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## who's millennials collaboratively who at world bank Re: on WBG restructuring

1 message

**christopher macrae** <chris.macrae@yahoo.co.uk>

Mon, Aug 4, 2014 at 7:55 AM

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Andrew here's a question out of absolute ignorance- is there some (more data) map we can build of who's who at world bank in a way that could be useful to all of us

perhaps one way is to take listing such as this one you bookmarked but make a wishlist as to who drives the innovation spaces that weave youth across the function

what does this wishlist look like - well I need some brainstorming help from all of you but some of the areas I would love to know include

cm1 who makes decisions for the open learning campus launched this month- ie specifically what moocs and partners in mooc the world bank progresses as relating to way that jim kim himself uses moocs and advocates millennials use moocs -in many ways I hope this is someone different from claudia costin who I recall on thursday; on the other hand since she comes with south american interests that can be very hot for some of naila and anna's work

cm2 who leads on women4empowerment issues - eg if there is main decision maker in world bank at the interface of what naila and naysa care about most, who is it?

cm3 does the world bank have any economist who leads from a job-creating definition of economics  
3a also who leads on agricultural value chains

cm4 when you look at the the intersection of changes jim kim's invites millennial networks to action in #2030now including the competition announced for spring meeting 2015, is there one main millennials colabration coordinator

cm5 given health is a bottom up practice that jim kim is in a top 5 pracdtitioner in the world spot- how does he delegate that given that presumably he's not allowed to continue to make decisions linked to partbers in health even though that network is ultimately linked to the future of any health value chain hat milleniloas need to transform

I realise this doesnt start to address regional development issues; i intend to try and earn trust of the 2 leadership teams of the african society to see if they have a model that can work for other mkilennials dispora inside world bank but that will take a few weeks to debrief on unless anyone has some fast tracks

chris also to have some fun I will try and make the following grid more linked in at <https://docs.google.com/document/d/1d6SamYeXS9yDyKUGbFJSjEJ5gnTBNRSwgMI1cPXXV-VDU/>

# World Bank appoints leaders of global practices, CAO

8 MAY 2014

## SUMMARY

The World Bank has appointed 16 senior staff members to lead the global practices created as part of the Bank's restructuring process.

As part of the World Bank restructuring process, in which the Bank is creating 14 global practices and five cross-cutting areas (see *Observer Autumn 2013, Bulletin Dec 2013*), the Bank appointed 16 senior staff members in April. They will be starting their new jobs in July. Still to be names are the directors for the agriculture global practice and the cross-cutting solutions areas of public-private partnerships and of conflict, violence and fragility.

The process, **referred** to by newspaper *Financial Times* as “restructuring hell,” will be complemented by a reduction in administrative costs of \$400 million over the next three years.

Name	Responsibility	Current position
Junaid Ahmad	Water global practice	Director for sustainable development, Middle East and North Africa region, World Bank
Arup Banerji	Social protection and labour global practice	Sector director for social protection and labour, Human Development Network, World Bank
Paula Caballero	Environment and natural resources global practice	Director for economic, social and environmental affairs, Ministry of Foreign Affairs, Colombia
Claudia Costin	Education global practice	Secretary of education, city of Rio de Janeiro
Tim Evans	Health, nutrition and population global practice	Director of health, nutrition and population, Human Development Network, World Bank
Anita George	Energy and extractives global practice	Director for infrastructure, International Finance Corporation
Marcelo Giugale	Macroeconomics and fiscal management global practice	Director of poverty reduction and economic management, Africa

		region, World Bank
Anabel Gonzalez	Trade and competitiveness global practice	Minister of foreign trade, Costa Rica
Gloria Grandolini	Finance and markets global practice	Country director for Mexico and Colombia, World Bank
Pierre Guislain	Transport and information technology global practice	Director, World Bank Group investment climate department
Ede Ijjasz-Vasquez	Urban, rural and social development global practice	Sector director for sustainable development in the Latin America and Caribbean region, World Bank
Mario Marcel	Governance global practice	Deputy director for public governance and territorial development, OECD
Ana Revenga	Poverty global practice	Acting vice president, poverty reduction and economic management network, World Bank
Caren Grown	Gender cross cutting solutions area	Economist in residence, Department of Economics, American University
Nigel Twose	Jobs cross cutting solutions area	Director of development impact, International Finance Corporation

The Bank has also appointed a new vice president of the Compliance Advisor Ombudsman (CAO), the IFC's accountability mechanism.

Name	Responsibility	Current position
Oswaldo Luis Gratacós	Vice president of the Compliance Advisor Ombudsman (CAO)	Inspector general of the Export-Import Bank of the USA

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**Sent:** Friday, 1 August 2014, 11:54

**Subject:** on WBG restructuring

Background:

- October 3, 2013 World Bank Group strategy: who benefits?

