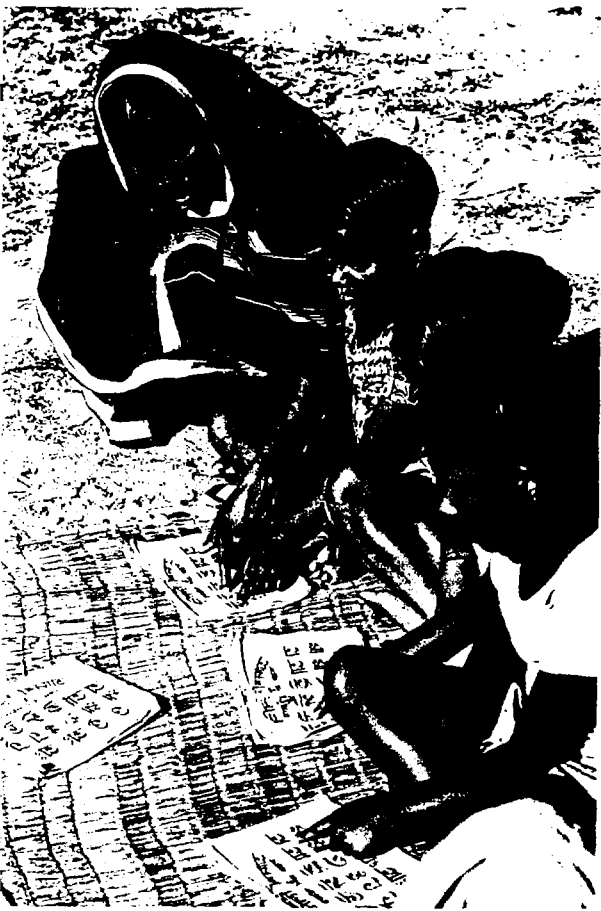


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THE WORLD BANK'S PARTNERSHIP WITH NONGOVERNMENTAL ORGANIZATIONS

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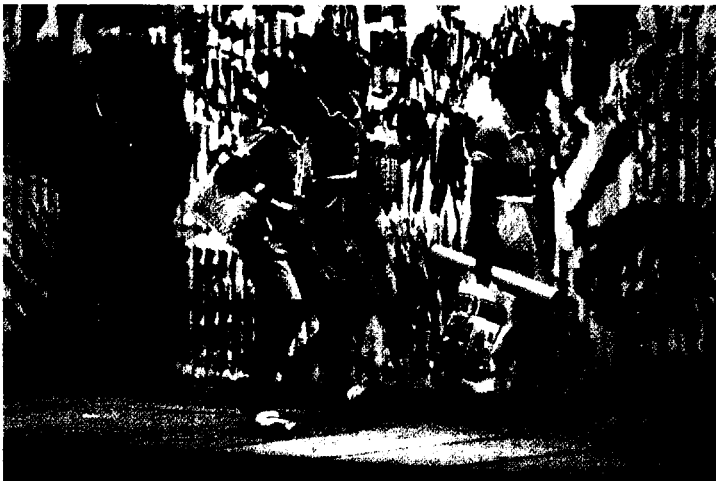


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Participation and NGO Group
Poverty and Social Policy Department

The World Bank's Partnership with Nongovernmental Organizations



Participation and NGO Group
Poverty and Social Policy Department (PSP)
The World Bank
May 1996

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First printing May 1996

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ISBN 0-8213-3603-7

Acknowledgments

This publication was prepared by the Participation and NGO Group of the World Bank, in particular by Claudia Fumo under the guidance of John Clark. Special thanks are due to Helen Edwards of the Swedish Ministry of Foreign Affairs who began the project during her three-month secondment to the group. Thanks are also due to the many Bank staff who provided input during the preparation of this document, in particular Myrna Alexander, Toshiko Hino, Ishrat Husain, Carmen Malena, Kris Martin, Jennifer Rietbergen McCracken, Caroline Robb and Aubrey Williams. The comments of Frances Seymour of the World Wildlife Fund are also gratefully acknowledged. Tomoko Hirata provided her expertise in layout and graphic design, and Patricia Rogers's skillful editing was invaluable. Many thanks are due to Stephanie Gerard, Hugh Nees, and Carol Rosen for managing the printing process.

Photographs: World Bank (Curt Carnemark)

THE WORLD BANK'S PARTNERSHIP WITH NONGOVERNMENTAL ORGANIZATIONS



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*Participation and NGO Group
Poverty and Social Policy Department (PSP)
The World Bank
May 1996*

FOREWORD

This booklet outlines the ways in which the World Bank and nongovernmental organizations (NGOs) can work together in partnership. It is meant to be a resource guide for NGOs and was conceived as a way for the Bank to explain what it does and how it is seeking to further its cooperation with NGOs.

The first section outlines the World Bank's objectives and goals, how it is organized, and how it operates and is followed by a section describing the NGO community as seen by the Bank. The role of the NGO–World Bank Committee—one of the oldest fora for interaction between the Bank and NGOs—is described in the third section. The fourth section outlines concrete ways in which the Bank and NGOs can work together and suggests steps NGOs might take to initiate or strengthen collaboration. The next section highlights some of the principal challenges that arise in operational collaboration between the Bank and NGOs as well as ways in which the Bank is seeking to address these issues. NGO involvement in the Bank's research and analytical work is discussed in section six, and the final section describes the dialogue and interaction between the Bank and NGOs on development policy issues.

Building relationships is a long and complex process. It is hoped that this booklet will serve as a useful resource in this endeavor.

INTRODUCTION

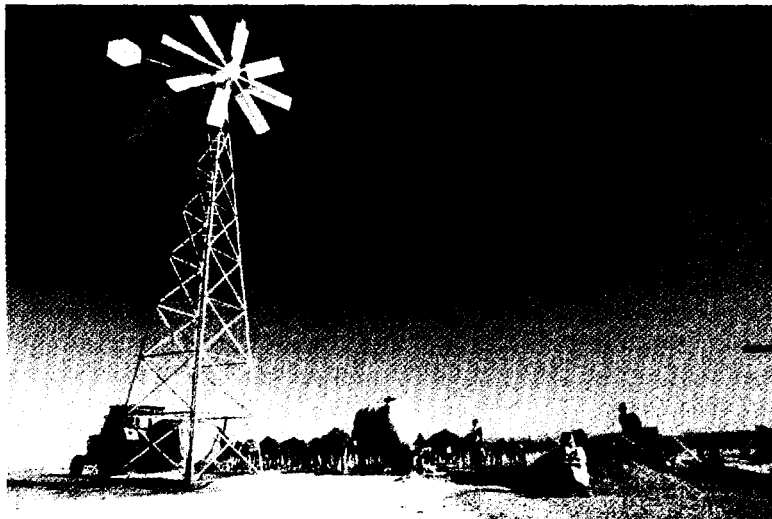
The overarching objective of the World Bank is to work with member countries to fight poverty and to contribute to their long-term economic and social development. In the last two decades, the lives of people in the developing world have improved significantly: average per capita income has doubled, child mortality has been reduced, and life expectancy and literacy rates have risen. Nonetheless, more than 1 billion people continue to live in absolute poverty.

The complexities of development have become more apparent as experience is gained in this process. The increased recognition of the limitations of the public sector and a greater reliance on the private sector to effectively address the problems facing developing countries have led to a greater awareness of what different actors in civil society can contribute to national development. This shifting development context has led to a move away from strictly bilateral donor-government relationships and toward a greater focus on partnerships between governments, donors, and civil society. Including the poor in the decisions that concern them and ensuring broad stakeholder participation at all levels is a fundamental aspect of this partnership, and many key development issues—such as gender and the environment—require action at the grassroots level and a focus on the views of the most vulnerable groups in society. In recognition of the importance of participation, the Bank has begun a process of mainstreaming participatory approaches in its lending operations and its research and analytical work.

In this context, the World Bank recognizes the important role that nongovernmental organizations (NGOs), both local and international, play in meeting the challenges of

development. NGOs and community-based organizations (CBOs) often have closest contact with the poor, are best able to help them directly, and are well suited to helping them identify their most pressing concerns and needs. Their local knowledge and expertise and their ability to foster and promote people's participation thus give them strong comparative advantages and can make them valuable and experienced allies. Working with NGOs in Bank-financed operations can increase project reach and sustainability, provide the Bank with alternative perspectives, and facilitate consultation with local people. NGO involvement in Bank-financed projects goes back 20 years, but it has now become a major element of the Bank's work. Since the end of the 1980s this relationship has expanded greatly in both quantity and quality. At the same time, NGOs have grown significantly worldwide, and their capacity to affect the development process has expanded accordingly. By 1993, for example, international NGOs' programs represented 14 percent of all development assistance, or \$8.5 billion per annum. More recently, advances in information technology have enabled NGOs to increase the sophistication of their networks and to adopt a more assertive, independent voice.

Recognizing these strengths and the potential for complementarity, the Bank is rapidly enhancing its capacity to work with NGOs. Though the Bank and NGOs do not always agree on specific policy issues or methods to achieve specific goals, with cooperation both parties can better achieve their antipoverty objectives. The World Bank welcomes the opportunity to work with NGOs and to share and learn from each other's experiences in improving living conditions and in protecting the environment.



THE WORLD BANK: ORGANIZATION AND OBJECTIVES

The World Bank is a multilateral institution whose purpose is to assist its developing country members to reduce poverty and improve living standards through sustainable development and investment in people. The Bank extends loans to its members in developing countries to finance investments that contribute to economic growth and the alleviation of poverty. It also provides specialized advice to help improve development programs and policies. The Bank's operations vary enormously in sectoral focus and scale: *Bank-financed projects may modernize telecommunications, build schools and day care centers, improve road and rail systems, and provide agricultural extension services; they may aim at increasing the enrollment of girls in primary education, reducing malnutrition, training midwives, improving natural resource management, or supporting small enterprises; and, they may seek to enhance national economic efficiency, reduce excessive military expenditure, reorient incentives toward the poor, or phase out environmentally damaging electric subsidies.* The World Bank's traditional project portfolio tended to focus on infrastructure and agriculture projects, however, today the Bank is the single largest international source of finance for health and education.

The World Bank Group comprises the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), the International Finance Corporation, (IFC), the Multilateral Investment Guarantee Agency, (MIGA) and the International Center for Settlement of Investment Disputes (ICSID). Each agency is a legally and financially distinct entity. The IBRD and the IDA share the same staff and facilities, and the term "the World Bank" normally refers to both institutions. Most importantly, IBRD and IDA have three related functions: to lend funds, to provide economic advice and technical assistance, and to serve as a catalyst to investment by others.

IBRD works primarily with middle-income countries. It receives initial capital contributions from its member governments, but it finances its lending operations primarily by borrowing in the international capital markets. This enables the Bank to lend to developing countries on market-based, but more favorable, terms than most could otherwise obtain if they were able to borrow directly from the capital markets at all. IBRD loans generally have a 5-year grace period, and are repayable over 15 to 20 years. In fiscal year 1995 (FY95), IBRD approved loans totaling \$16.853 billion for development projects and programs.

IDA works with the poorest countries which are not able to borrow at the IBRD terms. To these countries, it lends "IDA credits," or money at concessional terms. These have a 10-year grace period and a 35- or 40-year repayment period, and carry no interest rate. IDA lending is supported by the wealthier member countries, which make contributions known as "replenishments" out of their aid budgets every three years. In FY95, IDA approved credits totaling \$5.669 billion for development projects and programs.

The IFC works directly with the private sector in member countries. It seeks to promote growth in the private sector of developing countries by mobilizing foreign and domestic capital to invest alongside its own funds in commercial enterprises. MIGA was established in 1988 to encourage direct foreign investment in developing countries by protecting investors from non-commercial risk, especially risk of war or repatriation, and the ICSID encourages the flow of foreign investment to developing countries through arbitration and conciliation facilities.

