



## Engaging Country Offices in Diversity and Global Inclusion

As the Bank Group continues to decentralize, more and more decisions are being made at the local level. This change is creating greater opportunity for staff to participate in decision making and also model the benefits of diversity and inclusion for development.

However, development communications is often fraught with potential pitfalls—both inside Bank teams and with clients. To address this challenge, the WBG’s Office of Diversity Programs is reaching out globally in a more coordinated way than ever before.

“Insistence on inclusive behavior in our teams and operations around the world is not only the ethical thing to

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## Q&A with Izumi Kobayashi Executive Vice President Multilateral Investment Guarantee Agency

*Ms. Kobayashi joined MIGA in November 2008 after more than two decades with Merrill Lynch in Tokyo, where she was most recently President and Representative Director.*



**Q: How does the World Bank Group’s approach to diversity compare with your experience in the private sector?**

A: Here in the World Bank Group, we have more of a responsibility—and we are doing more than most—because of unique shareholder structure and international partners. However, the world is changing. The economic crisis has demonstrated that the G7 alone cannot tackle

complex global issues. I believe there is a role for the World Bank Group to continue to promote voice and participation as it has done in the past.

**Q: What is the business case for Diversity and Inclusion (D&I)?**

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## GOOD PRACTICE FEATURE | IAD: Following a D&I Award, Progress

In 2007, the Internal Audit Department (IAD) Management Team won a Bank-wide Leadership Award that credited the group’s “outstanding contribution” to institutional diversity issues.

IAD performs a singular role for the World Bank Group, providing objective assurance and advice with the aim of improving risk management, control, and governance. Ultimately, IAD’s function is to improve results and accountability.

IAD’s current efforts to mainstream diversity and inclusion (D&I)

are rooted in the underlying business rationale—it simply helps staff do their job better.

For example, IAD’s Information Technology Team has nine nationalities represented in its group of ten people. With everyone contributing to audits, this provides a strong diversity of backgrounds, perspectives, and approaches—which improves the end result. One team member summed up the approach: “Diversity is part of our DNA.”

The Country Operations Team benefits from diversity as well. In

fact, it is required to get the job done. When the Bank conducts audits in various countries, IAD ideally needs auditors who “speak the language and culture” of each place.

Ultimately, D&I issues require an ongoing commitment. Like any unit, IAD has turnover, and as staff transition to other positions, dynamics change.

Currently, IAD’s diversity profile is respectable. Of 60 staff, 55% are men, and 30 countries are represented. On the institutional Diversity scorecard,

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## Kabul: International Women's Day

To mark Diversity and Inclusion month, staff in the Bank's Kabul, Afghanistan office organized two events focused on International Women's Day and the role of women in development. In a country where women's rights is often subject to international critique, it was a timely opportunity to evaluate progress and discuss the way forward.

"The CDCs are improving governance at the grassroots level," Brishna told Bank staff during a recent event here focused on the role of Afghan women in development. The participation of women in village decisionmaking represents an important transformation in a society where women were largely absent from the public forum.



Parliament Member Ms. Shukria Barukzai spoke about the status of women in Afghan government and society.

### Including Women Leaders via Community Development Councils

The Afghan Government launched the National Solidarity Program (NSP) in 2003. It is an attempt to strengthen the capacity of local communities to identify, manage, and monitor their own development projects.

The NSP fosters Community Development Councils (CDCs), new community groups elected through secret ballot. Thus far, the CDCs are including more women than the more traditional shuras.

"The NSP has helped people stand on their own feet," said Brishna Safi, a female Community Development Council (CDC) member from the Qali Khan village in Ali Shing District in the eastern province of Laghman. There, Brishna works with her CDC to help design, implement, and even monitor projects.

In agreement is Haji Noor Sayed, a CDC member of Khowja Kayan in Mir Bacha Koot District of Kabul Province, who emphasized that the NSP has created a sense of unity among villagers. "The most important effect of NSP in our village is that everybody feels mutually responsible for spending the funds we receive to implement projects," he said.

Maleha Arzish, a CDC member from northeastern Badakhshan Province, said that apart from building rural infrastructure, the CDCs have become a center for resolving local issues: "At the beginning, it was difficult to convince men in our village to accept participation from women in decisionmaking."

However, this trend is changing. These days, women have much more of a say about issues that impact village life. What is more, the project is improving women's

skills: "Thus far, the NSP has made important contributions to the formation of social capital and governance in our communities," said Amanullah Siddiqi, a CDC member from Parwan Province.

In just six years, NSP has disbursed more than \$572 million in grants, funding more than 40,000 small infrastructure projects in about 22,000 villages—or about two-thirds of the country's rural population.

### Women's Rights and Parliament

In a separate event, Bank staff met Ms. Shukria Barukzai, a Member of the Afghan Parliament and a prominent human rights activist. She painted a fairly dire picture, but cited progress: women representation in Parliament is increasing, and 12 percent of government employees are now women, a majority of whom are teachers.

In many provinces, traditional cultural practices still prevent women from participating fully in society, said Barukzai, who represents the Kabul constituency in the lower house (Wolesi Jirga). Fortunately, the Ministry of Women's Affairs has a mandate to advocate for women's rights. "However, its efforts are hampered by insufficient human and financial resources to address the full range of women's issues," explained Barukzai.

Ms. Barukzai said the international community's demands for gender equity in Afghanistan are often too modern for traditional Afghan society. To reach those levels, Afghans will first need to be better educated.

However, there are positive signs. The parliamentary elections were one such example. In some areas, women received more votes than men. Barukzai also highlighted CDCs (see above), which have allowed women to make village-level decisions in a new and transformative way.