[www.brettonwoodsproject.org/2013/10/world-bank-group-strategy-benefits/](http://www.brettonwoodsproject.org/2013/10/world-bank-group-strategy-benefits/)

- May 8, 2014: World Bank appoints leaders of global practices, CAO  
[www.brettonwoodsproject.org/2014/05/world-bank-appoints-senior-leadership-global-practices-cao/](http://www.brettonwoodsproject.org/2014/05/world-bank-appoints-senior-leadership-global-practices-cao/)

Financial Times  
EDITORIAL  
April 9, 2014

## **Restructuring hell at the World Bank: Jim Yong Kim should get a grip on the troubled institution**

[www.ft.com/intl/cms/s/0/9244beca-bff5-11e3-b6e8-00144feabdc0.html#axzz2zChX4Gll](http://www.ft.com/intl/cms/s/0/9244beca-bff5-11e3-b6e8-00144feabdc0.html#axzz2zChX4Gll)

When Jim Yong Kim was appointed to head the World Bank he was hailed as an inspired choice who would help to renew its purpose. Two years later, the bank is in turmoil and there are growing doubts about Mr Kim's grip. Far from restoring its relevance, he has unleashed a restructuring hell that has demoralised staff and entrenched doubts about its long-term role.

Mr Kim still has time to turn the bank round. But he will need to make it far clearer what he is trying to do. Too often, the instinct to reorganise is a substitute for strategy. With this week's spring meetings of the World Bank and International Monetary Fund, it is the right moment for Mr Kim to spell out the method behind the apparent madness.

The backdrop is indeed tough. Mr Kim took over an institution that was increasingly shunned by the large emerging markets. Countries such as China are able to tap capital from the international markets just as cheaply – and far less bureaucratically – than World Bank loans. Mr Kim rightly argues that the bank's value should be through the quality of advice it provides, rather than its cost of capital.

But it is unclear whether his reorganisation is any better than the bank's previous geography-based structure. Mr Kim is replacing the six regional departments with 14 "global practices" that will be organised according to technical expertise, such as agriculture, health and education. It will be a "solutions bank", rather than a giant loan mill. This would make it relevant both to middle-income economies seeking infrastructure finance and for the least developed countries that continue to be shut off from private capital.

So far, so good. But there are two problems with the way Mr Kim is going about it. First, geography cannot be abolished. In its early decades the bank was organised into a big project department, with the various specialities within it. The country departments were separate and subordinate. This was abandoned because project teams were deemed insensitive to country realities. Mr Kim is trying to return to the original model. But he has not explained why it will work any better this time. He is belatedly reassuring borrowers that country teams will have a seat at the table. The result is confusion. The fear is that he is merely reshuffling deck chairs on an iceberg-bound tanker.

Second, morale is at rock-bottom. Mr Kim has fired several senior managers and even reinstated ones that he has fired. The top 48 division heads have been asked to reapply for their jobs. Meanwhile, the bank is crawling with overlapping consultancies. It is one thing to have McKinsey advising you. It is quite another to have former UK prime minister Tony Blair's business entering the equation. The latter's inclusion demands explanation.

All of these developments come amid Mr Kim's drive to cut costs by \$400m in the next three years. Yet there is a feeling among staff that Mr Kim himself is exempt from the austerity. The FT has reported that Mr Kim has taken 13 trips on private jets. There may have been no commercial flights available, as Mr Kim says. But the perception is damaging.

Removing Mr Kim at this stage would only add to the confusion. He must now make the best of it. But his self-generated problems underline why such jobs ought to be filled on merit. It makes no sense in today's world for the US to retain the stale bargain whereby it appoints the World Bank president and Europe has first right to choose the IMF's managing director.

If there is a silver lining to the bank's turmoil, it is this: the Bretton Woods institutions belong to the world. From now on, they must be headed by the best people available.

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April 7, 2014

## World Bank: Man on a mission

By Robin Harding

[www.ft.com/intl/cms/s/0/012f15d6-b8fa-11e3-98c5-00144feabdc0.htm](http://www.ft.com/intl/cms/s/0/012f15d6-b8fa-11e3-98c5-00144feabdc0.htm)

An ambitious restructuring programme by Jim Yong Kim, bank president, has attracted both admiration and criticism – but can it deliver results?

The World Bank will declare its ambition to “End Poverty” when finance ministers gather for its spring meeting in Washington this week, but behind the slogan stands an institution in turmoil, engulfed by a frenzy of restructuring under president [Jim Yong Kim](#).

Mr Kim, now 21 months into a five-year term at the head of the world's most important development institution, will tell ministers the World Bank is well on its way to becoming a streamlined “solutions bank” after an ambitious reorganisation into “global practices”.