The World Bank provides funds and advice mainly for governments of borrowing countries. Bank-financed projects are designed and implemented by government agencies or private entities, with the Bank closely involved at each stage. While private organizations are often involved, World Bank loans are made to member governments, which then pass funds on to the relevant private or public agencies. Loans can also be made to the private sector with government guarantee, and the World Bank can further guarantee private sector financing. The Bank continuously seeks out alliances with other participants—multilateral, bilateral, commercial, governmental and nongovernmental, and private sector entities—in order to increase coordination and the effectiveness of its efforts.

The World Bank operates under the authority of the Board of Governors. Each of the institution's member countries is represented by one governor, generally the Finance Minister. The Board of Governors meets once a year. It delegates its authority to a smaller group of representatives, the Board of Executive Directors, based at Bank headquarters in Washington, DC. In weekly meetings chaired by the Bank's President, the Executive Board decides on Bank policy and approves Bank loan and credit proposals. Member governments are the Bank's shareholders, and their votes in the Executive Board are weighted in proportion to their

contribution to the Bank's capital. Seven of the Board's 24 members represent single countries and are appointed by the largest shareholders, while each of the remaining 17 represents a group of member countries.

The Bank is organized into seven operational regions, each headed by a vice president, with the exception of the Africa Regional Office which is headed by two vice presidents. Within each region are country departments that are responsible for the Bank's operations in a group of countries (or sometimes a single country), and a supporting technical department. The operational work is supported by 6 regional missions and 66 field offices throughout the world. The World Bank's regular staff number about 6,000 and represent over 100 nationalities.

Most of the Bank's policy and research work is undertaken in what is known as the central vice presidencies, which include Development Economics (DEC), Environmentally Sustainable Development (ESD), Finance and Private Sector Development (FPD), and Human Capital Development (HCD). HCD is also home to the Participation and NGO Group, a central resource within the Bank for coordination with NGOs, and often a first point of call for NGOs (Box 1). NGOs also interact directly with the Bank's regional and sectoral vice presidencies at headquarters and—particularly southern NGOs—with the Bank's field offices in borrower countries.

Box 1: THE PARTICIPATION AND NGO GROUP

The Bank's Participation and NGO Group is a central source of NGO-related information, expertise, and outreach within the Bank.

Major functions pertaining to NGOs include (i) facilitating operational collaboration, particularly the "upstream" involvement of NGOs in project design and consultation with stakeholders; (ii) making Bank-NGO policy dialogue as constructive as possible, including advising on consultations with NGOs and supporting the NGO-World Bank Committee; (iii) providing information to Bank staff and others about NGOs, and to NGOs about the Bank, acting as a first point of call; (iv) monitoring Bank-NGO collaboration and documenting lessons learned; and (v) helping operational staff foster a more positive policy environment for NGOs in developing countries.

The Group also manages an NGO Profile Database, which contains information on over 8000 NGOs. Information from the NGO Profile Database is available to Bank staff, NGOs, and other interested parties upon request (see Annex A for addresses).



NONGOVERNMENTAL ORGANIZATIONS

The term “*nongovernmental organization*” embraces many different types of agencies whose diversity strains any simple definition. However, the World Bank usually refers to *nongovernmental organizations* as *any group or institution* that is independent from government, and that has humanitarian or cooperative, rather than commercial, objectives. Specifically, the Bank focuses on NGOs that work in the areas of development, relief or environmental protection, or that represent poor or vulnerable people.

The Bank also distinguishes between two main groups of NGOs: *operational NGOs* (ONGOs) and *advocacy NGOs*

(ANGOs). However, it does not view these distinctions as rigid and recognizes that the majority of NGOs operate along a continuum in which a great deal of overlap exists. For instance, many operational NGOs are active players in national and international policy fora and can also undertake an advocacy role with partners such as borrower governments and the Bank in the context of program implementation.

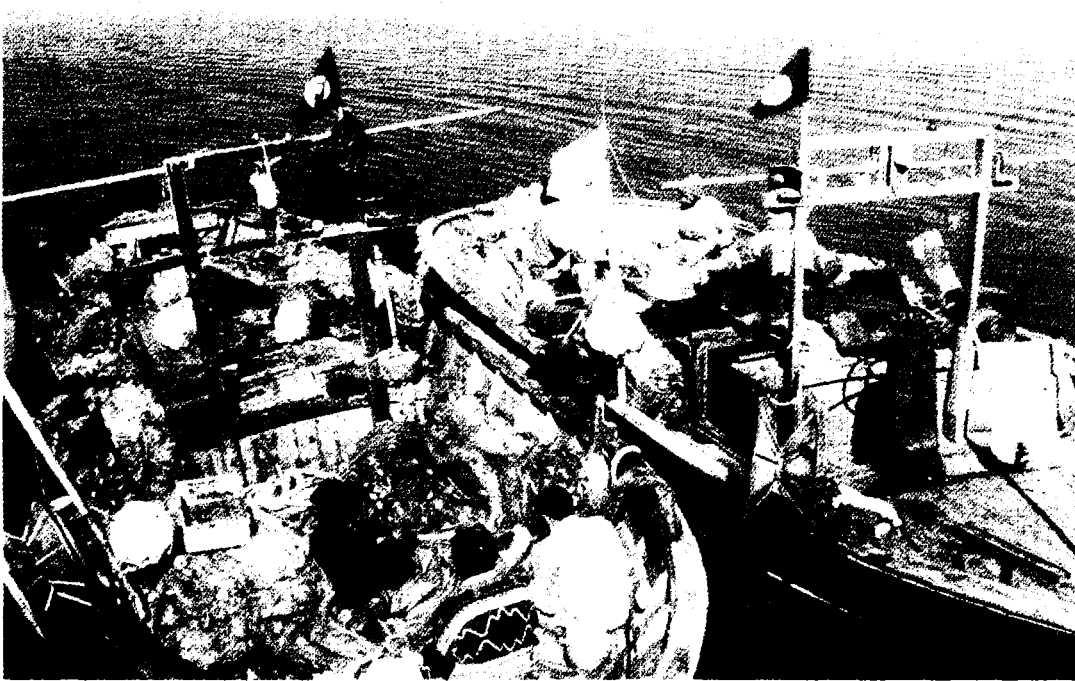
The World Bank works with both operational and advocacy nongovernmental organizations in field operations, research and analytical work, and policy dialogue.



THE NGO-WORLD BANK COMMITTEE

One of the oldest fora for Bank-NGO interaction is the *NGO-World Bank Committee*. The Committee was established in 1982 to address ways in which the Bank could increase the involvement of NGOs in Bank-financed projects. In the mid-1980s, the Committee shifted its focus toward more policy-related areas. The Committee's meetings provide a formal, international arena for policy discussions among senior Bank managers and 26 NGO leaders from around

were presented at committee meetings in 1993. Discussions on participation have covered such areas as the links between participation and improving portfolio quality, a case study commissioned by Oxfam-Bangladesh on "People's Participation, NGOs and the Flood Action Plan", and ways to make the Bank's Country Assistance Strategies (see Box 2) more participatory. At the end of 1994, the Committee decided to place more emphasis on regional-



the world. NGO members of the Committee collectively form the *NGO Working Group on the World Bank* (NGOWG) and represent all geographic regions: five members each from Africa, Asia, Latin America and the Caribbean, and Europe, and four from North America/Pacific; two members are international. The NGOs determine the membership through a staggered election process that allows for annual rotation and diversity of NGO representation. The NGOWG has a Secretariat which is located in committee member organizations and which is also elected on a rotating basis. The Secretariat is currently located at the Costa Rica headquarters of the Latin American Association of Development Organizations (ALOP) at the address listed in Annex A.

In recent years, the committee has focused upon structural adjustment and participation. NGO members commissioned three country-level studies of structural adjustment which

level discussion and, beginning in 1995, the annual spring meeting has given way to three regional meetings which are coordinated by regional members of the Committee (see "Policy Dialogue" below for more details on the meetings).

As the Bank's interaction with NGOs has increased significantly over the past decade, other fora for this relationship have emerged to complement the Committee's work. However, the Committee remains unique because of its geographical representativeness and its continuity, and it continues to be an important forum for Bank-NGO interaction. NGOs wishing to know more about Committee membership may contact the NGOWG Secretariat directly. The Participation and NGO Group is also always available to respond to queries about the Committee.

WORKING TOGETHER IN BANK-FINANCED PROJECTS

Operational collaboration between the World Bank and NGOs has greatly intensified over the last decade. While only six percent of all Bank-financed projects in the period 1973–1988 included provisions for some form of involvement by NGOs, NGOs were to be involved in about 30 percent of all Bank-financed projects in FY93, and between 40 and 50 percent of projects approved in FY94 and 95. Although it must be noted that NGO involvement varies and often can be quite limited in any one project, these figures mark a positive trend toward increased operational collaboration. The Bank is striving to increase both the quantity and quality of NGO involvement in Bank-financed projects.



The Bank and NGOs have most often worked together in agriculture and rural development projects, and have also frequently collaborated in infrastructure and urban development and population, health, and nutrition. Africa and South Asia remain the regions with the largest numbers of NGO-associated projects. The geographical distribution of NGO participation in Bank-financed projects has broadened in recent years to include regions such as East Asia and Latin America.

Since FY88, the Bank has made a special effort to engage local, as opposed to international, NGOs in its operations, given their on-ground presence and first-hand knowledge of the needs and interests of local communities. In FY95, CBOs and national NGOs were prominent in NGO-associated projects, while international NGO presence diminished significantly. More detailed information is given in the annual Progress Report on Bank-NGO Cooperation, which is available directly from the Participation and NGO Group (see Annexes A and C for addresses and bibliography).

Experience has shown that collaboration is most successful when NGOs are involved from the beginning of the project cycle. The World Bank project cycle is complex and it is suggested that NGOs familiarize themselves with it before entering into partnership. Box 2 describes the stages of the cycle.

NGOs can play specific roles at various stages throughout the project cycle. During project identification, NGOs that are familiar with the area and enjoy links with local groups can provide both Bank and government with valuable

information about local conditions and community priorities. They can also inform local populations about the planned project, organize consultations with people affected by it, and work with them to make their voices heard. For example, in an education project in Chad, national NGOs worked together with the Bank, government officials, and community groups to identify local primary education problems and ways to address them. In some cases, NGOs have provided project ideas, or existing NGO projects have served as a model for Bank-financed activities. Oxfam's program of "water harvesting" in Burkina Faso, for example, served as a model for Bank operations in soil and water conservation throughout the Sahel.

Although numbers have risen in recent years, still only about 50 percent of the projects approved in FY95 involving NGOs included NGO input during project design. The Bank is aware that if NGOs are expected to participate in Bank-financed projects in a meaningful way, it is important that they have a say in the design of the project, including defining the terms of their own involvement. This is particularly important in areas where NGOs are judged to possess clear comparative advantages as, for instance, in projects emphasizing beneficiary participation, community mobilization and poverty reduction. During the design of an earthquake reconstruction project in Guatemala, for example, it was determined that the national housing bank lacked the capacity to handle the micro component of the project. Instead, a federation of NGOs was given the responsibility for the component, informing beneficiaries, identifying cooperatives eligible for funds, assisting them in preparing proposals for micro projects, and disbursing funds.

Box 2: THE WORLD BANK PROJECT CYCLE

The Bank's project cycle covers the life of a typical project from identification of needs and priorities until the final completion of work and evaluation of results. Though not rigid, the cycle can be seen as a six-step process which typically takes about 10 years and throughout which World Bank staff work closely with borrowers in government. At any stage of the project cycle, there may be opportunities for NGOs to work in partnership with the Bank and, as mentioned above, involvement early on in the course of the cycle—e.g. in identification and preparation—is key. The Bank's involvement in a project is managed by a team of Bank operational staff headed by a **task manager (TM)**. The TM is assisted by sectoral specialists and members from the region's technical departments or the central vice presidencies. The TM works in close partnership with the borrower and other parties involved, including NGOs.

