties. The WBG Insurance team can help with temporary waivers on the AETNA insurance side and let AETNA know. But WBG does not control the Social Security enrollment process. In case you have questions on this topic, please write/call WBG HR Operations and/or the 1818 office.

Finally, during the second quarter of 2020, the annual overviews of claims and costs in 2019 were presented by the WBG insurance administrators. These become available only during the 2nd quarter of any year, as claims still come in after the calendar year’s end and then get processed during the first quarter of the new calendar year. These overviews are important as one of the inputs in anticipating costs, and therefore necessary premiums, for 2021. Overall, RMIP costs in 2019 came in somewhat below projections. As mentioned, claims in 2020 are going to show an unusual pattern, with low costs related to some treatments in Q2 of 2020, but it is unclear what the picture will be for the rest of the year. An analysis and update on premiums will be given by the WBG HR Insurance team latest during the 2020 Annual Meetings of the 1818 Society.

Fons Marcelis
Chair, RMIP Committee
World Bank ramps up major support to combat COVID -19

In an unprecedented display of institutional alacrity, the Bank Group approved the largest and fastest crisis response in its history to combat COVID-19.

Since March, emergency operations have been approved for 100 developing countries – home to about 70% of the world’s population. The operations are part of a $160 billion pledge by the Bank Group to provide grants and financial support over a 15 month period to help countries respond to the health, social and economic impacts of the pandemic.

India received a $ 1 billion fast track project (see below), the largest ever health sector support to that country from the Bank group. Of the other countries, 39 are in sub-Saharan Africa; nearly one-third are in fragile states such as Afghanistan, Haiti, Chad. The IFC (International Finance Corporation) and MIGA (Multilateral Investment Guarantee Agency) are also participating in the emergency support effort.

In announcing results of the emergency effort so far, Bank President David Malpass said that IDA (International Development Agency) countries would also be eligible for a suspension of bilateral debt service payments.

The India operation will strengthen public health preparedness in all states and union territories across the country.

In a telephone interview, the India project task team leader Ronald Upenyu Mutasa explained the extraordinary background to the project’s genesis. A native of Zimbabwe who holds a PhD in public health management from George Washington university, he is based in the Bank’s Bangkok office. Click here to read an edited interview summary.

COVID-19 Impact on Bank Operations

As of June 30, there were 89 confirmed cases of COVID-19 among Bank staff. Of these, 33 are active cases; 55 have recovered and one deceased in Dhaka, Bangladesh.

The lockdown of Bank headquarters announced on April 1 has now been extended to end August 2020. In announcing the decision, senior managers said there is a possibility that “a small number of staff could begin working in headquarters in July if conditions allow.” Decisions regarding the status of field offices will be taken “on a case-by-case basis as local conditions allow.” The early stages of office re-opening will be on a voluntary basis with most staff continuing to work remotely. Until schools reopen, parents with children at home will have extra flexibility, as will staff with challenging personal or family considerations.

Bank response to Black Lives Matter Movement

Bank President Malpass announced creation of a new Task Force on Racism. Funding for it will be provided to develop a survey with “a broad mandate to work on issues related to challenges within our institution, programs and countries where we work.” He has asked Sandie Okoro to lead the task force which will report directly to him. She is Senior Vice President and General Counsel. In a subsequent message she encouraged broad participation in the exercise and highlighted a new, safe email address for communications: endracism@worldbankgroup.org
Senior Staff Appointments

Several new vice-presidential appointments have been announced.

Carmen Reinhart, distinguished Harvard economist, assumed her new position of Vice-President and Chief Economist on June 15. She is taking a two-year leave of absence from the college.

Mouhamadou Diagne, a dual citizen of the United States and Senegal, has been appointed Vice-President of Integrity for the Bank Group, reporting directly to the President. He has been Inspector General of the Global Fund to Fight AIDS, Tuberculosis and Malaria. Before that he worked in the Bank’s Internal Audit department as a director.

Carlos Felipe Jaramillo, a Columbia national and Country Director in East Africa, has been promoted to Vice President for the Latin America and Caribbean region.

Juergen Voegele has been named Vice-President, Sustainable Development, replacing Laura Tuck, who has retired.

Anna Bjerde has replaced Cyril Muller who retired as Vice-President for the Europe, Central Asia region.

Several Country Manager appointments have also been announced.

In Africa, Cristina Panasco Santos, Mauritania country manager; Milena Stefanova, Sudan; Rolande Pryce, Rwanda; Hugh Riddell, Malawi; Rasit Pertev, Chad; Maimouna Mbow Fam, Burkino Faso.

In the South Asia region, Chiyo Kanda, Sri Lanka country manager; Hideki Mori, Operations Manager, India; Lada Strelkova, Operations Nepal, Sri Lanka, Maldives.

Imrana Jalal has been elected to serve as chair of the Inspection Panel through June, 2021. A lawyer and Fiji national, she previously worked as a social development specialist for the Asian Development bank. She became chair originally in December, 2018; the three member panel voted to extend her term as chair twice since then. The panel, independent from Bank management, reports directly to the Bank Board. The panel was created in 1993 as an “independent complaints mechanism.” It has a permanent secretariat with eight staff members. Details on the panel’s work can be obtained via their website: [https://www.inspectionpanel.org](https://www.inspectionpanel.org)

Managing World Bank During COVID-19 Pandemic

An interview with Mr. Shaolin Yang
Managing Director and WBG Chief Administrative Officer

Welcome Mr. Yang to 1818 Society and thank you for taking the time out of your busy schedule to grant us this interview that should help our members understand how WBG Management is dealing with the operational challenges of COVID-19 pandemic.

INDER SUD (IS): COVID-19 hit us quickly and some would say without much warning. One day the Bank had “normal” operations, and next week it had
to move all work from home. As CAO, you are responsible for a several critical areas that have a direct bearing meeting the challenge. How did you manage to so to speak “move the ship on a dime?”

SHAOLIN YANG (SY): When the pandemic hit, we acted fast to respond as a Group across so many areas dealing with staff health and safety, the travel restrictions and then the halting of mission travel, the closing of many of our facilities, and going to home-based work in most offices, to name a few. And all of this happened without any material impact to our operations. It was quite an amazing effort from everyone involved and a real testament to the dedication of our staff, who continue to be passionate and focused on our mission, despite the challenges of this crisis.

These actions were taken by quickly setting up an internal Group-wide decision-making body called the Global Crisis Response Platform (GCRP)—co-chaired by the MD for Operations Axel von Trotsenburg and myself—to steer us through on the operations and administrative sides. We also activated the WBG Emergency Management Team (EMT) comprised of director-level representatives of internal groups like security, HR, health & safety and communications. They constantly assess the situation and bring items for action to the GCRP.

I would say that as an organization we were fairly well prepared for the crisis, even though, like the rest of the world, we had no direct experience of a global pandemic on this scale. We have however operated in many challenging environments. And our operational teams have worked ably through crises like natural disasters and conflict situations, many of which require home-based work or emergency evacuations. In fact, staff have adjusted well to home-based working during this crisis. A recent pulse survey we conducted demonstrated that 88 percent of respondents reported feeling very, or fairly, productive during home-based work.

In addition, for the last several years we have been prioritizing efficiency and agility in our internal operations and have been devoting significant time and resources to strengthening the institution’s enterprise risk management and business continuity plans. We have also been regularly testing our critical systems and processes and keeping our crisis preparedness muscles flexed through regular emergency scenario planning exercises.

