



## Diversity Month Concludes

With a final flurry of VPU-level events, including awards, happy hours, and a stand-up comedy routine—all of which explored or honored various aspects of the Bank Group’s approach to diversity and inclusion—the organization wrapped a month of activities that highlighted progress, obstacles, and the road ahead.

“Something from Steve Robbins has really stayed with me,” said Julie Oyegun, the Bank’s Chief Diversity Officer. “We should each be working to develop intentional tolerance. It’s a skill we can develop. Now, it is time for each of us to improve our skills, and the World Bank Group will be a better place.”



The Diversity and Inclusion Leadership Awards concluded D&I month with a fun-filled event in the MC-Atrium

## Cho: Comedy, the Best Policy

For Henry Cho, life has provided a script for stand-up comedy, rooted in his experience growing up Asian American in the Deep South.

“I was born and raised in Knoxville, Tennessee,” Cho told an audience gathered in the IFC auditorium. “So, I’m *South Korean*.”

Delivered with a decidedly Southern twang, Cho’s clean comedy had the crowd of more than 300 staff rolling in the aisles during an hour-long performance that brought Diversity Month to a close.

Cho has always been determined to be more than just an Asian comedian. Since breaking into stand-up in the 1980s, his original comedy has landed him on numerous

TV shows, including *Bob Hope’s Young Comedians Special* and VH-1’s *Stand-Up Spotlight*. He has appeared in several movies, and in 2006, his one-hour special, *Henry Cho: What’s that Clickin’ Noise?* debuted on Comedy Central.

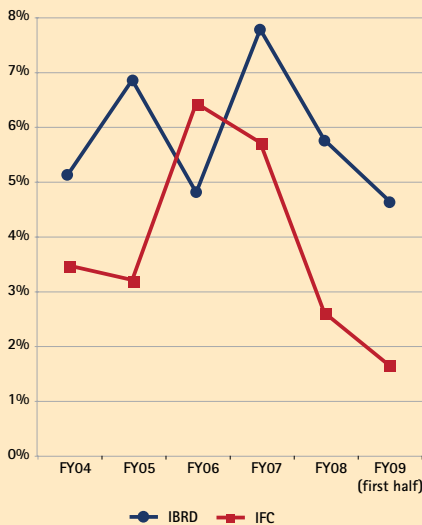
Cho recently signed a deal with CBS and Paramount Studios to co-create and star in his own sitcom based on his life as a Korean-American born and raised in Tennessee.

The 47-year-old father of three riffed on family life, from marriage (“It’s like a job: you clock in ... and you never get to clock out”) to learning about traditions from his wife’s family, who hail from Arab, Alabama (“You can say

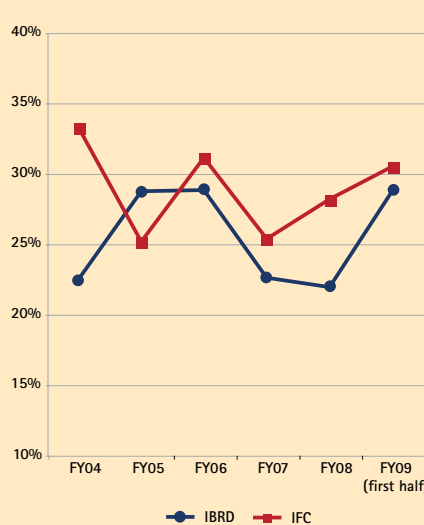
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## Diversity Indicators

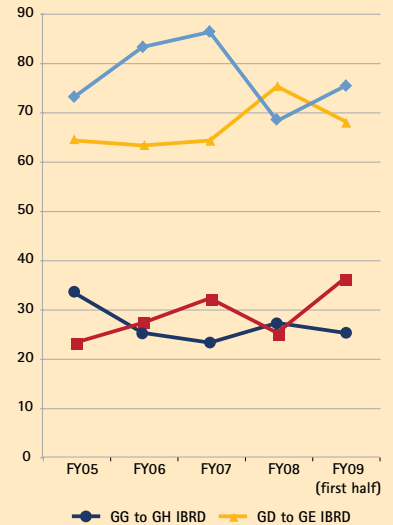
SSA New Hires as % of Net New Hires



NOF New Hires as % of Net New Hires



Women Promotions as % of Total



## PREM's Practitioner Program Harnesses Diversity of Ideas

World Bank employees come from more than 160 countries, and from a myriad of racial and ethnic backgrounds. Yet 95 percent of Bank employees have degrees from Part I countries, mainly from universities in Britain and the United States.

“One can think of the current financial crisis also as a crisis of ideas, a crisis of received wisdom,” said Carlos Braga, director of PREM’s Economic Policy and Debt Department (PRMED). “So it’s very important to promote competition of ideas in the design of the Bank’s operations and to explore the ability of the Bank to think outside the box.”

