

Practical course on Development Cooperation

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**Multilateral Help: Analysis of the Perception of the International
Financial institutions**

The Image of the World Bank

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Introduction

International Organisations are currently in a difficult position. Globalisation has not only brought financial benefits to the (mainly western) world population, but has also increased public awareness to international problems such as poverty and environmental degradation. In the public eye the international organisations are supposed to tackle these challenges and decrease the negative impacts of the globalisation process. However, national governments are not willing enough to sacrifice some of their powers in favour of those organisations, which they would require in order to implement change. The result is often a bad perception or image of these organisations in the public.

In the context of a practical course at the University of St. Gall with a focus on development cooperation our group was confronted with the task of analysing the image of the International Financial Institutions. The short timeframe for the elaboration on this broad topic, forced us to concentrate on one institution only. In this paper we will therefore concentrate our analysis on the World Bank and ask ourselves what the current image of the World Bank is and if it is really as bad as we can expect from current trends described above. We will then elaborate on the question if there is any need to actively promote change to this image and, if so, we will try and formulate simple recommendations for the Swiss authorities, which are in direct contact with the World Bank.

In order to find out how the World Bank is perceived we carried out a series of surveys targeting different stakeholder groups. We confronted people from the streets, students, experts, media representatives and exponents of Non- Governmental Organisations (NGOs). We would like to take the opportunity to thank everyone who was kind enough to help our group with our surveys and interviews. Especially, we would like to extend our gratitude to Mr. Reinhard Haslinger and Ms. Juri Sekiguchi of the World Bank, Mr. Pietro Veglio of the Swiss Institute for International Economics and Applied Economic Research, Mr. Hans Galli Stefan Schnyder and Ms. Viera Malach as media representatives, and our contacts at the various NGOs.

1. Background

1.1. Multilateral aid

Poverty, environmental pollution and diseases do not stop at borders. And especially in the current era of globalisation specific problems of this kind have caused global impacts. As a result global assistance and cooperation is required as mainly developing countries often cannot manage their problems by themselves anymore.

The collective aid of several countries is called “multilateral aid”. This cooperation has to be coordinated to avoid ineffectiveness and double tracked missions. Therefore several worldwide organisations have been established to provide effective assistance. International organisations such as the UN, the World Bank and regional development banks try to channel the powers and funds of individual donors. Thanks to their extensive knowledge, their longstanding experience and substantial resources a sustainable solution is more likely to be achieved. (www.deza.ch)

Of course there are a lot of different areas as health, economic development etc. in which multilateral aid has to be provided. Accordingly, there exist several international organisations specialised on these topics. In this essay the focus lies on the International Financial Institutions and especially the World Bank.

1.2. International Financial Institutions (IFIs)

By definition an International Financial Institution has to be established by at least two countries to get the predicate “international”. In general their owners are national governments – occasionally also other international institutions or organisations.

IFIs exist in different shapes as bilateral, regional or multilateral. In general they have a similar task: The financing of development projects or/and the management of the global financing system.

The best-known IFIs are the Bretton Woods Institutions. They include the World Bank, the International Monetary Fund (IMF), the International Finance Corporation (IFC), and other members of the World Bank Group. Especially the purposes of the IMF and the World Bank are sometimes difficult to differentiate (Rowohl, p. 31).

The IMF was established "to promote international monetary cooperation, exchange stability, and orderly exchange arrangements; to promote economic growth and high levels of employment; and to provide temporary financial assistance to countries to help ease the balance of payments adjustment" (IMF, 2008).

The World Bank on the other side basically has the purpose to reduce the global poverty and improve the living standards. To reach these goals the World Bank serves as a vital source of financial and technical assistance to developing countries. The World Bank itself consists of two development institutions: The International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). The IMF as well as the World Bank is joined by 185 member countries (www.worldbank.org).

1.3. The World Bank

The fact that the worlds most powerful governments agreed to establish together a strong international organisation for development is remarkable. However it is essential to have a closer look at the historical background of this decision. The difficult circumstances and the essential need for joint action were the fundament for the new institutions. In this chapter an insight into the history, the tasks and the organisation of the World Bank will be provided.

The depression of the 1930s has shown that an international coordination of the international monetary system was necessary. Many countries reacted to the crisis with regulations and restrictions without considering the effects on other countries. Not until World War II have global actions been taken. In World War II Europe has been widely destroyed and international aid was needed to avoid a further breakdown of the European economies. (Ritzen, p. 73)

On July 22, 1944, as a reaction to the then-current events, the United Nations and Financial Conference in Bretton Woods took place. At this conference two institutions were created to rebuild the destroyed Europe after World War II: The “International Bank for Reconstruction and Development“ (IBRD) and the “International Monetary Fund” (IMF), also known as the Bretton Woods Institutions. Besides the reconstruction these institutions had the purpose to secure stable trade and inflation and to prevent another economic and political escalation. (Ritzen, p. 74)

The IBRD is, as already mentioned, one part of the current World Bank setup. After the economic revival of Europe, the World Bank’s activities became focused on developing countries. An indication for this change was the foundation of the “The International Development Association” (IDA), the other part of the World Bank beside the IBRD, in 1960. In the meantime the role of the IBRD has shifted too. Whereas the IDA provides interest-free

loans to the poorest countries to support programs that boost economic growth, reduce inequalities and improve living conditions, the IBRD serves middle-income countries with capital investment and advisory services. (www.worldbank.org)

Today, three more sub-organisations join the the IBRD and the IDA. All these institutions together compose the World Bank Group, as shown in the figure below.



Figure 1: Organisational chart of the Worldbank (own design, 2008)

The “International Finance Corporation” (IFC) helps building the private sector in developing countries. The “Multilateral Investment Guarantee Agency” (MIGA) boosts direct investments by giving guarantees to the investors and providing services like technical assistance. Further on, the “International Centre for Settlement of Investment Disputes“ (ICSID) provides facilities for conciliation and arbitration of international investment disputes. (www.worldbank.org)

In general the World Bank Group sets its priorities by following the Millenium Goals. These objectives are part of the Millenium Declaration, which was signed at the headquarters of the United Nations in New York by most of the worlds countries. (www.worldbank.org)

- *Eradicate extreme poverty and hunger*
- *Achieve universal primary education*
- *Promote gender equality and empower women*
- *Improve maternal health*
- *Reduce child mortality*
- *Combat HIV/AIDS, malaria, and other diseases*
- *Ensure environmental sustainability*
- *Develop a global partnership for development*

Table 1: Millenium Development Goals (<http://www.worldbank.org>)

1.4. Switzerland and the World Bank

Switzerland has been a member of the World Bank and the IMF since 1992. The Swiss proportion of voting rights in the World Bank is currently 1.69 %.

Switzerland is also represented in the board of Directors of the World Bank. The Swiss executive director is the head of a voting group of several nations: Poland, Serbia and Montenegro, Azerbaijan, Kyrgyzstan, Uzbekistan, Tadzhhikistan and Turkmenistan.

The **State Secretariat for Economic Affairs** (SECO) coordinates within the Swiss administration and in close cooperation with the **Swiss Agency for Development and Cooperation** (SDC) the political dialog and the cooperation between Switzerland and the World Bank. (www.deza.ch)

2. Self-perception of the World Bank

In order to fully comprehend the implications regarding the image of the World Bank, this paper will first analyse the self-perception of the World Bank and then contrast the findings with the results from surveys we conducted with different focus groups.

Beforehand, however, we will present a theoretical concept on the topic of „image“, which will guide the reader in a more structured way through the findings and recommendations presented later in the paper.

2.1. Theoretical model

The model we will present is originally taken out of the management literature context and was originally published by Birkigt, Stadler and Funck (5.ed., 1992) in their book *Corporate Identity- Basic Concepts, Functions, Case Studies*. Although it was developed for private sector organisations we can also use the framework for the World Bank.

For the authors the image of an organisation is the result of a company's efforts in the corporate identity area. Corporate identity illustrates the self-perception of an organisation, whereas the corporate image illustrates other people's perceptions of the organisation. Image can therefore be defined as the projection of the identity in the social context (Birkigt et. al., p.23).

Corporate Identity can be defined as the coherent connection of behaviour, appearance, communication and personality of a given organisation. The graphic below illustrates the core ideas of the model.

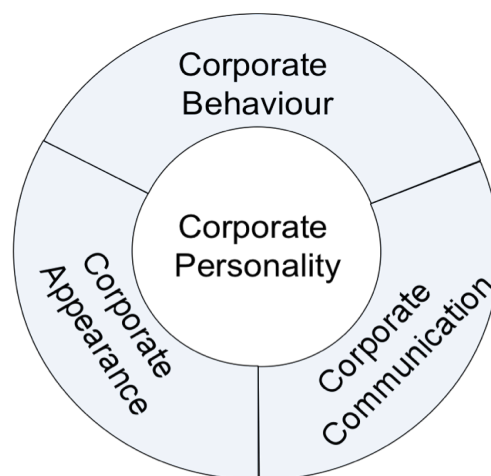


Figure 2: Graphic illustration of Corporate Identity (Birkigt/Stadler/ Funck, 1992)

They argue that Corporate Identity can be regarded as the strategically planned and operatively staged self-projection and behaviour of an organisation on the basis of an organisation's philosophy, a long-term objective and a predefined target-image.

2.1.1. Corporate Personality

In this model, the personality of an organisation is the centrepiece of Corporate Identity. Behaviour, appearance and communication are instruments in order to find the desired personality and with it its identity.

The authors define corporate personality as the manifested self conception of the organisation. As a consequence an organisation has to understand itself with regard to its current existence, goals, objectives, macroeconomic capacity and social role (Birkigt et al., p. 19).