These efforts are now paying off. For example, the investments we have made in technology are ensuring that our plans to deliver a strengthened lending program through this crisis can be met through home-based work.

In sum, I would say it has been encouraging to see everyone across the entire Group come together to respond to this crisis so that we can continue to deliver effectively to our clients, and provide broad-based and fast support to deal with this very crisis.

IS: Working from home by every staff member requires reliable technology. Was the Bank’s information technology ready for the challenge? Or, did you have to make some quick upgrades?

SY: Over the last several years, we have understood how critical information technology is to our entire business operation. We have made strategic business decisions and investments in our IT resilience, systems, and in protecting, preserving, and managing our World Bank Group data and information. In particular, our Information Technology Solution (ITS) Vice Presidency’s has focused on resilience through an IT Service Continuity program, investments in cloud-based solutions since FY13, annual IT resiliency exercises, and strengthened cybersecurity efforts.

Because of this, we were technologically prepared when most everyone began working from home. ITS helped the WBG smoothly transition to home-based work by enabling staff to continue delivering their work programs—and their support has been well-received by staff.
The only quick upgrade we had to make—over one weekend in March—was to scale-up our remote access service capacity to optimize service delivery in headquarters and across regions, and to improve performance.

**IS:** It is remarkable that the Bank moved with unprecedented speed to provide emergency financial support to some 100 countries to meet the COVID crisis. Could you tell us how this was done without causing additional financial or compliance risk?

**SY:** There are two interconnected aspects here. One is the overall strategy that connects all our work, and which laid an important foundation for our cohesiveness, and another is the emergency structure, which I described earlier that was set up to deal with the situation in real-time.

The entire Group is guided by the Forward Look strategy which management negotiated with the Board in 2016. It charts a course for the institution to work with client countries in meeting their key development challenges through 2030, and is the first ever WBG strategy to be fully co-owned and endorsed by all of our shareholders.

The challenges countries face are daunting, and we know that ODA represents only a fraction of the support needed to meet the needs. The Forward Look strategy therefore positions the WBG as a key driver and partner, working hand-in-hand with countries, to provide financial support and technical assistance, and crowd-in the private resources and mobilize the domestic resources needed to tackle the challenges. As the WBG we bring deep development knowledge and decades of cross-country experience to help drive good outcomes in countries, with the country firmly in the driver’s seat.

The strategy has an easy to remember formula: 1, 2, 3, 4.

We work as one WBG, to achieve the twin goals of ending poverty and boosting shared prosperity. We have identified three ways to get there: inclusive economic growth, fostering resilience to crises such as pandemics, and investing more—and more effectively—in human capital.

And finally, the strategy rests on four pillars: serving the specific needs of all clients, leveraging our convening power to maximize finance for development, leading on global public goods, and improving our business model, including maintaining our strong financial sustainability—or, as we say, building a “better WBG.”

The first pillar, serving all clients, is central to the strategy as it expressly acknowledges the importance of tailoring our approaches to the needs of specific countries. Countries do not always face the same challenges or circumstances, and we need to be ready to offer tailored approaches as the needs arise. The second pillar represents the goals, the third pillar represents the areas or our work and the fourth pillar answers “how” we will get it done.

Having this strategy in place allowed us to successfully achieve the IDA18 and 19 replenishments, and the IBRD and IFC capital increase last year. This gave us the financial power that helped us to respond to this crisis and provide support to our country clients in such a scale. In this respect, as the World Bank Group—IBRD, IDA, IFC and MIGA—we have pledged to make available up to $160 billion through the end of FY21 in support of crisis response in our client countries, including over $50 billion of IDA resources on grant and highly concessional terms. Our operations have now reached over 100 countries representing 70 percent of the world’s population. However, even with such swift action, we never made any compromise on our fiduciary responsibilities and safeguards.

I would also add that having this strategy brought a cohesiveness—across all senior management and cascaded down through the organization—which I believe contributed greatly to our preparedness and
our ability to act fast during this crisis: setting up the Global Crisis Response Platform, activating the Emergency Management Team, and taking major decisions such as quickly shifting to home-based work, while continuing to support our clients without impacting the effectiveness of our operations.

IS: Can you also talk about the way the Board functioned during this period? How were Board members able to be both fast in their decisions and yet prudent in ensuring quality standards?

SY: First off, I would like to thank the Board for the guidance, support and trust during this pandemic. I have been impressed by how well they are continuing to function normally, maintaining all protocols and quality standards and working from home like the rest of us amid so many new challenges. On March 17, I had the honor of chairing the first ever virtual Board meeting in history. As a former Executive Director, it was quite an interesting experience, and I was pleased to see it went so well.

The Board has proactively adjusted in response to the pace, depth and scope of the economic and social crisis precipitated by the pandemic. At the beginning of the crisis, the Board created space in its schedule by carefully prioritizing business to allow the Board to spend their time discussing the highest priority business. Indeed, a significant number of meetings, review items and events were delivered, alongside uninterrupted distribution of Board documents for projects. The reconfiguration of the Board’s work program did not diminish, rather it strengthened Board’s oversight. As we now turn our focus to planning for the return to office, the Board is well apprised on our progress and continues to offer valuable guidance on how best to meet the evolving needs of all our stakeholders.

I would be remiss not to mention what an honor it was to be a part of the Board of Governors meeting in April, a historic occasion as the first ever virtual Development Committee meeting. Special thanks are due to our colleagues in Corporate Secretariat and our teams in Global Corporate Solutions and ITS. They performed a lot of behind the scenes work, including arranging for governors in some countries to come to our WBG facilities to ensure a reliable internet connection to the meeting, which went seamlessly.

IS: The crisis has required new and perhaps innovative ways of doing business that are faster and less budget-intensive. Are there modalities that can be adopted for normal operations that would mean fewer staff and consultants and significant budget savings?

SY: As you point out, the home-based work approach, on the whole, may generate some net budget savings. But in the midst of this crisis it is hard to predict the long-term budgetary implications with any degree of certainty. We are focused on right now is fine-tuning our budget planning to deliver emergency support operations in the short-term but also planning for the next three fiscal year period while honoring our commitments in the capital package, including maintaining strong financial sustainability and improved efficiencies. It’s quite an endeavor and requires the close coordination of all the administrative units working closely with operations.

As the Bank returns to its new normal, whatever that looks like, we will need to resume project visits to engage with our clients on the ground, if operations quality is to be maintained. Decentralization, which has slowed in recent months, will also need to resume. We will also need to implement health and safety measures to continue protecting staff across all our offices—again, that is our top priority and we know that our staff have been through a lot during this crisis. And the “new normal” may bring its own associated cost pressures. These are all things we are analyzing now and planning for.

Our colleagues in the Budget, Performance Review and Strategic Planning (BPS) VPU deserve a lot of credit for their support to the institution during this crisis. They worked tirelessly in emergency mode to deal with many complex budgetary issues surrounding emergency international travel, equipment
subsidies, procurement of medical supplies, support for short-term employees, and financial support for colleagues facing difficulties because of the crisis. The Corporate Procurement, Global Corporate Solutions, and the BPS teams also worked together to ensure that our major contractors, such as our security guards and cafeteria workers, would continue to be paid through this crisis. Social responsibility is important to us as institution.

**IS:** In deciding guidelines about when to reopen Bank headquarters and field offices, what criteria would you be using?

