

New approaches in management of World Bank

Important changes have been made in the World Bank's management systems since Mr. A. W. Clausen became President in July 1981.

The changes reflect Mr. Clausen's belief that there needs to be a more collegial approach to decision making and greater delegation of authority. The aim is that the Bank should become more efficient and its activities should be more responsive to its clients' needs.

Last July, a Managing Committee was established to take decisions on all key issues facing the Bank. The Managing Committee is a small group consisting of Mr. Clausen and seven other senior Bank executives.

Through the Committee, good progress has been made in building a cohesive decision-making team at the top management level of the organization. Steps are now being taken to broaden senior management participation in the decision-making process. Three subcommittees to the Managing Committee have been established—for Finance, Operations Policy, and Personnel and Administration.

Membership on these subcommittees is comprised of selected Bank Vice Presidents and Department Directors representing a broad cross section of functional areas and expertise. Through subcommittee service, senior managers will apply their diverse experience, skills, and talents toward dealing with the complex challenges that lie ahead. The subcommittees are responsible for ensuring that staff work brought to them is complete and coordinated, that management options are clear and unambiguous, and that recommended courses of action are well supported and presented.

In addition, a Senior Management Council (SMC) has been established in place of the former President's Council. The SMC consists of all Bank Vice Presidents and the Director-General, Operations Evaluation. It is to meet monthly to exchange ideas and views on emerging issues of particular concern to the Bank and its staff. It will serve as a valuable resource to aid the Managing Committee in its decision making.

Table 1
World Bank loans approved during the second quarter of fiscal year 1982
(Ended December 31, 1981)

Country ¹	Purpose	Amount (In millions of U.S. dollars)
Argentina	Industry	100.0
Botswana	Education	20.0
Brazil (3)	Transportation, agriculture, health	320.0
Cameroon	Postal, telecommunications	7.5
Colombia	Watershed conservation	9.0
Egypt	Small-scale industrial enterprises	120.0
Honduras	Development finance corporation	30.0
India (2)	Development finance corporation, power	450.0
Indonesia (2)	Agriculture, power	185.0
Ivory Coast (2)	Structural adjustment, technical assistance	166.0
Jamaica	Education	6.8
Jordan	Education	25.0
Kenya	Petroleum exploration	4.0
Korea (2)	Structural adjustment, water supply	340.0
Peru	Small-scale enterprises	26.0
Philippines	Urban engineering	8.0
Tunisia	Grain storage	42.0
Yugoslavia	Water supply	41.0
Total		1,900.3

Source: World Bank.

¹Figures in parentheses are the number of loans approved for the respective country.

Table 2
IDA credits approved during the second quarter of fiscal year 1982
(Ended December 31, 1981)

Country ¹	Purpose	Amount (In millions of U.S. dollars)
Bangladesh (2)	Flood control, program credit	127.0
Benin	Engineering credit	1.8
Burundi	Rural development	16.0
Comoros (2)	Education, transportation	12.3
Congo	Transportation	17.0
Gambia	Energy	1.5
India (2)	Forestry, urban	54.0
Lao Peoples Dem. Republic	Power	15.0
Malawi	Agricultural services	7.3
Nepal (2)	Cottage industries, education	20.8
Pakistan	Small and medium-size enterprises	30.0
Sri Lanka	Small and medium-size enterprises	30.0
Sudan	Agriculture	13.0
Tanzania	Petroleum	20.0
Togo	Technical assistance	2.0
Zambia	Agriculture, dairy	25.5
Zaire	Transportation	26.0
Total		419.2

Source: World Bank.

¹Figures in parentheses are the number of loans approved for the respective country.