Understanding the current existence implies a definition of the status quo seen as the sum of all past accomplishments. The organisation can use these accomplishments as a basis for all future goals. In contrast to goals, objectives are generally defined efforts to be fulfilled continually. In the case of the World Bank the objectives include reducing poverty worldwide by promoting growth to create economic opportunities to help poor people take advantage of these opportunities (World Bank A, 2008). Goals, on the other hand, manifest themselves through openly communicated intentions, on what, how and when something should be accomplished. The Millennium Goals as the driving force for the World Bank can be included in this category.

Macroeconomic capacity and social role of an organisation are closely related to its objectives. In the case of the World Bank they include safeguarding of all operations against threats and political risks, inclusion and integration of different stakeholder perspectives, ensuring the financing through donor countries (i.e. shareholder countries), responsibility towards society and environment (Birkigt et. al., p. 20).

2.1.2. Corporate Behaviour

Coherent corporate behaviour, including all effects and consequences, is the most important and efficient instrument of Corporate Identity according to the authors (Birkigt et al., p. 20).

The perception of an organisation depends more on behaviour than on statements. Behaviour should mirror the organisations objectives and goals. With coherent action an organisation creates identity over time.

2.1.3. Corporate Appearance

The first impression with a new organisation is often shaped by the brand presentation. Important factors here are design, colours, symbols and especially in the case of international organisations also people, namely the leaders. The best example in this context is Kofi Annan, who formed the perception of the United Nations as much, if not more, than the usual marketing efforts. On the negative side, Paul Wolfowitz, former president of the World Bank, certainly influenced the appearance of his organisation.

An important factor for the appearance is continuity, which has to be balanced with continuous change appropriately reflecting a changing identity (Birkigt et al., p. 21).

2.1.4. Corporate Communication

Corporate communication is probably the most flexible instrument within the model, because it allows a long-term strategic use, as well as a short-term tactical application, e.g. because of a sudden incident.

Communication has to be designed to consequently develop a target-identity. Again, coherence to past behaviour, appearance and communication schemes is important. Especially short-term tactical communication has to be generally in line with the long-term communication and identity strategy. (Birkigt et al., p.21)

All these different instruments are closely interlinked. Certain aspects and structures in real life are sometimes difficult to integrate into a single category, as we will see in the following chapter. As the categories are all part of the Corporate Identity, however, these difficulties are only of scientific character and do not distort the content of the main conclusions.

2.2. Interviews with World Bank employees

In order to get a picture of the self-perception by the World Bank, we conducted phone-interviews with two World Bank employees, Ms. Juri Sekiguchi and Mr. Reinhard Haslinger. Both interviewees have more than six years of work experience with the World Bank and have had the opportunity to see different areas within the organisation during that time. Currently they are situated in Vienna and are indicated as media contacts for Europe on the official World Bank website.

Again, to simplify orientation for the reader we will use the terms Behaviour, Appearance, and Communication from the model above.

2.2.1. Behaviour

With regard to the World Bank's behaviour both interviewees acknowledged the fact that the organisation is often judged by the actions of single persons, especially the current presidents. Historically this role is, appointed by the President of the United States, who represents the largest single shareholder of the World Bank. In the general public this fact often leads to the perception that the World Bank is under too much influence of the USA.

In the interviews this perception could not be confirmed. According to the employees this influence is exaggerated. While the USA undeniably have a significant vote in the agenda setting, the dominance diminishes significantly in the daily operations. The reason behind this is that World Bank employees generally are not appointed by a member country, but are hired by the bank itself. This means, the employees are under no pressure from member countries and are exclusively responsible to the World Bank. Political pressure and bargaining is therefore concentrated on the upper levels of the World Bank hierarchy. Since interaction on these levels is more present in the media than daily operations interaction, the picture of omnipresent US influence is distorted and exaggerated. Both interviewees therefore do not experience a significant influence of US interests.

Confronted with the often-quoted lack of democracy of the institution, the interviewees responded, that change in fact is noticeable. A few years ago the World Bank's identity was predominantly western and industrialised because a large part of the workforce actually came from such countries. Today the picture has changed since more staff is being recruited out of developing countries. However, change in the representation organs of the World Bank is slower, as political bargaining and balance of power reasoning is existent.

More often than not in the past the World Bank has been associated with corruption. It has been said that the process leading to the project contracts were not transparent. Confronted with this accusation our interview partners both agreed that the image in this regard is much better today. The World Bank has implemented guidelines, called Comprehensive Development Framework (CDF). *“It encompasses a set of principles to guide development and poverty reduction, including the provision of external assistance. The four CDF principles are: Long-term, holistic vision, Country ownership, Country-led partnership, Results focus.*

The CDF is essentially a process: it is not a blueprint to be applied to all countries in a uniform manner. It is a new way of doing business, a tool to achieve greater development

effectiveness in a world challenged by poverty and distress. In the short run, the CDF establishes mechanisms to bring people together and build consensus, forges stronger partnerships that allow for strategic selectivity, reduces wasteful competition, and emphasizes the achievement of concrete results. It will help donors become more selective in what they do. In the long run, the CDF enhances development effectiveness and contributes toward the central goal of poverty reduction and reaching agreed targets such as the Millenium Development Goals.“ (World Bank B, 2008)

Additionally, the World Bank has issued a Staff Guide on how to apply the CDF in the daily operations. It supplements and substantiates the above mentioned general ideas and principles (Worldbank C, 2004).

2.2.2. Communication

In the sector of communication the World Bank has some difficulties, which are hard to come by. It seems evident that member states would rather see the money invested in projects or donated instead of spending it on marketing or communication efforts. Budget is therefore understandably restricted.

Communication efforts today are therefore mainly the product of the daily work in the field. Especially in conferences, bilateral meetings with member states, NGOs and other stakeholder groups does the World Bank present itself the way it wants to be perceived. Every single employee is therefore a potential communication instrument.

In the interviews we felt that the employees of the World Bank understand this obligation and responsibility and are eager to help spread good news on behalf of the World Bank.

Communication via media is difficult, mainly due to the fact that only negative news seem to be newsworthy at all (as seen with the Wolfowitz scandal). In using the daily work and daily interaction as a communication instrument positive news can also be spread and an image can be created.

2.2.3. Appearance

With regard to the appearance of the World Bank the interviewees acknowledged that in general the World Bank is mainly unknown in public. If the World Bank and what it does is actually known, it is often in a negative context, as seen in the preceding paragraph.

According to Ms. Sekiguchi, the level of awareness is too small. As we have seen, with a small marketing and communication budget this is difficult to change. However, member countries and partner organisations can help. We will present ideas on how this can be done later in the paper.

As mentioned before the appearance often depends on the leaders who represent the organisation. The United Nations were fortunate enough to have had Kofi Annan as a General Secretary for a long time. He has helped to give the UN a face and a character. Of course it is difficult to find such a person, but in the case of the World Bank might be even harder, since the President is not elected by all member countries directly, but is a US national, appointed by the US President and then confirmed by the Board of Governors. Unfortunately such undemocratic selection processes generally lead to suspicion and adversity towards the incumbent.

2.2.4. Personality

In general, despite some problems, Mr. Haslinger sees the World Bank as a competent partner in the international community for development cooperation. He perceives the Bank to have a competitive advantage in technical expertise and general development know-how. While there have been difficulties with the collaboration with NGOs, the relationships have improved remarkably.

3. External apperception

3.1. Survey and literature

To elaborate on how others see the World Bank we tried to paint a complex and differentiated picture by asking different actors and potential stakeholders. We asked people from the street, scholars, some students at the University of St. Gall, undergraduate students, members of some institutes related to the University of St. Gall, a few NGOs as well as media representatives.

In the following paragraphs, the main statements of the various surveys are summarized in combination with additional information found in the literature. The complete answer sheets of the survey are included in the appendix.

We are aware of the fact that these surveys are not representative or empirical according to scientific standards, which was simply not possible in the short time available. In combination with the literature, however, we think the reader will get a good first impression about the image of the World Bank.

3.1.1 Survey in the street

We questioned people with different backgrounds and age. It was interesting to see that most interviewees have heard about the World Bank but most of them do not really know much about it. Mainly, people have heard or read about it in the newspapers. They often associated the World Bank with former president Wolfowitz and the state of Kosovo (presumably because it was a current affair and there was a lot of media coverage).

Most people think, the image of the World Bank is positive, even though they declared not to know much about it. Positive, because “Switzerland is presiding a voting group consisting of different member countries of the World Bank” and so “Switzerland has a little bit of influence” or “because the World Bank is spread all over the world”.

An interesting aspect can be seen when it comes to the question what the official tasks of the World Bank are. People associate the World Bank with a normal bank, which “is spread all over the world”, “looks after the currencies and helps in financial crises” and is “the overall head of all the banks in the world”. Only a few said that the World Bank should distribute the money among the people in a fair way and match the different interests. One man stated that

the World Bank should care more about the environment and projects should be more long-time orientated.

3.1.2 Survey in schools

The World Bank and its functions could not be recognised by the young students (mainly, KV Business school and gymnasium level). In spite of this gap in their knowledge, most of them could say something about the official tasks of the World Bank (debts, Kosovo). The Survey showed that the respondents often mixed the official tasks of the World Bank with the duties of a normal bank. This misconception was mainly the reason for the negative perception of the World Bank. To summarize, most of the interviewees did have a wrong idea about the World Bank and did not have a clear picture of it in their minds.

3.1.3. Survey among students

Looking at the survey among the students, it is evident that they also know very little about the World Bank. Some of them associated the World Bank with the Wolfowitz scandal. When it came to the official tasks of the World Bank, the students knew about it in more detail (debt relief of countries in Africa, connected to the IMF, gives credits to poor countries). But sometimes they also confused the World Bank with an official bank (manages financial crisis like the sub prime crisis, coordinates the activities of the national banks). The students either had no image or only a neutral one of the World Bank because of their sparse knowledge about it.