**SY:** During these challenging times, our top priority has been staff safety and making decisions that take into account solid scientific evidence, medical expert advice, local regulations and conditions. So it should be said that we have been taking our own decisions, not necessarily following what other organizations are doing.

To that end we have articulated six principles for reopening our offices: prioritizing employee health and safety, meeting client needs, balancing consistency and flexibility, empowering staff, returning incrementally and responsibly, and promoting transparency.

Within this framework we have also taken into account what our sister organizations are doing. In this respect, at a senior management level, we are coordinating our reopening and return to office plans with the other two main international organizations in Washington, DC, the IMF and the IADB. At a working level, we are also coordinating in the field.

In addition to the above, the working groups involved in this planning have benchmarked against several IFIs, UN system partners, private sector firms, and local government guidelines where we operate.

**IS:** Many prominent, informed observers predict that the pandemic will have lasting changes on the global, as well as regional and national, economies. There are predictions that COVID-19 may be the first of such planetary disruptions that will be aggravated by the impact of accelerated climate change, with serious implications for health and education systems, particularly in poorer countries. How is, or should, the Bank responding or thinking about responding to these new 21st century challenges?

**SY:** COVID-19 has triggered what is likely to be the deepest global recession since World War II, impacting the livelihoods of most of the world’s population. The poorest will be hit hardest with global poverty increasing for the first time since 1998.

The WBG is mounting an exceptional crisis response to help developing countries address spillover effects from the sharp slowdown in global economic activity, just as the countries themselves are hit by the coronavirus.

Our objective is to assist countries to meet the dual challenge they now confront: addressing the health threat, and the social and economic impacts of the crisis, while maintaining a line of sight to their long-term development vision. Our support through the short, medium, and long term will be focused respectively on relief support, restructuring, and building resilience.

Our relief support—which is being prepared now with exceptional speed, scale and selectivity—is focused on health interventions, protecting the poor and vulnerable from the impacts of the crisis, ensuring sustainable job, and business growth.

We have developed the multi-phased programmatic approach (MPA) concept that allows us to respond to a crisis like this in a more coordinated, timely, and efficient fashion than would be the case if we were to respond in a series of stand-alone operations. There are many valuable lessons to be learned...
from this approach. However, we should not assume that we can apply this approach across all situations even for crisis and emergency support. Furthermore, our mandate goes beyond crisis and emergency support. It also includes working on building institutions and implementing policies that promote inclusive and sustainable growth, with countries whose needs can be quite diverse. Such customized approaches require greater effort, time, and cost, and will be our focus in the restructuring and rebuilding phases, after this initial emergency support phase.

In closing, I want to thank all retirees—the former staff, who are still staff at heart—for your service as World Bank Group staff. It is upon your knowledge, accomplishments, and legacy that we all stand. And we continue to count on your wisdom and your rich institutional memory as we go forward into the future, always pointed toward our mission.

CHAPTER NEWS AND UPDATES

British Chapter

Because of the pandemic, the Board has decided to postpone our annual spring reunions for 2020 by one year. We are monitoring the spread of the coronavirus and will keep you informed of any changes to the current future programs: Winter reunion, December 12, 2020 and Spring 2021 Reunion starting May 14, 2021. Details on these events will be posted in due course.

Dutch Chapter

Update on 2020 Reunion. The Board of the Dutch Chapter, in consultation with the Reunion Commission, decided to postpone the 2020 reunion, planned for September 3-5 in the town of Emmeloord. All were fully aware that these are trying times and a reunion would have been a welcome distraction for many. Holding a reunion with a vulnerable group seems, however, unwise. Adhering to the 6 feet social distance rule, for example, with the opening drink in the bar, is unthinkable! Moreover, it is likely to be difficult (and expensive) for US-based colleagues to book a trip.

It is a pity that this attractive and diverse program, which would present some fascinating developments in the Dutch “New Land” had to be postponed. But, not all is lost. The Reunion Commission will explore the possibilities of setting up an equivalent exciting program for 2021. The Board will notify you in due course.

French-Speaking Chapter: It will come as no surprise to anyone that we have very little to report on the life of our French speaking chapter. All activities have been suspended in accordance with the confinement rules in France, meaning that nothing has happened over the last three months. This is a disappointment of course, since we had started the year with a number of activities, we had a good plan and program for the first 6 months of the year, we expected a strong program for the Fall. All of this has been put on a standby; we even had to cancel our annual general assembly scheduled for the end of last May and now look to having it maybe at the end of September. We also look forward to resuming our program of informal lunches with selected guests.

Note: Most Chapters maintain websites that can include details of their activities. These individual Chapter website can be accessed at www.wbgalnumi.org/chapters/. Contacts for Chapter heads are indicated at the end of the Quarterly.
We hope that each one of our members is in good health and members of their families too. We had to register the very unfortunate announcement of the death of Jacqueline Noel, a member of our Board two weeks ago. Jacqueline was a wonderful friend and colleague.

Due to COVID-19, we have cancelled The 14th Annual Meeting of the 1818 Society Japan Chapter being planned to be held at the restaurant KOKIDEN (Chinese cuisine) of New Takanawa Prince Hotel Tokyo on Friday July 3, 2020.

As announced in the last meeting, however, Chapter President will be Mr. M. Amma from July 2020, succeeding Mr. H. Hamaguchi who resigns after the eight-year presidency.

THEMATIC GROUP NEWS AND UPDATES

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

Agriculture and Rural Development Thematic Group

The Agriculture and Rural Development (ARD) thematic group hosted three WEB EX presentations by members, beginning with a wonderful presentation by Ridley Nelson of snippets from his new book “Echoes From Far Lands”. The book is now out, and you can buy it from Amazon as a paperback. It is also available on Amazon Kindle as an ebook downloadable version. Ridley's website Ridleynelson.com gives the book blurb and lists local book reading presentations and other events. The presentation and the book describe momentous events in Ridley's life including work as a ranch hand in Australia, to work for the Bank in Africa.

Adolfo Brizzi presented via WebEx his paper on the evolution of the World Bank’s work in delivering public and private goods in the Agriculture and Rural Development sector. The paper examines whether its investment vehicles: sovereign loans by IBRD/IDA and non-sovereign loans, equity, and guarantees by IFC, have been able to address the needs of smallholder agriculture. The paper argues that smallholder agriculture requires a stronger role to be played by the private sector than the Bank has traditionally credited. The paper takes a critical view of some of past interventions and looks at some key re-positioning that took place in the Bank, especially after the food crisis of 2008, to bring the "producer sector" more at the center of its interventions and to leverage more decisively the private sector. The paper is available on the 1818 Society website.

On May 6, Uma Lele presented “A Historical Look at the World Bank in Food and Agriculture”. This was based on her forthcoming book on agriculture. She spoke about the Bank's role in cross-border agricultural issues, of which historically the most enduring have been the Indus Basin Treaty, partnership with FAO in the 1960s, and establishment of the CGIAR in 1972. The Bank's poverty reduction and Green Revolution approach greatly influenced its agriculture work, as did the decision to bring China into the fold, and the design of IDA. Questions going forward include most importantly whether project lending continues to be an appropriate instrument for agricultural assistance.

Nadim Khouri continued his work on mobilizing material from numerous contributors regarding the history of the World Bank in agriculture and rural development. This material will constitute future presentations by and to ARD TG members. John Heath has sponsored a trial mentoring program for
current Bank staff members that looks promising and may result in a model which can be used for an expanded mentoring initiative. I continue to circulate the weekly bulletin from Martien van Nieuwkoop, the Director of Agriculture, regarding current activities of the Bank in the sector. Interesting Bank presentations, such as the recent talk by Jurgen Voegele regarding the coronavirus pandemic and global agriculture, are also circulated to members (in that case thanks to Sarwat Hussain).

