

THE WORLD BANK FAMILY NETWORK WHAT, HOW, AND WHY

“We learned that the more we gave to WIVES of our unique skills, the more we enjoyed the opportunities it offered. I think we are all proud of the organization that we set in motion. It met the needs of its members at that time and has adapted as needs have changed. It will, I am sure, continue to do so in the future.”

*Ruth Isbister, First Chair
Executive Committee (1972-74)*

May 18, 2010

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INTRODUCTION

Most international organizations and multinational corporations have family associations—spontaneous social communities that bond around the fact that one and sometimes two members of each family are employed by the organization. They vary in their activities and reach, from mere social gatherings to resource and information hubs and increasingly to advocacy centers for more family-friendly policies. They seem to play a more important role for families being relocated, as opposed to families of staff locally hired with established support networks.

WBFN, the World Bank Family Network, is the family association of the World Bank Group (WBG). WBFN distinguishes itself by the effectiveness of its reach, the resilient yet flexible nature of its structure, and the strong interaction it has maintained with various WBG units up to the highest levels.

At a recent conference for global relocation specialists, WBFN was described as a “best practice” case, illustrating the fact that a strong community of families, well organized and with a tradition of interactive collaboration with the service providers of the institution, is a win-win situation. A well-adjusted and happy family makes for a relaxed staff that can concentrate on his/her professional duties and perform at his/her best. In short, what is good for the families is good for the institution.

THE EFFECTIVENESS OF WBFN’S REACH

A quick look at our website, www.wbfn.org, will indicate that our three main goals are:

- ★ To offer an attractive community within which relocation is made easier, and to keep improving and enhancing the quality of life of our members;

- ★ To be a resource center providing information about WBG services and local resources—including tips and advice on legal, fiscal and social matters;
- ★ To listen to our members' concerns and to bring them to the attention of WBG management.

A Welcoming Community

For the past few years, WBFN has been welcoming around 400 families every year. At the Washington Headquarters, our welcoming team follows a multiple-step procedure to establish contact with the newly arrived family: assessing its immediate needs; offering practical advice with a checklist of priorities; handing out our “Welcoming Kit” binder; assigning a personal “buddy” for those new arrivals that request it; and urging all to attend the “Spouse Orientation Program” and the “Surviving Culture Shock” workshop.

While this process of “welcoming” is unfolding, the new member is introduced to the various activities organized by other WBFN members and is encouraged to choose in which to participate: Book Clubs, International Cultural Group, Parents and Tots Groups, Male Spouse Group, Investment Club, International Cuisine, Chess Club, Biking Group, News Discussion Group—you name it, we have it!

Also, depending on the time of the year, the newly arrived family can participate in any of the annual events organized by WBFN, such as the Family Picnic in the Fall, the Children’s Holiday Party in December, the WBFN Annual Exhibits and the Children’s Art Competition in the Spring, and the Teen Summer Program. Nothing can beat the smile on the face of a child meeting other children who are living through the same relocation experience!

For those who wish to devote some time to worthy causes, the Book Project and the Margaret McNamara Memorial Fund (MMMMF) are two charities under the umbrella of WBFN where they can contribute to furthering educational efforts in developing countries. This year, the MMMF granted 14 scholarships to women from developing countries commit-

ted to devoting their careers to improving the prospects of women and children in their home country or elsewhere in the developing world. And the Book Project has already passed the milestone of three million books sent to schools and libraries in remote parts of the developing world. Not a small achievement!

WBG families posted in Country Offices can also benefit from WBFN. Recognizing that families in transition are best helped by other families who have gone through similar experiences, WBFN tries to provide them with a “welcoming team” by matching them with WBG families already living at the new post or those who have previously lived there.

An Information and Educational Hub

WBFN also prides itself on being a resource center. Every year, for the past 24 years, WBFN has organized a series of Information Seminars given by professional specialists. The topics for this year were: “How to prepare for the flu season,” “How to qualify for permanent residence in the US,” “Applying for work authorization,” “Estate tax in the US,” “US income tax,” “Retirement: Why careful planning ahead is so crucial.” All these topics are essential for our members to navigate life in their new environment and often staff will also attend the seminars to learn more about the topic.