3.1.4. Survey in the Institutes

All people had heard about the World Bank. Most of them had read about it in the newspapers. Often they associated the World Bank with Wolfowitz and his scandal or with America itself or with modern imperialism. Also Joseph Stiglitz warned against the possible protests against the World Bank because of the negative influence of Wolfowitz. The past of Wolfowitz and his reputation represent a risk for the image of the World Bank (Mildner, 2005).

All interviewees knew about the official tasks of the World Bank. All of them could tell that the World Bank gives credits to the third world and supports developing countries to come out of poverty. The word “poverty” was only mentioned by one person, which is interesting as the main goal of the World Bank in fact is to reduce poverty.

In this survey the image of the World Bank was not as good as it was compared to the street survey. People knew more about the World Bank. One woman said, that “loans with the duty to enable developing countries to reach the living standards of the western countries gives the World Bank a negative touch”. Even short-term credits are combined with high obligations, harming poor countries by getting them into a vicious circle (Berne Declaration A, 2004).

There was one woman remarking that if the “World Bank is so active, why do the media never write about it? They must have a weak position. For me the World Bank is something unrealistic, not imaginable and something unreal”. Another respondent added “We have everything we need in Switzerland, that is because we do not care about the World Bank”.

3.1.5. Survey among the NGOs

“Swissaid” sees the World Bank as a competent and professional institution (especially its studies and dates, World Development Report and statistics). It publishes helpful books and documents. Nevertheless, as “Swissaid” and “Caritas” said, the World Bank has a bad image as it supports major projects harming the poor instead of helping them to come out of poverty. In the opinion of “Bread for all” many countries now have enormous debts because of some of the World Bank’s projects, a fact that adds to the bad image. According to “Swissaid”, the World Bank should consequently work against poverty and make this target more of a priority and put it to the centre of their work.

The mindset of the World Bank does not change enough. It still is neo-liberal and does not take into account the differences between the countries. Liberalisation of trade does not always reduce poverty. On that score the World Bank should immediately reconsider their way of thinking. There should be more balance between opening the markets and protecting them. On the webpage of the “Financial Times Deutschland” it says that economical growth is not a universal remedy against all types of social grievances (Rademaker, 2002). In addition, the World Bank should act more sustainably and not just follow the interests of the multinational firms. The Berne Declaration also remarks that the World Bank should only allow projects in the field of gas, mining or crude oil with the explicit consideration of the local and indigent population. Further the local people should get informed and be included in the process (Eberlein, 2004). Moreover they mention that the investigations on the

engagement of the World Bank into mining, oil and gas has shown that these projects often do not really reduce the poverty in the developing countries (Missbach, 2004).

The governance structure of the World Bank is obsolete. It must be revised in order to strengthen the cooperation with agents from developing countries. The scandal involving former president Paul Wolfowitz has harmed the image of the World Bank. "Helvetas" mentioned that the concrete progress of the World Bank is not being realized enough in public. People are not familiar with the World Bank as a whole. It rather has the image of an unknown and a non-transparent international company. Also, "Solidarität Dritte Welt" has observed that among the Swiss, the World Bank is not well-known and people are not familiar with the tasks. Consequently they are neutral or ignorant to the topic.

The World Bank has rigid structures and too many "fits all solutions". The regional circumstances should be more taken into consideration. The World Bank campaign of Europe also criticises the model for undermining poor countries in their ability to project their own development path. The conditions of the World Bank give the countries too few possibilities to choose their own economic system and the policies they think are best to reduce poverty (World Bank Campaign Europe, 2008)

Nevertheless, the World Bank has made great progress and opens itself for innovations and new partners, as "Helvetas" and "Caritas" have mentioned. However on this subject there are different opinions. "Swissaid" remarked that the World Bank did not learn enough from former projects but should revise its economic project path and collaborate more with civil actors as well as with also critical NGOs. In addition the lessons learned should be communicated more transparently and implemented in future work. The World Bank should not invest in unsafe projects like pipelines in fragile states. Risky projects are only acceptable with strong social and environmental standards. "The climate change requires action before it is too late. The poorest are hit hardest and are hit now. The Bank immediately should stop financing fossil fuel operations and oil aid, but instead should significantly scale-up support for renewable energy and energy efficiency" (.World Bank Campaign Europe, 2008). Also the "Berne Declaration" mentions that such projects often leave irreparable damages caused to the environment and lead to the relocation of thousands of people (Berne Declaration A, 2004).

Moreover, the role of the USA is too dominant. The positive image of the World Bank is mainly caused by the documentations und studies. However, “Helvetas” and “Solidarität Dritte Welt” mentioned that the information flow is too low. The World Bank should communicate more transparently and more detailed about its work and progress. The public should be better informed even if it is difficult to point out the real advantage because of its complexity. Evidently the different organisations work too isolated from each other. “Solidarität Dritte Welt” would prefer to see more international cooperation. International exchange of information and project network would be important too. As an idea a platform of information exchange between the World Bank and the Swiss aid organisations could be of great help.

3.1.6. Experts and Journalists

As Viera Malach from “InfoSüd” (interview, March 19, 2008) says the interest of the media in reports about the World Bank and its activities are limited. She mentions that the critics against major infrastructure projects like big dams or pipelines are of most interest. According to her NGOs are critical but constructive. She sees one big advantage of the World Bank: In the presence of the World Bank more international control is possible.

Hans Galli from “Der Bund” (interview, March 18, 2008) states that the image of the World Bank is mixed, even among the aid organisations. According to him, there are as well the sceptical aid organisations that criticise the World Bank for doing too little for the poor and supporting too many major projects as those estimating the performances of the World Bank more positively. The original mandate of the World Bank sounds promising but the World Bank has made mistakes besides all good work. Both the Wolfowitz scandal and major projects, doing more harm than being of any help have made the World Bank appear in a bad light. Hans Galli (interview, March 18, 2008) remarks that the World Bank must take into account the social, economical as well as the ecological dimension in every project.

In the opinion of Pietro Veglio (interview, March 12, 2008) Switzerland is the only member of the IMF and the World Bank being able to support membership on clearly expressed popular votes. At present time the image of the World Bank is not very positive even among groups supporting development aid. According to Veglio, the problems go beyond governance and legitimacy. The World Bank continues to focus on the Washington consensus

in economic policy. The image additionally got tarnished in 2005 with the nomination of Paul Wolfowitz as the President of the World Bank.

One reason for the negative perception of the World Bank, according to Veglio, could be that the Swiss public fears globalisation and its negative consequences. The World Bank is perceived as an institution embodying globalisation and actively promoting liberalisation and privatisation in developing countries. The World Bank's role is not sufficiently known and recognised by the Swiss public. Furthermore, general multilateralism and multilateral institutions are not very popular in Switzerland. The World Bank is observed as being arrogant, too bureaucratic and ineffective, or too uncritical regarding some governments with poor governance or which are not respecting human rights. The Swiss aid administration has not been very successful in promoting a more articulated and differentiated view. There are still some misperceptions related to the content and modalities of the advice on economic policies and reforms promoted by the World Bank in developing countries.

The image of the World Bank is much better concerning financing social expenditures, small infrastructure, research and analytic work as well as policy advocacy. According to Veglio one option could be more presence in Switzerland by employees of the World Bank to discuss the most important topics, initiatives and reports with various persons such as members of parliament, media representatives, NGOs, private sector representatives and ordinary people. The most important objective of such meeting should be sharing information and explaining and debating openly. The World Bank has helped establish an international Network of parliamentarians interested in the activities of the institution. Unfortunately the Swiss parliamentarians have never been very active in this group. Together with the World Bank, SECO and SDC must find a way to get them more involved.

Veglio clearly states that the quality of the information about the activities of this institution and the role Switzerland is playing can be further improved. The annual conference between SDC/SECO and the Worldbank would be the ideal platform to discuss these issues.

In 2006 SDC sponsored a visit to the World Bank for a group of Swiss journalists. Such an initiative should be repeated on a regular basis. The same should be organised for Swiss parliamentarians. NGO representatives could also be involved in order to raise their level of interest and awareness.

Veglio finally thinks that one particular audience should deserve special attention: young people. SECO and SDC should make a well planned effort to reach universities and schools and offer them presentations and conferences on topics of interest related to World Bank activities. His idea is to create a pool of people ready to make such presentations as the number of Swiss people knowing about this institution is not very high. There would be much interest among the students for such kind of presentation.

3.2. Conclusion

To summarise the main conclusions once more, our surveys showed that the respondents from the street, schools and university do not know much about the World Bank. They often confuse the official tasks of the World Bank with those of a normal bank. For them it is an unknown and inscrutable international company. They do not exclusively have a bad or negative image of the World Bank. It seems to be mainly Wolfowitz transmitting a negative image on the World Bank. However most people have no image at all because of too little knowledge.

The institute survey shows, that Wolfowitz gives a bad association of the World Bank. The people in the institutes are better informed and familiar with the tasks of the World Bank. Interestingly enough they have a worse image of the World Bank than the people in the street and the students. Respondents stick to the idea that loans combined with obligations give the World Bank a negative touch.

The NGOs as well as the experts are more differentiated. They see the World Bank as a competent and professional institution which publishes helpful books and documents. Pietro Veglio (interview, March 12, 2008) also mentions the often preconceived and sophisticated view of Swiss people about the World Bank as well as the fear of globalisation and its negative consequences among them. According to him, the quality of the information about the activities of this institution and the role Switzerland is playing must be further improved. The NGOs see themselves as critical but constructive. They also state that the World Bank is not well-known in public. Points of criticism include the neo-liberal perspective, Wolfowitz, risky projects, the wish for more transparent information about work and progress as well as the request for a stronger focus on social and environmental standards. Furthermore, the NGOs would prefer to see more international cooperation and international exchange of information and a project network.