**Energy Thematic Group**

In this global pandemic environment, we still plan to resume Energy activities sometime in the fall and we will keep you all informed. In the meantime, we welcome a few both new, and old, retirees to our Energy Group. We hope you will join us later this year at an upcoming event.

Finally, we are delighted to announce that one of our long-standing committee members known to many of you, Hal Wackman, published a book, details of which he reports under Members’ News in Brief on page 20.

**Gender and Development Thematic Group**

The Gender and Development Thematic Group held a web-seminar on April 9, on the topic of “Speeding up Literacy to Benefit Girls and Adult Women – Game-changing Research from Reading Neuroscience”. The speaker was Helen Abadzi, a cognitive psychologist and former Bank education specialist and evaluator. The session was moderated by Dominique Lallement.

**History Thematic Group**

On May 6, in a presentation jointly sponsored by the Agriculture and Rural Development Thematic Group, the History Thematic Group, and the World Bank Group Library, Uma Lele summarized her historical look at the Bank’s role in global agriculture. The book is based on her forthcoming book on agriculture, “Food for All”. Further details under the Agriculture Thematic Group.

**Social and Environmental Thematic Group**

April 29: “From the Frontlines of Covid-19: a conversation with Terry Jodrie.” Terry is a board-certified physician in emergency medicine with 30+ years of experience who served as a Medical Director for the Prince George’s County Fire/EMS Department until retirement in 2017. He shared his experience in battling Covid-19 during a two-week tour in hospital emergency rooms in Queens, New York.

June 3: “Is the World Bank A Human Rights-Free Zone?” Reidar Kvam, former Senior Manager at IFC and Global Lead at the World Bank, has worked on human rights and development issues since the 1980s. He is currently working as an advisor to the World Bank’s Human Rights and Development Trust Fund. Reidar discussed how operations and legal opinions have addressed human rights, comparing approaches in the private and public sector operations.

Links to the video recordings and presentation are available at the TG webpage.

**Transport Thematic Group**

Our Transport thematic group continues to operate but at a somewhat reduced frequency due to the coronavirus outbreak. We have not been able to alternate monthly between social gatherings at the Inn at Glen Echo and more formal presentations at the World Bank. Since the beginning of 2020 our group has had two formal presentations as described below.

**Ports and Trade Logistics, by Michel Audige on February 20th.** This presentation focused specifically on the port of Rijeka Croatia where the Bank was involved for almost 20 years. The presentation
included – inter alia – engineering issues, in-depth institutional port reform, port-city-interface redevelopment, and PPP transactions. Michel joined the Bank in 1991 and retired in 2012. During this period Michel led or contributed to various projects in the transport sector with a special focus on ports and trade logistics. During his last assignment Michel was the Transport Sector Manager for the South Asia Region of the World Bank. He continues to work as a consultant in ports related projects.

**High-Speed Rail: California in Context, by Lou Thompson on May 28th.** This presentation was by webex due to the coronavirus. The presentation focused on the challenges in establishing high speed rail in California and the experiences in other countries in comparison with California. Lou Thompson was the World Bank’s Railway Advisor from 1986 to 2003 during which time he reviewed the Bank’s entire scope of railway activities. He worked in all Bank regions and received the World Bank President’s award for excellence for leading the concessioning of railways. Since 2003 to the present he has been the principal of Thompson, Galenson and Associates consulting with public and commercial clients on railway and transport issues in the USA and worldwide.

**Urban and Water Thematic Group**

We held no events in the second quarter because of the Coronavirus. One event planned for “Water Week,” a panel discussion on past Bank practices in the Water Sector, was canceled when the Bank closed and “Water Week” was canceled. The rest of our events have been postponed.

**Upcoming Meetings.** Starting this quarter, our goal is to meet once a month. If the Bank is still closed, we will meet virtually. Our *July meeting on the 16th* will follow the format of a book club and will be held virtually on Zoom. The Book we have selected to discuss is Maud Barlow’s book, “Blue Future: Protecting Water for People and the Planet Forever.” In August, Natwar Gandhi has been invited to speak to us about how as chief financial officer of Washington, D.C. he transformed the nation’s capital from a near-bankrupt municipality into a financially healthy major American city. In September, our colleague, Vijay Jagannathan will give a presentation titled the Urban Brown and Green Agenda.

Starting In the fourth quarter, we are looking for speakers to cover the following topics: (a) After 40 Years Where We Stand on Low-Cost WSS Technologies; (b) Natural Based Solutions for Better Water Quality; (c) An Urban Retrospective (IEG Review); and (d) Africa’s Urbanization—Latest Trends and Solutions in Bank Lending.

**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 the YPs involved (not their managers). An evaluation originally scheduled for the first half of 2020 has been delayed until the Bank reopens.
MEMBERS’ NEWS IN BRIEF

Don Enrique Turns 100. On April 17 last, Enrique Vergara (Papi to his children; Don Enrique to friends) crossed that special threshold into the Centenarians club. He turned 100, at the nearly carbon-neutral home he designed in Colima, Mexico replete with solar panels. As he does most days, Enrique celebrated by taking a dip in the exercise pool with his wife Flavia, 93. (See Photo). They celebrated their 73rd wedding anniversary last December. In a telephone interview arranged by his son Victor, one of eight children and a World Bank staff member, Enrique, a celebrated architect who designed public schools throughout Mexico and directed design of Mexico City Metro stations, talked lucidly about his life and career. He was hired by the late Duncan Ballantine to work in the Bank’s newly formed Education department, first as a consultant and later as a full time staff member. He worked on projects in Madagascar and Sierra Leone and later in Latin America. He became close friends with Mats Hultin, the Swedish education economist who helped start the Bank Staff Association. Enrique retired in 1982. He recovered from serious heart problems many years ago and attributes his longevity to deep faith, strong family, great food (with red wine), daily swims and, of course, good genes. The thing he misses most is “playing golf at the Bretton Woods Country Club.” (The Bank Pension department reports that over the last five years, five retirees have turned 100).

Betty Hanan is one of those Bank retirees who never seems to retire. Although she took early retirement in 2006, she continues to consult for the Bank, working on avian flu issues in Vietnam and Bosnia, earthquake reconstruction in China and Turkey and, more recently, in the Bank’s Covid-19 Emergency Operations Center. She and husband Ralph, also a Bank retiree, spend most of the year in his native New Zealand, where she has, at the request of the local cancer society, helped establish a successful Can shop in Queenstown. It sells good quality, second-hand clothing and housewares; proceeds go to the local community. The Hanans like to visit children in the USA as often as possible. At last report, they were hunkering down in their Bethesda apartment.

Stanley Johnson, who worked in the Bank in the 1960s, is the father of British Prime Minister Boris Johnson. After the Bank, Stanley authored several books on the environment as well as a more recent memoire. In that book, he claims that while at the Bank he submitted a spoof report to the loan committee proposing financing for a new pyramid in Egypt. He left the Bank not long thereafter to pursue other interests. He claimed in a recent interview that he plans to apply for French citizenship later this year.