The overall framework for the Bank's involvement in a country is the **Country Assistance Strategy (CAS)**. The CAS describes the Bank's strategy, including the level and composition of assistance to be provided on the basis of priorities in the country and the country's portfolio performance. The CAS is generally prepared in dialogue with the government and is then considered by the Bank's Board; however, the CAS is the Bank's strategy. Any differences between the country's own agenda and the strategy advocated by the Bank are highlighted in the CAS document. The Bank has recently begun consulting NGOs and other parties outside of government in the CAS preparation process; this has been the case especially in Africa.

The first phase of the project cycle, **identification**, is carried out by the borrower with the Bank's assistance, as needed. During this initial stage, planners answer questions such as Who will benefit from the project? Will the project contribute to economic development or poverty alleviation? How will it affect local populations? Will project benefits be greater than costs? Are there other options for achieving the same objective? While only governments can submit projects for Bank financing, proposals may come from several sources, such as UN agencies, private sponsors, or NGOs. Project identification is based on different sources of information such as the borrower's development budget and feasibility studies, and the Bank's own country-level research and analysis known as **Country Economic and Sector Work (CESW)**. NGO involvement in ESW has been increasing, and is important for NGOs' contribution of local knowledge and alternative perspectives (see "Cooperation in Research and Analysis" below). At this stage of the cycle, a **Project Information Document (PID)** which describes the project is prepared by the World Bank and is made publicly available through the Bank's Public Information Centers (see "Policy Dialogue" below) and field offices in the country concerned.

Once the priority for the project is agreed upon, the next stage, **project preparation**, begins. Preparation—primarily the responsibility of the borrower, at times with heavy input from the Bank—transforms the project idea into a detailed proposal that takes into account technical, economic, social, institutional, financial, and environmental factors. Factual and technical reports prepared at this stage may be made available to outside parties upon request. NGOs are encouraged to be involved in project preparation.

The Bank then conducts an **appraisal**, or detailed review, of the proposal. During on-site visits, a team of Bank staff and consultants undertake an independent assessment of the project, including the capacity of implementing agencies. The team summarizes its findings and recommendations in a **Staff Appraisal Report (SAR)**, which, after being reviewed within the Bank, forms the basis for negotiations with the borrower.

During the fourth stage, **negotiations**, the Bank and the borrower reach agreement on the measures necessary for a successful project. The SAR is then submitted to the Bank's Board of Executive Directors for approval. Once the loan or credit is approved, **implementation** of the project begins and the SAR is also made publicly available. The borrower is responsible for implementation, but the Bank plays an important role in supervision and, when needed, provision of technical assistance.

The sixth and final stage of the project cycle is **evaluation**, during which the project's outcome is measured against its original objectives. An **Implementation Completion Report (ICR)** is prepared by the country department (CD) prior to the anticipated closing date and distributed to the Bank's Board not later than six months after that date. An independent department within the Bank, the Operations Evaluation Department (OED), is responsible for rating the development impact and performance of all completed projects. OED reports its findings directly to the Bank's Board and President. Results and recommendations feed back into the design and implementation of policies and lending operations. OED recently began an assessment of the contribution of NGOs to the development effectiveness of Bank-financed projects.

In the case of projects that are likely to have adverse environmental impacts, the Bank requires an appropriate environmental assessment (EA) as described in Operational Directive¹ 4.01, Environmental Assessment. For those that involve the most significant impacts (known as Category A projects), OD 4.01 requires that the borrower consult with affected groups and NGOs during at least two stages of the EA process: i) during the preparation of terms of reference for the assessment; and, ii) once a draft assessment report has been prepared. Consultation throughout the course of the EA is also encouraged and is happening in an increasing number of projects. This represents an opportunity for NGOs to contribute their local knowledge and to ensure that the voice of disadvantaged groups is heard.

NGOs are most frequently involved in Bank-financed projects as consultants or implementing agencies. The borrower can use Bank funds to engage NGOs for specific tasks and roles. These have included project management, service delivery, training, and community development. To date, NGOs' most substantial involvement in project implementation has been in the context of the numerous social funds (SFs) supported by the Bank (Box 3). In FY95, NGOs played an implementing role in 78 percent of projects approved that involved NGOs. As contractors/service deliverers, NGOs have been particularly valuable in situations where government or private sector capacity is weak. For example, in an agricultural development project in Sierra Leone, CARE was contracted to implement a road construction component when it was recognized that

Box 3: SOCIAL FUNDS

Bank-financed social funds (SFs) offer one way for the Bank and NGOs to work together toward reducing poverty and mitigating the negative social impact of adjustment. A SF channels resources to demand-driven subprojects that are proposed and implemented by public, private, or voluntary (formal or informal) organizations. These subprojects are aimed at improving poor people's access to social services, employment opportunities, and income-generating assets. To date, the Bank has financed some 30 major social funds, mainly in Latin America and Africa, amounting to more than US\$1.0 billion. A considerable part of that amount has been channeled to operational NGOs, both national and international, and CBOs.

The first Bank project of this kind was the Bolivian Emergency Social Fund, created in 1986 to provide temporary assistance and income-earning opportunities to those hardest hit by the country's economic crisis. Since then, there has been a shift in emphasis from the relief that characterized the earlier funds to long-term development activities and poverty reduction.

Concomitantly, the nature of NGO involvement in the SFs has deepened, moving beyond implementing subprojects and cofinancing to participating in the design of funds and serving on the committees that select, monitor, and evaluate sub-projects. Experience has shown the importance of ensuring NGO participation in the design as well as the administration of SFs—particularly to help guard against the funds being distorted toward political objectives. Furthermore, involvement of beneficiaries in the subproject cycle is vital to long-term sustainability, and often NGOs experienced in working with beneficiaries are well positioned to support local participation in community development. Where local communities are poor and lack the skills to develop project proposals, intermediary NGOs can provide them with technical assistance in project preparation, supervision and maintenance.

NGOs operating in countries where SFs have been established can submit requests for financing of their projects to the national agency in charge of administering the fund. Each fund has its own predetermined selection criteria, and different types of activities are supported under different funds. NGOs should therefore ensure that their project proposals are in line with the criteria established by a specific fund before they submit proposals.

¹ Operational Directives (ODs), issued between 1989 and 1992, are documents which set forth how the Bank does its work and are primarily intended to guide staff. The Bank is in the process of replacing ODs with Operational Policies (OPs), which are short statements of policy, and Bank Procedures (BPs), which spell out the required documentation and common set of procedures needed to ensure operational consistency and quality. In addition, to further assist Bank staff in carrying out policies and procedures, the Bank produces Good Practices (GPs), documents which outline special considerations and best practice examples. OPs, BPs, ODs that have not been replaced, and GPs are available to the public upon request from the Bank's Public Information Centers (PICs) (Annex B).

government lacked the capacity to do so while CARE had considerable experience in building feeder roads and already possessed some of the necessary equipment. In some projects, NGOs contribute their own time, resources, or facilities and are considered as project cofinanciers. In a few cases, large international NGOs or foundations have made cash contributions toward Bank-financed projects. In 1989, Rotary International transferred \$15 million to the Bank—the largest grant ever received from an NGO—to assist in the construction of a state-of-the-art polio vaccine production facility in China. Construction of the plant, which is expected to begin operations by 1996, is supervised jointly by the Ministry of Health, the Bank, and Rotary. NGOs have also independently financed activities that complement or enhance the impact of Bank-financed projects. In Brazil, for example, NGOs purchased television sets for a number of preschools in order to ensure that children would have

access to the educational programs funded through a basic education project.

NGO involvement in the monitoring and evaluation of Bank-financed projects has become increasingly common in recent years. In a rural development project in Paraguay, for example, local NGOs were contracted to monitor the impact of the project on indigenous people. In a recently approved project in Ecuador, the EA was carried out in close collaboration with local environmental NGOs and recommended that specific protective measures be incorporated into project design. To ensure that these measures are adhered to and that governmental commitment remains constant, local NGOs have been invited to participate in a consultative group that will monitor the implementation of the EA recommendations.

NGOs THAT ARE INTERESTED IN WORKING WITH THE BANK MAY WISH TO TAKE THE FOLLOWING STEPS:

- For NGOs located in developing countries, the best starting point is to meet staff in the Bank's field offices who can point out possible areas of involvement for locally active NGOs. To strengthen outreach and communication with NGOs at the country level, the Latin America and Caribbean (LAC) and Africa Regional Offices have recently established NGO liaison positions in their field offices (These are listed in Annex A while World Bank field offices are listed by country in Annex E).
- NGO representatives who can visit Bank headquarters in Washington should arrange to meet country officers in the country departments (CDs) and sectoral experts working in the CDs, as well as technical department specialists most relevant to their interests (e.g., population and human resources, or environment). The Participation and NGO Group can assist in facilitating such interaction.
- At the same time, it is suggested that NGOs also get to know staff in the government agencies that implement the project. A constructive Bank-government-NGO "trialogue" is essential for successful partnership. In this regard, since government-NGO relations are not always easy, the Bank frequently plays a role in bringing governments and NGOs together to discuss issues of common concern, and encourages governments to provide a more enabling environment for civil society.
- Finally, NGOs may also want to take advantage of information resources available in the Bank's Public Information Centers (see "Policy Dialogue" below, Annex B, and Box 6) and in its field offices such as country reports or economic and sector reports.
- It may also be quite helpful for NGOs to have a copy of the World Bank Directory, which is updated every three to four months and is sold at the World Bank bookstore (for the address, see Annex A).

ISSUES IN BANK-NGO OPERATIONAL COLLABORATION

Many challenges face both NGOs and Bank staff who are interested in initiating or expanding their relationship.

To address these issues—some of which are highlighted in the section below—in early 1994 the Bank established a Task Force on Operational Collaboration to bring together senior operational managers and a number of operational NGOs with experience in working with the Bank to review existing Bank policies, procedures and common practices, and to identify ways to enhance operational collaboration.

The Bank has also organized a number of workshops for exchanging information with NGOs on operational procedures and priorities. The first such workshop was held in July 1994 at World Bank headquarters. Following this successful experience, it was decided to concentrate on workshops within developing countries. The first of these was held in Tanzania in January 1995 and was attended by more than 60 participants, including a large number of community-based local NGOs, international NGOs, government officials, and donor and UN agency representatives. The workshop was an opportunity to provide an overview of the Bank's activities in Tanzania and to give an understanding of its country lending strategy. In April 1995, a similar workshop was held in Colombia with participants from across Latin America. This meeting focused on ways in which NGOs, governments, and the World Bank could better work together to achieve their development goals. In May 1995, the World Bank office in Argentina organized a workshop to discuss operational collaboration with NGOs and government officials in the province of Cordoba; it will follow up with similar meetings in other provinces over the coming year. The World Bank expects to continue sponsoring such workshops at the rate of at least two countries per year.

CHANNELING FINANCIAL RESOURCES TO NGOS

Funding is one of the principal issues in Bank-NGO operational collaboration. The World Bank does not fund NGOs directly; the most common way for an NGO to receive project funds is by working as a paid consultant or contractor to the borrower. Bank-financed projects are

sometimes designed to include mechanisms for channeling funds to NGOs—the most significant are the social funds (Box 3)—and the Bank's own resources can also be used to collaborate with NGOs directly on the Bank's activities. For example, task managers can apply to the *Fund for Innovative Approaches in Human and Social Development* (FIAHS)² and the *Institutional Development Fund* (IDF)³ with proposals for activities supporting NGO involvement. A very limited number of grant programs—also internal—are the exception to these general rules and are outlined below.