The need for a diversity of ideas and experiences helped inspire PRMED’s new Debt Management Facility (DMF), which aims to work together with debt managers in low-income countries to strengthen their debt management institutions and capacity.

Braga presented the new facility at a brownbag luncheon, “Promoting Diversity and Inclusion through the Practitioner Program,” sponsored by PREM as part of the Bank Group’s Diversity and Inclusion Month.

Over the last two years, PRMED—in cooperation with the Treasury De-

partment and the IMF—has developed toolkits that help low-income countries analyze and reform their debt management programs and avoid accumulating unsustainable debt.

These tools draw on the Bank’s comparative advantage: its knowledge of global best practices and international standards. Countries can rate themselves against world practices, identify weaknesses, and design reform programs.

Although the Bank can provide extensive theoretical knowledge, it does not have wide experience in implementing capacity-building programs of debt management in low-income countries, Braga added.

Accordingly, the Bank plans to work with other agencies, such as Debt Relief International, UNCTAD, and the Commonwealth Secretariat, who have already been active in this field for many years.

The facility will focus on implementing the Bank’s programs in collaboration with non-Bank debt experts and in partnership with debt managers in the client countries.

“This is really a new experience for us,” Braga explained. “This facility allows a more customized type of engagement. We want to address how we can better benefit from the diver-

sity of ideas in a technical setting, and to incorporate this in a dynamic process of review of our tools.”

Starting from next fiscal year, the DMF will also begin its Practitioner’s Program, which brings debt management experts from low-income countries to the World Bank headquarters in Washington, D.C. for a three-month training program.

While the program will teach debt management practitioners to better use the Bank’s toolkits, “we also hope to learn from them” on how to adjust the facility to make it more applicable to countries’ needs, Braga said.

The focus on inclusion is one of the reasons this program was selected to be part of the Bank Group’s Diversity Month, said Philip Schuler, a senior economist in the International Trade Department and an organizer of the event.

“Everything in this program is done collaboratively, which helps a lot in terms of effectiveness,” Schuler said. “These are tools which are fairly technical, and rest on different kinds of assumptions that may not be correct. The diversity of ideas, the feedback you get from going on a joint mission, helps validate the tools and their assumptions, and helps the program to succeed.”

## New IFC Kit Provides Flexible Work Options

Work-life balance got a boost at the IFC last week, with the launch of a new web tool that helps staff implement flexible work arrangements.

“The toolkit represents the coming together of many things that are near and dear to my heart—a major initiative as a follow-up on the 2007 Staff Survey, the hard work of the Women’s Network, and the creation

of an inclusive environment that is friendly to doing good work and supporting people’s lives outside of work,” said Dorothy Berry, Vice President for Human Resources, Communications, and Administration, in launching the toolkit.

The toolkit includes policies, guiding principles, tips, and case studies to help staff and managers implement flexible work arrangements.

Rachel Kyte, Vice President for Business Advisory Services and IFC Work-Life Champion, assured staff that they will get management support to implement flexible work arrangements: “Please use the toolkit, talk about it, and spread the word that it comes with management’s commitment, and it is part of the way we work at IFC.”

## Supplier Diversity: Development, Competition, and the Public Good

As the World Bank Group strives to model the diversity it serves in client countries around the world, the organization is reconfiguring the way it recruits, trains, and composes its teams.

A little-appreciated corollary is the Bank's work to encourage diversity in procurement practices—and those of partners around the world.

Especially during economic crisis, poverty hits women disproportionately, said Sujata Lamba, Sr. Manager in IFC's Global Linkages practice.

"Men can often migrate and seek seasonal employment. But women seem to be more adversely affected, and therefore it has become an important area of focus for us."

Lamba's solution—in about 25 countries to date—is to develop sourcing platforms that encourage local entrepreneurship, particularly among women, and foster more inclusive supply chains. When large corporations source more requirements from local communities, more income stays with local families.

"The goal is to optimize the supply chain, provide employment to locals, and to harmonize relations within communities," said Lamba, who presented three programs she runs—in Peru, India, and Chad—at a recent Supplier Diversity event held at the World Bank Group.

The event was organized by the WBG Gender Action Plan Private Sector Leaders Forum, which is one of President Zoellick's six commitments on gender announced at last year's Spring Meetings.

About 30 senior executives attended, from corporations including Accenture, AT&T, Boeing, Cisco, Dell, Ernst & Young, Manpower, Pfizer, and Walmart. These firms spend an estimated \$700 billion annually on products and services combined.

Launching the event, PREM VP Danny Leipziger said that integrating women better into global value chains improves business outcomes for companies.

Presenting were two executives from Quantum Leap, a DC-based nonprofit that promotes women-owned businesses internationally. The group's WEConnect International initiative, which supports an international certification standard for women-owned businesses, co-hosted the event.

