

INTERNATIONAL CONFEDERATION OF FREE TRADE UNIONS (ICFTU)

**GUIDE TO
POVERTY REDUCTION
STRATEGY PAPERS**

NOVEMBER 2001

EXECUTIVE SUMMARY	5
I. INTRODUCTION	11
II. PRSP PROCESS AND CONTENT	14
THE PRSP FRAMEWORK	14
THE PARTICIPATORY PROCESS	15
THE SUBSTANCE OF A PRSP	18
WHAT TO LOOK OUT FOR	21
DEVELOPING ALTERNATIVES	24
FINALIZATION AND ENDORSEMENT	25
IMPLEMENTATION AND MONITORING	27
III. RESOURCES FOR UNIONS	28
GOVERNMENT AGENCIES	29
IFI OFFICES AND STAFF	29
INTERNATIONAL TRADE UNION MOVEMENT	30
NON-GOVERNMENTAL ORGANIZATIONS	32
INTERNATIONAL ORGANIZATIONS	32
IV. PARTICIPATING IN THE PRSP PROCESS	34
ACTION PLAN FOR PARTICIPATION	34
V. CONCLUSION	37
ANNEXES	38
I. GLOSSARY OF IMPORTANT TERMS	38
II. LIST OF PRSP COUNTRIES	40
III. IFI DOCUMENTS ON COUNTRY PROGRAMMES	I
IV. SAMPLE POLICY MATRIX	VII
V. INTERNATIONAL NGO CONTACTS	X
VI. IMF CONTACT INFORMATION	XII
VII. WORLD BANK CONTACTS AND STATUS OF IFI LOANS	XIII
VIII. AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY ("SOLIDARITY CENTER") FIELDS OFFICES	XXIV
IX. FRIEDRICH-EBERT-STIFTUNG (FES) COUNTRY OFFICES	XXVI

The ICFTU would like to thank the AFL-CIO and the Solidarity Center and the Friedrich-Ebert-Stiftung for their assistance in developing this publication.

For information and assistance please contact Peter Bakvis at the ICFTU/International Trade Secretariat Washington Office by phone at 1-202-463-8573 or by email at icftu@mnsinc.com.

AfDB	African Development Bank
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
AFRO	African Regional Organisation (of ICFTU)
APRO	Asia-Pacific Regional Organisation (of ICFTU)
ASDB	Asian Development Bank
CAS	Country Assistance Strategy
EBRD	European Bank for Reconstruction and Development
ED	Executive Director
EPZ	Export Processing Zone
FES	Friedrich-Ebert-Stiftung
HIPC	Highly Indebted Poor Country (Initiative)
ICFTU	International Confederation of Free Trade Unions
IDA	International Development Association
IDB	Inter-American Development Bank
IFI	International Financial Institution
ILO	International Labour Organization
IMF	International Monetary Fund
I-PRSP	Interim Poverty Reduction Strategy Paper
ITS	International Trade Secretariat
JSA	Joint Staff Assessment
NGO	Non-Governmental Organization
ORIT	Inter-American Regional Organization of Workers (of ICFTU)
PRGF	Poverty Reduction Growth Facility
PRSP	Poverty Reduction Strategy Paper
SAP	Structural Adjustment Programme
SAPRIN	Structural Adjustment Programme Review Initiative Network
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme

ICFTU GUIDE TO POVERTY REDUCTION STRATEGY PAPERS (PRSPS) EXECUTIVE SUMMARY

Over the past half-century, the International Financial Institutions (IFIs), particularly the World Bank and the International Monetary Fund (IMF), have emerged as major forces in directing the evolution of the global economy. Backed by the wealthy industrial countries, the Bank and the Fund have used their development financing and lending activities to influence the policies of developing country governments while remaining completely unaccountable to the people or their representatives in the legislature.

For most of their history, the IMF and the World Bank have virtually dictated policy reforms to developing countries behind the scenes. They made development and financial assistance conditional on the implementation of Structural Adjustment Programmes (SAPs) that were supposed to promote economic growth. But many of the measures included in the SAPs, such as government downsizing, privatization, and deregulation of labour markets, had negative effects on the lives of poor and working men and women. Moreover, SAPs failed to foster significant economic growth or achieve poverty reduction.

THE NEW POVERTY REDUCTION FRAMEWORK

Over the past few years, vocal critics, including the international trade union movement, have exerted increasing pressure on the World Bank and the IMF to reconsider their traditional policies and programmes and operate in a more transparent manner. The Bank and the Fund responded in September 1999 when they adopted a new framework to govern their lending and debt relief programmes. They jointly declared that in order to receive low-interest loans and debt relief, the approximately 80 poorest countries in the world would have to write Poverty Reduction Strategy Papers (PRSPs).

WHAT IS A PRSP?

A PRSP should measure poverty in the country, identify goals for reducing poverty, and create a spending and policy programme for

reaching those goals. According to the Fund and the Bank, the PRSP should ensure that a country's macroeconomic, structural, and social policies are consistent with the objectives of poverty reduction and social development. However, the IFIs have not significantly altered the traditional structural adjustment conditions that trade unions and civil society around the world have been so vocal in challenging. Specifically, the IFIs continue to encourage:

- privatization of public services and utilities;
- implementation of “labour market flexibility” measures that restrict freedom of association and the right to collective bargaining;
- liberalization and deregulation of domestic markets and trade; and
- reform or elimination of civil service systems and public pension schemes in ways that lower income and decrease job security.

THE PRSP PARTICIPATORY PROCESS

The IMF and World Bank require that country governments develop their PRSP with input from representatives of the general public, or “civil society.” Although they have no specific requirements on who should be consulted or how this participatory process should take place, the Bank and the Fund have stated that they consider trade unions to be legitimate stakeholder groups who should be included in the process. This means that unions should have an opportunity to examine and discuss draft PRSPs with the government and to suggest alternative policy reforms and strategies.

To date, the PRSP process has only been completed in a handful of countries, but serious weaknesses have already been detected:

- Most did not include the participation of trade unions.
- The government and the IFIs failed to provide adequate and timely information.
- Participation processes were shallow, as governments refused to discuss certain “macroeconomic issues,” such as the amount of fiscal or monetary tightening or the devaluation of the national currency.
- The process was rushed so that countries could qualify for debt relief sooner, but the quality of consultations and the resulting PRSPs suffered.
- The Bank and the Fund endorsed the PRSPs despite these shortcomings.

On the other hand, there have been some positive outcomes from strong engagement on the part of civil society groups. Several non-governmental organizations (NGOs) have reported that in general civil society participation is better organized and being taken more seriously by governments as a result of the PRSP. Clearly, then, trade unions must be aggressive and persistent in order to have a meaningful voice in the development of the PRSP.

APPROVAL OF THE IMF AND WORLD BANK

Once the country government determines that the consultation process has been carried out sufficiently and the text is finalized, the PRSP is submitted to the Executive Boards of the IMF and World Bank for endorsement. The Executive Boards decide if the PRSP is a sound basis for lending and debt relief, though it is assumed that the government will only submit the document when they expect that it will be recommended for endorsement. In order to continue receiving loans from the IFIs, developing countries must write an Annual Progress Report assessing their success in implementing the PRSP and achieving the concrete poverty reduction goals. They must also write a completely new PRSP with civil society participation every three years.

TRADE UNIONS SHOULD GET INVOLVED

Despite all of its limitations, the ICFTU is encouraging trade unions in developing countries to participate in the PRSP process for a number of reasons:

- Workers and citizens in general have the right to be part of economic decision-making in their countries. The PRSP process, though flawed, provides a forum to exercise that right.
- Nobody can represent the interests of workers better than workers themselves.
- Unions can insist that respect for fundamental labour rights, decent work, and environmental standards must be key elements of a national poverty reduction strategy.
- Trade unions help reduce poverty and inequality. Their proven strategy for lifting low-wage workers out of poverty – higher wages, better working conditions, and more secure jobs – should inform

any poverty-reduction plan.

- Many of the policies adopted by country governments at the urging of the IMF and World Bank, such as privatization schemes and pension reforms, directly affect union members and workers in general.

Of course, some unions may lack the capacity and resources to wage an intensive PRSP campaign. But unions should get involved to whatever extent they can. If they ignore the process entirely, trade unions may end up with a PRSP that undermines workers' rights.

The PRSP framework provides a new opening for trade unions to engage with their governments and demand a role in policy-making. It also gives unions a chance to work with NGOs and other elements of civil society and form meaningful relationships with potential allies for future campaigns. Most importantly, the PRSP process represents another area where trade unions around the world can act in solidarity with each other in pushing for pro-poor and pro-worker reforms in the global economy.

The ICFTU has produced the *Trade Union Guide to Poverty Reduction Strategy Papers* to introduce unions in PRSP countries to the new framework and to offer direction on how to get involved in the participatory process. It contains helpful annexes, including the contact information for local World Bank representatives and a list of organizations that can be of assistance. The following pages contain a suggested Action Plan for unions on who want to get involved in the PRSP process. This appears in part IV of the guide, "Participating in the PRSP Process."

ACTION PLAN FOR PARTICIPATING IN THE PRSP PROCESS

Stage 1: Assessing PRSP Status

- Is your country scheduled to write a PRSP? When?
- If PRSP process is already underway, obtain latest draft, other information.
- What other civil society organizations are engaged in the PRSP? What is their perspective?