In the same spirit of empowering our members so that they can adjust to their new surroundings, WBFN offers at its Washington Headquarters location a series of financial literacy, computer and English classes. These are essential tools that once acquired will help family members throughout their lives, wherever relocation might take them.

Country Office members are also able to participate in the financial literacy courses offered online and quite a few do.

Functioning as an information hub, WBFN welcomes any question from its members. No question is too trivial or too complex. We rely on our own resources to find the answers and/or refer our members to the appropriate units within the WBG or outside institutions. In many cases, we are able to

help our members particularly at the beginning of their stay, when their command of the language may still be poor. It is impossible to quantify the number of spouses we have helped with applications for work authorizations, driver's licenses or cell phones!

But our reach extends to long-time members too. Our monthly *Mosaic* newsletter, its online version Mosaicplus and our website are geared to inform our members all over the world about the latest developments at the WBG, as well as anecdotal accounts by our members. Topics also cover such global living issues as raising third culture kids, preparing for relocation, and portable careers.

Another important WBFN publication is the hefty binder "*Planning Makes a Difference*" in which defining life events such as birth, marriage, divorce and death are covered, as well as practical concerns such as banking, pension benefits, and insurance policies. In this publication, particular attention is given to WBG benefits and policies as well as to the US local laws and resources and how they apply to our members.

An Effective Advocate

WBFN's slogan is that we are "A Home Away From Home." We are a caring and welcoming space where members can feel secure enough to share their concerns, their worries and their hopes. They know that WBFN will always treat their information with the utmost confidentiality. We can, therefore, accompany them on their journey helping them through the trials of a cancer treatment, an adolescent's crisis, an autistic child, a difficult pregnancy, the loss of a dear one, the threat of a broken marriage. We refer them to professionals while still remaining their listening friend and encouraging them to rely on our community to carry on with their lives.

While listening to our members, we sometimes start noticing a trend. Last year, for instance, we noticed that several new arrivals in Washington were not receiving their US driver's licenses on time and were continuing to use their foreign driver's license well beyond the legally allowed period. We

brought the problem to the attention of the relevant WBG services, and within a few weeks the problem was resolved. Sometimes the issue is more involved. Early on in WBFN's history, spouses realized that former or divorced WBG spouses lacked rights regarding the WBG pension. It took several years of WBFN's advocacy but the issues were resolved to the benefit of the spouses. And sometimes, the issue is a long-standing one, such as the desire of spouses to find gainful employment. In the last fifteen years, this issue grew in importance as more dual-career young couples were joining the WBG and, simultaneously, an increasing proportion of trailing spouses were men. Over the years, WBFN volunteers have organized career workshops, MBTI assessment, and coaching sessions for members in Washington. Together with members of other family associations, such as the IMFFA and the IAD-BFA, they put together daylong symposia at which job market specialists were invited as well as WBG service providers. Every opportunity was taken to underline the problems facing spouses looking for a job. Thanks to these WBFN efforts, the Global Mobility unit within WBG has now a Spouse Career Team dedicated to training and supporting spouses in their job search. We hope that these services will be further developed to better meet the growing needs of WBG spouses all over the world.

A FLEXIBLE AND RESILIENT STRUCTURE

It may be hard for outsiders to reconcile the list of all these achievements with the fact that WBFN is an organization run by volunteers. Indeed, at the Washington Headquarters, a dynamic group of around 70 core members dedicate their time and professional experience to maintaining a sense of community among WBFN's 5460 registered members while constantly updating the tools of WBFN's support network. The result is a strong yet flexible organization, always listening to its members' needs and striving to adapt to new profiles and new situations.

- ★ One of WBFN's strengths is that it makes allowances for the particularities of volunteer commitment and the transient nature of its members.
- ★ Another is that it draws on the wealth of professional talent of its members to keep developing its tools and embracing new methods and new technologies.
- ★ A third is that it has a transparent structure with a clearly stated mission and goals—a mission repeatedly acknowledged by successive WBG presidents.

The Special Nature of Volunteer Commitment

Membership in WBFN is open to all spouses/partners of WBG staff as well as to staff who are single parents. A large number elect to become members upon arrival. Some might decide to settle down first before contacting WBFN. Others simply ignore it, relying on their own support networks. In all cases, the decision to join WBFN is voluntary. This is a very important factor since it means that those spouses that join WBFN are there because they deliberately chose to join.