4. Is there any need for improvement regarding the World Bank's Image?

The summary of the major criticisms shows that most people in the streets do not know much about the World Bank or tend to a rather negative image of it. The NGOs on the other side basically see the need for an organisation like the World Bank and appreciate its benefits. But beside this fundamental need they draw a rather critical image of the World Bank. In short, we saw that there would apparently be enough possibilities for the World Bank to improve its image or even create one in the first place.

Why should the World Bank even think about modifications, since the need for its existence is not questioned and the payments of contribution are (mostly) not directly influenced neither by the people's nor by the NGO's opinions?

The answer to the question above is: The World Bank should be amenable to changes not first of all to improve its image, but to ameliorate its efforts for a world free of poverty as its main goal (www.worldbank.org). The NGO's criticisms are mostly constructively formulated and strongly linked to the World Bank's behaviour and performances and not to its public appearance. As a result the NGO's proposals are not just possibilities to improve the World Bank's image but above all to better reach its goals. Ultimately achieving of the "Millenium Goals" is an interest, which both sides share.

Additionally a good image of the organisation is an important factor in establishing confidence. Confidence, in turn, is an important premise for development cooperation. Countries and governmental institutions have to first trust the World Bank before they agree on joint mission or fund for specific projects.

Moreover, a scandal like Wolfowitz' also casts a cloud over other internationals organisations in general. It confirms people's opinion that international organisations are corrupt, inefficient and intransparent. First and foremost the World Bank's employees suffer from this image and are confronted with animosity in their daily work.

Concluding, it is comprehensible that there is need for improvement regarding the World Bank's image. However these changes may not just be carried out superficially, but have to be implemented and cemented within the identity of the organisation in order to be sustainable.

5. Ideas for improvement

5.1. Behaviour

In the following paragraph it will be discussed how the SDC and SECO could influence the World Bank in its behaviour.

5.1.1. Democratic deficit

The „Berne Declaration“ acknowledges that multilateral financial institutions are necessary but the World Bank with its bureaucracy and political agenda does not help in an ideal way for a social and fair development. The undemocratic decision-making process and the absence of a public accountability do not correspond with a modern administration. That is the reason why the “Berne Declaration” asks for reforms as well as for public discussions about its role and tasks. One possible reform is seen in the democratisation of the right to vote. The co-determination of the developing countries must be improved. In addition, more transparency about the use of the credits and decisions of the World Bank is desired (Berne Declaration B, 2004).

The SDC and SECO should influence the World Bank with regard to revising its internal structure by modifying it to a more democratic one. Additionally it should be mentioned that transparency should be increased, especially with regard to the granted loans and the achieved progress of the projects

5.1.2. Voting group: maintain leadership

Swiss people think that Switzerland does have some small influence as it is in a group of countries belonging to the World Bank. It is important that Switzerland keeps the leadership-role in this voting group. SDC and SECO should give clear signals in this direction and maintain this role whenever possible.

5.1.3. Include civil society

New information technology makes it easy and cheap to share information. The World Bank as well as SDC and SECO have a lot of experience in what works and what does not in terms of the economic development. One possible way could be a website providing information

and knowledge for insiders as well as for outsiders. This website could contain information about the recent projects and their state of affairs. Another advantage could be to inform the press about actual World Bank projects by differentiated and exact reports. How to promote this website will be described in the next chapter about communication.

5.1.4. Award NGOs a permanent seat in the Executive Board

More international cooperation is requested, especially by the NGOs. NGOs wish for more international exchange of information and call for a professional project network, for instance an information exchange platform between the World Bank and the Swiss aid organisations and the Swiss NGOs.

SDC and SECO could involve NGOs more actively and present themselves as. One alternative could be to create an expert panel including members of NGOs and include findings from this panel into the regular collaboration process with the World Bank.

5.1.5. Focus on ecological and social aspects

The „Berne Declaration“ would like to see reforms in the sphere of alternative resources. The social and ecological guidelines should be harmonised and stronger supported. Credits for the encouragement of renewable resources should be intensified (Berne Declaration C, 2004). SDC and SECO should enforce this direction by calling for more investments into renewable resources.

5.2. Communication

Beside the behaviour, communication is another important aspect on which the following chapter will focus. Where are possible basic approaches to improve the World Bank's image?

5.2.1. Unity in appearance, communication and action

The surveys among the students and people in the streets give the impression that most of them do not know much about the role and the tasks of the World Bank in the international system. Often the World Bank was mistaken for a regular bank. As a result the negative connection with the current financial crisis has touched the World Bank too.

Therefore it is important for the World Bank to communicate a clear and consistent image of its position and its work. Surely the World Bank has already developed a communication conception. It seems however that it has not yet worked out the central point of this concept. Particularly, the consideration of its own role and functions. Even experts have difficulties to differentiate the mandates of the World Bank and the IMF (Rowohl, 2006). And NZZ even spoke of an "identity crisis" of the World Bank because of its changing role (2007).

Consequently, it is a key point for the World Bank to regularly define and revise its communication concept with regard to role and the tasks. This position also has to be coherently supported by appearance (Website for example) and action. This will facilitate the people to develop a clearer image of the World Bank.

5.2.2. Relations to the media

Closely linked to the previous point are the relations to the media. In 2007 the World Bank hit the headlines mainly because of negative news. One reason was the affair around the former World Bank president Wolfowitz: "The president of the World Bank fights corruption and "advances" his girlfriend at the same time" (NZZ, 13. April, 2007). Despite this attention the role and the functions of the institution itself remained relatively unknown.

A possible basic approach for the improvement of the relationship to the press could be the organisation of public appearances of World Bank representatives. It would be easier for the people to identify themselves with the organisation.

Furthermore, the organisation of discussion forums and public speeches for interested audiences could be another possibility to present the World Bank in a positive way. Here the SDC or the SECO have to take the lead and get in contact with interesting characters of the

World Bank. Especially now that both the hunger crisis and the biofuel have come into the focus of the world press ([Tagesanzeiger, 13.04.2008](#)) an active role in the communication with the media would be very favourable for the World Bank's image. There would not just be the chance of presenting its position, it could also give valuable information and sensitise the audience and people through the press.

In general the World Bank should start to inform a broader base about its successful missions. To enable the World Bank to use these media channels SDC and SECO should intensify their contacts to the press. This may be possible by organising seminars for interested journalists or by preparing a periodical newsletter. Additionally SDC and SECO could enforce the positive messages for instance by highlighting emotional stories.

Of course objective information has priority. But only emotions can give the World Bank a face and make it interesting for the broad public and the media as well.

5.2.3. Cooperation with Universities and High Schools

As shown, the qualitative survey among the students has shown the exact functions of the World Bank are mainly unknown. At universities, however, people would be very open for and interested in more information. For this reason SDC and the SECO should intensify their cooperation with universities. At the University of St. Gall students already have the chance to participate in a course about the World Bank. But the demand by far exceeds the supply. The cooperation could be expanded by connecting World Bank experts for speeches and discussions, by delivering actual information or by enlarging the course supply according to this topic.

High school students also represent a large potential. Here SDC and SECO could offer documents as school materials to make it more desirable for the teachers to broach the issue of the World Bank. Of course an initial contact to the high schools has to be established to raise awareness that this offer exists.

5.2.4. NGO networks

In the previous chapter the importance of the NGOs has already been mentioned. However not just the behaviour towards the NGOs has to be improved but also the communication between World Bank and NGOs must be ameliorated.

The impenetrability of the World Bank has been criticised by several NGOs (as Caritas, Helvetas, Amnesty International Switzerland). An intensified information process could make the World Bank's actions more transparent.

The NGOs would appreciate an attempt to improve the connecting information-platforms informing about the World Bank's missions and aiming at the particular countries. Partially, these kinds of platforms exist already. But amazingly none of the interviewed NGOs knew of them. A possible explanation is that the NGOs do not have the resources to look for the specific information.

As a result the World Bank has to facilitate the access to the necessary information as much as possible. For example a special entry for the NGOs could be placed prominently on the World Bank website.

Additionally the SDC and SECO have to inform the NGOs directly about the information sources. An accordant brochure could be a possibility to inform the NGOs about the competent positions and information accesses.

5.2.3. Sensitising of personnel

As we have seen, current communication efforts are mainly concentrated on daily work interactions between representants of the World Bank and various stakeholder groups.

In order to further improve and expand this communication thread, it could be useful to offer communication seminars and courses for employees within the World Bank. In these seminars the employees should be sensitised for their own roles as ambassadors for the World Bank and they could be confronted with a catalogue of answers to frequently asked questions, as to guarantee a certain degree of consistency with the official World Bank communication idea.

Generally, the employees can be expected to be interested in such courses and eager to learn from such seminars, as seen in the interviews with current employees of the World Bank.

5.3. Appearance

Concerning branding and design, we do not have any suggestions for change. As described in the theoretical part continuity is one key to brand recognition. In this regard it does not make much sense to actually change this facet.



We think the current design of the logo fits the organisation. It is discreet concerning colour (mainly used in black or blue) and design. Generally it creates a professional first impression.

However, since the web base presence also shapes the appearance of an organisation, we will focus on this specific topic, as we specifically see room for improvement there. In order to illustrate our suggestions we will compare the World Bank webpage to websites of other international organisations.