Stage 2: Preparing for Effective Participation

- Contact relevant government authorities and notify them of your intention to engage in the PRSP and request copies of all relevant documents, timetables, meetings, etc. Send copies of correspondence to the ICFTU/ITS Washington Office, in addition to the IMF and World Bank country and regional offices (see Annexes VI and VII).
- Contact your local IMF and World Bank representatives. Make sure they know you want to be included in the PRSP process, and ask for all relevant documents (see Annex III).
- From your government, local IFI representatives, or IFI websites, obtain your country's I-PRSP (if country has one), recent strategy and loan documents, and any drafts of the PRSP (demand to see one if it is not public).
- Identify problems, concerns or missing elements in these documents.
- Research and prepare alternatives and positive proposals.
- Make contacts and coordinate with other unions, local NGOs, academia, the media, sympathetic government officials and legislators.
- Attend PRSP country workshops and other seminars or conferences held by World Bank and IMF.

Stage 3: Actively Participating

- Express concerns clearly and in detail; provide data and supporting evidence for your positions. The more information you can provide in writing, the better.
- Emphasize that feedback on your comments from government authority is necessary.
- Follow up in writing on any promises made by government officials and IFI staff to provide information or hold additional consultations.
- Keep IMF, World Bank, as well as ICFTU updated on how consultation is proceeding, forwarding them copies of correspondence if necessary.
- Seek help from IMF and World Bank if you have problems or questions that government authority is not resolving regarding consultations.
- For further assistance and support, call on ICFTU/ITS Washington Office or ICFTU regional organization (AFRO, APRO, ORIT).

Affiliates in donor countries can demand that their own representatives at the IFIs press for fuller participation.

- Keep copies of all correspondence and notes from meetings with the government.
- Demand a copy of the final draft of PRSP before it is submitted to the IFIs for endorsement.

Stage 4: Endorsement

- If your concerns are not adequately reflected in the final PRSP or the participation process was otherwise faulty, be sure to alert the IMF, World Bank, and ICFTU of your concerns before it is submitted for endorsement.
- If you believe the PRSP should not be endorsed in its current form, provide as much evidence as possible (correspondence, newspaper articles, etc) to support your argument and work with domestic and international allies to advocate your position and lobby the government, IMF, and World Bank to stop it from being endorsed.
- If the IMF and World Bank endorse the PRSP over your objections, identify those areas of policy reform that you will monitor most closely and seek to revise in the future.

Stage 5: Implementation and Monitoring

- If your union has the capacity, figure out how you can be involved in the implementation of loan programmes and policies that result from PRSP.
- Verify that subsequent IMF and World Bank programmes and strategy documents are consistent with positive strategies laid out in the PRSP.
- Enlist other organizations (ILO, ICFTU, NGOs, academics and the media) to help you monitor implementation of the PRSP.
- Publicize concerns regarding a lack of consistency between IFI loans and the PRSP or the negative impact of IFI programmes, especially to the IMF, the Bank, the ICFTU and the ILO.
- Bring these concerns and others to your government when Annual Progress Reports are being prepared and when the PRSP is up for revision in three years.

I. INTRODUCTION

Over the past half-century, the **International Financial Institutions (IFIs)**, particularly the World Bank and the International Monetary Fund (IMF), have emerged as major forces in directing the evolution of the global economy. Backed by the wealthy industrial countries and in charge of hundreds of billions of dollars, the Bank and the Fund wield enormous power in determining economic policy at the domestic and international level. Through their development financing and lending activities, the IMF and World Bank have been able to influence developing country governments while remaining completely unaccountable to the people or their representatives in the legislature.

For most of their history, the IMF and the World Bank have operated behind the scenes, virtually dictating policy reforms to developing countries. They made development and financial assistance conditional on the implementation of **Structural Adjustment Programmes (SAPs)** that were supposed to promote economic growth. But many of the measures included in the SAPs, such as government downsizing, privatization, and deregulation of labour markets, had negative effects on the lives of poor and working men and women. Moreover, SAPs failed to foster significant economic growth or achieve poverty reduction.

Over the past decade, the IFIs have met with increasing opposition from vocal critics of their policies and programs. Coalitions of groups from all sectors of society have begun to exert pressure on the Bank and the Fund to reconsider their traditional structures and activities and operate in a more transparent manner. The international trade union movement has been an integral part of this struggle.

In an attempt to respond to the criticism, in September 1999 the World Bank and the IMF announced a new framework to govern their lending and debt relief activities. They jointly declared that **Poverty Reduction Strategy Papers (PRSPs)** would become the basis for all of their lending programmes to the approximately 80 poorest countries in the world. PRSPs are to be drawn up by country govern-

ments, with input from civil society, and with guidance from the Bank and the Fund. They should measure poverty in the country, identify goals for reducing poverty, and create a spending and policy programme for reaching those goals. According to the IFIs, the PRSP should ensure that a country's macroeconomic, structural and social policies are consistent with the goals of poverty reduction and social development.

A key aspect of the PRSP is that it requires that civil society – including workers and their unions – be allowed to participate in the design of national development strategies. This is at least a rhetorical acknowledgement by the IFIs of the inherent right of people to shape the economic decisions that affect them.

But there are serious problems with the PRSP as well. Unions should not delude themselves that the PRSP will automatically change all of the policies that the IMF and World Bank promote. For all of their emphasis on citizen participation and poverty reduction, so far the IFIs have not significantly altered the poverty-exacerbating macroeconomic conditions that trade unions and civil society around the world have been so vocal in challenging. The traditional elements of Structural Adjustment Programmes are still being imposed, but under a new name. Developing country governments are therefore told to come up with a plan to decrease poverty that is tied to programmes whose conditions are known to exacerbate poverty. This tension between the poverty-reduction and macroeconomic stability goals of the PRSP has yet to be resolved.

Despite all of the limitations of the PRSP process, the ICFTU is encouraging trade unions in developing countries to participate in the PRSP process for a number of reasons:

- Workers and citizens in general have the right to be part of economic decision-making in their countries. The PRSP process, though flawed, provides a forum to exercise that right.
- Nobody can represent the interests of workers better than workers themselves.
- Unions can insist that respect for fundamental labour rights, decent work, and environmental standards must be key elements of a national poverty reduction strategy.

- Trade unions help reduce poverty and inequality. Their proven strategy for lifting low-wage workers out of poverty – higher wages, better working conditions, and more secure jobs – should inform any poverty-reduction plan.
- Many of the policies adopted by country governments at the urging of the IMF and World Bank, such as privatization schemes and pension reforms, directly affect union members and workers in general.
- Trade unions understand the importance of linking social equity to economic equity, and so can be a strong voice for bridging the gap between economic policy, increased equity, and poverty reduction.

Of course, some trade unions may lack the capacity and resources to wage an intensive PRSP campaign. But unions should get involved to whatever extent they can. If they ignore the process entirely, trade unions may end up with a PRSP that undermines workers' rights.

This short booklet is intended to help unionists in countries that will be writing PRSPs to obtain information about and participate in PRSP consultations. Part II gives a more detailed explanation of the PRSP framework and consultative process, as well as the typical elements of a PRSP that trade unions should look out for. Part III describes where unions can find more information and allies in the PRSP process. Part IV offers an action plan that unions can use to prepare for the consultations and participate effectively. Finally, Annex I contains a glossary of important terms (which appear in bold throughout the document), and the other Annexes provide helpful technical details about the PRSP process.

II. PRSP PROCESS AND CONTENT

THE PRSP FRAMEWORK

The Bank and Fund have decided that among the first countries to write a PRSP will be the 41 poorest countries with heavy debt burdens that are part of an IFI debt-relief programme called the **HIPC Initiative** (HIPC stands for Heavily Indebted Poor Countries). In fact, completion of a PRSP and implementing it for one year is a condition for receiving irrevocable debt relief from the IFIs. Approximately 40 additional countries that borrow funds from the low-interest loan programs of the IMF (the **Poverty Reduction and Growth Facility** or **PRGF**) and the World Bank (the **International Development Association** or **IDA**) must also complete a PRSP. Box 1 contains an explanation of the lending operations that will be affected by the PRSP framework. A complete list of the 80 or so countries that will need to write a PRSP and the timeframe in which they are expected to do so appears in Annex II.

THE POVERTY REDUCTION FRAMEWORK

Under the new Poverty Reduction approach, all IMF and World Bank strategies, loan programmes, and debt relief to developing countries will be contingent and based upon an endorsed PRSP, including the following:

- HIPC** Heavily Indebted Poor Countries Initiative is an effort launched by the World Bank and IMF that involves an agreement among bilateral and multilateral creditors to provide new financial assistance to help reduce the debt of the poorest and most indebted countries.
- PRGF** Poverty Reduction Growth Facility is an IMF low-interest lending programme for the poorest countries. It replaces the Enhanced Structural Adjustment Facility (ESAF), although PRGFs often contain many of the same conditions and Structural Adjustment measures as the ESAF.
- IDA** International Development Association is the arm of the World Bank that provides long-term low-interest loans to the poorest of the developing countries. At present, 78 countries are eligible for IDA assistance.
- CAS** Country Assistance Strategy is a World Bank “business plan” for development in each member country. It describes how the Bank will assist the country in achieving its poverty reduction goals.