The Bank's *Special Grants Program* (SGP), for instance, may be an occasional source of support to NGOs. The SGP finances regional and global programs and activities that are important to the development process and complementary to the Bank's operational work. Applications for grants to the program are prepared and submitted by Bank task managers who have identified an activity for support. SGP contributions generally do not exceed 15 percent of a proposed program's total funding, and grants typically fall in the range of \$200,000 to \$2 million. Some provide one year of funding only, while others are multiyear but have a clear exit strategy. Most of the grants are made to research institutions, UN agencies for specific initiatives, and regional initiatives. However, some of the grant recipients are NGOs. In recent years, for example, the SGP has been used to provide support to developing-country NGOs participating in the International Conference on Population and Development in Cairo, in the World Summit on Social Development in Copenhagen, and in some activities of the NGO Forum of the Fourth World Conference on Women in Beijing. The SGP has also funded some initiatives in the population and health sectors: the *Safe Motherhood Initiative* grant provides funding to NGOs for advocacy, research and activities; and the grant for *Population NGOs* seeks to identify and strengthen the capacities of small, grassroots indigenous NGOs, and funds initiatives that exemplify new, integrative approaches to demand creation and service delivery. NGOs wishing to propose activities for SGP funding might therefore seek to identify appropriate Bank task managers in relevant departments for sponsorship. It is important to keep in mind

² FIAHS is a three-year fund established in July 1994 to support the promotion of participation and the undertaking of social assessments in the context of the Bank's activities. FIAHS is an internal fund and FIAHS grants are made to requesting departments on a matching basis. Past FIAHS-supported activities have included a social assessment of girls' schooling opportunities in Pakistan and strengthening indigenous participation in oil development decisions in Western Siberia.

³ IDF grants are used in low income countries to finance technical assistance (TA) activities that (a) are part of the Bank's CAS, (b) support institutional development in areas of special operational emphasis such as poverty reduction or gender issues, or (c) are directed toward policy reform or capacity building for country management of TA. Though normally used to develop the capacity of official bodies, the IDF can be a source of support for NGO capacity building. In Bolivia, for example, an IDF grant was used to develop the management skills and institutional capacity of indigenous peoples' organizations. The grant was based on the recognition that special efforts were needed to overcome the structural obstacles that have traditionally impeded the flow of development benefits to indigenous peoples and prevented their direct participation in Bolivia's development process. Like FIAHS, IDF is an internal fund which awards grants to requesting departments.

that the program receives numerous applications and that the selection process is highly competitive. For general information on the SGP, NGOs may contact the SGP Secretariat at the address listed in Annex A.

Within the SGP, there is also a *Small Grants Program* which was established in 1983 to promote dialogue and dissemination of information about international development among diverse audiences, such as NGOs, governments, the private sector, and international aid agencies. The Small Grants Program supports conferences and seminars, special publications, networking activities, and other development education and information-related activities for which small organizations frequently lack adequate funding. The program does not provide support for NGO development projects. Past activities have included



women's leadership seminars in India, a microenterprise workshop in the Philippines, and an international conference for NGOs on Black Sea environmental problems. Grants are typically in the range of \$10,000 to \$15,000, and normally do not fund more than half of the activity's total budget. The program disburses a yearly total of approximately \$600,000. Like the SGP, this program receives large numbers of applications and competition is keen. For information and application guidelines, NGOs may contact the Small Grants Program Secretariat at the address in Annex A.

The *NGO Small Grants Program* of the Global Environment Facility⁴ (GEF), administered by the UN Development Program (UNDP), supports community-based activities by grassroots organizations and NGOs in developing countries

that demonstrate innovative approaches to environmental issues. (The facility is jointly implemented by the World Bank, UNDP and the UN Environment Program). The NGO Small Grants Program places heavy emphasis on decentralized decision-making, leading to more community-level responsibility and increased NGO involvement. National selection committees that include local NGOs are set up to develop national strategies and criteria for funding, as well as to solicit proposals from local NGOs, administer funds and evaluate performance. The address of the GEF NGO Small Grants Program is listed in Annex A.

Under the *Consultant Trust Funds* (CTFs) program, grant funds provided by donors to support both their consultant community and the Bank's programs have been used in the past to support special studies or activities related to NGOs. In addition, the Japanese Government finances a *Policy and Human Resources Development* (PHRD) Fund which provides grants for project preparation activities, training and scholarship programs of the EDI, and special studies. PHRD grants for project preparation aim to promote the active participation of all stakeholders, particularly that of the ultimate beneficiaries. (An informational pamphlet on cofinancing is available at the World Bank bookstore, see Annexes A and C for listings).

As a follow-up to the 1993 Hunger Conference sponsored by the Bank (see "Policy Dialogue"), the Bank's Board of Executive Directors approved the establishment of a *Consultative Group to Assist the Poorest* (CGAP) in June 1995. CGAP is a multidonor effort to reduce poverty by systematically focusing resources in the field of microenterprise. CGAP's specific objectives are to (i) support and expand sustainable microfinance and microenterprise initiatives; (ii) increase learning and dissemination of best practices for delivering financial services to the very poor; (iii) strengthen donor coordination; and (iv) help create an enabling environment for microlending institutions. The nine founding members of CGAP pledged approximately US\$200 million to the program. Of this total, the World Bank's cash contribution of \$30 million will be used to establish a micro-finance facility which will provide grants and/or loans to institutions that provide financial services to the poor, and will focus on enabling very poor men

⁴ The Global Environment Facility (GEF) provides grants and concessional funding to developing countries for project and programs that protect the global environment and promote sustainable development. The GEF was launched as pilot project in 1991, and was restructured and replenished in 1994. Within the World Bank, the Global Environment Coordination Division is responsible for overseeing the Bank's GEF portfolio, and organizes workshops for interested parties in GEF-eligible countries to explain the activities of the GEF. NGOs interested in World Bank-implemented GEF projects, may contact the Global Environment Coordination Division at the address listed in Annex A.

and women to become more productive. A variety of institutions will be eligible for financing from the proposed fund, including NGOs, credit unions, cooperatives, and private business associations. Guidelines for requesting agencies were approved in early 1996 and are available in English, French and Spanish. For further information, NGOs may contact the CGAP Secretariat at the address listed in Annex A.

CAPACITY BUILDING

As cooperation with NGOs develops, the World Bank and other donors have become aware that in many countries the NGO community is still in nascent phases or faces significant institutional, legal, financial, or political barriers. Strengthening the capacity of NGOs to contribute to the development process is an important issue for many international NGOs and official aid agencies, including the World Bank.

In the context of operational collaboration, the Bank can contribute to capacity-building of NGOs through training, promoting NGO partnerships, and supporting NGO networks and information-sharing. The Benin Community-based Food Security Project provides a good example of NGO partnering: when a two year pilot phase revealed that local NGOs faced several human and material constraints, NGOs, the government and donors decided that international NGOs would work together with a local counterpart in project activities thus providing support and facilitating technology transfer.

Outside of project work, the Economic Development Institute (EDI)—the World Bank's training and learning branch—includes NGO participants in many of its activities (see Annex A for EDI's addresses and numbers). EDI is strongly committed to broadening the audience for its learning activities beyond senior government officials. Thus, because NGOs have an increasingly important role in the development process, EDI continues to invite their representatives along with journalists, parliamentarians, and representatives of the public and private sectors. EDI most frequently asks NGOs to participate in programs concerning girls' education, reproductive health, AIDS, poverty, resettlement, environment, natural resource management, and private sector development (including micro, small, and medium enterprises). NGO staff also act as resource persons for the design and delivery of many programs and, in some cases, NGOs are the principal partners in organizing activities (Box 4). Some of these activities seek to improve government/NGO collaboration or, especially in countries in transition, to help officials and citizens understand what NGOs are and can do.

Box 4: EDI PROGRAMS WITH NGOS

In India, the Women's Enterprise Management Training Outreach Program (WEMTOP) works through some 30 NGOs to design and deliver management training to enhance the income-generating capability and self-reliance of women microentrepreneurs. EDI's lead partner for this program, the NGO Udyogini, is currently preparing to move from an initial pilot project in three states to an expansion phase.

In LAC, a multiyear program aims at strengthening NGOs working in urban poverty and at facilitating more NGO-government dialogue on urban sector issues. Assistance is mainly provided through FICONG, a regional institution responsible for training and strengthening NGOs in this sector.

Over the past three years, EDI has sponsored a major initiative in building up the capacity of a number of NGOs in Benin, Burkina Faso, Mali, and Niger, under the title "Strategic Planning and Management for African NGOs." The rationale for this program was brought forward in a 1992 meeting of Francophone African NGO leaders, who identified strategic planning and management as significant prerequisites to help NGOs work on developing longer-term, more coherent programs and better linkages to government and donor activities. By early 1996, the program's pilot phase is nearing its end. Training manuals describing the training methodologies for NGO strategic planning and management are being developed and field-tested by participating NGOs and NGO umbrella structures. An evaluation of the program is planned for 1996, with the purpose of extracting the main principles and lessons learned during the pilot phase and formulating recommendations for the future. Main findings will be presented in a workshop at World Bank headquarters in Washington, DC. As a final output of the program's pilot phase, a summary of cutting-edge methods and strategies piloted by the program will be published and widely disseminated.

Two new programs in Mali and Madagascar also have major NGO involvement. In Mali, NGOs and other members of civil society will be involved in a public sector reform program that aims to make governments more responsive and client-oriented. Elements of the reform program may include public financial reform, civil service reform, legal reform, and a more enabling environment for private sector development. In Madagascar, EDI is facilitating a program of activities to develop dialogue and cooperation between

the public and private sectors. The program, which is fully demand-driven and client-owned, involves NGOs, parliamentarians, journalists, and private and public sector representatives in workshops whose topics are decided by nationals.

The Women's Management Training Outreach Program (WMTOP) in Africa consists of four pilots in Burkina Faso, Nigeria, and Senegal. These programs have provided management training to (mostly illiterate and semiliterate) women while strengthening the capacity of NGOs and national training organizations to provide such training. EDI will continue to promote the programs as they move beyond the pilot stage.

Building on the experiences of WEMTOP (Box 4) and other programs, EDI has recently formed an intercountry network of trainers who work with EDI in grassroots management training. Initial members are located in Sub-Saharan Africa, India, and Nepal. The program aims to (i) promote the economic and social empowerment of grassroots people (especially women) through enhancing their organizations' capacity to train and support microentrepreneurs and (ii) work toward policy environments that are more conducive for *microentrepreneurs*. Members in different countries exchange experience and training materials through electronic communications and study visits.



PROCUREMENT

NGOs and community organizations that wish to collaborate in Bank-financed projects have sometimes had difficulties with the Bank's procurement procedures. Indeed, meetings of the Task Force on Operational Collaboration have frequently addressed this issue. In recent years, the Bank has modified its procurement requirements to facilitate NGO participation. The January 1995 Procurement Guidelines (available at both the bookstore and the PICs) address this issue by allowing the Bank and the borrower to tailor procurement procedures for projects that (i) involve community participation and/or NGOs, (ii) use labor-intensive techniques or local materials, or (iii) aim to increase the use of local know-how. This new feature is intended to bring flexibility to the implementation of community-based projects.

Normally, the Bank encourages the use of international competitive bidding (ICB), especially for large contracts,

or national competitive bidding (NCB), according to local procedures acceptable to the Bank. However, where NGOs have qualities that make them distinctive from the commercial sector—e.g., the ability to enhance community participation, or local knowledge and expertise—alternative methods such as national shopping or direct contraction can be justified as more appropriate ways to contract NGOs. In addition, some projects have developed simplified NCB documents for use by NGOs and other local organizations.

On the basis of past experience, the Bank is making efforts to inform both staff and NGOs about suitable practices in procurement. In some projects, the Bank has also included training programs for NGOs on procurement issues. NGO partners, however, should feel free to address their questions to Bank task managers and field office staff to ensure that they are fully informed of World Bank procurement procedures.

COOPERATION IN RESEARCH AND ANALYSIS

The Bank carries out a broad range of research and analysis, known as economic and sector work (ESW), which is a key element of its assistance to borrowers. The purpose of this work is to provide a thorough understanding of borrowers' development problems and opportunities, and to advise on how to tackle them. Economic work focuses on the overall economic prospects and development challenges of borrowing countries. Sector work studies the development problems, policies, institutions and investment priorities of major sectors and subsectors. The Bank's ESW provides the framework for the Bank's lending program and for policy advice. ESW feeds into the CAS which represents the overall framework for the Bank's activities in a given country (as detailed in Box 2 above), and into individual project design.