At first, a newly arrived spouse/partner attends a number of welcoming functions, orientation programs, seminars and classes. At this stage the spouse is registered as a member with WBFN and is basically a beneficiary of WBFN's offerings. Soon, the spouse starts making friends, and becomes active in the WBFN community by participating in events and activities. Before long, s/he may be lending a hand, preparing an activity or helping out at an event. For those with leadership skills, it can be but a short leap to assuming positions of responsibility and taking charge of a whole program or activity.

Self-motivation is an important factor at every stage of the journey, from beneficiary to volunteer. Not all members follow that path, but those who do are usually encouraged by the inclusive atmosphere at WBFN. Indeed, WBG families come from all corners of the world, and it is an accepted rule of behavior at WBFN that each person is accepted and respected as a whole. A variety of cultural, ethnic, educational, and social backgrounds can only enrich our environment. In such an at-

mosphere, teamwork prevails and members are more inclined to shouldering responsibilities, because they know that their contribution will always be appreciated and that other volunteers will be there to help them out.

But volunteers are not “9-to-5” employees. They have many other obligations and interests as they often are in charge of their households, their children's schooling, the health of their family, the family's social life, etc. Today, a large number of volunteers also have part-time jobs and are actively looking for permanent gainful employment. And, ultimately, they leave, following their spouse to another posting. So, how does WBFN cope?

WBFN follows the same cycle every year. It has a well-established annual calendar in which all activities, programs, seminars, and classes are clearly organized. Also, for each main event (Picnic, MMMF Fair, Holiday Party, Annual Exhibits, Children's Art Competition, MMMF Forum, Annual Meeting, Annual Dinner, Teen Summer Program, etc.) there is a template that sequentially details the several steps that need to be followed to prepare the event, together with a description of past years' efforts and lessons learned.

This degree of institutional memory facilitates the task of the volunteers and allows the involvement of relatively new ones. Also, it makes it easier to break down a large undertaking into several steps that can be assigned to different volunteers. And when one volunteer faces a personal emergency, the task is so well defined that another volunteer can step in and take over.

Optimizing Input from Highly Skilled Volunteers

It has to be said that the pool of volunteers at WBFN has always been a highly skilled one. And with each new group of arrivals WBFN is blessed with a handful of highly trained professionals.

WBFN is very receptive to new members who wish to start a new activity. There is a procedure just for such cases. Over the years, many a new initiative has turned into an ongoing activity that has enriched the organization.

Most recently, several members came to us with extensive experience in event planning and marketing. Others were IT professionals. Others still were designers, writers, and photographers. All these skills were directly put to work to enhance WBFN's message of a welcoming and thriving community and to keep improving tools such as our Member Management System, our website and our publications.

Those highly skilled professionals often move on to a paying job. Their volunteer efforts are looked upon favorably by potential employers and a recommendation letter from the WBFN is viewed as an asset. But they remain part of our community because they took the opportunity, albeit for a short period, to actively take part in shaping an "updated" WBFN. They may no longer be volunteers but they still are an integral part of WBFN's membership and continue to take part in our social events.

A Strong Central Structure & Full Support of the WBG

As we have seen throughout this account, WBFN derives its strength and resilience from its systemic architecture—clear enough to be understood and followed by any new volunteer, yet flexible enough to accommodate their unpredictable schedules. At the heart of this architecture is the WBFN Executive Committee, which is regulated by a set of by-laws.

Decisions binding the organization are taken within the Executive Committee. This underscores the emphasis throughout WBFN activities that decisions are arrived at after a thorough discussion amongst members.

Today, an Executive Committee of 12 members, all volunteers, leads WBFN. At its head sits a President, elected for one year, and a President-elect, training to become president the following year. This ongoing process of training one's successor allows for continuity in the leadership of the organization.

As for the stated goals of the organization, it is remarkable how little they have changed since this family association's inception in 1972. Indeed, by visiting our website you can read an initial request by the WIVES (the acronym used for the or-

ganization at the time) to then President of WBG Robert McNamara mentioning the need to welcome, to inform and to advocate. Some forty years later, these remain WBFN's goals.