To avoid delays in ongoing assistance, the Bank and Fund have allowed countries to write an **Interim PRSP (I-PRSP)** to serve as the basis for lending and debt relief until a full PRSP is finalized. An I-PRSP is less extensive than the full PRSP and does not require consultation with civil society. It must include a description of the existing poverty situation, a plan for developing a full PRSP, and a medium-term macroeconomic framework and policy programme. I-PRSPs are made public at the same time that they are circulated to the Executive Boards of the Bank and the Fund.

Many countries already have an endorsed I-PRSP, on the basis of which they are receiving IMF PRGF and World Bank IDA loans. These loans contain many of the same harmful conditions found in the traditional structural adjustment loans. However, the IMF and World Bank have stated that existing loan programmes will be revised to comply with the new PRSP once it is completed. Therefore, unions should look at the policies contained in the I-PRSP and current PRGF and IDA loans, and recommend changes to these policies during PRSP consultations.

Obviously, the extent to which the implementation of a PRSP will imply changes to structural adjustment loan conditions depends on many things. It will depend on the capacity of trade unions and other civil society organizations to influence the formulation of the PRSP and on the willingness of the government to write a PRSP that addresses these concerns, even if it means going against some of the classical market-based policy prescriptions which the IFIs have told governments are essential to growth. Whether or not the IFIs will substantially revise their structural adjustment conditions in response to a national PRSP that calls for such revisions remains to be seen.

THE PARTICIPATORY PROCESS

According to the IFIs, the national government is supposed to prepare the PRSP with participation from civil society (e.g. trade unions, the private sector, academia). The IMF and World Bank have no specific requirements on who should be consulted or how this participatory process should take place, and they do not require the government authorities to incorporate outside comments. They have, however, developed a PRSP Sourcebook that contains guidelines for governments and interested parties, and this document lists trade unions as legitimate

key stakeholder groups. The Sourcebook is available in several languages and can be obtained in print from the World Bank or online at www1.worldbank.org/prsp/. Unions should refer to it when demanding a role in PRSP consultations and when dealing with Fund and Bank staff.

To date, the PRSP process has only been completed in a handful of countries, and only a few of these have included the participation of trade unions. While there is significant variability among country experiences, civil society organizations taking part in the PRSPs have noted serious weaknesses in both process and content:

- Civil society organizations have found it very difficult to get adequate and timely information on PRSPs from either their governments or from the IFIs.
- Participation processes have been shallow, and the input of local groups is rarely reflected in the final PRSP. A notable exception is Uganda, where civil society had been working with the government since 1997 on a Poverty Eradication Action Plan (PEAP), though even in Uganda trade unions were not consulted.
- PRSPs have been rushed so that countries could qualify for debt relief sooner. This lowered the quality of the PRSPs and greatly weakened the participatory process. However, there have been indications that the IMF and World Bank are now being less insistent in this regard so as not to sacrifice quality for speed.
- Traditional macroeconomic conditions and fiscal parameters are still emphasized at the expense of real poverty-reduction measures and are determined without civil society input.
- Despite these flaws, none of the completed PRSPs have been rejected by the Bank or the Fund for insufficient civil society participation.

On the other hand, there have been some positive outcomes from strong engagement on the part of civil society groups. The European Debt and Development Network (Eurodad, see Annex V for contact information), reports that in general civil society participation is better organized and being taken more seriously by governments as a result of the PRSP. In Malawi, civil society organizations successfully lobbied the government and the IFIs to extend the timetable for completion of the PRSP to allow for sufficient citizen participation. In

Uganda, where the PRSP was completed and passed without the participation of trade unions, unions made a direct request to the government to be included in implementing, monitoring, and updating the PRSP in the future, and the government agreed.

Clearly, in order to have a voice in writing the poverty reduction strategies, trade unions will need to insert themselves into the process early and often. When writing to the government to state their intention to join the PRSP process, trade unions should also be sure to demand that any draft documents, along with existing IFI strategy and loan documents for the country (see Annex III), are made available as early as possible to allow sufficient time to review, analyze, and formulate responses.

The *PRSP Sourcebook* contains a set of “practical tips” for country governments on how to hold effective consultations. These have been reprinted below in Box 2. Trade unions can refer to these to persuade their governments to conduct reasonable consultations. If a government is being unresponsive, trade unions can contact local representatives of the IMF and World Bank (see Annexes VI and VII), who should be able to assist in pressuring the government to open up the PRSP process. Trade unions can also contact other members of civil society that are participating in the PRSP process, as well as organizations outside of the country, particularly the international trade union movement and the ICFTU/ITS Washington Office (see Chapter III).

TIPS FOR EFFECTIVE CONSULTATIONS

- Encourage a positive spirit of government-civil society partnership.
- Plan so as to make sure there are adequate time and resources available.
- Make sure in advance that the ground rules are clear and acceptable, that stakeholder groups' expectations are not inflated, and that their views are considered seriously.
- Ensure an appropriate diversity of stakeholder groups.
- Use a variety of sources of information and knowledge.
- Make sure adequate information is available in advance, in the relevant language and style.
- Use respected and experienced facilitators and organizers.
- Give feedback on participatory inputs in a timely manner.
- Follow up after the process concludes, especially if it is possible to offer opportunities for collaboration.
- Maximize transparency; make available as much documentation as possible.

From IMF/World Bank “PRSP Sourcebook”

THE SUBSTANCE OF A PRSP

A PRSP describes the actions a government is going to take to better understand the degree and dimensions of poverty in their country and the steps they will take to reduce it. As always, the IFIs emphasize that the fundamental conditions for any poverty reduction effort should be fiscal responsibility, macroeconomic stability, and economic growth, but now they also state that they are interested in protecting the poor from potential shocks that accompany economic reform and they want the resulting benefits to be felt by all sectors of society. Box 3 outlines the key elements of an effective PRSP, as recommended by the Bank and the Fund. An explanation of these elements follows.

A PRSP SHOULD HAVE:

- comprehensive poverty diagnostics
- clearly presented and costed priorities for macroeconomic, structural, and social policies
- appropriate targets and indicators for monitoring progress
- a description of the participatory process that was used

From World Bank/IMF PowerPoint Presentation, “The Development of Poverty Reduction Strategy Papers: Background”

- **Poverty Diagnostics:** The government must demonstrate that it understands the extent and nature of poverty in the country and is aware of the obstacles to poverty reduction. The first section of the PRSP contains numerical statistics measuring national and regional poverty, as well as less technical descriptions, such as gender and ethnic perspectives, as expressed by the poor themselves through surveys or by advocacy groups. Trade unions should offer their viewpoint on aspects of poverty that are missing from the government’s analysis.
- Trade unions might be interested in participating directly in the poverty diagnosis research. In some PRSP countries, the World Bank is conducting what they call “Participatory Poverty Analyses” with the input of the poor and local civil society organi-

zations. For example, a network of Philippine unions interested in IFI issues and the Asian Development Bank (AsDB) have agreed to jointly conduct and finance a study on the incidence of poverty among workers and the influence of formal employment and organized labour on worker incomes. The results of this study will be used to help design future AsDB lending to the Philippines. Similar trade union participation in other countries could influence both the quality of the poverty diagnosis and the strategy outlined in the PRSP to combat poverty.

- **Strategy:** The government must determine the cost of planned policy actions and prioritize them according to their importance in promoting growth and reducing poverty. Assigning these priorities requires an understanding of the likely impact of different policy actions on vulnerable social groups. Unions should point out the potential impact of implementing certain structural adjustment policies that directly harm workers, providing specific examples to support their arguments. Be sure to examine the relative importance placed on different components of the PRSP; social policies should not take a back seat.
- Every country’s I-PRSP includes what the IFIs call a **Policy Matrix**. The Policy Matrix is a comprehensive table that summarizes the policy actions the government intends to take to achieve its goals for poverty reduction. A Matrix usually contains columns listing the policy area or sector of activity, the objectives in that area, the specific policy actions to be taken, the time-frame for execution, the government agency carrying out the action, and the method of financing it. This is a good place to quickly see if the government intends to take any actions that might interfere with trade unions or their members. A sample portion of a Policy Matrix is included in Annex IV.
- **Objectives:** All of the PRSPs that have been completed to date contain a table or tables that lay out specific “goals, targets and indicators.” These charts explain how the country will measure the impact of its efforts under the poverty reduction strategy and thus determine how successful it has been in achieving its goals. For example, the country might list improving higher education as a

goal, using total enrollment and the gender breakdown of enrollment as indicators, and set a target of increasing total enrollment by a certain number of students while raising the percentage of female enrollees by a specific date. According to statements made by World Bank officials, the goals will not be as binding as structural adjustment conditions have been in the past, but priority for future loans will be given to those countries that have made the most progress towards achieving their objectives.

- **Description of Participatory Process:** The final PRSP is supposed to include a description of the participatory process that was used. If it bears no resemblance to what actually occurred, unions should say so, and not just to the IFIs but also to the ICFTU, other allies, and the media before it is submitted to the IMF and World Bank for endorsement.