## IAD: Following a D&I Award, Progress (continued from page 1)

in two of the four areas with targets—SSA/CR GF+ staff and Part II Managers—IAD results are better than the WBG targets. In all the indicators without targets—Internal Mobility, Part II Women GH+, and Nationalities of Focus—IAD results are higher than the WBG average values for FY09 Q3.

Ongoing staff turnover requires that IAD—like any unit—ensure that recruiting integrates D&I issues. To this end, IAD has been advertising directly on the website of the Institute of Internal Auditors (IIA), an international professional association of more than 120,000 members, as well as in countries or regions where applicants' backgrounds would be important.

Such targeted outreach helps develop short lists that are as diverse as possible, which help address gaps

in IAD diversity related to race, gender, or nationalities of focus.

Sometimes, the push for D&I is just plain fun, and helps to cultivate friendships. The department has been holding the ever-popular multicultural potlucks for a number of years. IAD staff bring food from their own countries, and have the chance to build camaraderie through these regular events. Additionally, the diversity coordinators in IAD send emails to all staff reminding them of various festivals



and holidays in the countries from where the staff members come from.

Since the D&I award, it is clear IAD is not resting on its laurels, which is helping it to deliver on its important work program.

## Inclusion Indicators

### 2007 Staff Survey D&I Index

Favorable responses (%)

- My work group has a climate in which diverse perspectives are valued
- In my work group we treat each other with respect
- Diversity (such as gender, race, nationality, disability, sexual orientation) is valued in my work group
- When things go well in the job, how often is your contribution recognized?
- My manager encourages open and honest discussion



## Engaging Country Offices (continued from page 1)

do, there is also a strong client engagement case for it,” said Julie Oyegun, the Bank’s Chief Diversity Officer. “For the first time in real terms we are deploying the Bank Group’s D&I agenda globally with a view to building individual and team competence.”

One important step in this process is working more directly with Bank Group Country Directors (CD) and Country Managers (CM), and by association, their staff in more than 100 country offices around the world.

About twice a year, the Bank Group delivers a two-part training program entitled, “Mastering the Role of Country Manager and Country Director.” Attendance at each delivery averages 15 to 20 IFC and Bank CDs and CMs. Some are new to their positions and some have considerable experience.

Rather than focusing on generic leadership skills, the program’s objective is to increase confidence and

competence around the specific skills required in CD/CM positions.

The competencies include understanding Bank Group expectations for CDs and CMs; knowing how to mitigate risks and leverage opportunities; being able to access available tools to manage country operations; and communicating effectively with both internal and external partners, such as staff, media, government, and clients.

Since December 2008, Oyegun has joined the training to lead a new, interactive session on D&I: “I try to personalize the issues so that managers place themselves in the frame, enabling teams to acknowledge and appreciate difference,” said Oyegun. “The goal is to encourage all of us to develop skills to reflect on D&I from personal, team, and business perspectives.”

“The session served as an excellent foundation for ensuring diversity awareness and inclusion within the organi-

zation,” said Mercy Tembon, Burundi Country Manager. “It got us to think about what we could do to foster a supportive environment in our offices in a way that difference is acknowledged and respected—and the talents, skills, and experiences of everyone leveraged to meet individual and organizational goals.”

“It’s a very bonding and transformative experience,” says Vanessa Andris, HRSLO senior consultant who designs and facilitates the training. “The way Julie does it, they really get issues on the table very quickly. They are happy to get insight on how to deal with these issues—many of which they were previously unable to even define. They also realize they are not alone and know they can call on fellow CD/CMs for ideas and support.”

Oyegun says the pilot is off to a great start. “If we are persistent and are able to talk about these issues early and often, we can learn to leverage our diversity in an inclusive way.”

## Q&A with Izumi Kobayashi (continued from page 1)

**A:** My experience suggests that D&I is not just a nice thing to do, but is a business necessity. D&I can’t be an independent initiative. It always needs to be linked to the business strategy. The goal is more than just meeting numeric targets. It is to leverage people’s diverse experiences, backgrounds, knowledge, and skill sets to provide the best services that MIGA can—to maximize the effectiveness of our organization.

**Q:** MIGA is about 100 people, from 40 countries, who speak about 80 languages. Is this good staff diversity?

**A:** Number-wise, I think the diversity is fine—although we need to increase the proportion of women at a senior level. There, we need to improve. But the issue is more about inclusion. Inclusion means using our different talents

better. Yes, we can recruit new people with diverse backgrounds and talents; but the important thing is to continue to develop a culture where existing staff are motivated to develop diverse knowledge, skills, and approaches. Then 5 or 10 years down the road, we will have all types of diversity at all levels.

**Q:** How has MIGA changed?

**A:** MIGA is a young organization, created in 1988. Historically, its goal was to expand the portfolio, which is key to building a sustainable organization. Now it is time for the next step—to focus more on developmental impact. To achieve that, we need to continue to cultivate diverse talent, networks, and ways of thinking—to reach out more to the countries that need us most—and to improve the high level of services we

provide to the market.

**Q:** Describe the scope of MIGA’s South-South guarantees. How important is this work in promoting the inclusion of developing-country companies in international trade?

**A:** The south-south piece is very important. Currently, the FDI environment is very tough, yet the south-south portion of our portfolio is increasing. It is vital to encourage those investments. Still today, too few companies in developing countries know the benefits of political risk insurance. These are the countries that need investments that are fair, equitable, and insured. So we need to continue to reach out to these countries. That will enable us to fulfill the mission of the World Bank Group.