5.3.1. Internet Appearance

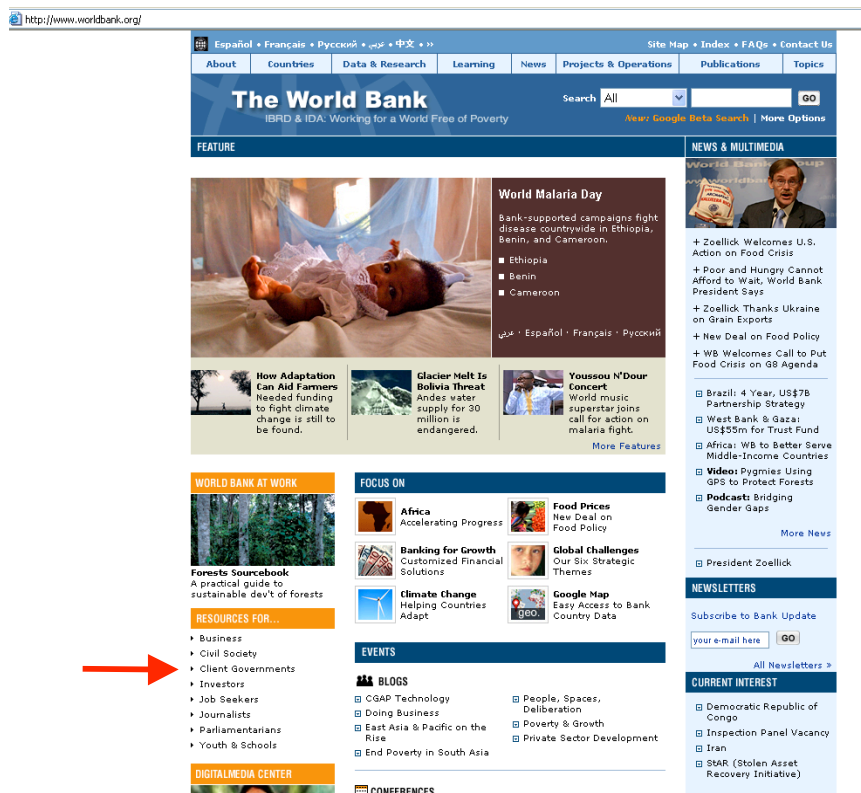


Figure 3: Screenshot of the World Bank website

The current website of the World Bank is rich in information- too much information. In contrast to the logo it is not discreet and lacks a certain grade of professionalism. At first sight it is not clear who the site is designed for. The orientation tabs on top of the site seem to be designed for

people who know what information they are looking for. The photographs and different sections within the page are probably designed for a broader audience just casually visiting the site and roaming some of the contents. The numerous different sections within the page add to the general fragmentation and generally overload the page.

On the positive side, we like the mission statement "*Working for a World free of Poverty*" in the header. It indicates the general objective and shows what the organisation is about at first sight. Additionally, the possibility to enter the contents via different channels for businesses, civil society, journalists etc. (see on the left hand side: red arrow) is useful and should be maintained. We would suggest concerning the design to focus on more professionalism, at least on the front page. We appreciate the information diversity but would prefer it to be organised more in a drill down manner. In terms of brand recognition we think it would be advisable to use the World Bank logo more conspicuously.

In this regard the United Nations webpage (www.un.org) could serve as a model. The entry site shows simple language overview with the United Nations logo.



After entering the site the visitor is led to a discreet overview of topics and contents. This overview serves as a portal to more detailed information and content. In the example we follow up on the first link to the UN Millenium Goals (red arrow).

On this level we do not object to a more graphic and colourful design, since the visitor already has found the general topic of interest and is now happy to find additional information graphically enriched.



Figure 4: Screenshot of the UN Millenium Development Goals website

The International Monetary Fund (IMF) (www.imf.org) has found a middle course Between the UN example and the current World Bank site.



Figure 5: Screenshot of the IMF website

Although the logo is not as dominant as is the case of the UN, the brand and logo of the *IMF* are still evident. Compared to the World Bank this is a significant improvement. Additionally,

the site does not look as fragmented as the World Bank's in spite of the photographs and different sections.

In a nutshell, the internet appearance of the World Bank could be improved according to the following recommendations:

- Less is more on the front page
 - o Design in a more general discreet way corresponding to the general image
 - o Arrange the information in a drill down manner
 - o Less fragmentation by using less different sections within the page
- The brand recognition can be improved by a more prominent and conspicuous use of the World Bank logo
- Maintain the mission statement in the webpage header
- Maintain different access windows for different stakeholder groups, but place more prominently and conspicuously, e.g. in the orientation tabs on top of the site (cf. 5.2.4.)

Final conclusion

At the beginning we faced the research question: What is the image of the World Bank and how could it be improved? This present essay tried to deal with this task in four main steps.

In a first step a theoretical model was introduced and served as an analytical framework. According to this model the image of an organisation is based on three areas: Communication, appearance and behaviour. In the same chapter the self-perception of the World Bank has been analysed. An interview with representatives of the World Bank showed that weaknesses in the field of communication were already identified. But the restricted budget complicated the implementing of new communication instruments. Also defects in the range of appearance were acknowledged. However the representatives claimed that during the last years good progress has been made in the area of behaviour. Not only has the transparency been improved by internal guidelines. But also has an enlargement of developing countries' influence in the World Bank taken place.

In a second step the external apperception of the World Bank has been examined. Surveys among people in the streets, students, NGOs etc. served as basis of information. The surveys mainly approved the World Bank's self-perception: The World Bank itself is quite common but its tasks and activities are mostly unknown among people in the streets and among students. NGOs on the other side basically acknowledge the need of an organisation like the World Bank but ask for more cooperation and stronger dedication in social and environmental topics. The above mentioned progress of the World Bank in different areas was widely unknown. As a result in step three the need for improvements regarding the World Bank's image was confirmed.

Finally different ideas for improvement were introduced. According to the World Bank's behaviour a more democratic decision-making, cooperation with civil societies and a general return to the "Millenium Goals" has been recommended. In the area of communication the SDC and the SECO are asked for more public involvement. An intensified cooperation with universities and high schools should raise the public interest. NGO networks on the other side could guarantee a wider support in World Bank projects. Concerning the appearance of the World Bank mainly proposals for its website have been made.

Finally the fact is to highlight that first of all the member states of the World Bank are in power to achieve improvements. They have the possibility to take influence and also to communicate the World Bank's image in their country.

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Appendix

Institute Survey

	Füglister, KV, female 1964	Mrs. Müller, Female, KMU Institut, 1976	Mr. Peters, male, Logistikmanagement, 1979	Mr. Hirschbühl, male, höhere Fachschule, 1980	Mr. Braun, ale, Wirtschaftsingenieurwesen, 1979
Question 1 Have you ever heard something about a World Bank? In which context?	Yes. I read an article about the World Bank. Sometimes there are discussions about this issue. But I can't remember a specific topic.	Yes. I read about Wolfowitz > there was a scandal about his girlfriend.	Yes. Personal contact. Some friends made an internship there. You read about in the newspaper, media.	Yes. I heard about it in the school, in VWL.	Yes. I heard about Wolfowitz, there was a scandal. Now they search a new president for the World Bank. Great debate about how to invest the money.
Question 2 What association do you have when you hear the word World Bank?	For me a World Bank seems to be unrealistic. It is not imaginable. There must be a lot of people. I think it is positive, but I don't know much about it.	Wolfowitz. Modern imperialism has a negative touch. Developing countries need money and the World Bank gives credits. Western thinking style > try to implement it > negative touch.	Personal contact. Positive.	I know not much about the World Bank. Positive. They work with money.	Wolfowitz, New York > that's where the World Bank is. America.
Question 3 What are the official tasks of the World Bank?	I think they have to distribute the money between rich and poor people. But that's impossible. Some project, where people have needs.	Give credits to the third world. To support developing countries.	Finance of project in the third world. Support developing countries.	Financial compensation between the banks in the world.	The World Bank should support projects which helps developing countries to come out of poverty.
Question 4 How is the image of the World Bank?	I think positive. But for me it is impossible, something unreal.	I have no idea.	I think in Switzerland, the image of the World Bank is negative.	Not so bad.	I have no idea.
Question 5 What are the main reasons for this image?	Perhaps positive because it has nothing to do with finance. But if the World Bank is so active, why do the medias never write about it? You don't read or hear a lot of the World Bank. They must have a weak position.	Mixed, positive and negative. Credits with duties so that the developing countries have to reach the standard from the western countries gives the World Bank a negative touch. The role of the World Bank is	The Swiss think that the money isn't invested object oriented. Wrong priority setting.	Because in Switzerland, we have everything we need. We don't care about the World Bank. We don't think about it.	I think positive because I have heard or read (in the media) only positive things about the World Bank.