In general, the IMF and World Bank consider the input of civil society to be important in determining how money saved in debt relief is spent. They are less adamant about seeking input on the allocation of the country's overall budget or on the underlying macroeconomic policies that shape it. Many governments have objected to discussing such elements of the PRSP with civil society – including the amount of fiscal or monetary tightening, the devaluation of the national currency, or pegging the currency to the dollar – preferring to negotiate them privately with the Bank and Fund. This backroom dealing conflicts with the IFIs' stated commitment to transparency and participation. Trade unions should be particularly vigilant that the government does not use the PRSP to consult on a few government programmes that have relatively little impact on poverty, while maintaining intact or intensifying macroeconomic policy measures that increase poverty and unemployment. If such were the case, the PRSP process would be little more than window-dressing on traditional Structural Adjustment Programmes. Unions should insist that the entire budget and all macroeconomic issues be on the table, as they have serious consequences in the lives of poor and working people.

WHAT TO LOOK OUT FOR

Although the IFIs stress that PRSPs should be “country-driven,” they continue to insist that certain structural reforms are necessary for economic stability and growth, and should therefore be incorporated into most PRSPs. Many of these reforms, however, have not proven to promote high-quality, widely-shared growth in developing countries; in fact, some studies show that they have not led to economic growth at all, particularly in Africa. All of these measures can have significant impact on trade unions and working women and men in general, so unions should look for them in any draft PRSP and in existing public IFI loan and country strategy documents, including the I-PRSP and PRGF loan documents. They can usually be found in sections titled “Structural Reform” or “Private Sector Reform.” Here is a brief explanation of some of the most often-used harmful policy reforms:

- **Privatization** can prove very costly to public sector workers and those who rely on government-provided services. The Bank and the Fund recommend that national governments sell off publicly owned utilities and services or otherwise involve private corporations in their provision as a way to reduce government expenditures and to create more efficient firms. While very specific targets are set for the speed and breadth of privatization, much less attention is given to overseeing of the process, negotiations with workers and unions who will be affected, and the regulation of newly created private monopolies. As a result, there are often serious negative consequences that accompany privatization, including reduced access to services for the poor and the elimination of jobs held by public sector workers. Often, the loss of public services has a major impact on women who formerly were the primary beneficiaries of services like maternity care and childcare support. Also, when government-run businesses are sold off, the new owners may not be required to respect the previously negotiated union contract, or they may refuse to recognize the union at all. It is often easier for private firms to fight unions and break labour laws protecting workers than it is for government agencies.
- **Labour Market Flexibility** reforms often undermine many of the legal protections unions have been able to gain for working people.

Typical measures to “improve” the functioning of the labour market include lowering or capping the minimum wage, getting rid of job security provisions (often called “reducing the cost of hiring and firing”), restricting the right to bargain collectively, and eliminating limits on working hours and on part-time employment. Employers often use these labour law reforms to break collective bargaining agreements and weaken the ability of workers to join unions. See Box 4 for an example of how IFI labour market policies can ignore the concerns of unions and workers.

THE IMF AND LABOUR MARKET FLEXIBILITY IN DJIBOUTI

In 1998 the Djibouti government failed to enforce laws prohibiting anti-union discrimination, minimum wages were inadequate to support a family, employers established wage rates unilaterally, and union leaders were subjected to police beatings, arbitrary arrests, and dismissals.¹ The government attempted to revise Djibouti’s labour law “in line with its [IMF] structural adjustment programme ... in consultation with employers’ representatives but without trade union participation.”² Despite these serious problems, the Policy Framework Paper that Djibouti submitted to the IMF, and that the IMF Executive Board approved as a basis for lending in October of 1999, contained the following commitment from the Djiboutian authorities: “a reformed labour code will be prepared ... targeted at removing obstacles to competitive labour markets and full wage flexibility - including in particular by allowing private sector entities unfettered authority for the hiring and release of employees and by delegating the wage determination process to negotiations between employees and employers - both without reference to any government agency.”

¹ U.S. State Department Human Rights Report for Djibouti for 1998.

² ICFTU Annual Survey of Violations of Trade Union Rights, 1999.

- **Trade Liberalization** is an integral element of virtually all IMF and World Bank activities. The IFIs continue to encourage poor and developing countries to rely primarily on exporting to promote economic growth and to reduce or eliminate tariffs on imported goods. If this is executed too quickly and without proper safeguards, it could result in the rapid influx of goods formerly produced domestically, resulting in job losses for the workers who produce them. Tariff reduction on agricultural imports has often resulted in

extreme hardship for the mainly women workers in the rural sector, with negative consequences for food security as well. Moreover, at the encouragement of the IFIs many countries have set up **Export Processing Zones (EPZs)** that offer tax breaks and other incentives to attract investment. Governments often lower minimum wages and restrict labour laws that protect union activity in the EPZs to make them even more appealing to corporations.

- **Domestic Market Liberalization and Deregulation** often complement trade liberalization. Reforms can include dismantling price controls and price subsidies, removing the government from the market as a buyer and seller, and loosening regulations of the private sector. These reforms can also be part of privatization schemes, and can result in the imposition of user fees or service charges for public services. Many times markets will be liberalized even for essential commodities such as rice or maize and for basic services such as health and education. Sometimes a safety net for the very poorest consumers is created simultaneously to protect them from the harshest effects of liberalization, but without careful planning and financing these safety nets can be inadequate and difficult to administrate.
- **Civil Service Reform** is typically undertaken to reduce the government’s payroll and allow it to run more efficiently. In practice, it often translates into massive layoffs of public sector employees and a restructuring of the civil service pay scheme to reduce salaries, and a drastic decrease in services. It can also mean shifting from a seniority-based pay scale to merit-based. If such reforms are undertaken, unions must be involved in their implementation to ensure that job loss and negative impact on working conditions are minimized and that the changes are carried out fairly.
- **Pension Reform** usually consists of privatizing or partially privatizing the pension system so that benefits are no longer guaranteed by the government. It can also involve changing the way that pension benefits are measured and accrued, so that the amount of benefit a worker receives is smaller.

DEVELOPING ALTERNATIVES

The IFIs are beginning to press countries to enact some reforms that unions may support. While they still believe that market-based policies are the best engines of economic growth and that growth is the surest way to reduce poverty, they recognize that social safety nets, investments in human capital, gender equality, and other pro-poor policies also help reduce poverty. In the past, such policies have included increased public spending on health and education, improving the access of the poor to infrastructure and credit, and improving governance by making budgetary processes more transparent and reducing corruption. In addition to keeping an eye out for policies which may be harmful, unions should identify and develop positive reform proposals that they support, and press for their inclusion and prioritization in the PRSP.

An essential piece of a worker- and union-friendly poverty reduction strategy would be a commitment to respect and promote internationally recognized **Core Labour Standards**. They are: freedom of association and the right to collective bargaining; elimination of all forms of forced or compulsory labour; abolition of child labour; and elimination of discrimination in respect of employment and occupation. The membership of the International Labour Organization (ILO), which includes most developing countries, adopted these standards in the *Declaration on Fundamental Principles and Rights at Work* in 1998. Including them in a PRSP would help to ensure that government reforms support worker rights.

In developing alternatives, unions should not rely solely on existing IMF and World Bank programmes that are good for workers and the poor. Innovative proposals can be developed with the help of allies in civil society and social movements, local academics, UN development agencies, and perhaps even sympathetic government officials (see Chapter III). While governments and the IMF and World Bank may not accept these proposals, it is important to show that trade unions have a positive contribution to make and are willing to work with other social groups to construct an alternative vision of how to stimulate high-quality growth and reduce poverty.

FINALIZATION AND ENDORSEMENT

The country government has complete discretion to determine when the consultation process has been carried out sufficiently and when the PRSP is complete. The Bank and Fund strongly encourage governments to make the final PRSP available to local groups before it goes to the Executive Boards for endorsement, but governments are not strictly required to do so. Therefore, unions should demand that the PRSP be made available to interested parties if they wish to see it before it is submitted for endorsement. Once it is endorsed, the PRSP must be made public.

When a country government decides the PRSP is completed, they submit it to the Executive Boards of the IMF and the World Bank for endorsement. It is assumed that national authorities will only present the PRSP to the Boards for discussion when they expect that it will be recommended for endorsement. A **Joint Staff Assessment (JSA)**, written by the Fund/Bank joint mission who advised the national authority on developing the PRSP, evaluates the soundness of the proposal and assists the Boards in judging whether it provides a good basis for lending and debt relief. However, in the guidelines for JSAs, IMF and World Bank staff are instructed to describe, but not to evaluate, the participatory process, meaning that the Executive Boards are unlikely to reject a PRSP for inadequate civil society participation unless they are pressured to do so. JSAs for a number of countries' I-PRSPs and PRSPs are available online at www1.worldbank.org/prsp/JSA/jsa.html.

The Executive Boards of the IMF and the World Bank are made up of 24 **Executive Directors (EDs)** who represent the interest of a country or group of countries and can cast an amount of votes that is proportional to the size of the economy of its constituent(s). Because of this structure, the large industrialized countries hold the greatest share of voting power and therefore have the most influence on Board decisions. The countries with the most votes on both Executive Boards are the U.S., Japan, Germany, the United Kingdom, and France. Combined, the Executive Directors of these countries cast approximately 40% of all votes on each Board.