The range and diversity of this body of research and analytical work has expanded considerably over the last decade, and, concomitantly, so has the participation of different stakeholders. NGOs have in very recent years become active contributors to much of the Bank's ESW, particularly in the environmental, social, and poverty-related spheres. NGOs are participating in ESW both as researchers/analysts and as stakeholders.

An example of this can be found in the preparation of the Zimbabwe Country Economic Memorandum (CEM). CEMs are comprehensive reports that the Bank prepares for each

borrower country and that analyze the economic prospects, issues, and policies in the country. While primarily devoted to macroeconomic policy issues and analysis, CEMs also integrate the analyses and policy recommendations flowing from other sector work. In Zimbabwe, a participating NGO helped to organize field visits and ensured that the Bank had direct contact with the rural poor, thus contributing a different perspective on poverty.

The World Bank also conducts poverty assessments. These assessments include a poverty profile, an analysis of government policies and safety nets, and a suggested strategy for poverty alleviation. In some countries (primarily in Sub-Saharan Africa), participatory poverty assessments (PPAs) are being carried out to elicit the views of poor people themselves and to build a dialogue between various stakeholders. NGOs and social scientists with grassroots experience and local language skills have proved valuable partners in carrying out PPAs. For example, NGOs have helped conduct PPAs in Ghana, Benin, Madagascar, Cameroon and Rwanda. In the Ghana PPA, a small indigenous NGO was in charge of managing the fieldwork for the assessment, organizing workshops with academics, government officials, and NGOs, and providing training on the methodology used in the work. The result was not only a high quality product, but also a positive capacity-building experience for the NGO itself.



NGOs have also played an important role in the preparation and elaboration of a number of national environmental action plans (NEAPs). NEAPs describe a country's major environmental concerns, set out the principal causes of problems, and formulate policies and concrete actions to deal with the problems. NGOs can be involved in NEAPs in a variety of ways. In Kyrgyz Republic, for instance, NGOs and the general public were involved in discussing environmental priorities, drafting the NEAP report, and disseminating information on the plan's objectives and expected outcomes. A public participation program was then launched by a local environmental NGO to serve as a vehicle for ongoing consultations with local NGOs during the final stage of preparation and subsequent implementation of the NEAP. In Viet Nam, various working groups which included NGOs carried out most of the analysis and established priorities. In Guinea, the NEAP was prepared entirely by a national NGO judged by both the government and the Bank to be the organization best suited for the task.



with governments and NGOs. These studies, guided by advisory groups drawn from government and NGO circles, are designed to provide opportunities for various parties to come together to discuss common objectives and ways to achieve them.

Finally, ESW can be an invaluable source of information for NGOs themselves. Reports such as CEMs, private sector assessments, poverty assessments, and public expenditure documents provide important country-specific data and serve as an indicator of the issues that the Bank considers important for future development. NGOs interested in collaborating in Bank ESW or in a Bank-financed project may wish to consult this material through the Bank's PICs or, if they are in a borrowing country, through the Bank field offices (see Annexes B and D).

ESW can be used as a tool to enhance Bank and government understanding of the NGO sector. For instance, NGO involvement in the preparation of the India Family Planning Strategy resulted in the drafting of specific operational guidelines for government-NGO collaboration in family planning. The Bank has also undertaken NGO assessments on a national basis, in specific sectors, and in connection with specific projects. In Uganda, Bank and government officials together with NGOs undertook a study of the role of NGOs and community-based groups (CBGs) in poverty alleviation. The report recommended expanding the partnership between the government and local groups and fostering an enabling environment for NGOs to better address the problems facing Uganda. In Indonesia and Bangladesh, the Bank has conducted studies of the policy environment for NGOs jointly



POLICY DIALOGUE

The rapidly expanding cooperation between the World Bank and NGOs in operational work is paralleled by increased dialogue on policy issues. The Bank has come to recognize the value of exchanges of information, opinion, and experience with NGOs on development issues. While much of this dialogue has been with advocacy NGOs, an increasing number of operational NGOs are becoming involved in the process. This is particularly the case with specific sectoral issues such as forestry. Bank-NGO dialogue has focused on social and environmental aspects of development, on participation, and on issues of disclosure. Advocacy NGOs have become increasingly organized in networks and coalitions and, collectively, they have been able to gain attention within the Bank, among the Bank's borrowers, and by the media.

The NGO Working Group (NGOWG) has played an active role in the policy dialogue. In 1995, for example, NGOWG members organized regional meetings in Africa (Addis Ababa), Asia (New Delhi), and Latin America (Bogotá) whose focus was the eleventh replenishment of the IDA. During the replenishment process, contributing governments and senior officials (IDA representatives) participate in a series of negotiations to reach agreement on the size of the replenishment, each government's contributions, and the priorities to be pursued in the coming three-year term. The spring meetings were an opportunity for debate on IDA policies and expression of NGO priorities from the region. They resulted in NGO statements on IDA-11 that were shared with Bank staff and were distributed to IDA donor representatives. The representatives also met with a group of southern NGOs in April 1995 in Washington. (As noted earlier, these regional meetings replaced the spring meeting of the Committee).

The section below highlights some of the principal areas of dialogue between NGOs and the Bank namely, poverty, the environment, participatory development, the management of the Bank, and information disclosure.

Poverty issues have been a central point of discussion between NGOs and the Bank. In particular, many poverty-focused NGOs are concerned about the impact of structural adjustment programs on the poor. NGOs were active participants in a series of conferences on poverty that were held in 13 European countries in 1994 to initiate a dialogue on the implementation of the Bank's poverty reduction strategy. Consultations—two in Africa and two in Europe—were also held with NGOs and other interested groups to discuss the recently completed study on structural adjustment in Africa. In late 1994, an international NGO consultation

was also organized to discuss the Bank's draft paper on social development prepared for the World Summit on Social Development held in Copenhagen in early 1995.

NGOs also played a prominent part in a Bank-hosted conference on global hunger that was held in late 1993 with participation by Bank officials, representatives of other lending institutions, and NGOs. The conference was an opportunity to discuss the role of economic growth in strategies to reduce poverty and hunger, an issue of mutual concern but one on which the Bank and NGOs often hold different views. Several NGOs were discussants at the conference and many gave reports on the thematic workshops. To discuss and help plan follow-up activities based on the recommendations that emerged from the conference, a steering committee of Bank staff and NGOs—including NGOs from the United States and from a number of developing countries—was established. A series of national-level hunger conferences began in 1995 (starting with one in Mali), gathering government, donors, NGOs and other specialists together to consider strategies for reducing hunger and extreme poverty in the country context.

Like poverty, *environment* is an important theme in the Bank's interaction with NGOs. Bank-NGO dialogue has involved a variety of often controversial subjects, including the links between adjustment and the environment, the preparation of NEAPs, and resettlement. The Environmentally Sustainable Development Vice Presidency holds regular meetings with NGOs in Washington and elsewhere. In 1994, for example, NGOs were invited (along with government, donor and private sector representatives) to participate in workshops in Washington, Nairobi, and Abidjan to discuss the Bank's policies relating to forestry and their implementation. The Bank's Review of Resettlement was also highlighted in Bank-NGO dialogue. Local and international NGOs have helped direct the attention of the Bank and its member governments to the environmental and social costs of large-scale projects (Box 5).

Participatory development has been a subject of increasing exchange in recent years. The Bank defines participatory development as a process through which stakeholders influence and share control over development initiatives and over the decisions and resources that affect them. Stakeholders represent a variety of interests, notably those who are expected to benefit from or may be adversely affected by Bank-supported projects. Stakeholders also include those with technical expertise and public interest in Bank-supported activities, such as NGOs, intermediary organizations, private sector businesses, and technical and

professional bodies. There is significant evidence that participation improves the quality and sustainability of Bank operations, strengthens ownership and commitment of stakeholders, and contributes to capacity building and the empowerment of disadvantaged groups. Participation has also been found to be important for helping to determine the nature and extent of environmental and social costs that projects may entail.

The World Bank has thus begun a process of mainstreaming participatory approaches in all of its development activities. The impulse for this process originates in December 1990 when the Bank established a Bankwide Learning Group on Participatory Development, which was charged with examining the issue of participation and identifying the challenges to the Bank in stepping up its efforts to support participation in its operations. The Group was formed at the urging of the NGO-World Bank Committee, and particularly its NGO members, and its work was influenced by many initiatives inside and outside the Bank, notably the experience of other development agencies and NGOs. Based on the group's findings and recommendations, in September 1994, Bank management presented a report to the Board entitled *The World Bank and Participation*. The Board expressed its support for the report's recommendations and its proposed Bankwide Action Plan. The report contains an addendum signed by a large group of NGOs, which outlines their views on the Bank and participation, and presents specific recommendations.

Each of the regional offices has now developed its own Participation Action Plan which outlines specific recommendations and suggestions for increasing participatory approaches in its work. To help project task managers support participatory processes, a Sourcebook on Participation was prepared and distributed in June 1995. The Sourcebook builds on the work of the Learning Group, draws on the experience of more than 200 Bank staff, and describes the experiences of selected task managers who have used participatory approaches in Bank operations. The Sourcebook was published in February 1996 (see Annex C for bibliography).

The work of the Participation Learning Group, the publication of the Sourcebook, the establishment of the FIAHS, and the increasing use of social assessments have generated momentum and created incentives among a wide range of Bank staff to undertake more of this work. As a result, the demand for training is high. Regional Technical Departments, with assistance from relevant central vice presidencies, are working to provide a full program of training. Training seminars and workshops are offered on

Box 5: NGOs RAISE ENVIRONMENTAL AND SOCIAL CONCERNS IN INDIA

The Sardar Sarovar Dam and Power Project in India, informally known as the Narmada Dam project, has probably been the most controversial Bank-financed project to date.

NGO lobbying centered on the displacement of local tribal groups, the project's environmental impact, and the overall development model that some felt this project symbolized. Local, national and international NGOs as well as research institutes, universities, and media representatives became involved. Some NGOs, which felt their concerns were not sufficiently addressed in the decision-making process, began to agitate through demonstrations, publicity campaigns, and pressure on the Bank to suspend funding. A major global campaign against the project ensued involving media, mass letter writing, and parliamentary inquiries. In 1993, the Bank loan for this project was canceled at the request of the Indian government, which intends to complete the project on its own.

NGO advocacy on this and similar projects, together with the concerns of executive directors and staff members, has contributed to the Bank's examining and modifying its environmental and resettlement policies. The Bank now encourages NGO participation in resettlement plans and requires consultation with affected groups and local NGOs in all environmental assessments.

stakeholder identification and assessment; participatory assessment techniques; and options for stakeholder workshops. Increasingly, the regional offices are developing tailored programs designed to meet the specific needs of their activities. The recently appointed NGO liaison staff for the Latin America and Caribbean and Africa regions have all received training in participation.

Other initiatives have included the establishment in September 1995 of an Interagency Group on Participation (IGP), which includes NGO involvement. At IGP's first meeting, six thematic groups were set up, each coordinated by an agency representative, which will prepare a paper for presentation to the next meeting of the IGP which is scheduled for the spring of 1996. The papers are intended to suggest priorities for interagency collaboration and for deepening research on the relationship between participation and development

effectiveness. Recently, as one way of monitoring progress in mainstreaming participation, the World Bank president has requested quarterly reports on Bank-supported operations which the regional offices consider to be potential best-practice examples of participation. The regions have selected 19 such "flagships", most of which are lending operations.

Because of the Bank's increased focus on participation, NGOs that have skills and experience in rural and urban community development are especially sought after as potential partners. A recent study⁵ reviews experiences in which such NGOs have promoted ownership and built local capacity of grassroots groups in Bank-financed projects and in those of other international aid agencies. The most promising cases are in the field of common-property resource development such as water management or community forestry. NGOs continue in their collaboration with the World Bank and challenge to it to ensure that participatory approaches to development do become part of the way in which the institution does business.