K.Y. Amoako, a Ghanian economist and Bank retiree, has just produced another book available on Amazon: “Know the Beginning Well: An Inside Journey Through Five Decades of African Development.” It was recently reviewed in the Financial Times. It is a story about the importance of remembering history and how institutions work or sometimes fail. K.Y. (as he is known to family and friends; he and I (Tom Blinkhorn) worked together in East Africa) provides a fascinating, candid perspective on his time in the Bank. He joined the institution in 1974, held division chief positions before becoming the first
Director of the Department of Education and Social Policy in 1992. After the Bank he was appointed Executive Secretary of the United Nations Economic Commission for Africa. In 2008 he founded a think tank in Ghana – the Center for Economic Transformation in Africa. He now divides his time between Ghana and Arlington.

Another new book by Bank retiree Bruce Benton entitled “Riverblindness in Africa: Taming the Lion’s Stare” with a foreword by former Bank President Jim Wolfensohn, is scheduled for publication later this year. It tells the remarkable story of how the Bank, in collaboration with public and private entities, helped control and defeat an insidious disease that had devastated rural communities in Sub-Saharan Africa for generations.

John Maxwell (Jack) Hamilton, who worked in the Bank’s Information and Public Affairs department in the 1980s, has a new book coming out, “Manipulating the Masses: Woodrow Wilson and the Birth of American Propaganda.” After the Bank, Hamilton was the founding dean of the Manship School of Mass Communication at Louisiana State University (LSU) and later LSU’s executive vice-chancellor. His book “is about the profound and enduring threat to American democracy that rose out of the Great War (1914-18) – the establishment of pervasive, systematic propaganda as an instrument of the state... The government in Washington exercised unprecedented power to shape the views and attitudes of the citizens it was supposed to serve. Its agent for this was the Committee on Public Information, the first and only time the United States government had a ministry of propaganda. Nothing like it had existed before, and it would be dismantled at the end of the war. But the CPI endured as a “blueprint” for the Information State that exists today in peace time as well as during war.”

Surinder Deol, who embarked on an impressive literary career after retiring from the Bank (poetry, literary criticism, a novel) has most recently translated “The Urdu Ghazal: A Gift of India’s Composite Culture” published by Oxford University Press. The ghazal form traces its origins to 7th century Arabic poetry. Surinder writes that the new book explores a variety of influences, including Sufism, the Bhakti movement, infusion of Rekta and Persian languages and culture.

Hal Wackman reports that he has just published a novel called “The Carbon Killers”. It is “a thriller about strong willed women who tackle climate change, working with the G-20 to implement high carbon taxes and helping relocate African climate refugees to the US while fighting vicious opposition from bureaucrats and vested interests.” The book just became available on Amazon.

Peter Midgley writes from his home in West Chester (near Philadelphia) that he has been consulting for the Bank on urban mobility planning in Indonesia. Although he now works remotely, he managed to complete a mission to the country just before the pandemic hit. “I was able to get a working group established with all agencies that make up the Bandung Metropolitan area (a first). They got together
with stakeholders and agreed on a vision for future development of the area. Sadly, public consultation will no longer be possible due to the virus. But we are continuing nonetheless.

Tim Cullen writes that the Isle of Man (population 87,000), a British Crown Dependency that will host the 2022 Spring Reunion of the 1818 Society British Chapter, announced that there are no active cases of Covid-19 on the Island, after three clear weeks without a new infection. This was the result of closing borders, very strict enforcement of social distancing and a population that understood that breaking the rules could lead to illness or death.

I took advantage of a daily exercise dispensation to ride my bike for some 15 miles each day. -- a great boon for someone who spends most of his life on aeroplanes. I was greeted by an “other world” atmosphere.

My favourite ride hugs the coast alongside a golf course, with sweeping views across a bay to the island’s airport with hills rising beyond. No golfers, no aeroplanes apart from an occasional medical flight, and very few dog walkers were in sight and hardly any cars shared the roads with me. Ubiquitous bright yellow gorse offered a beautiful contrast to the green spring leaves on trees, punctuated by the red of the Manx flag – three armoured gold and silver legs on a red background. The Island’s motto, associated with the three legs, is Quocunque Jeceris Stabit (whithersoever you throw it, it will stand). The profusion of flags was a defiant symbol of the population’s determination not to be cowed by the virus.

Sadly, though, some of the flags were flying at half-mast, a reminder that the Island has not escaped unscathed. I ride past a graveyard where I glimpse another red – poppies that symbolised the battlefields of Flanders and Picardy in the First World War, another reminder of the battle we all face with Covid-19.

Borders remain closed, but most other restrictions have been lifted. Now, as with everywhere else in the world, the Isle of Man waits anxiously for news of a vaccine.

From Salzburg, Austria, Stephan von Klaudy and Kate Whitmore sent observations on living with Covid-19.” In early March everything seemed normal here, despite the Corona news. We attended a concert and historic preservation fair. Then we went to Zurich to visit our son who is studying there. Restaurants and cafes were open, crowds everywhere. On the train back, though, many passengers wore face masks. And then the pace of events accelerated. Most shops, theaters, health clubs, ski resorts and other businesses in Austria shut down. In mid-March. Zurich University closed, the semester continued online, and our son came home. We had to cancel a trip to Vienna, Kate’s end-March trip to Washington, Stephan’s class reunion, and a ski vacation in the Alps. The old town in Salzburg, normally bustling, died down. Fortunately, supermarkets remained well stocked and open for customers wearing face masks. Mid-May brought first relaxations. Shops re-opened, as did restaurants and cafes under strict rules. We finally dined out again, got a haircut and can go to our health club. At
the end of May, having completed his semester exams online, our son returned to Zurich. In June, European borders are re-opening and we hope to be traveling soon again.”

MEMBERS’ CORNER

Ngozi Okonjo-Iweala, former Bank Managing Director and former Nigerian Finance Minister, makes a critically important point about COVID-19 in an article in the April 30 issue of Foreign Affairs magazine entitled “Finding a Vaccine is Only the First step; No One will be Safe Until the Whole World is Safe.” She argues that “vaccines must be recognized as global public goods…the goal must be to bring the pandemic to an end. And that can happen only after billions of doses (of an effective vaccine) are produced affordably and made available to everyone, particularly those in low-income countries.”

https://www.foreignaffairs.com/articles/world/2020.04.30/finding.vaccine.only.the.first.step

Ngozi is Chair of the Gavi Vaccine Alliance based in Geneva and a special WHO envoy to fight COVID-19. Earlier, she was one of several international economists interviewed by the Financial Times about the devastating impact of the coronavirus on poorer nations, particularly in Africa. “They (African countries) don’t have the fiscal space to be able to do very much,” she said. “For these countries to come out of it, you need to look at something like a stimulus in the range of those mounted in the west-say 10 percent of GDP.”

Can Liberal Democracy Survive COVID-19? That’s the question former Bank Vice President and General Counsel Ana Palacio asks in a recent essay in Project Syndicate. Her answer, in a nutshell: “It is imperative that western leaders not only limit the spread of COVID-19, but also foster social cohesion, devise a credible path back toward growth…and reinvigorate the values and institutions that underpin liberal democratic societies.” Palacio, former Spanish Minister of Foreign Affairs, is a visiting professor at Georgetown. Project Syndicate is an international media organization based in Prague. Three other former Bank vice-presidents, Kemal Dervis, Joe Stiglitz and Ian Goldin are also opinion contributors as are former Bank Chief Economists Anne Krueger and Pinelopi Goldberg, plus Bertrand Badre, former Managing Director, and new Bank Chief Economist Carmen Reinhart.