Since these countries exert so much influence, it is important for trade

unions in PRSP countries to provide the ICFTU with information that affiliated unions in industrialized countries can use to pressure their governments and Executive Directors. This can be done by sending all relevant information to the ICFTU/ITS Washington Office (see Section III below). Moreover, in some cases the Executive Directors to the IFIs (such as those from the U.S.) are constrained by domestic laws to use their influence to support policies and programmes that do not negatively impact the poor and working people. For an example, see Box 5.

U.S. RESTRICTION ON “USER FEES” IN IFI LOANS

In the fall of 2000, a broad coalition of development groups, religious organizations, and trade unions in the U.S. worked with the U.S. Congress to add the following language to a bill authorizing the U.S. financial contribution to the HIPC debt relief initiative:

“Sec. 596. The Secretary of the Treasury shall instruct the United States Executive Director at each international financial institution ... and the International Monetary Fund to oppose any loan of these institutions that would require user fees or service charges on poor people for primary education or primary healthcare, including prevention and treatment efforts for HIV/AIDS, malaria, tuberculosis, and infant, child, and maternal well-being, in connection with the institutions’ lending programmes.”

U.S. representatives may not vote for any loan that requires the borrowing country to impose new user fees and service charges. The Treasury Department is also now required to notify the Congress within ten days if any loan containing user fees is nonetheless approved by an IFI.

Once the PRSP is circulated to the Executive Boards of the IMF and World Bank, it is released to the general public and once it is endorsed it becomes the basis for all new lending to the member country. In addition, ongoing loans that were approved prior to completion of the PRSP will be revised to ensure that they comply with its goals and policies.

IMPLEMENTATION AND MONITORING

The government is responsible for establishing clear goals and desired outcomes of their PRSP, and accurately measuring the progress made toward reaching those goals. Trade unions should insist on being involved in all aspects of monitoring, including goal setting, data collection and analysis, and the dissemination of findings to the general public and to the IFIs.

Trade unions may also want to play a role in implementing parts of the PRSP. Already, some NGOs are delivering services to the poor as part of the PRSP effort. Unions can become involved by, for example, supplying job training for workers; improving health and safety conditions; ensuring that specific problems of women workers and other particular groups are addressed; providing education and outreach on other workplace issues such as HIV/AIDS; and helping to formulate and execute alternatives to privatization and mass public sector lay-offs, perhaps as part of an official tripartite commission. Such trade union involvement does require government approval, which may present an obstacle in some countries.

In order to continue receiving aid from the Bank and Fund, country governments are obligated to write **Annual Progress Reports** assessing their success in implementing and achieving the goals of their PRSP. These reports also allow governments to adjust PRSPs in response to changing macroeconomic conditions or other factors. They will be submitted to the IMF and World Bank for endorsement accompanied by additional joint staff reports. Countries must write a completely new PRSP every three years for Board approval. In conjunction with the Annual Progress Report, trade unions may want to submit their own assessment of the progress that has been made under the PRSP, the impact of policy reforms on workers and unions, and necessary adjustments to the PRSP.

III. RESOURCES FOR UNIONS

Working with allies and partners is often essential to achieving the broad social change agenda trade unions advocate. When engaging in the PRSP process, unions may find it useful to share information, join or form coalitions, or simply engage in joint strategizing with other participating civil society organizations. For example, both local and international non-governmental organizations (NGOs) can help unions obtain specific information on their country's PRSP process, IFI structures and policies in their country and worldwide, and critiques of IFI activities. Unions can also obtain much of this information from the Internet. Box 6 summarizes the various national, regional, and international sources of information and assistance that unions can take advantage of while engaging in the PRSP process.

SOURCES OF INFORMATION AND ASSISTANCE ON PRSPS AND IFI ACTIVITIES FOR UNIONS

NATIONAL AND REGIONAL LEVEL

- Relevant national government authorities, e.g. Finance, Economy, and Labour Ministries
- In-country offices of IMF, World Bank, and regional development banks (see below).
- ICFTU Regional Organizations: AFRO, APRO, ORIT (see below)
- AFL-CIO Solidarity Center regional and local missions.
- Country offices of the Friedrich-Ebert-Stiftung (FES)
- Other civil society groups and NGOs who work on development issues, e.g. Redbancos, Central and Eastern European Bankwatch Network.
- Members of academia, university professors in related fields.

INTERNATIONAL LEVEL

- IMF, World Bank, and regional development bank global headquarters and web sites.
- United Nations Agencies: International Labour Organization (ILO), UN Development Programme (UNDP), UN Conference on Trade and Development (UNCTAD), etc.
- International Trade Secretariats (ITs), i.e. Public Services International (PSI), International Federation of Building and Woodworkers (IFBWW), etc.
- ICFTU/ITS Washington Office.
- International NGOs, e.g. Bank Information Center, Oxfam, SAPRIN, Eurodad

GOVERNMENT AGENCIES

The first place a trade union should look to obtain more information about their country's PRSP is the relevant national government authorities. Typically, the Finance or Economy Ministry (or equivalent body) is the primary agency responsible for writing the PRSP. Government agencies dealing with Labour or Social Services, that may be marginalized from the process, can be an ally to unions and should be contacted. Unions should also work with the legislature, local governments, and sympathetic parliamentarians to pressure the government and hold them accountable in the consultative process.

IFI OFFICES AND STAFF

Local and regional offices of the IMF, World Bank, and regional development banks – the African Development Bank (AfDB), Asian Development Bank (AsDB), Inter-American Development Bank (IDB), and European Bank for Reconstruction and Development (EBRD) – may be helpful in guiding unions to the appropriate government bodies and provide further assistance in the consultation process. Contact information for the IMF can be found in Annex VI, and local World Bank contacts for each country are listed in Annex VII. Unions should inquire about and attend any workshops these offices conduct on the PRSP for civil society organizations. If, despite instructions from their headquarters, IFI staff or offices are unresponsive, unions should contact the ICFTU/ITS Washington Office, who can take up the case at the level of the IMF and World Bank offices in Washington.

Staff in the local and regional offices of the IMF and World Bank should also be able to provide unions with information about previous or current IFI loans and projects in their country. Some of this information is on the IFIs' web sites, but unfortunately most of it is available in English only. Unions should examine current IFI loans and strategies to see what reforms the government is likely to include in the PRSP and to determine what current IFI policies they would like to see changed. Annex III contains a list of documents on IFI country operations and instructions on how to find them. Many World Bank documents are available upon specific, written request from the World Bank Infoshop. They can be contacted at: The World Bank Infoshop, 1818 H St. NW, Washington DC, 20433, U.S.A.,

e-mail: pic@worldbank.org, phone: (202) 458-5454 fax: (202) 522-1500.

The IMF and World Bank also provide a fair amount of information about PRSPs in general that describes how the Bank and Fund believe the PRSP process is supposed to work. Unions can obtain access to these materials, including the PRSP Sourcebook, on the web at <http://www1.worldbank.org/prsp/> or by contacting IMF and World Bank local and regional staff or in Washington DC (see Annexes VI and VII).

INTERNATIONAL TRADE UNION MOVEMENT

The ICFTU and the International Trade Secretariats (ITS) have maintained a joint office in Washington since 1994 in order to more closely follow the activities of the IMF and World Bank, which are headquartered in that city. The ICFTU/ITS Washington Office is responsible for monitoring IFI policies and interventions, and for representing the international trade union movement to the IFIs as the need arises. The Office sends out regular news and analysis of IFI-related issues that are of general interest to trade unionists by way of an e-mail list and provides analyses and proposals for policy statements issued by the ICFTU/ITS on IFI policies and programmes (contact the ICFTU/ITS Washington Representative, Peter Bakvis: icftu@mnsinc.com). In addition, it has been assigned the responsibility of coordinating trade union involvement in the PRSP process on an international level. Accordingly, the Office is available for responding to requests from ICFTU affiliates to provide information and advice about PRSP formulation and implementation. When asked to do so, the Washington Office can also make representations to the IMF and World Bank on behalf of affiliates concerning any particular questions, complaints or proposals they may have regarding the PRSP process in their country.

In addition to the ICFTU proper, unions may also want to contact the relevant ICFTU regional organization: the African Regional Organization (AFRO), the Asia and Pacific Regional Organization (APRO), or the Inter-American Regional Organization of Workers (ORIT). The contact information for the ICFTU international offices and regional organizations is provided in Box 7.