The *governance and management* of the Bank has been another topic of much discussion between NGOs and the Bank. In February 1992, the Bank established a Task Force on Portfolio Management to examine how the Bank could achieve better results on the ground. In October 1992, the task force produced a report of its findings and outlined an action program on effective implementation and development impact (see bibliography in Annex C). Many NGOs, particularly those in industrialized countries, have taken a keen interest in this process and in the report's identification of many ways to improve the impact of the Bank's work: participation, borrower ownership, partnership (including NGO involvement) and improved monitoring indicators. The report has had a significant impact on the way the Bank does business, and a number of initiatives have been undertaken to improve portfolio management.

In September 1994, the Bank established an independent Inspection Panel to ensure that grievances could be heard where it is alleged that the institution did not follow its own operational policies and procedures. The Panel's mandate is to receive and investigate complaints from people or entities who believe that Bank-financed projects may materially harm their rights and interests. Any group of people in the country where the project is located may submit a request. Parties may present their requests directly or through local representatives acting as the agent of adversely affected

people. NGOs based in the country could thus take on this representation role. In addition, during the investigation, any individual or group may provide the Panel with supplemental information if they believe it is relevant to the request. Again, NGOs with a presence in the country concerned may take such an opportunity to make a case on behalf of adversely affected people or groups.

The panel has three members who are appointed by the executive directors on the basis of their knowledge and experience of development and their ability to deal thoroughly and fairly with complaints. After the executive directors have considered a request for inspection, the Bank and the Panel make publicly available the request for inspection, the Panel's recommendation on the request, and the executive directors' decision on whether to proceed. Also made available are the Panel's report on its investigation and the management's response to it. In addition to these materials, the Panel's annual report on its activities will be published by the Bank and will be widely disseminated. Copies of the Inspection Panel's Operating Procedures are available at the Bank's Public Information Centers (see below). In addition, people or entities seeking advice on how to prepare and submit a request may contact the Office of the Inspection Panel directly (see Annex A for address and numbers).

Increased openness by the Bank has also been a key concern of both operational and advocacy NGOs. The World Bank recognizes and supports the importance of accountability and transparency in the development process. Broader dissemination of information helps to increase local participation and strengthen the quality of projects. In keeping with this premise, in August of 1993 the Bank's Board approved a new disclosure policy designed to significantly expand public access to information about Bank operations. As part of this policy, the Bank now makes available Project Information Documents (PIDs) on all projects prior to their submission to the Bank's Board for approval as well as Staff Appraisal Reports (SARs) after Board approval. Other documents include economic and sector reports, environmental data sheets, and sector policy papers. The new policy applies to documents issued after January 1994 and is not retroactive. In addition, the disclosure policy applies to Operational Policies (OPs), Bank Procedures (BPs), and Operational Directives (ODs) (see footnote 1). Some of these may be of interest to NGOs. In particular, OD 14.70, *Involving NGOs in Bank-Supported Activities* delineates the Bank's policy on interaction with NGOs. All of these documents are now available at the Bank's Public Information Center which, under the new disclosure policy, has been established at headquarters in Washington, and

⁵ Carroll, Tom, Mary Schmidt and Tony Bebbington, *Participation through Intermediary NGOs*, Environment Department Participation Series, World Bank, Washington, DC, 1996. The study was included in the Participation Sourcebook as part of a series of technical papers.

has offices in Paris, London, Tokyo, and, recently, in Kingston, Jamaica (Box 6). All offices have public reading rooms, with documents and workstations. The PIC in Washington is open to the public from 10:00 am to 4:00 pm, Monday through Friday; the other offices may be contacted directly for their opening hours. Bank field offices also carry documentation relevant to the country where

they are located and such reports are available at no charge to residents in the country. (A booklet describing the information disclosure policy in detail as well as a companion booklet on the PIC are available at the World Bank bookstore in Washington and at the Bank's PICs; both are available in French and Spanish. See Annexes A and B for PIC addresses).

Box 6: THE CARIBBEAN PUBLIC INFORMATION CENTER

The World Bank Caribbean Public Information Center (CPIC) was officially opened in Kingston, Jamaica in September 1994. Initiated by the Jamaican Resident Mission and implemented in partnership with the University of West Indies Library, the CPIC is the first World Bank PIC located in a developing country. The new information disclosure policy identified World Bank field offices as an important link in ensuring that organizations and individuals in developing countries have priority access to relevant information. A principal objective of the CPIC is to "level the playing field" by ensuring that interested parties in the Caribbean region enjoy the same access to information about Bank activities as do their counterparts in Europe and the United States.

The CPIC offers a comprehensive selection of formal and informal Bank documents under one roof and operates as a reference library and reading room. Most importantly, although the new disclosure policy applies only to projects approved since January 1994, the Government of Jamaica has set a precedent by permitting the release of documents related to all ongoing projects in the country. The CPIC provides materials on how to do business with the Bank; details on scholarships, grants, and recruitment programs; and videos, educational resources, and training kits. In addition to disseminating written materials, the CPIC serves as a venue for public outreach activities.

Another important characteristic of the CPIC is its public location and its integration into an existing facility. The university, unlike the Bank's Resident Mission, is organized to receive the public, has professional staff trained in information management, and maintains public hours. The CPIC accepts inquiries over the phone, and resources are accessible to users in other parts of the Caribbean through a system of interlibrary loans. The center uses CD ROM technology and has an electronic mail connection that links it to the Resident Mission, Bank headquarters in Washington, and several ministries and project implementation units.

The CPIC is a "one-stop information shop" for diverse users, including government, private sector firms, NGOs, journalists, students, academics, and the general public. Given the Bank's increasing emphasis on openness, stakeholder consultation, and public outreach, the CPIC offers a useful model for potential replication elsewhere.

Caribbean Public Information Center,
Main Library, University of the West Indies,
Mona, Kingston 7, Jamaica.
Tel: (809)977-4366 Fax: (809)927-1926,
and Email: manlibry@uwimona.edu.jm

LOOKING AHEAD

The most successful examples of Bank-NGO collaboration are those in which NGOs have worked as partners in the development process. In looking ahead to the future, the World Bank is working toward such partnerships with NGOs so that the goals of poverty reduction and sustainable development may become more fully realized.



ANNEX A: USEFUL NAMES AND ADDRESSES FOR NGOs

Country officers and other Washington-based staff can be reached by calling the Bank's main switchboard (202-477-1234) or by writing them at: 1818 H Street, N.W., Washington, DC 20433. For calls originating outside the United States, phone (202-473-1000). The World Bank's internet address is: <http://www.worldbank.org/>

The names and addresses listed below may be helpful to NGOs wishing to become involved in Bank-financed projects or to gather information about Bank activities.

Participation and NGO Group

Mr. John D. Clark
Senior NGO Specialist
Participation and NGO Group
Poverty and Social Policy Department (PSP)
Telephone: (202) 473-1840
Fax: (202) 522-3237

Mr. Aubrey Williams
Principal International Relations Officer
Participation and NGO Group
Poverty and Social Policy Department (PSP)
Telephone: (202) 473-1768
Fax: (202) 522-3237

Mr. Arthur Thomas
Systems Manager (NGO Database)
Participation and NGO Group
Poverty and Social Policy Department (PSP)
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Fax: (202) 522-3237
Email: Athomas1@worldbank.org

External Affairs

Ms. Kris Martin
NGO Liaison, Issues Management Team (EXTIM)
External Affairs Vice Presidency
Telephone: (202) 473-1767
Fax: (202) 522-2653

Africa Regional Office

NGO Field Office Liaison Staff (from February 2, 1996)

Southern Africa Department

Angola: Olimpia da Graca Barreira
Malawi: Agnes Kavinya
Mozambique: Roberto Chavez
South Africa: Fani Zulu
Zambia: Gedion Nkojo
Zimbabwe: Arne Disch

Eastern Africa Department

Ethiopia: Sena Gabianu / Hagos Araya
Kenya: Nyambura Githagui* / Christine Cornelius

Tanzania: Tony Thompson
Uganda: Harriet Nannyonjo

Central and Indian Ocean Department

Burundi: Pamphile Kantabaze / François Nankobogo
CAR: Leon Ngueretia
Cameroon: George Vishio Minang*
Chad: Lucienne Miayo Mbaipor
Congo: Angele Mountou
Madagascar: Harisoa Rafaell / Christian Rey
Rwanda: François Munyantwali / Marie Chantal Uwanyiligira

West Central Africa Department

Benin: Rigobert Tossou*
Burkina Faso: Korka Diallo / Pauline Hien*
Côte d'Ivoire: Aby Konate / Brigitte Imperial / Jean Michel Pavy / Mesmin Meda / Sandia Mohamed
Ghana: Kafu Kofi Tsikata
Niger: Rita Koudogbo / Ibrahim Magagi
Nigeria: Foluso Okunmadewa
Togo: Eguida Kossi

Western Africa Department

Department Participation Specialist:
Ellery Stokes*
Guinea: Ann E. Condy / Abdoulaye Balde
Mali: Edmond Dembele
Mauritania: Salamata Bal
Senegal: Demba Balde / Ellery Stokes / Tonia Marek
* Full time NGO work

Latin America and Caribbean Regional Office

NGO/Social Analysis Specialists in Field Offices (from February 2, 1996)

Argentina: Sandra Cesilini
Bolivia: Pilar Ramírez
Brazil: John Garrison
Colombia: Jairo Arboleda
Costa Rica: Mario Marroquin
Ecuador: Edison Palomeque
Jamaica: Janet Cupidon Quallo
Mexico: Salomón Nahmad

Peru: Elizabeth Dasso
Venezuela: José Ramón Llovera

Participation Focal Points in Regional Technical Departments

Africa: Roger Sullivan, AFTCB
East Asia: Tosca van Vijfeijken, ASTHR
Europe and Central Asia: Ayse Kudat, EMTEN
Latin America and Caribbean: William Partridge, LATEN
Middle East and North Africa: Ayse Kudat, EMTEN
South Asia: Claude Salem, ASTTP

Sectoral Specialists:

- Agriculture: Hans Binswanger
- Education: David de Ferranti
- Energy: Dennis Anderson
- Environment: Joan Martin-Brown
- Forestry: Horst Wagner
- Gender: Minh Chau Nguyen
- Health: Richard G. A. Feachem
- Nutrition: Judith McGuire
- Population: Tom Merrick
- Poverty: Oey Astra Meesook
- Private Sector: Magdi Iskander
- Resettlement: Dan Aronson
- Social Assessment: Gloria Davis
- Social Sectors: David de Ferranti
- Transport: Kenneth Gwilliam
- Urban Development: Patricia Annez
- Water and Sanitation: John Briscoe

CGAP Secretariat

Finance and Private Sector Development Vice Presidency (FPD)
The World Bank
1818 H Street, N.W.
Washington, DC 20433
Telephone: (202) 473-9594
Fax: (202) 522-3744
Email: Cproject@worldbank.org
Internet: <http://www.worldbank.org/html/cgap/cgap.html>

Special Grants Program (SGP) Secretariat

Room E 10-093
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433
Telephone: (202) 458-0565
Fax: (202) 477-1245

Small Grants Program

Mr. Peter G. Hemsch
Coordinator

Room U11-024
External Affairs Vice Presidency
The World Bank
1818 H Street, N.W.
Washington, DC 20433
Telephone: (202) 473-3501
Fax: (202) 522-2654

Economic Development Institute (EDI)

Email: edireview@tome.worldbank.org
Internet: www.worldbank.org/html/edi/edihome.html

- Human Resources and Poverty
Fax: (202) 676-0961
- New Products and Outreach
Fax: (202) 676-0965
- Learning Resources Center
Fax: (202) 676-1184

The Learning Resources Center can be contacted via fax to request the following publications: catalog of programs, catalog of learning resources, schedule of activities, and newsletter.