Street Survey

			Mr. Rechstein, 16 Years old, in Ausbildung	Mr. Zollinger, Gymnasium, last year, 19 Years old	Mrs. Gattiker, female, Steuerkommissär, 40 - 50 years old.	Mr. Schweizer, male, KV, 1953
Question 1 Have you ever heard something about a World Bank? In which context?	Yes. In the newspaper and in the media (TV)	No. I am sorry	Yes. I heard about the World Bank in connection with the Kosovo. It's a big bank. Switzerland is in a group with Serbia, that's why they have discussions now in the Bundesrat about Kosovo. I read about that they searched a new president.	Yes. I heard about the bank crises of UBS and credit Suisse. Millions of francs are now gone.	Yes I have read about the World Bank in the newspaper.	
Question 2 What association do you have when you hear the word World Bank?	Neutral, I can't judge it.	It must be a company which is spread all over the world. Something to do with money.	With Kosovo, Wolfowitz, India, Media, statistics of different countries.	I associate the World Bank with poor people, rich people > these extremes. And also a wrong distribution of the money among the people. Negative.	Switzerland is in one group with Serbia. Now there is this debate about the state Kosovo.	
Question 3 What are the official tasks of the World Bank?	Overall house of all the banks in the world.	This company might be look after the money of all other companies. Worldwide.	I don't know. I think they look after the currencies > they help in financial crises.	There would be enough money for everyone. They should distribute the money among the people so that it is fair.	I think to match the different interests. They should care more about the environment. This project in China with this dam is not good > the environment will be destroyed. They should give money to the third world.	
Question 4 How is the image of the World Bank?	Many people don't know that. The world bank is not well known in the world. I don't know either.	I think it might be positive but I don't know the World Bank.	I think positive.	I think the rich people will see the World Bank as something positive the poor people as something negative.	I think positive in Switzerland. In my opinion it is good that Switzerland is also in the World Bank. We have a little bit of influence.	
Question 5 What are the main reasons for this image?	How I said, many people don't know the world bank. Now well known.	Positive because it is spread all over the world.	Because Switzerland has a voice in a group of countries joining the World Bank. Perhaps because Switzerland has a little bit of influence.	Money and power > these are always tricky / delicate issues. Money should be given to the poor > don't oppress them.	I think in former times the image was bad. Now Switzerland is also in a group so the image is better. But the World Bank project should be more long-time oriented.	

Student Survey

	Frei, male, BWL Master, 1978	Schlegel, BWL Bachelor, 1988	Bischof, male, VWL Master, 1981	Roderer, female, BWL Master, 1981
Question 1 Have you ever heard something about a World Bank? In which context?	Yes, I have heard of it because of Mr. Wolfowitz	Yes. I have heard about it connected to the subprime crisis	Yes. I think I've heard about it because of their activities in developing countries	Yes, but I don't know in which content
Question 2 What association do you have when you hear the word World Bank?	I first think of Wolfowitz, but neither in a positive nor in a negative way	in neutral	- activities in developing countries - There were some problems in the WB, which were discussed in the media	I have neither positive nor negative associations. For me it is just connected to finance in general.
Question 3 What are the official tasks of the World Bank?	- WB is connected to the IMF - cancels debts of countries in Africa	Ensures the world funds	- The WB assists the development of third world countries - lends money to poor countries	- The WB has to coordinate the activities of the national banks
Question 4 How is the image of the World Bank?	There's no image of the WB	In Switzerland the WB is not very known. But I think its image is rather positive.	In Switzerland the WB isn't very known. No image	neutral
Question 5 What are the main reasons for this image?	No communication and because Switzerland has got other problems	There is just very little information in the media.	- little information in the media	Little information in the media

	Künzli, male, Assessment, 1987	Hautle, female, BWLBachelor, 1982
Question 1 Have you ever heard something about a World Bank? In which context?	Not not really. I think that is a bank how every bank. I would compare it with UBS or Credit Suisse.	Yes, I've heard of the WB in a lecture
Question 2 What association do you have when you hear the word World Bank?	Money, inflation, financial crises.	I just remember Wolfowitz
Question 3 What are the official tasks of the World Bank?	I don't really know.	Spread and distribute money. - The WB gives credits to poor countries - the WB coordinates money funds - The WB manages financial crisis like the subprime crisis
Question 4 How is the image of the World Bank?	I think positive, because this bank looks after all the other banks around the world. They look that there is no inflation.	neutral
Question 5 What are the main reasons for this image?	I think they work not profit oriented. They have a social purpose.	Little information in the media

	Micallef, male, high school, 1990	Zeier, male, high school, 1989	Hauser, male, high school, 1991	Heene, male, high school, 1987	Gnädinger, male, high school, 1990
Question 1 Have you ever heard something about a World Bank? In which context?	Yes. World economic crisis, management problems	Yes, I heard about it according to Kosovo	No	Yes, but I don't remember an article on an incident.	Yes. The World Bank cancels debts of third world countries
Question 2 What association do you have when you hear the word World Bank?	I don't know exactly. Until now rather negative	For me it has a rather negative image	nothing	A rather positive association
Question 3 What are the official tasks of the World Bank?	No clue. Probably it manages the world funds	The World Bank offers money to the different countries and gets interest rates in exchange	Offers help to poor countries and manages the funds between the countries	Lend money to different countries
Question 4 How is the image of the World Bank?	No idea	A rather negative image because countries go bankrupt	negative	negative
Question 5 What are the main reasons for this image?	---	A mistrust to banks in general	An unbalanced cash flow	Money. Politicians in the social parties

	Loius Mouren, male, KV, born 1992	Marion Wirth, KV, female, 2 nd year apprentice, born 1991	Pascal Moser, KV, male born 1990	Jaqueline Gräfflin, KV, female, born 1989	Bettina Grunder, KV, female, bank apprentice, born 1988
Question 1 Have you ever heard something about a World Bank? In which context?	Yes	No, but I think it's a bank that operates worldwide	No.	No	City Bank??
Question 2 What association do you have when you hear the word World Bank?	Falling Shares	UBS → Alinghi	P		
Question 3 What are the official tasks of the World Bank?	i Wellbeing of their clients, especially security of their investments	Operating worldwide, so that clients have money available wherever they go	Control over worldfinances, fight against corruption	Operating worldwide.	Raise interest rates?
Question 4 How is the image of the World Bank?	i Fewer losses than small banks. Take more risks on equity markets.	igood.	iSo so	NShould have a good image to attract new clients.	Neutral.
Question 5 What are the main reasons for this image?	pMore presence in peoples minds through advertisement	??	Widening gap between rich and poor countries.		World Bank is not in direct competition to other banks

	Noori Zeroval, KV, female, born 1992	Aylin Sahin, KV, female, born 1992	Sabina Portman, KV, female, born 1992	Luca Wehrli, KV IT, male, born 1993	Rico Rubi, KV, male, on 1992
Question 1 Have you ever heard something about a World Bank? In which context?	No	No	No	No	No
Question 2 What association do you have when you hear the word World Bank?	n/a	n/a	n/a	n/a	n/a
Question 3 What are the official tasks of the World Bank?	Support and control of other banks	Operating worldwide	A bank which has branch offices in different countries	Worldwide bank administration	Large bank operating worldwide, but with more tasks than a normal bank
Question 4 How is the image of the World Bank?	n/a	Generally good, sometimes bad	No idea	n/a	Good, I presume
Question 5 What are the main reasons for this image?	n/a	n/a	n/a	n/a	Because it's important for the whole world

	<p>SWISSAID, Caroline Morel, Geschäftsleiterin</p>	<p>Helvetas, Balhasar Stammbach, Koordinator Mandatswesen</p>
<p>Frage 1 Wie sehen Sie das Image / den Ruf der Weltbank in der Schweiz?</p>	<p>Die Weltbank gilt bei SWISSAID als sehr kompetent und professionell. Allerdings geniesst die Bank einen schlechten Ruf, weil die immer wieder Grossprojekte unterstützt, die den armen Bevölkerungsgruppen schaden.</p> <p>SWISSAID hat sich bezüglich des Erdölprojektes im Tschad mit der Weltbank auseinandergesetzt, denn die Weltbank finanzierte den Bau der Pipeline nach Kamerun mit. Die Risiken, die die Ausbeutung extraktiver Industrien für Menschenrechtsverletzungen und Umweltschäden mit sich bringen, müssen von der Weltbank grundsätzlich ernst genommen werden und zu einem politischen Richtungswechsel führen.</p> <p>Die Politik der Weltbank ändert sich fast nicht und unterliegt immer noch dem neoliberalen Credo.</p> <p>Auch bezüglich der internen Governancestrukturen ist die Weltbank stehen geblieben. Eine Überarbeitung und stärkere Vertretung der Entwicklungsländer steht dringend an. Natürlich hat der Skandal rund um den ehemaligen Präsidenten Paul Wolfowitz dem Image der Weltbank geschadet.</p>	<p>Mission, Programme / Aktivitäten und vor allem konkrete Erfolge der Weltbank sind in der breiten Öffentlichkeit wahrscheinlich wenig bekannt. Insofern haftet der WB in der Öffentlichkeit vermutlich eher der Ruf eines relativ unbekanntem, intransparenten internationalen Gebildes an, welches zudem eher mit Weltpolitik, denn mit der Entwicklung in Zusammenhang gebracht wird.</p> <p>Früher geriet die WB aufgrund ihrer Strukturpassungsprogramme oft in die Kritik. Diese Programme haben in den seltensten Fällen zum gewünschten Erfolg geführt und wurden zu lange als Standardprogramme angewandt. Auch die administrativ aufgeblassenen, unbeweglichen Strukturen wurden oft kritisiert. Diese Kritikpunkte können nach wie vor ihre Nachwirkungen haben, obwohl die Weltbank bezüglich Lernfähigkeit, Flexibilität in der Anwendung ihrer Programme und Öffnung gegenüber Innovationen, neuen Partnern (auch Zivilgesellschaft, NGOs...) seit den 80er Jahren grosse Fortschritte gemacht hat.</p> <p>Dies sind aber Spekulationen – wie das Image sich heute konkret präsentiert, müsste analysiert werden.</p>
<p>Frage 2 Warum besteht dieses Image?</p>	<p>Gründe für das unserer Meinung nach negative Image der Weltbank:</p> <ul style="list-style-type: none"> - Die Weltbank verfolgt zu wenig konsequent das Ziel, Armut zu bekämpfen. Dieses Ziel muss zuoberst stehen. - Bezüglich der Wirtschaftspolitik ist die Weltbank stehen geblieben und hat zu wenig Lehren aus gemachten Fehlern gezogen. - Zivilgesellschaftliche Akteure, auch kritische Organisationen wurden nicht immer miteinbezogen und ernst genommen. - Risikoreiche Projekte wie die Ausbeutung extraktiver Energien wurden auch in fragilen Staaten in Angriff genommen. - Führungsprobleme, obwohl Korruptionsbekämpfung als Strategie galt, wurde sie zu wenig konsequent angegangen (sh. Kenia). - Rolle der USA zu dominant <p>Das positive Image ergibt sich durch die Leistungen der Bank, v.a. Studien, Daten, Informationen – dank kompetenter und hochqualifizierter Mitarbeiter/innen</p>	<p>Wie gesagt können frühere Kritiken und Reflexe sowie ein Manko an konkreten Informationen und Details über die Tätigkeiten der WB in der breiten Öffentlichkeit vermutlich zu Imagedefiziten führen.</p> <p>Andererseits haben Verbesserungen und Anpassungen bezüglich früherer Kritikpunkte das Image der WB (nach einer WB-Selbstevaluierung Ende der 90er Jahre und einer neuen Generation von WB-Präsidenten) in den letzten 10 Jahren sicherlich verbessert. Zum Beispiel wurde in den 90er Jahren Armut als Thema in die WB-Policies aufgenommen. Unter Umständen wurden diese Anstrengungen, neue Erfolge etc. in der breiten Öffentlichkeit jedoch zu wenig wahrgenommen. Es handelt sich um eine komplexes, nicht einfach kommunizierbares Tätigkeitsfeld der WB, welches vornehmlich auf dem Makro- / Policylevel ansetzt und welchem somit oft der direkte Bezug zum konkret angestrebten Nutzen / Nutzniesser fehlen. Dies ist schwieriger breitenwirksam zu vermitteln.</p>
<p>Frage 3 Wo sehen Sie Verbesserungspotenziale?</p>	<p>Änderungen politischer Art (entsprechend Mitarbeitende, Kommunikation etc)</p> <ul style="list-style-type: none"> - Die Wirtschaftspolitik muss grundsätzlich überarbeitet werden, Lehren müssen aus allen Fehlern gezogen werden - Zivilgesellschaftliche Akteure müssen immer miteinbezogen und ernst genommen werden (z.B. angepasste Projekte anstelle von Grossstaudämmen) - Risikoreiche Projekte wie die Ausbeutung extraktiver Energien sollen nur mit klaren sozialen und ökologischen Standards umgesetzt werden - Korruption muss konsequent bekämpft werden - Die interne Gouvernanz muss überarbeitet werden 	<p>Kommunikationsanstrengungen intensivieren, stärker mit grassroots-orientierten, zivilgesellschaftlichen Partnern zusammenarbeiten. Konkrete Erfolge breitenwirksam kommunizieren</p>