According to interviews with about 20 current and former staff, however, the bank has descended into a kind of restructuring hell, as Mr Kim undertakes \$400m in cost cuts, a complete financial rethink and a structural overhaul – all at the same time.

Mr Kim has brought in expensive consultants, forced 48 top managers to reapply for their own jobs – pushing out three of the most senior without explanation – and upset staff by travelling in private jets at a time when he is proposing deep cost cuts.

What is more, there are doubts about whether internal change should be Mr Kim's top priority for the bank, which is increasingly battling for relevance. While it remains a pillar of the international financial system, it often finds itself in competition with countries that are its own biggest clients, such as China, when lending to developing countries.

“Does [the restructuring] really go to the heart of the bank's problem?” said Uri Dadush, a former bank official, now at the Carnegie Endowment for International Peace. “I think it's a step in the right direction but the bank's strategic issue is the relevance it retains in middle income countries.”

At stake is not just the success of Mr Kim's presidency but the world's collective effort to help developing countries. If the World Bank fades, the alternative is a future of individual countries jockeying for influence via bilateral aid, with less regard for the needs of the poor.

A senior G20 official from one of the bank's largest client countries questioned Mr Kim's strategy and the manner in which he was carrying it out.

“We didn't ask for these changes. We are willing to give them a chance, but we're worried about the way they're being done,” says the official. “Nobody wants to tell the emperor he has no clothes on.”

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Mr Kim was a last-minute choice by the Obama administration. Developing country heavyweights, such as Nigeria's [Ngozi Okonjo-Iweala](#), had already entered the fray, but Mr Kim's charisma and personal story were appealing to development charities and World Bank shareholders alike. Born in South Korea, he had a glittering academic career as an anthropologist and medical doctor, co-founded a health charity and became president of Dartmouth College.

Yet it was also an odd CV for a bank with a \$329bn balance sheet and a mission to make poor countries rich. Mr Kim had no background in economic development, no experience in financial diplomacy and spent only three years running that most decentralised of institutions, an Ivy League university.

Though the selection process gave him no particular mandate, when Mr Kim arrived in July 2012, the World Bank took to him readily enough. The outgoing president, Robert Zoellick, commanded respect but he was a statesman who governed by memo from a corner office.

In contrast, Mr Kim seemed eager to listen. He created an open-plan “bullpen” modelled on that of New York mayor Michael Bloomberg. “At the beginning, it was quite refreshing to have someone who communicated face-to-face,” said a bank staffer.

What Mr Kim heard was three common complaints about the World Bank: it suffers from silos, with experts trapped inside one of six regions; it is risk-averse – happier building metro systems in China than getting its hands dirty in Afghanistan; and clients with a choice are not

interested anyway, because it is too slow and bureaucratic.

“We found we’re really working as six regional banks because knowledge wasn’t moving from one region to another,” Mr Kim said in an interview. He recalls being told: “Our money is insignificant and we’re quickly moving towards irrelevance.”

Creeping irrelevance is indeed the heart of the World Bank’s problem. Middle-income countries such as Brazil and India can now borrow cheaply on international capital markets.

The World Bank has many possible responses: focus on the poorest countries only, cut back on the environmental and corruption controls that make it cumbersome, or focus on cross-border problems such as climate change or infectious disease.

“Nobody that I ever spoke with thought that the first-order concern was organisational,” said Lant Pritchett, a professor of international development at Harvard’s Kennedy School, and longstanding critic of Mr Kim.

By the start of 2013, however, Mr Kim had decided that the structure of the bank was at the root of its problems. He enthused about *American Icon*, a book about Alan Mulally’s turnaround at Ford Motors, to senior staff and brought in a parade of management gurus. Among them were Michael Porter of Harvard; Mr Kim’s personal coach Marshall Goldsmith; Fred Hassan, another turnaround artist at drug company Schering-Plough; former British prime minister Tony Blair; and Mr Blair’s “delivery” lieutenant, Sir Michael Barber.

McKinsey conducted an “organisational health assessment”. This caused some disquiet because McKinsey consultants not only designed the bank’s existing structure, they compete directly with it in advising governments. Deloitte and Booz Allen were hired to address the bank’s finances.

The three consultancies were paid \$12.45m between them. “Like any large organisation undergoing major change, we sought the expertise and outside perspective that business consultancies can provide,” said a spokesman for the bank. Perhaps more of an issue than cost, according to some people involved, was time-consuming differences of opinion, especially between McKinsey and Mr Porter, who had Mr Kim’s ear.

The final plan, after the consultants had finished their work last summer, was a restructuring of the bank into 14 “global practices”, specialising in areas such as agriculture, poverty, finance and water. The idea is to break down regional silos. The danger is of creating new silos by subject or alienating the bank from its customers by weakening staff on the ground.