Global Environment Coordination Division, Environment Department (ENVGC)

Room S 2-141
The World Bank
1818 H Street, N.W.
Washington, DC 20433
Telephone: (202) 473-3447
Fax: (202) 522-3256

GEF NGO Small Grants Program

United Nations Development Program (UNDP)
One United Nations Plaza
Room 2050-2052
New York, NY 10017
Tel: (212) 906-6076/5084
Fax: (212) 906-5313

GEF Secretariat

Room G 6106
The World Bank
1818 H Street, N.W.
Washington, DC 20433
Telephone: (202) 473-8324
Fax: (202) 522-3245
Internet: <http://www.worldbank.org/html/gef/geffiles/gef.html>

World Bank Bookstore

Room J1-060
701 18th Street, N.W.
Washington, DC 20433

Telephone: (202) 473-2941 (Information)
Telephone: (202) 473-1155 (Customer Service)
Fax: (202) 522-2627 (Customer Service)
Email: books@worldbank.org
Hours of operation: Monday-Friday, 9:30 am-4:30 pm.

Office of the Inspection Panel

1818 H Street, N.W.
Washington, DC 20433
Telephone: (202) 458-5200
Fax: (202) 522-0916

NGO Working Group Secretariat

c/o Manuel Chiriboga, Executive Secretary
Latin American Association of Development Organizations
(ALOP)
Ba. Escalante, de la Iglesia Sta. Teresita,
300 Norte y 275 Este, Casa #3144
P.O. Box 265 (mailing address)
1350 San José, Costa Rica
Tel: (506) 283-2122/253-3018
Fax: (506) 283-5898
Email: alopse@sol.racsa.co.cr

ANNEX B: WORLD BANK PUBLIC INFORMATION CENTER—ADDRESSES AND HOW TO ORDER

WASHINGTON, D.C.

Email: pic@worldbank.org
Telephone: (202)458-5454
Fax: (202)522-1500
Mail Address: 1818 H Street, N.W.
Room GB1-300
Washington, DC 20433

LONDON OFFICE

Telephone: (71) 930-8511
Fax: (71) 930-8515
Mail Address: New Zealand House
15th Floor
Haymarket, London
SW1Y 4TE, England

PARIS—EUROPEAN OFFICE

Email: pparis@worldbank.org
Telephone: (33-1)40 69 30 26
Fax: (33-1)40 69 30 69
Mail Address: 66 Avenue d'Iena Mail
75116 Paris, France

TOKYO OFFICE

Email: ptokyo@worldbank.org
Telephone: (81-3) 3201 4929
Fax: (81-3) 3214 3657
Address: Kokusai Building, Rm 916
1-1, Marunouchi 3-chome
Chiyoda-Ku, Tokyo 100, Japan

Mosaic users: <http://www.worldbank.org/>

Gopher users: gopher.worldbank.org

All offices have a public reading room, open daily. Please call for hours and location.

Project Information Documents, Environmental Data Sheets, IFC Summary of Project Information Documents, IFC Environmental Review Summaries, and OED Précis are available free of charge. All other documents are available at a charge of US \$15.00 equivalent per document, which includes the cost of mailing within the United States, and the lowest class air mail available to overseas destinations. Courier service is charged US \$15.00 equivalent extra for the first document and US \$5.00 equivalent for each additional document. Visa and MasterCard, checks, or money orders are accepted. Customers with Federal Express accounts may ask to have express shipments charged to their account.

Nationals requesting documents on their country may obtain copies free of cost from the Bank's field office in that country or from the Washington PIC.

To place an order for a document, please send in requests using the address most convenient to you, or fax in your order using your Visa or MasterCard. Please include the card name, credit card number, expiration date, and your signature. All checks must be made payable to the Public Information Center. Checks should be made in the currency of, and drawn on a bank, in the country in which the PIC office is located.

ANNEX C: SELECTED BIBLIOGRAPHY

(N.B.: Publications available at the World Bank Bookstore are marked "📖" and publications available by directly contacting departments are marked "☎").

☎ Aronson, Dan, *Participation in Country Economic and Sector Work*, Social Policy and Resettlement Division, Environment Department Participation Series, World Bank, Washington, D.C., June 1995.

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Martinus Nijhoff Publishers, The Hague, 1995. [Forthcoming. For order information: Kluwer Law International, 1-800-577-8118].

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📖 —————, *Enhancing Women's Participation in Economic Development*, World Bank Policy Paper, The World Bank, Washington, D.C. July 1994.

📖 —————, *Guidelines: Procurement under IBRD Loans and IDA Credits*, World Bank, Washington, DC, 1995.

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📖 _____, *Toward Gender Equality: The Role of Public Policy*, Development in Practice Series, World Bank, Washington, D.C., July 1995.

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📖 _____, *World Bank Participation Sourcebook*, Social Policy and Resettlement Division, Environment Department, World Bank, Washington, D.C., February 1996.

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📖 _____, *World Development Report 1994: Infrastructure*, published for the World Bank by Oxford University Press Inc., New York, June 1994.

ANNEX D: ACRONYMS

ALOP	Latin American Association of Promotion Organisations	IGP	Interagency Group on Participation
ANGOs	Advocacy NGOs	LAC	Latin American and Caribbean Regional Office
BP	Bank Procedures	MENA	Middle East and North Africa Regional Office
CAS	Country Assistance Strategy	MIGA	Multilateral Investment Guarantee Agency
CBO	Community-Based Organization	NCB	National Competitive Bidding
CEM	Country Economic Memorandum	NEAPs	National Environmental Action Plan
CGAP	Consultative Group to Assist the Poorest	NGO	Nongovernmental Organization
CPIC	Caribbean Public Information Center	NGOWG	NGO Working Group on the World Bank
DEC	Development Economics Vice Presidency	OD	Operational Directive
ECA	Europe and Central Asia Regional Office	OED	Operations Evaluation Department
EDI	Economic Development Institute	ONGOs	Operational NGOs
ENV	Environment Department	OP	Operational Policy
ESD	Environmentally Sustainable Development	PAP	Participation Action Plan
ESW	Economic and Sector Work	PHRD	Policy and Human Resources Development Fund
EXT	External Affairs	PIC	Public Information Center
FIAHS	Fund for Innovative Approaches in Human and Social Development	PID	Public Information Document
FY	Fiscal Year	PPA	Participatory Poverty Assessment
GEF	Global Environment Facility	PSP	Poverty and Social Policy Department
HCD	Human Capital Development	SAR	Staff Appraisal Report
IBRD	International Bank for Reconstruction and Development	SGP	Special Grants Program
ICB	International Competitive Bidding (especially for large contracts)	TM	Task Manager
ICR	Implementation Completion Report	UN	United Nations
ICSID	International Center for Settlement of Investment Disputes	UNDP	United Nations Development Program
IDA	International Development Association	UNEP	United Nations Environment Program
IDF	Institutional Development Fund	USAID	United States Agency for International Development
IFC	International Finance Corporation	WEMTOP	Women's Enterprise Management Training Outreach Program
		WMTOP	Women's Management Training Outreach Program

ANNEX E: WORLD BANK FIELD OFFICES

ALBANIA

Deshmoret e 4 Shkurtit, No. 34 Street Address
Tirana, Albania
(355-42) 28657, 42017 Office Phones
(355-42) 32332 Facsimile Number

ANGOLA

Rua Alfredo Troni (Edificio BPC) Street Address
14^o Andar
CP 1331, Luanda, Angola
(244-2) 394877, 394677, 394727 Office Phones
INTBAFRAD Cable Address
2529 Telex Number
(244-2) 394784 Facsimile Number

ARGENTINA

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Avenida Leandro N. Alem 628-30
Piso 12
Buenos Aires, Argentina
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(54-1) 313-1233 Facsimile Number

IFC Field Office

International Finance Corporation Street Address
Edificio Pirelli
Maipú 1300, Piso 12
1006 Buenos Aires, Argentina
(54-1) 315-1666, 315-1707, 315-1353 Office Phones
CORINTFIN Cable Address
(54-1) 312-9435 Facsimile Number

ARMENIA

World Bank Street Address
Republic Square
2 Khorhertaranit Street
Yerevan 10
Armenia
(7-8852) 151-686 Office Phone
(7-8852) 151-787 Facsimile Number

AUSTRALIA

South Pacific Project Facility Office

15 Castlereagh Street, Level 18 Street Address
Sydney, NSW 2000
Australia
GPO Box 1612 Mailing Address for Packages

Sydney, NSW 2001

Australia
(61-2) 221-8544 Office Phone
(61-2) 221-7375 Facsimile Number

FIAS Asia Pacific Regional Office

Level IS, CML Building
14 Martin Place
Sydney, NSW 2000
Australia
(61-2) 223-7155 Office Phone

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3A Paribagh
Dhaka 1000, Bangladesh
World Bank Mailing Address
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Dhaka, Bangladesh
(880-2) 86 10 56-68 Office Phones
INTBAFRAD Cable Address
642302 Telex Number
(880-2) 86 32 20 Facsimile Number

BELARUS

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5th Floor
Minsk, 220033
Republic of Belarus
(375-172) 26-06-44, 26-06-45, 26-06-47 ... Office Phones
(375-172) 26-06-48 Facsimile Number

BELGIUM

(See Brussels)

BENIN

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INTBAFRAD Cable Address
5310 Telex Number
(229) 312751, 315839 Facsimile Numbers

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BRAZIL

Brasília

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 Edifício Nacional Palacios–Sala 603

Centro

78.045-640 Cuiaba, Mato Grosso (MT)
 Brazil
 (55-65) 321-1720 Office Phone
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IFC Field Office

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 Rua Guararapes 2064
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 Sao Paulo, Brazil CEP 04561-004
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BRUSSELS OFFICE (temporary address)

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 45 rue de Treves
 1040 Brussels, Belgium
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BULGARIA

World Bank Mailing Address
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 36 Dragan Tsankov Blvd.
 Sofia, Bulgaria
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 24830 Telex Number
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BURKINA FASO

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 (226) 30-62-37, 30-62-38,30-72-57 Office Phones
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 (226) 308649 Facsimile Number

BURUNDI

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 5095 Telex Number
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 (257-2) 26005 Facsimile Number

CAMEROON

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 NEW BASTOS
 P.O. Box 1128
 Yaounde, Cameroon
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 8307 Telex Number
 (237) 21 07 22 Facsimile Number
 237) 20 38 15, 20 31 57, 21 08 36 Office Phones

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 Douala, Cameroon
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 CORINTFIN Cable Address
 (237) 428-014 Facsimile Number

Africa Project Development Facility

International Finance Corporation Street Address
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CORINTFIN Cable Address
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CENTRAL AFRICAN REPUBLIC

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CHAD

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Beijing 100027
World Bank Mailing Address
P.O. Box 802
Beijing 100830, China
INTBAFRAD Cable Address
210074 IBRD CN Telex Number
(86-10) 6502-3361 Office Phone
(86-10) 6502-1682 Facsimile Number
WATER & SANITATION PROGRAM:
UNDP/World Bank Office Address
1 Bei Sha Tan
Deshengmen Wai
Beijing 100083, China
(86-10) 201-0558 Facsimile Number
(86-10) 201-0558 Office Phone

IFC Field Office

International Finance Corporation Street Address
Unit 3711, 37 / F Jing Guang Centre
Hu Jia Lou Chaoyang District
Beijing 100020, China
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COLOMBIA

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CONGO

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COSTA RICA

Regional Implementation Mission

(Central America and Panama)

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(506) 232-8679 Facsimile Number

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(506) 222-65-56 Facsimile Number

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COTE D'IVOIRE

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 and Jacques AKA Streets
 Cocody, Abidjan 01, Côte d'Ivoire
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 B.P. 1850
 Abidjan 01, Cote d'Ivoire
 INTBAFRAD Cable Address
 (225) 44 22 27, 44 20 38 Office Phones
 28132 Telex Number
 (225) 441687 Facsimile Number
REGIONAL WATER & SANITATION GROUP
 (225) 44 22 27, 44 23 67 Office Phones