"We're really focused on wealth creation and economic growth. We realize, however, that most sole proprietors are not going to benefit directly from a global supply chain," said Elizabeth Vazquez, Quantum Leaps' Executive Director. "WEConnect integrates them into existing supply chains to become that 10th-tier supplier, for example."

Lamba's Global Linkages and Vazquez' WeConnect together are helping to address a daunting challenge: in most of the world, supply chains are not diverse at all, nor do governments seem to recognize there is a business rationale to change.

If governments only source from large men-owned companies, they may miss out on innovation, said Virginia Littlejohn, Quantum Leap's co-founder. "There are certainly social benefits, but corporations appreciate the bottom-line business case. By introducing new SMEs into their supply chains, corporations inject competition, which provokes innovation, new solutions, and new ideas—and ultimately drives down prices."

In the United States, the federal government has instituted mechanisms to help historically under-utilized companies compete—small, women-owned, and minority-owned companies.

### 10 Key Principles of D&I in Procurement

1. Practice what we preach
2. Model good practice
3. Connect poverty-reduction mission to wealth creation by buying from the poor
4. Train procurement staff
5. Adapt our procurement rules
6. Lead change among multilaterals
7. Be responsible for gender equality (MDG3)
8. Actively identify historically underutilized firms
9. Build capacity of such firms
10. Convene supply chain equity networks and forums

However, there is still a lot of room for improvement. Vazquez estimates that the US federal government still only sources about 5 percent of its goods and services from women-owned businesses.

Progress can benefit both women business owners and governments. "What's most important now is to scale up these women-owned businesses from micro-enterprises to small and medium enterprises. It's crucial for them to move from the informal economy to the formal one," said Littlejohn. "And that brings in more tax revenue for governments."

Participants set a short-term goal to increase the participation of women-owned businesses in the global supply chain by at least \$7 billion per year, which is 1 percent of the total spend of the participating corporations.

"Imagine what could happen if collectively we worked together to achieve this," mused Vazquez. "If we do this right, it really can have a substantial impact in a short amount of time."

## IFC Reinforces Commitment to Expand Business Opportunity for Women

On the occasion of International Women's Day, the IFC celebrated progress in unleashing the potential of women in emerging markets.

This year's IFC Gender Award was presented to IFC's Africa Micro, Small, and Medium Enterprise (AMSME) team. The team received top marks for extending program benefits more aggressively to women, who have traditionally been an underserved segment of Africa.

Specifically, the AMSME team helped grow the percentage of women in the small and medium enterprises portfolio from 14 percent to 37 percent in one year at NBS Malawi, the country's 4th largest bank.

It also recently signed an agreement with ETI, a leading regional bank, to work on an advisory services program that will reach 1,500 women with small and medium enterprises in five countries.

"I've been to 78 countries in three years," said IFC CEO Lars Thunell, who hosted the luncheon. "What's moved me most is the spirit of women entrepreneurs. They are the key to economic growth and recovery."

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– Lars Thunell, IFC CEO

Also participating was Standard Chartered CEO Peter Sands. Standard Chartered will host the 2009 Global Banking Alliance for Women Summit in Singapore in October. The Alliance is an essential IFC partner comprised

of 18 financial institutions from around the world that are striving to accelerate the growth of women in business and women's wealth creation worldwide.

"Policymakers are searching for answers to the present economic situation," Thunell said. "We've got the answer: invest in women entrepreneurs."

The IFC CEO Gender Award drew 34 nominations for 19 initiatives across IFC. "Each nomination told a great story," said Zouera Youssoufou, head of IFC's Gender Program.

"We were impressed by the variety of interventions that IFC staff undertook to better reach women entrepreneurs through our advisory and investment work: reaching from cotton lending in Tajikistan and training seed farmers in Bangladesh to promoting women in mining in Ghana."

## Cho: Comedy, the Best Policy (continued from page 1)

anything about anybody as long as it's followed by a 'Bless their heart').

Playing off the audience for much of the show, Cho gently jabbed staff about their engagements, partners, and kids. After raising two boys, having a daughter has changed his whole attitude on life: "Every guy I see now, I just want to punch him in the face."

He concluded with some sage advice about marriage, including whether, after an argument, it's a bad idea to go to bed angry with your spouse: "Sometimes you just gotta sleep," he said. "In the morning, my wife's still mad. But I'm well rested."

As the crowd filed out of the auditorium, Isabel Dai and Katherine Park stood outside talking with friends before heading back to work. "It was refreshing to laugh in the middle of the day," said Dai, who works in the LAC's resource management division.

"I was worried the content wouldn't relate because it's such an international audience," said Park, who works with the Bank's Leadership and Organizational Effectiveness unit in HRS.

But she was pleasantly surprised. Cho's unique experience, and humorous takes on life, love, and



marriage had wide appeal: "Everyone, no matter where they're from, can relate."