Iceland Versus the Pandemic
By: Sverrir Sigurdsson

Iceland’s success in containing the spread of COVID-19 starts with strategic testing, followed by contact tracing and quarantine. As of June 2, 2020, about 17% of the total population of 360,000 had been tested.

Iceland sprang into action at the news of an epidemic in China. In late January 2020, the Icelandic genetics company deCODE, in collaboration with Icelandic health authorities, started testing symptomatic people and those deemed high-risk because of their travel to outbreak countries. On February 28, 2020, the first COVID-19 case was diagnosed in a skier who had returned from northern Italy. By April 4, the tests showed positive results for 13% of the high-risk group (1,221 of 9,199), thus identifying the carriers before they showed
symptoms. All confirmed cases were placed in isolation, and their contacts traced and put in 14-day home quarantine.

On March 13, testing was opened up to volunteers. Many were symptom free or showed symptoms for the common cold. 10,797 persons were screened, with 87 (0.8%) testing positive. By April 1, an additional 2,283 randomly selected individuals had been screened, with 13 (0.6%) testing positive. These rounds of screening provided a view of the spread of the virus in the general population. In addition to deCODE, the University of Iceland also conducted testing.

As a picture of the invisible enemy became clearer, the Icelandic government enacted measures to slow the spread. It limited the size of gatherings, promoted social distancing, converted to online teaching for junior colleges and universities, and closed businesses such as restaurants and bars. It also restricted overseas arrivals and advised self-isolation for Icelanders returning from high-infection areas. These measures worked well enough that a total lockdown was unnecessary.

The daily number of cases has been on a downward curve since April 5. On June 2, about 21,000 had completed quarantine. A total of 1,806 individuals have been infected, and all but 12 have recovered (10 people died, and 2 are still infected). There are tentative plans to reopen the country to foreign visitors on June 15.

In an interview with CNN, Dr. Kári Stefánsson, founder of deCode, discusses Iceland’s success. “It’s nothing to do with the size of the population, this has to do with how well prepared it was” for the pandemic. He adds that many developed countries have an “amazing collection of talent” who could have “industrialized tests like this a long time ago” but “behaved like nothing was happening.”

Two points of note: The COVID-related death rates per 100,000 in Iceland and USA are respectively 2.7 and 29.4. In Iceland the prime minister, minister of health, and minister of justice overseeing the pandemic are all women.

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**Gender: Twenty-Five Years After Beijing**

By: Josette Murphy Malley

Twenty-five years ago, the United Nations Fourth World Conference on Women (in Beijing) called for gender equality in rights and opportunities. Mr. Wolfensohn led the Bank delegation, the first President to do so, and the Bank committed to institutionalizing gender equality in a broad range of lending. OED (now IEG) had just issued its first evaluation of “Gender Issues in World Bank Lending” (updated in 1997, I was Task Manager). These evaluations noted increasing but still limited attention to women issues in project design for education, health, and work, especially agriculture, and little evidence on results.

Important changes in overall Bank strategy had occurred before Beijing: focus on country-level portfolio, increased staffing and policy work on environmental and social issues, and increased participation and stakeholders’ involvement (I was involved). After Beijing, both gender and social analyses became better integrated in country-level assessments, operational and sectoral work, and multi-disciplinary research. I believe the increased attention to gender and social issues was mutually reinforcing and improved the quality of gender work across the Bank.

After years of experience, the Bank focused the 2012 WDR on “Gender Equality and Development,” thereby anchoring the legitimacy of gender in Bank work. The WDR called for action in three areas:
human endowment, economic opportunities, and empowerment. The first two expanded on the previous priorities. The third addressed empowerment through the legal, cultural and institutional constraints which restrict some groups’ influence on household and community affairs, access to services, and control over their lives.

Today, gender is a Bank Global theme. Like the U.N. and other agencies, the Bank continues to broaden its integration of gender issues, broadly defined, into research, policies, and operations, and to measure results and outcomes. The Bank 2016-2023 Gender Strategy “Gender Equality, Poverty Reduction, and Inclusive Growth” is anchored in the WDR 2012 and draws from some 187 gender impact evaluations.

The strategy seeks to strengthen human endowments (education/knowledge/health), remove constraints in jobs and economic opportunities across many sectors, and address women’s ownership of and control over land and assets and access to financial and technical services. It also seeks to enhance women’s empowerment on issues such as marriage age, gender-based violence, social norms, participation in community decisions and local services, and governance in many sectors.

The first Development Policy Loan ever focused specifically on addressing gender gaps across government policies was approved for Albania in January 2020. This would have been unthinkable 25 years ago.

Jaime Biderman writes to support Inder’s note in the previous spring issue of the Quarterly, "Moving Staff to the Field: A Faith-based Initiative?" The Bank's decision to decentralize hundreds of sector specialists, including all practice managers, is not evidence based, will not enhance Bank effectiveness, will be very costly and probably harm staff careers and families. In this connection, it is worth noting that a rigorous OPCS assessment of investment project quality/outcomes (June 2018) found that “...there is no current evidence for stating that project quality is worse or better for projects prepared or supervised from HQ or the field” (i.e., TTL location did not matter). So why incur the huge costs of this initiative, for the sake of a simplistic "being closer to the client" leap of faith? As Inder argues, the fragmentation and underutilization of scarce sector specialists is likely to detract from, rather than enhance, the Bank's effectiveness. Beyond its financial costs, this initiative has high opportunity costs and Inder indicates that instead of moving sector specialists to the field, the Bank could more productively use its limited resources to reverse the decline of its sector skill base. Moreover, I would suggest that the severe disruptive effects for staff (particularly since two-career families have now been the norm for some time) could adversely affect staff retention and recruitment, with a lasting negative impact. I witnessed the significant disruption of careers and families among my own staff during an earlier decentralization effort, and have already heard concerns from former staff and colleagues who remain at the Bank. Finally, I would suggest that moving all practice managers to the field would make this job, already difficult enough when you have a critical mass together at HQ, virtually impossible—a set-up for failure and reduced Bank effectiveness (especially since the above-mentioned study also found that PMs do matter for project quality). To conclude, I hope that the Bank's decision has been "paused" during the current crisis, and that the crisis will be used as an opportunity to reassess and hopefully reverse this faith-based and misguided initiative.
Gene Rotberg at 90: Reflections on Immorality and Finance

Editor’s Note: Gene Rotberg, the Bank’s longest serving Treasurer (and Vice-President), was invited to speak this past April at a reunion dinner for colleagues in the Bank’s finance complex. The event had to be postponed because of the pandemic. Fortunately, Gene made his speech available to the 1818 Society. Because it is so compelling, and because Gene is one of the institution’s truly endearing figures, we have decided to make the entire text available on the Society website (click here to read). For newer retirees who may not know Gene, he is a person of many talents: poetry lover, opera fanatic (with wife Iris), author of three children’s books (again with Iris) and a fine storyteller. Check out his account of an initial job interview with late Bank President Bob McNamara, available on the 1818 Society website under Publications – The Memory Book (an ebook) dated October 22, 2008.

The McNamara Project

The McNamara project, an ambitious initiative by the Bank Archives oral history operation in collaboration with the 1818 Society, was done between 2016-2018. It involved detailed audio interviews with more than 60 Bank staff who worked at the institution during the McNamara Presidency. The interviewer was John Heath, a Bank retiree who lectures at American University. Three of the interviews have just been released publicly: Leif Christoffersen, Katherine Marshall and Martin Wolf. Following are some nuggets from those interviews. Although the interviews ranged widely on many issues, the focus of the excerpts below are on McNamara, the Bank’s fifth and longest serving President. The entire three interviews, in verbatim transcripts, can be seen at the oral history website: https://oralhistory.worldbank.org/browse/collection. The remaining 57 or so will be made available in the near future.