IFC Field Office

International Finance Corporation Street Address
 Corner of Booker Washington and Jacques AKA Streets
 Cocody, Abidjan-01, Cote d'Ivoire
 International Finance Corporation Mailing Address
 B.P. 1850
 Abidjan-01, Cote d'Ivoire
 CORINTFIN Cable Address
 28132 Telex Address
 (225) 44 32 44 or 44 65 50 Office Phones
 (225) 44 44 83 Facsimile Number

Africa Project Development Facility Office

Immeuble C.C.I.A Street Address
 17th Floor
 Abidjan-01, Cote d'Ivoire
 22264 Telex Address
 (225) 21 96 97, 21 23 03, 21 68 59 Office Phones
 (225) 21 61 51 Facsimile Number

CZECH REPUBLIC

IFC Field Office

International Finance Corporation Street Address
 Husova 5
 Praha 1, 110 00
 Czech Republic
 CORINTFIN Cable Address
 (42-2) 24 401 402, 24 401 403 Office Phones
 (42-2) 24 401 410, 24 24 8506 Facsimile Number

ECUADOR

World Bank Street Address
 Calle Juan Leon Mera 130 y Ave. Patria
 Edificio Corporacion Financiera Nacional
 6to Piso
 Quito, Ecuador
 (593-2) 566-861 Office Phone
 (593-2) 566-862 Facsimile Number

EGYPT

World Bank Street Address
 World Trade Center
 1191 Corniche El-Nil
 15th Floor
 Cairo, Egypt
 20548 Telex Number
 (20-2) 574-1662, 574-1670, 574-1671,
 574-1147, 574-1188 Office Phones
 (20-2) 574-1676 Facsimile Number

IFC Field Office

International Finance Corporation Street Address
 5 El Falah Street
 Mohandessin,
 Guiza, Egypt
 IFCAI Cable Address
 93110 Telex Address
 (20-2) 347-3739, 347-8081 Office Phones
 (20-2) 347-3738 Facsimile Number

ESTONIA

World Bank Office Street Address
 Kohtu 8
 Tallinn EE0100, Estonia
 (372-6) 311 396 (*For international calls only*) Office Phone
 (372-2) 452 417 (*For local calls only*) Office Phone
 (372-6) 311 292 Facsimile Number

ETHIOPIA

World Bank Street Address
 Africa Avenue
 Bole
 Addis Ababa, Ethiopia
 World Bank Mailing Address
 P.O. Box 5515
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 21154 Telex Number
 (251-1) 514200 Office Phone
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FRANCE

(See Paris)

GERMANY

IFC Representative

International Finance Corporation Mailing Address
 Messeturm, Box 23
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(49-69) 975-44900 Facsimile Number

GHANA

World Bank Street Address
69 Eighth Avenue Extension
Northridge Residential Area
Accra, Ghana
World Bank Mailing Address
P.O. Box M27
Accra, Ghana
INTBAFRAD Cable Address
2207 Telex Number
(233-21) 229681, 220837 Office Phones
(233-21) 227887 Facsimile Number

IFC Liaison Office

International Finance Corporation Street Address
Patrice Lumumba Road
Roman Ridge
Private Mail Bag (OMB) CCC21
Accra, Ghana
CORINTFIN Cable Address
(233-21) 776-245 Office Phone
(233-21) 774-961 Facsimile Number

Africa Project Development Facility

Satellite Office

International Finance Corporation Street Address
Patrice Lumumba Road
Roman Ridge
Private Mail Bag (OMB) CCC21
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Banque Mondiale Street Address
Immeuble de l'Archeveche
Face Baie des Anges
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(224) 41-50-94 Facsimile Number

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Suba Trade Center, 4th Floor
Nagymezo Utca 44

Budapest 1065
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(36-1) 269-0396 Facsimile Number

IFC Field Office

International Finance Corporation Street Address
Suba Trade Center, Suite 72, 7th Floor
Nagymezo Utca 44
H-1065 Budapest VI
Hungary
569-152 Satellite Number
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(36-1) 269-0384/5/6/7 Office Phones
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70 Lodi Estate
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(91-11) 4619393 Facsimile Number
(91-11) 4628074 Fax- Agriculture Unit
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REGIONAL WATER & SANITATION GROUP:

(91-11) 4690488/89 Office Phones
(91-11) 4628250 Facsimile Number

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Chanakyapuri
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(91-11) 301-1278, 301-1281 Facsimile Number

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No. 25 Maker Chambers VI
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(91-22) 285-5262, 285-5263 Office Phones
(91-22) 285-5272 Facsimile Number

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 P.O. Box 324/JKT
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 62141 IBRD IA Telex Number
 (62-21) 252-0316 Office Phone
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 (254-2) 714141 RMEA General Phone
 (254-2) 720612, 720615RMEA General Facsimile Numbers
 (254-2) 720652 Front Office Facsimile Number
 (254-2) 720525 Agriculture Section Facsimile Number
 (254-2) 720408 RWSG Facsimile Number

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 Hill Park Building
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 P.O. Box 30577
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 CORINTFIN Cable Address
 22022 Telex Address
 (254-2) 720525, 714140/41/42 IFC General Office Phone
 (254-2) 720604 Facsimile Number

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International House Street Address
 P.O. Box 46534
 Nairobi, Kenya
 25303 Telex Address
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 (254-2) 339121 Facsimile Number

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 (371-7) 820324 Office Phone
 (371-7) 828058 Facsimile Number

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 (370-2) 22 60 92 Direct Line
 (370-2) 22 68 29 Facsimile Number

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 New Zealand House
 15th Floor
 Haymarket
 London, SW1 Y4TE, England
 (44-171) 930-8511 ... Office Phone
 (44-171) 930-8515 Facsimile Number

IFC

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 4 Millbank
 London, SW1P 3JA, England
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 (44-171) 222-7711 Office Phone
 (44-171) 976-8323 Facsimile Number

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 Antananarivo 101, Madagascar
 Banque Mondiale Mailing Address
 Boite Postale 4140
 Antananarivo 101, Madagascar
 INTBAFRAD Cable Address
 22456 Telex Number
 (261-2) 289.17 or 287.77 Office Phones
 (261-2) 329.02 Facsimile Number

MALAWI

World Bank Street Address
 Development House
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 Lilongwe 3, Malawi
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 P.O. Box 30557
 Lilongwe, Malawi
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 44529 Telex Number
 (265) 780-611, 780-349, 780-807 Office Phones
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 (265) 781-158 Facsimile Number

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 World Bank Mailing Address
 Boite Postale 1864
 Bamako, Mali
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 2402 Telex Number
 (223) 222283, 223201, 228867, 228869 ... Office Phones
 (223) 226682 Facsimile Number

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 Quartier Socogim
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 Boite Postale 667
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 (222-2) 51017, 51359, 57033 Office Phones
 (222-2) 51334 Facsimile Number

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 Insurgentes Sur 1971
 Nivel Paseo, Locales 71 y 72
 Col. Guadalupe Inn
 01020 Mexico D. F.
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 177-2809 Telex Number
 (52-5) 661-6666, 661-6237 Office Phones
 (52-5) 661-0917 Facsimile Number

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 Colonia Palanco
 11560 Mexico, D.F.
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 (52-5) 281 2061 Facsimile Number

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 277033 Chisinau, Moldova
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 (373-2) 237-053 Facsimile Number

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 30 Avenue des F.A.R.
 Casablanca, Morocco
 22606 Telex Address
 (212-2) 312888, 312278 Office Phones
 (212-2) 315181 Facsimile Number

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 2-Andar
 Maputo, Mozambique
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 Maputo, Mozambique
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 (258-1) 492-841, 492-851, 492-861,
 492-871 Office Phones
 (258-1) 492-893 Facsimile Number

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 Yak and Yeti Hotel Complex
 Durbar Marg
 Kathmandu, Nepal
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 Lal Durbar
 GPO Box 798
 Kathmandu, Nepal
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 (977-1) 233215, 233216, 233217 Office Phones
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 Niamey, Niger
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 B.P. 12402
 Niamey, Niger
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 5355 Telex Number
 (227) 73 59 29, 73 49 66, 73 56 16 Office Phones
 (227) 73 55 06 Facsimile Number

NIGERIA

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 Plot PC-10
 Engineering Close, off Idowu Taylor Street
 Victoria Island
 Lagos, Nigeria
 World Bank Mailing Address
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 Lagos, Nigeria
 INTBAFRAD Cable Address
 28848 Telex Number
 (234-1) 2616044, 2613989, 2618956,
 2616016, 2616196 Office Phones
 (234-1) 2611074 Facsimile Number
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 Nicon Noga Hilton Hotel
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 P.O. Box 81
 Abuja, Nigeria
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PAKISTAN

World Bank Street Address
 20 A Shahrah-e-Jamhuriat
 Islamabad, Pakistan
 World Bank Mailing Address
 P.O. Box 1025
 Islamabad, Pakistan
 INTBAFRAD Cable Address
 5827 Telex Number
 (92-51) 210964 Facsimile Number
 (92-51) 819781-6 Office Phone

PARIS—EUROPEAN OFFICE

World Bank Street Address
66 Avenue d'Iena
75116 Paris, France
INTRAFRAD/INDEVAS Cable Address
640651 Telex Number
(33-1) 40 69 30 00 Office Phone

PERU

World Bank Mailing Address
Avenida Pardo y Aliaga 640
Piso 16
San Isidro
Lima, Peru
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Central Bank of the Philippines
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27337 Telex Number
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817504 Telex Number
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ROMANIA

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(40-1) 210-2021 Facsimile Number

RUSSIA

Regional Office, Russia Mailing Address
Sadovo-Kudrinskaya No. 3

Moscow 123242
Russian Federation
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(7-095) 254-8368 Facsimile Number
(7-501) 253-0612 Satellite Facsimile Number

RWANDA

World Bank Street Address
Blvd. de la Revolution
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Kigali, Rwanda
INTBAFRAD Cable Address
22571 Telex Number
(250) 72204, 74835 Office Phones
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SAUDI ARABIA

World Bank Resident Mission Street Address
UNDP Building King Faisal Street
Riyadh, Saudi Arabia
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INTBAFRAD Cable Address
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SENEGAL

World Bank Street Address
Immeuble S.D.I.H.
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Dakar, Senegal
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B.P. 3296
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Freetown, Sierra Leone
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228377 Office Phones
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SOUTH AFRICA

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 Hyde Park 2196
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 Development Finance Corporation of Ceylon
 (DFCC) Building
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 73/5 Galle Road
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 P.O. Box 1761
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 21410 Telex Number
 (94-1) 421840, 448070-1 Office Phones
 (94-1) 440357 Facsimile Number

TANZANIA

World Bank Street Address
 N.I.C. Building, 7th Floor, B
 Dar-es-Salaam, Tanzania
 World Bank Mailing Address
 P.O. Box 2054
 Dar-es-Salaam, Tanzania
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 41273 Telex Number
 (255-51) 46447 Office Phone
 (255-51) 46450 Facsimile Number

THAILAND

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 14th Floor, Tower A
 Diethelm Towers
 93/1 Wireless Road
 Bangkok 10330, Thailand
 82817 INTBANK TH. Telex Number
 (66-2) 252-2305/07, 256-7792/4 Office Phones
 (66-2) 256-7795 Facsimile Number

TOGO

World Bank Street Address
 169 Boulevard du 13 Janvier
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 Lome, Togo
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 Lome, Togo
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 (90-312) 468-4526 Facsimile Number

UGANDA

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UZBEKISTAN

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323877..... Office Phones
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(7-3712) 89-12-15 Facsimile Number
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VENEZUELA

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VIET NAM

World Bank Street Address
53 Tran Phu Street
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WEST BANK AND GAZA

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YEMEN, REPUBLIC OF

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ZAIRE

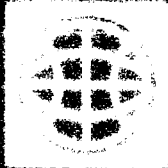
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Kinshasa, Zaire
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ZAMBIA

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