What has also stayed the same is the unfailing appreciation and support of successive WBG presidents to the mission and achievements of WBFN. In 1972, President McNamara wrote: "Please convey to the members of your committee my very warm appreciation of their initiative and my thanks for their very constructive approach to these pressing problems." In January 2010, WBG President Zoellick reiterated in his annual message to WBFN: "I want to thank the many volunteers of the World Bank Family Network, who welcome newcomers to the WBG, provide invaluable guidance, organize activities, and help make the transition to a new city or country so much easier. Thank you for helping to maintain a sense of community among WBG families."

There is no doubt that the WBG at its highest level has always valued and continues to value the many contributions of WBFN. This is why over the past 38 years it has provided WBFN, a volunteer-run organization, with office space and equipment, a staff composed today of one coordinator and two program assistants, and technical support as needed.

A MUTUALLY BENEFICIAL RELATIONSHIP

WBFN's Contribution to the WBG

What is WBFN's added value to the daily performance of the WBG?

Simply stated, a happy family contributes to a happy staff member. When staff members have peace of mind regarding the wellbeing of their families, they can focus on the job and function at an optimal level. This is all to the benefit of the WBG, helping keep the cost of operations low and increasing the chances of retaining the staff members.

Indeed, the relocation process is an expensive one. A failed

relocation can cost the institution even more time and money. So, what better setup than a family association, run by volunteers on a minimal budget, to ease the worries of newly arrived families and support them in their new environment!

In addition, by engaging the families directly, WBFN promotes a positive image of the WBG and loyalty towards the institution. How many times do we hear new recruits tell us that in their many moves around the world they have never encountered a welcoming outfit as helpful as WBFN and, by extension, how happy they are that they are now part of WBG!

During its various information sessions, WBFN makes sure to spell out the mission of the WBG and what it strives to accomplish around the world. A whole section of our Spouse Orientation Program is dedicated to the history of the WBG and to the rules of ethics that govern the behavior of WBG staff. Also, our Teen Summer Program is a deliberate effort to help our teenagers understand the role of the WBG and how it accomplishes its mission.

The two charities under WBFN's umbrella, the MMMF and the Book Project, reflect the WBG's mission in promoting education for women and children in the developing world, and play their part in promoting the reach of the WBG. The books sent to schools and libraries in remote parts of the developing world bear the stamp of the WBG. And the grantees of the MMMF are proud of their "World Bank Group" scholarship.

Last but not least, WBFN serves as a sounding board for the Bank. By encouraging its members to avail themselves of the services provided by the WBG and by gathering feedback from them, it is able to point out to the WBG whether or not its services are keeping up with the evolving needs of the families.

Sometimes, members complain about the lack of a particular service. This was the case mentioned earlier relative to job and career support for spouses. By encouraging its members to create a pilot program that addresses the issue, WBFN functions as an "experimental lab" where ideas can percolate into new programs that can eventually provide a blueprint for ad-



EMPOWERING OUR MEMBERS



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A CARING COMMUNITY



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VOLUNTEERS @ WORK



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ditional services provided by the WBG.

WBFN acts as a “safety valve,” a sort of clearinghouse where problems are aired and discussed and brought back to manageable dimensions. Members can come to WBFN with their concerns and be assured of total confidentiality. Often, what they need is a “safe place” to vent their frustrations. Sometimes, they need to know that they can unload their worries and that we will listen carefully and pay attention to their grievances. In other cases, if it involves a service provided by WBG, WBFN will investigate to understand the cause of the problem and see what can be done to resolve it.

Some problems afflicting a member require immediate assistance: a medical emergency, the sudden loss of a family member, a nervous breakdown, or an escalating situation of domestic abuse. WBFN immediately directs the member to the relevant WBG services and works closely with them. At the same time, WBFN volunteers provide a warm, friendly and supportive environment for the afflicted member.