<p>Frage 1 Wie sehen Sie das Image / den Ruf der Weltbank in der Schweiz?</p>	<p>Caritas Schweiz, Geert van Dok, Fachstelle Entwicklungspolitik</p> <p>Es gilt zu unterscheiden : In der breiten Öffentlichkeit dürfte die Bank als multilaterale Organisation eher zwiespältig wahrgenommen werden. Die EZA steht generell in der Kritik. Vor allem die multilaterale: Darunter hat auch das Bild der Bank zu leiden (Grossprojekte, die nichts bringen, aufgeblähte Bürokratie usw.)</p> <p>In Hilfswerkswelten wird die Weltbank einerseits als durchaus lernfähige Organisation respektiert, die aus Fehlern und Kurskorrekturen vornehmen kann (vgl. auch die World Development Reports), andererseits löst sie angesichts ihrer Dimension Skepsis aus. Grossprogramme sind in Zeiten der EZA-kritischen Diskussion nicht nur gerne gesehen (small is beautiful). In bestimmten Themen aber wird die gross angelegte Programmatik der Weltbank geschätzt (z.B. climate change, Umweltschutz usw.)</p>	<p>Erklärung von Bern, Christine Eberlein</p> <p>Sehr vielschichtig, sehr komplex, die Armutsbekämpfungsbereiche sind oft nicht mit den Bankingbereichen (IFC) kompatibel, welche auf die Interessen der Privatwirtschaft ausgerichtet sind, was zum Teil den Interessen von Armutsbekämpfung und Klimaschutz widerspricht</p>
<p>Frage 2 Warum besteht dieses Image?</p>	<p>Vgl. oben</p>	<p>Siehe oben</p>
<p>Frage 3 Wo sehen Sie Verbesserungs-Potenziale?</p>	<p>Generell bleibt die Weltbank in der Schweiz eine grosse Unbekannte. Dies sollte sich ändern, indem sie sich in ihrer Kommunikation vermehrt an die interessierte Öffentlichkeit wendet, aufzeigt, was sie macht, den EZA-kritischen Diskurs aufgreift und positive Wirkungen nachweist, Transparenz hinsichtlich ihrer Arbeit und ihrer Ziele/Strategien (incl. lesson learned) wären ein hilfreiches Mittel, dem weitgehend unbekanntem und entsprechend Polemik-gefährdeten Feld der EZA aus Sicht einer grossen multilateralen Organisation mehr Substanz zu geben. Dass dabei der eine oder die andere Exponent/in der Weltbank auch medial in Erscheinung treten sollte, spricht für sich selbst.</p>	<p>Die Bankingseite aufgeben</p>

	<p>Interkonfessionelle Aktion Solidarität Dritte Welt, Regina Hauenstein, Geschäftsführung</p>	<p>Brot für alle, François Mercier, Entwicklungspolitik</p>
<p>Frage 1 Wie sehen Sie das Image / den Ruf der Weltbank in der Schweiz?</p>	<p>Ich habe in Deutschland für Weltbankprojekte gearbeitet. Meine Erfahrungen in diesen Projekten waren positiv. In Deutschland war die Grundhaltung gegen Weltbankprojekte in gewissen Kreisen aber tendenziell umstritten und der Ruf der Weltbank nicht immer positiv. Ich hatte damals viele Diskussionen.</p> <p>In der Schweiz erlebe ich die Stimmung gegenüber der Weltbank neutral. Man ist tendenziell weder für noch gegen Weltbankprojekte – natürlich gibt es auch Kritiker, aber die sind viel weniger verbreitet als in Deutschland. Ich erlebe die Menschen als weniger in der Haltung vorbestimmt bzw. auch als weniger informiert. Man weiss wenig über Weltbankprojekte, deswegen ist man häufig neutral oder ignoriert das Thema sogar. Allerdings gibt es schon auch die üblichen Klischeevorstellungen („dass Weltbankprojekte riesig, abgehoben und systemstützend sind“).</p>	<p>Dies hängt natürlich davon ab, wen Sie fragen. Bei den Organisationen der Zivilgesellschaft (NGOs) gibt es, wie Sie wahrscheinlich vermuten, eine sehr kritische Haltung gegenüber den internationalen Finanzinstitutionen (Weltbank, IWF).</p>
<p>Frage 2 Warum besteht dieses Image?</p>	<p>Ich sehe die Gründe in mangelnder Information. Häufig arbeiten die Hilfswerke auch isoliert und kümmern sich wenig drum, was um die herum passiert. Die Vernetzung – vor allem auch international – ist häufig gering (leider nach meiner persönlichen Ansicht).</p> <p>Wenn man von der Weltbank redet, ist es eine Unbekannte und man greift auf Klischees und einseitige Presseinformationen zurück (die halt häufig Probleme bei Weltbankprojekten thematisieren).</p>	<ul style="list-style-type: none"> - Das Scheitern von vielen „Entwicklungsprojekten“ in der Vergangenheit in Entwicklungsländern, welche für arme Länder grosse Schulden hinterlassen haben. Diese Schulden müssen heute noch zurückbezahlt werden. - Die Zusammenarbeit mit und die Finanzierung von Diktaturen in der der Vergangenheit. Allgemein werfen wir der Weltbank vor, eine freundlichere Haltung gegenüber Ländern zu haben, die den USA bzw. US-amerikanischen Regierung nahe stehen, als anderen. - Die Konditionalität (v.a. die Bedingungen in den Bereichen der Finanz- und Handelsliberalisierung, Privatisierung, Wirtschaftspolitik), die vielen armen Ländern geschadet hat. - Die Untervertretung von Entwicklungsländern in den Hauptorganen der Weltbank sowie die Übervertretung der USA (welche quasi ein Vetorecht haben).
<p>Frage 3 Wo sehen Sie Verbesserungspotenziale?</p>	<p>Ich persönlich würde eine stärkere Information sehr begrüssen. Auch jede Form von internationalem Informations- und auch Projektnetzwerk im weitesten Sinn wäre erstrebenswert.</p> <p>Hier wären Mitarbeiter in der Schweiz wichtig, allerdings müssten sie finanziert werden (dazu bräuchte es eine politische Entscheidung/Budget). Eine Info-/Austauschplattform zwischen Weltbank und Schweizer Hilfswerken / Entwicklungszusammenarbeit wäre sinnvoll.</p>	<p>Warum möchten Sie den Ruf der Weltbank verbessern? Dies macht für uns nur Sinn, wenn auch die Tätigkeit und die Politik der Weltbank geändert werden. Vielleicht wäre es sogar wünschbar, eine neue Institution auf einer ganz anderen, demokratischen Basis für die Finanzierung von Entwicklungsprojekten zu gründen.</p>