ICFTU CONTACT INFORMATION

ICFTU

Boulevard du Roi Albert II, bte I B-1210 Brussels Belgium	Phone: 32-2 224 02 11 Fax: 32-2 201 58 15 - 203 07 56 E-mail: internetpo@icftu.org http://www.icftu.org
General Secretary: Bill Jordan	

ICFTU African Regional Organization (AFRO)

P.O. Box 67273 Ambank House (14th Floor) University Way Nairobi, Kenya	Phone: (254) 2-221.357 244.336 244335 Fax: (254) 2-21.50.72 E-mail: icftuafro@form-net.com General Secretary: Andrew Kailembo
---	--

ICFTU Asia and Pacific Regional Organization (APRO)

Trade Union House 4th. Floor 73 Bras Basah Road Singapore 189556 Republic of Singapore	Phone: (65) 222.6294 Fax: (65) 221.7380 E-mail: gs@icftu-apro.org http://www.icftu-apro.org General Secretary: Noriyuki Suzuki
--	---

ICFTU Inter American Regional Organization of Workers (ORIT)

Avda. Andrés Eloy Blanco (Este 2) Edificio José Vargas Piso 15 Los Caobos, Caracas Venezuela	Phone: (58) 2-578.3538 .1092 .2780 Fax: (58) 2-578.1702 . 3349 E-mail: secgenorit@cantv.net http://www.ciosl-orit.org
General Secretary: Luis Anderson	

ICFTU / ITS Washington Office

1925 K Street, NW #425 Washington, DC 20006 USA	Phone: 1-202-463-8573 Fax: 1-202-463-8564 E-mail: icftu@mnsinc.com
Director: Peter Bakvis	

The AFL-CIO's Solidarity Center, which is also based in Washington, DC, has offices located in over twenty countries. It provides workers and their unions with information about internationally recognized worker rights and basic union skills training in education and organizing. Field offices are currently located in Bangladesh, Brazil, Bulgaria, Cambodia, Croatia, Dominican Republic, Ecuador, Egypt,

Guatemala, Indonesia, Kenya, Mexico, Nigeria, Philippines, Romania, Russia, Slovakia, South Africa, Sri Lanka, Thailand, Venezuela, and Zimbabwe. Some of these offices are also responsible for programmes in neighbouring countries. The Solidarity Center offices providing assistance in PRSP countries are listed in Annex VIII.

The Friedrich-Ebert-Stiftung (FES), based in Berlin and Bonn (Germany), has offices in approximately one hundred countries. One of the principal missions of the FES is to offer support, through training or technical assistance, to free trade union organizations in developing and transition countries. Many FES offices are located in PRSP countries and are available to cooperate with trade unions involved in the national PRSP process. A full list of the FES country offices located in PRSP countries is provided in Annex IX.

NON-GOVERNMENTAL ORGANIZATIONS

There are many non-governmental organizations (NGOs) that work on international development issues in general and IFIs in particular that can assist unions and even cooperate in pressuring the IMF, World Bank and country governments to listen to the concerns of trade unions. Some of these work on an international level, such as Oxfam, and the Structural Adjustment Participatory Review International Network (SAPRIN), but there are also many local and regional NGOs who have experience and expertise in handling IFI issues all over the world. In addition, unions can often find common ground with NGOs that do not work on labour or development issues, such as indigenous rights groups, women's groups, farmers' organizations, poor advocacy groups and even religious organizations who can be instrumental allies. Forming coalitions with groups that represent different sectors of society strengthens unions' bargaining position and makes their arguments more compelling to the government. A list of international NGOs, along with their contact information, is provided in Annex V.

INTERNATIONAL ORGANIZATIONS

Finally, there are other international organizations, especially the United Nations agencies, which can provide information on development policy and may even intervene on the behalf of trade unions.

These include the United Nations Development Programme (UNDP), the United Nations Conference on Trade and Development (UNCTAD), and most importantly the International Labour Organization (ILO), which has taken a direct interest in the PRSP programme (see Box 8). Because the United Nations agencies are more democratically controlled than the IMF and World Bank and have more expertise on social issues, they are generally more responsive to the concerns of citizens of developing member countries.

THE ILO'S DECENT WORK AGENDA AND INVOLVEMENT IN THE PRSP PROCESS

The Director-General of the International Labour Organization (ILO) has announced the institution's support for the PRSP programme, and has encouraged field units to contribute ILO input into the PRSP process at the country level, in cooperation with its constituents. The ILO's contribution is based on the premise that its "Decent Work" agenda should be a major route for maximizing poverty reduction outcomes within a coordinated national strategy. The Decent Work agenda has four pillars:

1. Promote and realize standards, fundamental principles and rights at work (see Part II, Developing Positive Proposals).
2. Create greater opportunities for women and men to secure decent employment and income.
3. Enhance the coverage and effectiveness of social protection for all.
4. Strengthen social dialogue.

In particular, the ILO believes that the social dialogue component is important for strengthening the participatory nature of the PRSP process and for helping to achieve national ownership of the PRSP. To formalize its support for the process, the ILO has designated five countries – Cambodia, Honduras, Mali, Nepal, and Tanzania – as special country case studies for demonstrating the contribution of the Decent Work agenda to the PRSP process. Trade unions in these countries, as well as other countries, can contact the ILO representative working on PRSP issues, Samir Radwan, Senior Policy Advisor on Employment, tel: 141 222 7996464, fax: 141 227996867, e-mail: radwan@ilo.org.

IV. PARTICIPATING IN THE PRSP PROCESS

Once unions are familiar with the PRSP framework and process and know where to look for information and assistance, they can begin planning their involvement in their own country's PRSP process. Below is a series of suggested steps trade unions might take to effectively participate in the development of a PRSP.

ACTION PLAN FOR PARTICIPATION

Stage 1: Assessing PRSP Status

- Is your country scheduled to write a PRSP? When?
- If PRSP process is already underway, obtain latest draft, other information.
- What other civil society organizations are engaged in the PRSP? What is their perspective?

Stage 2: Preparing for Effective Participation

- Contact relevant government authorities and notify them of your intention to engage in the PRSP and request copies of all relevant documents, timetables, meetings, etc. Send copies of correspondence to the ICFTU/ITS Washington Office, in addition to the IMF and World Bank country and regional offices (see Annexes VI and VII).
- Contact your local IMF and World Bank representatives. Make sure they know you want to be included in the PRSP process, and ask for all relevant documents (see Annex III).
- From your government, local IFI representatives, or IFI websites, obtain your country's I-PRSP (if country has one), recent strategy and loan documents, and any drafts of the PRSP (demand to see one if it is not public).
- Identify problems, concerns or missing elements in these documents.
- Research and prepare alternatives and positive proposals.
- Make contacts and coordinate with other unions, local NGOs, academia, the media, sympathetic government officials and legislators.
- Attend PRSP country workshops and other seminars or conferences held by World Bank and IMF.

Stage 3: Actively Participating

- Express concerns clearly and in detail; provide data and supporting evidence for your positions. The more information you can provide in writing, the better.
- Emphasize that feedback on your comments from government authority is necessary.
- Follow up in writing on any promises made by government officials and IFI staff to provide information or hold additional consultations.
- Keep IMF, World Bank, as well as ICFTU updated on how consultation is proceeding, forwarding them copies of correspondence if necessary.
- Seek help from IMF and World Bank if you have problems or questions that government authority is not resolving regarding consultations.
- For further assistance and support, call on ICFTU/ITS Washington Office or ICFTU regional organization (AFRO, APRO, ORIT). Affiliates in donor countries can demand that their own representatives at the IFIs press for fuller participation.
- Keep copies of all correspondence and notes from meetings with the government.
- Demand a copy of the final draft of PRSP before it is submitted to the IFIs for endorsement.

Stage 4: Endorsement

- If your concerns are not adequately reflected in the final PRSP or the participation process was otherwise faulty, be sure to alert the IMF, World Bank, and ICFTU of your concerns before it is submitted for endorsement.
- If you believe the PRSP should not be endorsed in its current form, provide as much evidence as possible (correspondence, newspaper articles, etc) to support your argument and work with domestic and international allies to advocate your position and lobby the government, IMF, and World Bank to stop it from being endorsed.
- If the IMF and World Bank endorse the PRSP over your objections, identify those areas of policy reform that you will monitor most closely and seek to revise in the future.

Stage 5: Implementation and Monitoring

- If your union has the capacity, figure out how you can be involved in the implementation of loan programmes and policies that result from the PRSP.
- Verify that subsequent IMF and World Bank programmes and strategy documents are consistent with positive strategies laid out in the PRSP.
- Enlist other organizations (ILO, ICFTU, NGOs, academics and the media) to help you monitor implementation of the PRSP.
- Publicize concerns regarding a lack of consistency between IFI loans and the PRSP or the negative impact of IFI programmes, especially to the IMF, the Bank, the ICFTU and the ILO.
- Bring these concerns and others to your government when Annual Progress Reports are being prepared and when the PRSP is up for revision in three years.

It is extremely important that trade unions communicate with the ICFTU and its affiliate unions in other countries about the progress of the PRSP consultation process, especially if they are experiencing difficulties. Acting in solidarity with labour activists in industrialized countries can be a very effective way to apply pressure to the World Bank, IMF, and the country government to be more responsive to unions' concerns.

V. CONCLUSION

Over the past two years, criticism and pressure from diverse groups of people from all parts of the world have forced the IMF and the World Bank to undertake serious reforms in their policies and procedures. The international trade union movement has been an important contributor to the choir of voices demanding that the IFIs operate in a more transparent manner and address their failure to achieve significant poverty reduction over the past 50 years. The ICFTU and the International Trade Secretariats have welcomed the new commitments by the IMF and the World Bank to the goal of poverty reduction and their emphasis on the participation of civil society in achieving that goal. However, we recognize that it is up to us to ensure that these policy statements are translated into concrete policy changes.

The Poverty Reduction Strategy Paper framework offers a unique opportunity for trade unions in developing countries to influence the path of development that their country pursues. The IMF and World Bank may still promote policies that trade unionists oppose, and many governments may continue to embrace these policies. Much progress is still needed to fundamentally reform the operations of the IFIs and to promote worker-friendly development policies; the PRSP process alone will not solve these problems. But the framework does provide a new opening for trade unions to inject themselves into the development process and demand to be heard.