The most heartbreaking situations are those of domestic abuse. This is a problem that cuts across all institutions and national boundaries. With a WBFN membership of over 5,000 we are bound to encounter a few cases each year. At first, like most other international organizations, WBG did not have the proper procedures to deal with such situations. Thanks to several years of WBFN’s relentless advocacy and its refusal to turn a blind eye on these situations, WBG now has in place a Domestic Abuse Prevention Coordinator and a system that addresses each case with professionals from the legal, health, benefits and ethics departments. Today, the WBG is acclaimed by the likes of Former Secretary Madeleine Albright and Ambassador Melanne Verwee as forward thinking and a pioneer among other international organizations on these issues.

A Constructive and Interactive Collaboration

For all these reasons, WBG regards WBFN as a worthy interlocutor speaking for the families of WBG staff, an organization that maintains a constructive and collaborative approach

while advocating, at times passionately, for family-friendly policies. WBFN is a team player and its collaboration with various units of the WBG takes many forms.

Every two weeks, the WBG unit in charge of Orientation for new staff invites WBFN representatives to come and introduce their activities to the new recruits and encourages them to tell their spouses/partners about WBFN.

Both the Health Services Department and the Global Mobility (HRSGM) unit use WBFN to disseminate information about their forthcoming events. Our volunteer-produced monthly newsletter, *Mosaic*, devotes three to four pages every month to their announcements and our website is constantly updated to reflect their activity. Other articles dealing with new developments inside the WBG are willingly verified for accuracy by the relevant units.

Similarly, five times a year, WBG specialists contribute to our Spouse Orientation Program so that our members learn about WBG policies and Benefits from the units responsible for their implementation. The very WBG specialist who handles their visa applications and liaises with the State Department, for example, explains the intricacies of the G-4 visa to our members.

Three times a year, a team including both a Global Mobility relocation specialist and a WBFN volunteer leads our workshop “Surviving Culture Shock”.

WBFN maintains a special relationship with the staff of Global Mobility, as our members are their primary clients. Periodically, the Global Mobility team leaders meet with the WBFN president and president-elect to discuss their respective activities, coordinate their events and share their concerns.

WBFN also regularly takes part in preparation sessions and mock exercises of the WBG Emergency Preparedness program. The feedback of our members has helped shape the structure and mission of the Family Assistance Centers to be deployed in case of emergency.

Occasionally, a WBG-wide initiative will approach WBFN to

incorporate the viewpoint of the families. This was the case a couple of years ago when a working group was formed to study the possible scenarios for decentralizing WBG. WBFN organized several sessions of focus groups with members both in Washington and in Country Offices and presented the working group with a list of suggestions gathered from a survey of WBFN members. Many of our suggestions were incorporated in the final report.

Also very importantly, each month two members of the WBFN Spouse Issues Committee represent WBFN at the WBG Domestic Abuse Prevention Task Force meetings. Often WBFN is the first stop in victims’ search for help and its voice is considered important in assessing DA-related issues and developing strategies to deal with them.

Last but not least, the WBFN leadership maintains regular contact with the Bank Vice President for Human Resources and the Director for HR Client Services. Quarterly meetings with the latter ensure that WBFN is able to convey its membership’s feedback and concerns regarding HR services and WBG family policies.

CONCLUSION

The World Bank Group is an international organization. Like many other international organizations and multinational corporations, it recruits its staff from all corners of the world and regularly rotates them among various units and offices worldwide.

The process of relocation is a complex one. Several units within WBG provide the relocating staff and their families with the required services. The process involves uprooting a family and transplanting it in an unfamiliar environment. For the process to be successful both aspects need to be addressed.

WBFN never thought of itself as a “service provider” and never felt the need to duplicate the services provided by WBG.

WBFN sees its role as a community that identifies its members' needs, finds solutions, and advocates their integration within the World Bank Group for the benefit of the WBG families. WBFN offers a warm and welcoming community that reaches out to the families, facilitates their adjustments by helping them navigate their new environment, and offers them the possibility of joining a supportive, inclusive and lasting social network.

It should be clear by now how complementary the respective roles of WBFN and the WBG service providers are. It is precisely because they deal with the relocation process from different angles that their collaboration can be so fruitful. By working together, they maximize the chances for a successful relocation.

An active and involved family association is good for the families and is good for the institution.