Journalists and Experts

<p>Question 1 How do you see the image of the World Bank within Switzerland?</p>	<p>Pietro Veglio (interview, March 12, 2008)</p> <p>In retrospect one should not forget that Switzerland joined the Bretton Woods institutions in 1992 after a popular vote that resulted in a majority of voters (more than 55%) expressing their support for the decision taken by the Federal Council. Switzerland remains the only member of the IMF and the World Bank that can back her membership on a clearly expressed popular vote.</p> <p>Currently the image is not very positive, even among some groups supporting development aid (e.g. leftist social democrats but also social christians, not to mention SVP) the World Bank -- and especially the twin-institution, the IMF -- has a rather negative image. Beyond the governance and legitimacy problems affecting all the multilateral institution, there is the wrong perception that the World Bank continues to focus in a mechanic way on the 'Washington consensus' in economic policy.</p> <p>This worsened in 2005 when Wolfowitz was nominated President of the World Bank and in early 2007 when the controversy related to his behavior and management style paralysed the institution during three months. Subsequently the nomination of the new President was less controversial, even if the process of nomination and its outcome (once again an American President at the World Bank and an European at the IMF) are perceived as being flawed and not anymore consistent with the new geo-political reality and the role played by emerging economies.</p>	<p>Hans Galli (interview, March 18, 2008)</p> <p>I would say there exist both side. There are the critical people from the developing Organizations who criticize the World Bank, that it does not enough for the poor, it supports major projects, which harm the poor.</p> <p>But there are also the one who are critical against every international organization. Others are indifferent and there are also those who see the work of the World Bank as something positive.</p>	<p>Viera Malach (interview, March 19, 2008)</p> <p>I can't answer this question. You should take a control sample among the Swiss.</p> <p>As an InfoSud personnel I can say that the interest in reports about the World Bank and it's activities is not so much of interest. You can see critics especially about the big infrastructure projects like "three canyon", dams or pipelines in Tschad-Kamerun.</p> <p>For questions about the World Bank I would see SECO as the right partner (e.g. in export risk insurance. Often you can hear the argument about balancing the legally protected interests: Swiss economical interests and workplaces versus environment and human rights (DEZA).</p> <p>I see NGO's - like "Erklärung von Bern", "Alliance Sud" as critical but constructive in questions about the World Bank. It is more likely to have international control when the World Bank works within a project.</p>	<p>Stefan Schnyder (interview, April 15, 2008)</p> <p>The World Bank is known in Switzerland. But only experts know what this bank is really doing. There isn't a "head" or person in Switzerland to which you can make an access to the World Bank.</p> <p>You can only read about the World Bank when it supports a controversial project.</p> <p>The differentiation between IWF and World Bank is only known among very few people.</p>
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	<p>Pietro Veglio</p> <p>At the same time my own experience is that when engaging personally in concrete discussions, and debates with Swiss public opinion it is possible to have some very fruitful discussions and also convince people about the need to correct their pre-conceived and somewhat distorted views. Providing updated and correct information seems important and appreciated by them. This requires nevertheless convincing arguments, accepting that the institution has made mistakes and engaging in down-to-earth discussions (without using the typical World Bank jargon) with a concrete focus at the regional, country or project levels. It is also possible to engage people (especially younger people) in interesting and forward looking discussions related to transversal themes and global public goods (e.g., climate, water, governance, financial stability, etc.) and the subsequent role of the World Bank in such key areas.</p>	<p>Hans Galli</p> <p>.....</p>	<p>Viera Malach</p> <p>.....</p>	<p>Stefan Schnyder</p> <p>.....</p>
<p>Question 1 How do you see the image of the World Bank within Switzerland?</p>				

	Pietro Veglio	Hans Galli	Viera Malach	Stefan Schnyder
<p>Question 2 What do you think are the reasons for this image?</p>	<p>Swiss public opinion, especially outside the most developed regions and cities, fears globalization and its negative consequences. The World Bank is perceived by several people as an institution that embodies globalization as well as its risks and that actively promotes liberalization and privatization in developing countries. The World Bank role in promoting a more inclusive form of globalization is not sufficiently known and perceived by Swiss public opinion.</p> <p>In general multilateralism and multilateral institutions are not very popular in Switzerland, including at the level of the federal parliament. Large institutions as the World Bank are sometimes perceived as being arrogant, too bureaucratic and ineffective, or too uncritical with some governments with poor governance or that do not respect human rights. The Swiss aid administration has not been very successful in promoting a more articulated and differentiated view on them, in particular with respect to the Bretton Woods institutions. Sometimes the aid administration (in particular SDC) has tended to present Swiss bilateral aid as more relevant, effective and efficient than multilateral aid.</p> <p>There are still some misperceptions related to the content and modalities of the advice on economic policies and reforms promoted by the World Bank in developing countries. In general, people tend to consider that the so-called Washington consensus (the "standard" reform package promoted by the IMF and the WB for crisis-wracked countries that is based upon ten broad sets of recommendations) is promoted in a rather mechanic way across different countries. While this was generally true, especially in the eighties and partially nineties, this is not anymore true as the World Bank relies much more on ownership by the countries themselves and less conditionality on its policy prescriptions.</p>	<p>The mandate of the World Bank is something positive and likeable. But the World Bank has made mistakes in the past, beside a lot of good things. There were the scandal about Wolfowitz as well as the misdistribution of money. Major projects often bring positive things to many people but there are also the losers.</p>	<p>I would say that the World Bank has a big democracy deficit and only technocrats who make decisions.</p>	<p>The World Bank is in a strategically dilemma. Is the World Bank a developing organization or is it an instrument to support the exports in developing countries?</p>

<p>Question 2 What do you think are the reasons for this image?</p>	<p>Pietro Veglio</p> <p>At the same time, the image of the World Bank is generally (much) better with respect to financing social expenditures, programs and projects, small infrastructure, research (my interlocutors get impressed when I tell them that Bill Gates refers to the 1993 World Development Report on Public Health as the document that convinced him about the need to finance health research on tropical diseases and HIV/AIDS), analytic work, and global public goods as well as policy advocacy. On the latter aspect, people acknowledge positively the importance of the World Bank role in pushing for reduction or elimination of public subsidies for agriculture in industrialized countries as well as the advocacy role for restitution of looted assets deposited by former dictators in several financial centers (Stolen Asset Recovery Initiative).</p>	<p>Hans Galli</p> <p>.....</p>	<p>Viera Malach</p> <p>.....</p>	<p>Stefan Schnyder</p> <p>.....</p>
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	Pietro Veglio	<p>Ideally more presence in Switzerland through World Bank's staff to discuss with parliamentarians, media representatives, NGOs, private sector important topics, initiatives and reports. More than public relations and advocacy, this should be about sharing information and explaining as well as debating openly. This is not easy to achieve from a World Bank perspective as Switzerland is not among the main shareholders and its importance within IDA is unfortunately diminishing (Swiss burden sharing in the last last IDA replenishment negotiations has diminished as Switzerland is struggling to keep contributions to IDA to its previous level of 2002 – 2.4% of the total of IDA contributions by IDA donors).</p> <p>The World Bank has helped establishing an international Network of parliamentarians interested in the activities of this institution. This network meets once a year and visit regularly World Bank activities in several developing countries. Unfortunately the Swiss parliamentarians have never been very active in this group. Together with the World Bank, SECO and SDC should find a way to get them more involved.</p>	Hans Galli	<p>The World Bank can't have scandals. It must work very exactly with its money. In all projects, the World Bank must take into account the social and economic dimension as well as the ecological dimension.</p>	Viera Malach	<p>More transparency about the decision and how they can be influenced by the government and the people.</p>	Stefan Schnyder	<p>Very important: a clear definition of the own tasks. The World Bank members could use a platform (like the WEP) to demonstrate and make public their projects as well as give interviews and information.</p>
<p>Question 3 What should the World Bank change to improve their image within Switzerland? In relation to communication, politics, employees, ect.)</p>								

	<p>Pietro Veglio</p> <p>In general terms, the quality of the information about the activities of this institution and the role Switzerland is playing can be further improved.</p> <p>In particular, it would be key to focus once the DEZA/SECO Jahreskonferenz on the World Bank, most precisely on IDA. World Bank's senior management should be invited to attend and lead the presentations.</p> <p>SDC sponsored in 2006 a visit to the World Bank by a group of Swiss journalists. Such an initiative, complemented through a field trip in a developing country, should be repeated on a regular basis. The same applies to visit by Swiss parliamentarians. One visit happened in 2006, this should be repeated at least every two to three years. One could also have NGO representatives involved in a visit to Washington in order to raise their level of interest and awareness (Swiss NGO have almost no presence in Washington DC nor do they try to influence the World Bank agenda).</p> <p>One particular Zielpublikum deserves a special treatment: young people. SECO and DEZA should make a well thought through effort to reach out to Swiss universities, professional universities and schools to offer them presentations and conferences on topics of interest related to World Bank activities. While the number of Swiss people knowledgeable about this institution is not very high, one should aim at creating a pool of people who would be ready to make such presentations. My personal experience with at least four Swiss and two Italian universities is that there is a lot of interest among (master) students for such kind of presentations.</p> <p>I hope this is helpful. Kind regards, Pietro Veglio</p> <p>Pietro Veglio Casa del Sole 6994 Aranno / TI Tel. 091 609 18 93 Cell 079 237 28 34 pveglia@bluewin.ch</p>	<p>Hans Galli</p> <p>The World Bank has to take focus on the point among the question three.</p> <p>The World Bank has to try to make meaningful and successful project public among the Swiss people.</p>	<p>Viera Malach</p> <p>I don't know, sorry.</p> <p>Viera Malach (psychologist, Sawistm) she is journalist since 23 years, the last 11 years she was responsible for the press agency InfoSüd in Bern. She is specialised in developing politics and international cooperation. The answers are given in the perspective of the redaction (of a Swiss-German daily newspaper)</p>	<p>Stefan Schnyder</p> <p>DEZA could call attention to the World Bank that it is recognized as something detached and organization without a face.</p> <p>Berner Zeitung Letter Team Wirtschaft.</p>
<p>Question 4 How could DEZA and SECO take influence on the World Bank?</p>				