Mr Kim insists that will not happen. “The great secret that most people don’t understand, is the structure of our work in the countries is not going to change very much,” he said, adding that there will be “a pretty significant shift” in incentives to get people working together.

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While the reorganisation was still in train, Mr Kim also announced a plan in October 2013 to cut costs by \$400m over three years – about 8 per cent of total spending – although with little detail about how this would be done. Three months later the bank announced its first \$125m of cost cuts: restrictions on parking subsidies and business-class travel that hardly amount to a revolution. The remaining cuts are still pending.

That was the plan, but it unfolded in rancour, with Mr Kim abruptly pushing out three top

managers. Caroline Anstey, one of the bank's two managing directors, was a close lieutenant of Mr Zoellick. But Pamela Cox was running the restructuring for Mr Kim. She appeared set to become a managing director, but that plan suddenly changed. Laura Frigenti, meanwhile, was dismissed as Mr Kim's chief of staff. All three women refused to comment.

Mr Kim said the departures were "just a personnel decision that I felt like I had to make", but the dismissal of three bank veterans did nothing for staff confidence or morale. Then 48 division heads were told to reapply for their own jobs. Last December the bank scrapped this year's PhD recruitment programme, seven months in. The latest move is a hiring freeze that requires top-level permission to fill any vacancy.

"It was done in a way that breaks all the rules of organisational change as we know them in the 21st century," said Paul Cadario, a former executive at the bank, and now senior fellow at the University of Toronto's Munk School of Global Affairs. "In any change effort you need a message, you need messengers and you need an end date," he said.

Mr Kim said the uncertainty should end when the new global practices begin this summer.

"My hope is a lot of the anxiety will go down as of July 1st because people will know where they're mapped and who they are reporting to," Mr Kim said. "I empathise enormously with the staff going through this change."

Mr Dadush counsels patience with Mr Kim's efforts. "This is not a job that you would like to have or I would like to have," he said. "There's no way a person trying to do this could do it in a nice and pleasant way."

The ultimate test will be whether Mr Kim makes the bank relevant again. He has set two objectives: ending extreme poverty and boosting the incomes of the poorest 40 per cent in all developing countries. But it is hard to measure the bank's contribution to either of them.

Mr Kim said he will know the restructuring has worked if demand for the bank's advice and lending goes up. "The only way we'll know we've succeeded is if our clients tell us you're faster, you're bringing us much better knowledge and you're easier to work with," he said.

The idea is that the global practices will increase demand while the cost cuts increase capacity to lend. "For every \$100m we save, we can lend \$1,000m to clients," said Bertrand Badre, chief financial officer.

There is already spare capacity on the bank's balance sheet, which middle income countries have been reluctant to use, because it is easier to finance their infrastructure needs in private capital markets. The bank is therefore reviewing its pricing as well as the amount of capital it holds to underwrite lending.

"I'd like us to be a much larger organisation. I think it's not at all unreasonable to think we'll be 50, 60 or 75 per cent larger in the next 10 years," Mr Kim said. "We're going to be a leaner bank but a bigger bank."

If that comes true then the bitterness of Mr Kim's restructuring will in due course be forgotten.

"He's got to be given credit for courageously shaking up the organisation and taking some



tough decisions,” said Mr Dadush. “But that does not exempt him from needing to produce results.”

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### **Morale: Email switch and private jets fuel rancour**

The World Bank has a justified reputation for poisonous bureaucratic infighting, but staff discontent is nearing levels seen under Paul Wolfowitz, who resigned after a scandal in June 2007. That is reflected in complaints, perhaps motivated by bitterness at the restructuring, that nonetheless highlight how Jim Yong Kim is battling with the institution.

Perhaps because of his public health background, Mr Kim does not seem to enjoy hobnobbing with finance ministers, and that costs the bank influence. Its president was one of the few absentees at a recent G20 summit in Sydney, for example, which some staff cite as just one example to question his commitment.

A perception of extravagance fuels resentment at the cost cuts: although there is no question of Mr Kim breaking ethics rules, his flights by private jet rankle at an institution dedicated to helping the world's poorest people.

“The only time I've ever travelled by private jet is when I couldn't possibly get somewhere unless I did so,” said Mr Kim, pointing to tight schedules, or difficult travels in Africa. “I fly commercial 98 per cent of the time except in very, very rare cases when you can't get into a place.” The bank later produced statistics showing that 91 per cent of Mr Kim's travel was commercial. He has flown 13 legs by private jet.

Another example is the technophile Mr Kim's unhappiness, when he first arrived at the bank, with its Lotus Notes email system. At considerable expense, he alone was switched over to Microsoft Outlook. The bank says it was a trial for eventually switching all of its staff and declined to disclose the cost.

By itself, each item is minor. Together, they illustrate how Mr Kim's leadership is perceived, and his challenge in bringing the bank through its restructuring to triumph.

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