Our Contributions to FAMILY-FRIENDLY POLICIES AT THE WBG	
1972	<ul style="list-style-type: none"> ➔ Founding Committee of nine Bank spouses writes to WBG President McNamara asking for WBG support for a family association that would help welcome new arrivals ➔ They are granted office space, a \$2,000 budget and an administrator—WIVES (Women's Information and Volunteer Services) is born ➔ "Opportunities and Information Services" is formed to support spouses in their efforts to obtain employment or volunteer service
1974	<ul style="list-style-type: none"> ➔ Representatives of Bank Staff Relations are invited to WIVES monthly meetings where areas of responsibilities are discussed and family difficulties arising from the timing and duration of staff missions and in particular families left at HQ without sufficient funds, are reported. ➔ First case of domestic abuse (DA) is brought to Bank management's attention
1978	<ul style="list-style-type: none"> ➔ Genderless term "spouse" gains a foothold at the Bank
1979	<ul style="list-style-type: none"> ➔ Bank begins to hire more female professionals and a few Bank spouses are among them
1984	<ul style="list-style-type: none"> ➔ How-to-do-it document on getting a work permit is prepared
1985	<ul style="list-style-type: none"> ➔ Campaigns to get easier access for spouses to Bank IDs and the right to submit medical insurance claims on their own are prioritized

1987	<ul style="list-style-type: none"> ➔ A Forum is organized at which Bank staff answer spouses' concerns regarding the major upset and stress that the 1987 major Bank reorganization was having on family life
1988	<ul style="list-style-type: none"> ➔ Bank hires a confidential consultation and referral service to help WBG families (COPE/FCS) deal with family problems
1990	<ul style="list-style-type: none"> ➔ WBVS secures access to Bank facilities in order to offer computer training to members ➔ Spouses gain use of the Joint Bank Fund Library ➔ Information Seminars on US law and WBG benefits issues for G4-visa holders are launched
1991	<ul style="list-style-type: none"> ➔ Forms are developed that give spouses easier access to benefits information (but still only with the staff member's permission) ➔ Medical insurance claims submitted by spouses are honored ➔ Qualifying divorced spouses are granted return tickets to the home country and partial payment for resettlement and shipment of household goods ➔ WBVS President participates in Bank discussions to formulate a Work/Family Agenda regarding sick leave, dependent care, relocation, flextime, stress on the family due to extensive traveling schedules and spouse employment: A report is published the following year, which becomes the basis for the establishment of family support centers at the Bank

1994	<ul style="list-style-type: none"> ➔ The Bank creates the Family Career Transition and Child and Elder Care Centers to implement the new Work/Family Agenda ➔ Another Bank reorganization with widespread redundancies prompts another WBVS-sponsored Forum during which senior Bank managers answer questions from spouses about what is happening
1995	<ul style="list-style-type: none"> ➔ A revision of the Staff Retirement Plan gives former or legally separated spouses of retirees rights to support payments from the Plan
1998	<ul style="list-style-type: none"> ➔ The Bank's Legal Department agrees to "voluntarily" provide the staff member's benefit information to the spouse, if the staff member does not do so him/herself within 30 days of being served a court order (SR) ➔ <i>Planning Makes a Difference</i>, a manual on legal, financial, G4-visa, and bereavement issues affecting WBG spouses, is published
1999	<ul style="list-style-type: none"> ➔ Spouses gain access to financial literacy training offered at the Bank related to the change in WBG pension plans
2000	<ul style="list-style-type: none"> ➔ WBG President Wolfensohn grants WBVS \$50,000 to investigate the problem of domestic abuse within the WBG community and educate spouses about their rights: A report is produced the next year and delivered to the Bank President and HR management
2001	<ul style="list-style-type: none"> ➔ Ten educational articles on domestic abuse are published in the <i>Mosaic</i> newsletter—French and Spanish versions are prepared and shared with IMF and PAHO ➔ A brochure addressing domestic abuse is printed and stocked in all the WBG restrooms with GSD's help