Leif Christoffersen – McNamara Interview:

“I was on mission in Pakistan and got an urgent message from Reg Clarke (then head of personnel) to return to headquarters immediately...I thought I was being fired... A second message instructed me to come straight to the Bank from Dulles and not go home because I needed to be briefed about an interview with McNamara the next morning... I was one of three finalists for personal assistant to the President. I really knew nothing about the job and was not very keen. After the introductions, I told him (McNamara), ‘I’m not so sure I’m suitable for this job...and may be an embarrassment to you.’ He asked me why. I told him that I am a pacifist, that I refused to serve in the Norwegian military...I’m an anti-Vietnam war supporter and I’m very upset about the idea of people coming from the (U.S.) defense side into a peaceful development institution... (McNamara had been U.S. Secretary of Defense before the Bank and a chief architect of the Vietnam war.) He looked me straight in the eye and said ‘Leif, I respect people with personal convictions...’He was very pleasant, talked about his vision for the Bank... I got the job and eventually we became friends.”
Katherine Marshall – McNamara and the Board:

“McNamara was a remarkable chair of Board meetings...very directive. There were numerous questions from Board members...many from left field. McNamara would often repeat the question or reframe it entirely to give Bank staff time to think about an answer...I remember one time McNamara was giving a summary of what someone had said...he turned to Peter Cargill (late senior vice-president) sitting nearby and said ‘Don’t you agree, Peter?’ Cargill stood up and said ‘No, I don’t.’ McNamara invited him to the table to discuss – a very rare thing... the two of them in open disagreement about whatever the topic was.

Martin Wolf – Tragic Genius:

“I was senior economist on India and he (McNamara) would phone asking me to take on specific tasks. One I remember was to fill out a paper spread sheet showing average yields of different crops in different seasons...a kind of input-output analysis to determine whether India’s food prospects were manageable,...I tried to get the best information I could but I thought it was a pretty doubtful exercise. It made me realize how keen he was on precise numerical projections...I worked on the very first World Development report. It was McNamara’s brilliant idea. He was a genius. I think his overriding personal flaw is he found it very, very difficult to cope with people who disagreed with him. ...I regard McNamara as something very close to a tragic genius. A remarkable intellect, remarkable personality, a man of passion and commitment and in many ways integrity but who also got things fundamentally wrong. I don’t know whether my view is right but it is a view I developed after very substantial thought at the time and thereafter.”

YEARS AGO

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<tr>
<th>Years Ago</th>
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<td>70 Years Ago</td>
<td>Archery Instruction for Staff. “Archery instructions and play for adults will be held Monday through Friday at 6 p.m. at the 16th and Kennedy Streets, N.W. ranges, with equipment furnished.” International Bank Notes, August 1, 1950. See <a href="http://documents.worldbank.org/curated/en/236251468915626481/International-Bank-notes">http://documents.worldbank.org/curated/en/236251468915626481/International-Bank-notes</a> Page 4</td>
</tr>
<tr>
<td>50 Years Ago</td>
<td>Operations Evaluation Unit Established. Operations Evaluation Unit is established to evaluate Bank Group operations. For more information see: <a href="https://timeline.worldbank.org/#event-operations-evaluation-unit-established">https://timeline.worldbank.org/#event-operations-evaluation-unit-established</a></td>
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<td>April 1, 1975</td>
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| July 1, 1980 |

| 35 Years Ago | Guidelines for Use of Video Display Terminals (VDTs) and Cathode Ray Tubes (CRTs) Issued. Dr. Andre LeBrun, Director of the Medical Department issues guidelines for the use of Video Display Terminals (VDTs) and Cathode Ray Tubes (CRTs). “We all know that problems such as eye strain, blurred vision, fatigue, headaches, muscular tension and improper blood circulation may result from working for long hours with the VDTs or CRTs and, consequently, in the long range a loss of productivity due to disease and absenteeism….The Bank considers it important that staff members operating these devices be allowed to take a break from the screen on a basis of about 10 minutes every hour or 15-20 minutes every two hours depending upon personal preference. Again, it must be noted that this break is not idle time but time that can be devoted to other office activities which do not require intensive use of the eyes, or sitting for extended periods in the same position.” [Administrative Circular, September 30, 1985](#) |
| September 30, 1985 |

| 25 Years Ago | Personnel Function Reorganized and Renamed Human Resources Department. The Bank’s Personnel function is reorganized and is renamed the Human Resources Department. Personnel had previously consisted of two separate departments—Personnel Management, and Personnel Services and Compensation. These two departments were abolished, and functional clusters were established to replace them. Personnel teams continued their function as liaison between the Human Resources Department and individual staff members. |
| July 10, 1995 |

| 20 Years Ago | China Announces Withdrawal of Loan Application for Qinghai Component of China Western Poverty Reduction Project. The Government of China announces that it was withdrawing its loan application from the Bank and would use its own resources to implement the Qinghai Component of the China Western Poverty Reduction Project. The controversial $40 million Qinghai component of a wider $160 million Western Poverty Reduction project called for the relocation of 57,000 people into historically Tibetan lands in what is now China's Qinghai province. Backers of the project said it would help impoverished people escape barren lands and would raise living standards. Opponents claimed it would push a destructive tide of Chinese migration into the region and suffocate the Tibetan way of life there. The Bank had approved the loan in 1999, but financing was delayed until the Bank's Inspection Panel investigated objections to the project from pro-Tibetan groups. For more |
Tours and Treks

The 1818 Society had planned an ambitious program consisting of 10 different international treks and tours for its members in 2020. Given the high risk of the Covid-19 virus on the elderly (which means us) and the related constraints on international travel we have already rescheduled most of these programs to 2021 (see list below). Decisions are pending on the last of these trips. All those who had signed up for these trips in 2020 have been registered for the corresponding trips in 2021. If any slots become available, and if travel is feasible, we will announce the vacancies in the Fall.

- BHUTAN: The Dragon Kingdom — Paro Tshechu dance festival and Cultural Tour, 5 – 18 April, 2020 [**New dates are March 20 – April 2, 2021**]
- BHUTAN: The Dragon Kingdom — Paro Tshechu dance festival and Druk Path Trek, 5 – 18 April, 2020 [**New dates are March 20 – April 2, 2021**]
- FRANCE: Discovering fabulous South Corsica, 18 – 24 April, 2020 [postponed to 2021]
- ROMANIA: 1818 Trek in the Provinces of Romania, May 23 – June 2, 2020 [postponed to 2021]
- NORWAY: Trekking in Norway: Mountains and Fjords, 13-28 August, 2020 [**New dates are August 12-27, 2021**]
- TURKEY: Sample the Delights of Turkey, September 1-16, 2020 [postponed to 2021]
- ARMENIA/GEORGIA: The popular tour “Discover the Caucasus – A Journey Through Armenia and Georgia” has been postponed to May 2021. The trip is nearly full so if you are interested please contact John Graham in Tbilisi for the brochure and to register – “johngraham221@gmail.com”
- NEPAL: Around Manaslu & the Tsum Valley Trek, September 21 – October 11, 2020 [**decision pending**]

1818 Yoga Club adapts to offer Online Yoga

Adapting to the lockdown and stay-at-home injunctions by local authorities, the 1818 Yoga Club replaced its weekly yoga class with online yoga sessions which are offered twice a week using Zoom, the new social media platform. These sessions are conducted by our volunteer instructors – Maryvonne Plessis-Fraissard and Simone Lee – with Davinder Sakhuja rejoining the team as of June.