ANNEX I. GLOSSARY OF IMPORTANT TERMS

Annual Progress Report: A document submitted by a country government each year after the preparation of a PRSP that assesses the progress made toward achieving poverty reduction goals and intended reforms. It also allows the government to adjust the PRSP in response to changing macroeconomic and environmental conditions. An endorsed Annual Progress Report is required to continue receiving assistance from the Bank and Fund.

Civil Service Reform: A common component in IFI-recommended policy reforms undertaken to reduce government payroll and improve efficiency. It often means massive layoffs of public sector employees and restructuring of the civil service pay scheme to reduce salaries, including shifting from a seniority-based pay scale to merit-based.

Civil Society (Organizations): Groups representative of the various sectors of society, including trade unions, non-governmental organizations (NGOs), academics, corporations, etc. The PRSP framework requires the country government to seek participation from elements of civil society in writing and implementing a PRSP.

Core Labour Standards (CLS): Set of internationally recognized worker rights, most recently consolidated in the ILO's Declaration on Fundamental Principles and Rights at Work. They are: freedom of association and collective bargaining; elimination of forced labour; abolition of child labour; and elimination of employment discrimination.

Country Assistance Strategy (CAS): A World Bank "business plan" for development in each member country. It describes how the Bank will assist the country in achieving its poverty reduction goals through structural and sectoral loan programmes. CASs for the 80 poorest countries are supposed to include an analysis of respect for Core Labour Standards.

Deregulation: The IFIs urge governments to limit their involvement in market activities. Common deregulation, or market liberalization reforms include dismantling price controls and subsidies, and loosening regulations of the private sector, even in essential commodities and basic public services.

Executive Director (ED): The representatives of the member countries of the IMF and World Bank who make up each organization's Executive Board. The EDs normally meet twice a week to oversee IFI activities, including approving loans and guarantees, new policies, the administrative budget, Country Assistance Strategies, and borrowing and financial decisions. The voting power of the EDs is determined by the size of the economy of their constituent country or countries.

Export Processing Zone (EPZ): An area established by a developing country government that offers tax breaks and other incentives to attract investment in industries for export production. Governments often suspend or restrict trade union and other worker rights in EPZs as further incentive to potential employers.

Heavily Indebted Poor Countries Initiative (HIPC): An effort launched by the World Bank and IMF to reduce the external debt of the world's poorest, most heavily indebted countries. It involves an agreement among creditors to provide financial assistance beyond traditional mechanisms to help poor countries reach debt sustainability.

Interim Poverty Reduction Strategy Paper (I-PRSP): A preliminary version of the full PRSP that can be submitted by a country in order to avoid delays in loans and debt relief. An I-PRSP serves as the basis for assistance until a full PRSP is written. The government does not have to seek civil society participation in developing an I-PRSP.

International Development Association (IDA): The arm of the World Bank that provides long-term loans at zero interest to the poorest of the developing countries. At present, 78 countries are eligible for IDA assistance.

International Financial Institutions (IFIs): Collective term for a group of supra-national organizations that includes the IMF and the Multilateral Development Banks (the World Bank, the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, and the Inter-American Development Bank).

Joint Staff Assessment (JSA): A report written by the staffs of the IMF and World Bank that evaluates the soundness of a PRSP or I-PRSP in order to assist the Boards of the Bank and the Fund in judging whether the document provides a sound basis for loans and debt relief.

Labour Market Flexibility: The IFIs typically urge country governments to "improve" the functioning of the labour market by enacting reforms that undermine worker rights, such as changing labor law to restrict freedom of association and the right to collective bargaining and lowering the minimum wage.

Policy Matrix: A comprehensive table that summarizes the intended policy actions the government will take to achieve the goals laid out in the PRSP.

Poverty Reduction Growth Facility (PRGF): An IMF loan programme for the poorest countries. It replaces the Enhanced Structural Adjustment Facility (ESAF), although PRGFs often contain similar, though fewer, conditions and Structural Adjustment measures as the ESAF.

Poverty Reduction Strategy Paper (PRSP): A document written by the government of a developing country with the participation of civil society to serve as the basis for concessional lending from the World Bank and the IMF, as well as debt relief under the HIPC Initiative. A PRSP should contain a description of the current poverty situation in the country and lay out a plan of policy measures to reduce poverty. A new PRSP must be written every three years in order to continue receiving assistance from the Bank and the Fund.

Privatization: The Bank and Fund encourage governments to sell off publicly owned utilities and services or otherwise involve private corporations in their provision as a way to reduce public expenditures and to strive to create more efficient firms and stimulate economic growth. Privatization plans are often done too rapidly and without attention to the impact on worker rights and access to basic services for the poor.

Structural Adjustment Programme (SAP): SAPs are imposed as a condition for the receipt of IMF or World Bank lending. They consist of a number of policy reforms designed to restructure country economies in line with free-market, neoliberal economic theory. Such reforms generally include macroeconomic stabilization through currency devaluation, monetary tightening through higher interest rates and other anti-inflationary measures, cuts in state spending and public subsidies, trade and investment liberalization, privatization, and deregulation.

Trade Liberalization: Reducing or eliminating tariffs on imported goods, accompanied by increased reliance on export industries to promote economic growth. In addition, it often means that developing countries must enact reforms like intellectual property (patent) laws that limit the ability of governments to regulate in the public interest and grant more rights to multinational corporations.

User Fees: Mandatory charges for use of or access to services. The IFIs often encourage governments to impose user fees on public services – including primary education and basic health-care – in order to recuperate costs. This often limits the ability of poor people to take advantage of these services. The U.S. has a law that prohibits its Executive Directors to vote for any loan that requires the borrowing country to impose new user fees.

ANNEX II. LIST OF PRSP COUNTRIES

The following countries, which are eligible for IDA and PRGF programmes, will be expected to write a PRSP in order to continue receiving assistance. Those in the first category will be the first to take part (in fact, many have already begun or completed the process), and those in the last group are not yet scheduled to write one.

HIPCs Currently Scheduled

Angola	Ghana	Mali	Tanzania
Benin	Guinea	Mauritania	Togo
Bolivia	Guinea-Bissau	Mozambique	Uganda
Burkina Faso	Guyana	Nicaragua	Vietnam
Cameroon	Honduras	Niger	Yemen
Central African Rep.	Kenya	Rwanda	Zambia
Chad	Lao PDR	Sao Tome and Principe	
Côte d'Ivoire	Madagascar	Senegal	
Ethiopia	Malawi	Sierra Leone	

IDA/PRGF Countries Currently Scheduled

Albania	Djibouti	Lesotho	Pakistan
Armenia	The Gambia	Macedonia	Sri Lanka
Azerbaijan	Georgia	Moldova	Tajikistan
Bosnia and Herzegovina	Haiti	Mongolia	
Cambodia	Kyrgyz Republic	Nepal	

Countries Not Currently Scheduled

Afghanistan	Congo-Kinshasa	Kiribati	Solomon Islands
Bangladesh	Dominica	Liberia	Somalia
Bhutan	Eq. Guinea	Maldives	Sudan
Burundi	Egypt	Myanmar (Burma)	Tonga
Cape Verde	Eritrea	St. Lucia	Vanuatu
Comoros	Grenada	St. Vincent	Zimbabwe
Congo-Brazzaville	India	Samoa	

ANNEX III. IFI DOCUMENTS ON COUNTRY PROGRAMMES

The first three tables list publicly available IFI documents that describe the lending operations of the IFIs in your country and their overall lending strategies for your country. Some of these documents can be highly technical and hard to understand, and many of them are available only in English. Nonetheless, these documents are the single best source of information about IFI operations in your country. For each document, this table also explains when the document becomes publicly available and how to access it. The fourth table lists country documents that are not required to be made public, but that you may wish to request in writing from the Bank or the Fund to learn more about their lending operations in your country. Much of this information is taken from the Bank Information Center's very helpful publication, "Getting Access to Information from the World Bank: the Fundamentals." This publication is part of their toolkit for World Bank activists, available on the web at www.bicusa.org/toolkits.htm.