2003	<ul style="list-style-type: none"> ➔ Staff Rule 2.01 is revised giving spouses access to staff salary and Benefits information unless staff blocks such access ➔ WBG forms the HUB—a domestic abuse task force including WBFN and several Bank units (HR, HSD, Security, Ethics and Legal) to assist in DA cases ➔ Work/Life Services provides point person for helping victims of domestic abuse navigate the Bank systems and services
2004	<ul style="list-style-type: none"> ➔ WBG President delivers a statement condemning domestic abuse ➔ Code of Professional Conduct is amended to define domestic abuse as misconduct and this is publicized in the Staff Association Newsletter ➔ A 90 minute satellite video conference is organized with families in six country offices as part of the 60th anniversary celebrations of the WBG during which members publicly express their concerns and the challenges of living overseas
2005	<ul style="list-style-type: none"> ➔ The office of Ethics and Business Conduct honors WBFN for its advocacy role on behalf of Bank families ➔ The Spouse/Partner Orientation Program based on the Orientation Program for new Bank staff is launched ➔ WBG creates the position of Domestic Abuse Prevention Coordinator to serve as a point person for the HUB, help victims of domestic abuse at the WBG, IMF and IADB navigate the services and systems at the respective institutions, and educate staff and families about Domestic Abuse

2007	<ul style="list-style-type: none"> ➔ A Spouse Career Symposium is organized jointly with the family associations of the IMF and IADB during which spouses raise various concerns and representatives of the three institutions respond ➔ The Bank undertakes reorganization and restructuring of the Global Mobility Program
2008	<ul style="list-style-type: none"> ➔ WBG tightens its regulations regarding compliance with court orders and shortens the time period for staff compliance before it authorizes automatic deduction from the staff salaries (Staff Rules 2.01 and 8.0)
2009	<ul style="list-style-type: none"> ➔ Staff Rule 2.01 is revised removing the option whereby a staff member may block access by a spouse to the staff's salary and benefits (including pension and insurance) information
<ul style="list-style-type: none"> ➔ To better reflect the changes in demographics at the WBG and its membership, the Family Network changed its name over the years: <ul style="list-style-type: none"> ➔ 1972-84 WIVES (Women's Information and Volunteer Services) ➔ 1984-2003 WBVS (World Bank Volunteer Services) ➔ 2003-Present WBFN (World Bank Family Network) ➔ For a complete list of Milestones and Achievements, go to www.wbfn.org. 	

PHOTO QUIZ

CAN YOU MATCH THE CAPTIONS ON PAGE 27 WITH THE PHOTOS ON PAGES 13-16? HINT: WE HAVE COMPLETED THE LAST ONE FOR YOU.

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Answers
21-A; 6-B; 7-C; 15-D; 17-E; 25-F; 23-G; 14-H; 19-I; 22-J;
13-K; 12-L; 5-M; 1-N; 11-O; 24-P; 10-Q; 3-R; 16-S; 18-T;
20-U; 8-V; 2-W; 9-X; 4-Y; 26-Z.

- A. Answering questions at the Annual Exhibits
- B. Multi-Organization Spouse/Partner Career Symposium
- C. Proud Business English Class graduates
- D. Preparing decorations for a children's event
- E. Having fun at the Prenatal Workshop
- F. Editing the Mosaic newsletter
- G. Raising funds at the MMMF Arts and Crafts Fair
- H. Challenging snacks at the Family Picnic
- I. Preserving institutional memory at an EC Alumni Meeting
- J. Teamwork and fun at the Book Project
- K. An active day at the WBFN Office
- L. Organizers of the Children's Holiday Party
- M. Group training for the Buddies Program
- N. Increasing skills at a computer class
- O. Investment Club member celebrate a profitable year
- P. WBFN Annual Membership Meeting
- Q. Congratulating an MMMF scholarship recipient
- R. Focused on WBG benefits at a Spouse/Partner Orientation
- S. Putting artistic skills to good use at a children's event
- T. Signing the Memorandum of Understanding with the World Bank
- U. Decision-making at an Executive Committee Meeting
- V. Work and fun at the Teen Summer Program
- W. Team building at the Executive Committee Retreat
- X. Friendship and support at the Male Spouse Group
- Y. Securing our futures through Money Matters Classes
- Z. Yes, we can!

“Many things now taken for granted came about...one painful step at a time. We have come a long way and much remains to be done. Let us pause a moment and reflect about those whose vision and dedication started us on this road”

Yvonne Kendall



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