These online yoga classes have gained in popularity with more than 30 registered participants already, including some from outside the greater Washington area. If you would like to join online yoga, send an email to Anis Dani (adani@1818alumniwbg.org) who is coordinating the Zoom yoga sessions.
And now, a cheerful wrap up with two items that might strike your fancies:

From Bank retiree Sangam Iyer’s 10 year old granddaughter Sahana Usha Davedek who lives in Pittsburgh

**Put On a Happy Face - Sahana**

From Tom Blinkhorn’s garden, a glorious peony:

**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.

Ioannis John Balafoutis
Julie Bockarie
Duanjie Chen
Roland Clarke, Spain
Barbara Clarke-Bader
Johan De Vos, Liechtenstein
Dilara Cuhruk Eliguzeloglu, Turkey
Karsten Fuelster, Germany
Varun Gauri
Maleeha Haque
Venkateswarlu Kalicheti
Daniel Kaufmann

Jean Marie Macabrey
Mmantsetsa Marope, Switzerland
Taye Mengistae
Adeyinka Ade Okuwoga, U.K.
Krishna Pidatala
Simon Rietbergen, France
Canchi Samantha
Carlos Silva-Juaregui
Yukun Wu
Giuseppe Zampaglione
Yongmei Zhou, China

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.

**IN MEMORIAM**


Niall V. Cornwell, 84, of Johnson City, TN, on March 19, 2020. Mr. Cornwell retired from the Bank in 1996.


Cherif Diallo, 69, of Dakar, Senegal, on June 8, 2020. Mr. Diallo retired from the Bank in 2012.


Remzi Eker, 90, of Bristow, VA, on December 8, 2019. Mr. Eker retired from the Bank in 1990.


Daoud L. Khairallah, 83, of Falls Church, VA, on March 22, 2020. Mr. Khairallah retired from the Bank in 2000.


Carol M. Knorr, 82, of Urbanna, VA, on June 1, 2020. Ms. Knorr retired from the Bank in 1994.

Antanasije Kocic, 80, of Rockville, MD, on April 20, 2020. Mr. Kocic retired from the Bank in 1996.


Meherji Madan, 77, of Chevy Chase, MD, on December 28, 2019. Mr. Madan retired from the Bank in 2003.


Miguel Montes, 90, of Tomball, TX, on April 30, 2020. Mr. Montes retired from the Bank in 1992.


Jochen K. Schmedtje, 93, of Virginia Beach, VA, on May 11, 2020. Mr. Schmedtje retired from the Bank in 1988.


Hardyal Singh, 87, of Walnut Creek, CA, on May 2, 2020. Mr. Singh retired from the Bank in 1997.


1818 SOCIETY CONTACTS

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(For Net Staff Retirement Plan Members)
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Email: TaxOffice@worldbank.org
### Responsibility Matrix
#### 2019-2020

<table>
<thead>
<tr>
<th>1818 Society Board</th>
<th>Names</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chair &amp; President</strong></td>
<td>Inder Sud (President and Chair): <a href="mailto:isud@1818alumniwbg.org">isud@1818alumniwbg.org</a></td>
</tr>
</tbody>
</table>
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William McGreevey: mcg1938@gmail.com  
Lee Meddin: leemeddin@gmail.com  
J. Shivakumar (Honorary Member): jshivakumar@1818alumniwbg.org |
| **Secretary** | Hadi Abushakra: hadi.abushakra@gmail.com |
| **Treasurer** | Adrienne Guerrero: aguerrero@1818alumniwbg.org |

#### Committees

<table>
<thead>
<tr>
<th>Committees</th>
<th>Chair/Co-chairs/Members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pension</strong></td>
<td>Dirk Mattheisen (Chair &amp; Alternate Member PBAC): <a href="mailto:dirkmattheisen@gmail.com">dirkmattheisen@gmail.com</a>, Deane Jordan (Alternate member for PFC and Member PBAC), Javed Hamid (PFC Member), Jeffrey Katz, Kenneth Lay, Fred Wright, Fons Marcelis, Brendan Horton, Yasmin Saadat</td>
</tr>
<tr>
<td><strong>Health Insurance</strong></td>
<td>Fons Marcelis, Chair, <a href="mailto:amarcelis@ajmarcelis.net">amarcelis@ajmarcelis.net</a>, Ines Garcia, Dileep Wagle, Jim Harrison, Lorraine Nagy, Pat King, Pat Neill, Sharon Puckett, Zoe Kolovou, Mark Walker, Sanjay Puri</td>
</tr>
<tr>
<td><strong>Taxation and Immigration</strong></td>
<td>Deane Jordan: <a href="mailto:deane.jordan@gmail.com">deane.jordan@gmail.com</a></td>
</tr>
<tr>
<td><strong>Member Helping Members</strong></td>
<td>Khalid Siraj: <a href="mailto:ksr@1818alumniwbg.org">ksr@1818alumniwbg.org</a> (chair), Lesley Shneier: <a href="mailto:lshneier@1818alumniwbg.org">lshneier@1818alumniwbg.org</a>, Christine Allan: <a href="mailto:cferrierallan@gmail.com">cferrierallan@gmail.com</a>, Brendan Horton: <a href="mailto:brendan_horton@msm.com">brendan_horton@msm.com</a> (co-chairs)</td>
</tr>
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</tr>
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<td><strong>Cultural Events</strong></td>
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</tr>
<tr>
<td><strong>Active LifestyleZ:</strong></td>
<td></td>
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<tr>
<td><strong>Hiking Club</strong></td>
<td>Anis Dani: <a href="mailto:adani@1818alumniwbg.org">adani@1818alumniwbg.org</a></td>
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<tr>
<td><strong>Yoga</strong></td>
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<tr>
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</tr>
<tr>
<td>Chapters</td>
<td>Chair/Head</td>
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<tr>
<td>ANZ</td>
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<tr>
<td>British</td>
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<tr>
<td>Chile</td>
<td>Andrés Solimano, <a href="mailto:asolimano@gmail.com">asolimano@gmail.com</a></td>
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<tr>
<td>Florida</td>
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</tr>
<tr>
<td>French-Speaking</td>
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<tr>
<td>German-Speaking</td>
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</tr>
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<td>Japan</td>
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<td>The Netherlands</td>
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<tr>
<th>Thematic Groups</th>
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<tbody>
<tr>
<td>Agriculture &amp; Rural Dev</td>
<td><strong>Kevin Cleaver</strong>, <a href="mailto:kevinmcleaver@yahoo.com">kevinmcleaver@yahoo.com</a></td>
</tr>
<tr>
<td>Economics</td>
<td><strong>Norman Hicks</strong>, <a href="mailto:nhicks4@cox.net">nhicks4@cox.net</a></td>
</tr>
<tr>
<td>Education</td>
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<tr>
<td>Energy</td>
<td><strong>Eugene McCarthy</strong>, <a href="mailto:emccarthy@1818alumniwbg.org">emccarthy@1818alumniwbg.org</a></td>
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<tr>
<td>Transport</td>
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<tr>
<td>Water &amp; Urban</td>
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<tr>
<td>WBG History</td>
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