PUBLIC COUNTRY DOCUMENTS SHARED BY THE IMF & WORLD BANK	AVAILABILITY	WHERE TO GET THEM
<p>Interim and Full Poverty Reduction Strategy Papers</p> <p>The PRSP is prepared by the borrowing country government and outlines the country's poverty reduction strategy. The Interim PRSP does not require civil society participation, while the full PRSP does.</p>	<p>The I-PRSP and PRSP do not have to be made public on the web until they are endorsed by the IMF and Bank Boards. PRSPs should be available to local groups before they are finalized.</p>	<p>Endorsed I-PRSPs and PRSPs are available on the IMF website at http://www.imf.org/external/np/prsp/prsp.asp and the World Bank website at http://www1.worldbank.org/prsp/. You should request draft PRSPs from your government and local World Bank office (see Annex VII).</p>
<p>Decision and Completion Point Documents</p> <p>These documents are prepared by IMF and World Bank staff for HIPC countries only. The Decision Point Document establishes a country's eligibility for debt relief under the HIPC initiative, determines how much relief may be needed, and lays out the some of the policy conditions that must be met to receive that relief. When a country meets those conditions it reaches the Completion Point. The</p>	<p>Decision Points are being reached fairly quickly, and Completion Point Documents will be done after a country completes its PRSP and fills the conditions found in the Decision Point Document. These documents are made available to the public after they are approved by IMF and Bank Boards.</p>	<p>These documents are on the World Bank's HIPC website at http://www.worldbank.org/hipc/country-cases/country-cases.html. Scroll through the list of countries on the left side of the screen, select yours, and press the "Go!" button on the screen. You will be taken to a page</p>

PUBLIC COUNTRY DOCUMENTS SHARED BY THE IMF & WORLD BANK	AVAILABILITY	WHERE TO GET THEM
<p>Completion Point Document makes that assessment, determines again how much debt relief is needed, and refers to the PRSP for how the relief will be used.</p>		<p>containing all of the HIPC documents for your country.</p>
<p>Letter of Intent (LOI) Letter from the Finance Minister or Central Bank Governor of a borrowing country to the IMF which outlines the policies which the government will implement as a condition of receiving an IMF loan, including a PRGF loan. The LOI includes a detailed Memorandum of Economic and Financial Policies (MEFP), which describes policy conditions, the most important of which are listed in a summary table as “Performance Requirements” or “Structural Benchmarks”.</p>	<p>A PRGF lasts 3 years, but the loan is reviewed periodically before more installments of the loan are released (called a “tranche”). Sometimes the MEFP will be revised and a new LOI will be submitted as part of the review. The documents are made public after the PRGF loan arrangement (or the new tranche release) is approved by the IMF Board.</p>	<p>Available on the IMF website under your country name. Log on to http://www.imf.org. At the bottom of the page you can scroll to and select your country. Press the “Go!” button on the screen and you will be taken to a page that contains recent LOI and MEFP and other public information about IMF operations in your country, listed in chronological order.</p>
<p>New Loan Arrangement or Tranche Release Public Information Notice The Public Information Notice summarizes the issues that the IMF Board discusses with a government, including the amount of the loan and key areas of policy conditionality, before deciding to approve a new PRGF loan or releasing a new tranche of an existing loan.</p>	<p>The Public Information Notice is released after the Board discusses and votes on loan arrangements.</p>	<p>Available on the IMF website on your country’s page (see above).</p>
<p>Article IV Consultation Public Information Notice Every year or so the Fund assesses each member country’s macroeconomic and structural policies, whether or not that country is borrowing from the IMF. The Public Information Notice summarizes the discussion that the IMF Board has with government representatives during these reviews.</p>	<p>The Article IV Consultation Public Information Notice is released to the public after the Board discussion is complete.</p>	<p>Available on the IMF website on your country’s page (see above).</p>
<p>Article IV Review Staff Report In preparation for an Article IV Review, the IMF staff prepare a detailed report for the Board on current macroeconomic and structural conditions in the country. The Staff Report often includes policy prescriptions which can form the basis for policy conditionality in future IMF loans to the country.</p>	<p>These Staff Reports are being released for some countries along with the Article IV Consultation Public Information Notice under a new pilot programme.</p>	<p>Available on the IMF website on your country’s page (see above).</p>
<p>Country Assistance Strategy (CAS) Describes the overall World Bank lending strategy for the country, including lending levels, operations, and areas for research. A CAS Public Information Notice is a two-page summary of the CAS, and CAS Progress Reports are prepared on annually.</p>	<p>A country’s CAS is revised every 1 - 5 years. The World Bank is supposed to make CAS for all PRSP countries public.</p>	<p>Through the World Bank website at http://www.worldbank.org/html/pic/cas/index.htm, the World Bank Infoshop (see below), your local World Bank office, or government.</p>
<p>Country Economic and Sector Work Reports Such reports include the Country Economic Memoranda, which review economic developments and discuss policies and prospects for the country, the Country Economic and Sector Reports, which</p>	<p>Prepared as the World Bank develops a CAS, and available after Bank Board approval. They are revised along with a country’s CAS every few years.</p>	<p>Your local World Bank office (see Annex VII) and the World Bank Infoshop. You can write the World Bank Infoshop at 1818H St. NW, Washington DC, 20433, USA, call (202) 458-5454, or send a fax to (202) 522-1500.</p>

PUBLIC COUNTRY DOCUMENTS SHARED BY THE IMF & WORLD BANK	AVAILABILITY	WHERE TO GET THEM
<p>focus on specific areas of the economy like the labour market and public investment policies, and Poverty Assessments.</p>		
<p>Project Information Document (PID) A short background summary prepared for every proposed World Bank loan. These are the only documents publicly available for all loans, including investment loans such as the Sector and Structural Adjustment Loans.</p>	<p>Available soon after the project is identified and before assessment and appraisal of the project begin.</p>	<p>Your local World Bank office, the Infoshop, or the World Bank website at http://www.worldbank.org/html/extdr/regio/ns.htm. Select your country from the list on the left side of the screen. Press the "Go!" button to reach a page of country information. Under the "Projects" section there is a list of approved and proposed projects, with a PID for each.</p>
<p>Project Appraisal Document (PAD) The main technical document describing a project loan in detail. Can include summaries of the likely environmental and social impacts of the loan. The PAD and the documents described below are only available for project loans, not for investment loans. Comparably detailed documents for investment loans are not usually public.</p>	<p>Completed after World Bank staff visit the country to do a project appraisal and provided to the Bank's Board before they vote on a project. Only made public after the Board approves a project.</p>	<p>Your local World Bank office or the World Bank Infoshop. On the World Bank website, follow the directions for the PID above. Approved projects should have links to the PAD, sometimes under the heading "Staff Appraisal Reports". Your government may also have a copy.</p>
<p>Environmental and Social Assessments The Social Assessment looks at the social impacts of a project, analyzes gender and other social differences, and identifies key stakeholders. Depending on the results of the Environmental Assessment, the project may be revised or require an Indigenous Peoples Development Plan or a Resettlement Plan.</p>	<p>Should be available early on, before staff begin their appraisal mission for a project. Drafts should be available to affected citizens.</p>	<p>Your local World Bank office or the World Bank Infoshop. Some of these documents are on the World Bank website on your country page. Follow the directions above for the PID and PAD.</p>
<p>PRGF Loan Arrangement With more legal detail than the Letter of Intent and the Memorandum of Economic and Financial Policies, this document contains the terms and conditions associated with an IMF PRGF loan to a PRSP country.</p>	<p>Not required to be made public, even after the PRGF Arrangement is approved by the Executive Board.</p>	<p>Contact the IMF Mission Team for your country at 700 19th Street NW, Washington DC, 20431, USA; Tel: 202-623-7000; Fax: 202-623-4661</p>
<p>Country Letter of Development Policy Like the Letter of Intent borrowing country governments send to the IMF, they also send a Country Letter of Development Policy the World Bank. This letter outlines the policies which a government is obligated to implement as a condition for getting a World Bank loan.</p>	<p>Not required to be made public, even after approval.</p>	<p>Contact your local World Bank representative or your Country Director at the World Bank (see Annex VII) in writing.</p>
<p>Technical Annex Similar to the Project Appraisal Document that the World Bank makes available for project loans, the World Bank prepares a Technical Annex for investment loans, including structural adjustment programme loans and sectoral adjustment programme loans. The Technical Annex lays out in detail the loan programme description, costs, implementation arrangements, and possible risks and benefits; it may also contain policy advice and conditions.</p>	<p>Not required to be made public, even after the loan is approved.</p>	<p>Contact the World Bank as above.</p>
<p>President's Report or Memorandum This document summarizes the Technical Annex for World Bank adjustment loans and sets out the policy conditions attached to these loans.</p>	<p>Not required to be made public, even after the loan is approved.</p>	<p>Contact the World Bank as above.</p>

PUBLIC COUNTRY DOCUMENTS SHARED BY THE IMF & WORLD BANK	AVAILABILITY	WHERE TO GET THEM
<p>Tranche Release Memorandum Each time a new installment (or “tranche”) of an adjustment loan is released, the Memorandum summarizes any new policy conditions that are attached to that tranche.</p>	Not required to be made public, even after the tranche is released.	Contact the World Bank as above.

ANNEX IV. SAMPLE POLICY MATRIX

EXCERPTED FROM MACEDONIA'S I-PRSP

Policy Area	Objectives and Targets	Strategies and Measures	Implementation	Lead Advisor
I. Fiscal Policies	A. Overall Budget	Maintain fiscal prudence.	2000-03	IMF
B. Revenue	Shift taxation burden from direct to indirect taxes.	<ul style="list-style-type: none"> Introduce the VAT. Complete organization of VAT system; computerized accounting, refund, and audit procedures. 	Apr. 2000 Dec. 2000	IMF IMF
C. Expenditure and Budget Management	Reform public administration and rationalize expenditures based on clearly defined priorities.	<ul style="list-style-type: none"> Prepare comprehensive action plan for civil service reform. Continue policy of limiting the wage bill at the level specified under the government's economic programme. 	Jul. 2000* 2000-03	EU/WB IMF/WB
	Improve effectiveness of social assistance programmes.	<ul style="list-style-type: none"> Develop a strategy, within the overall wage bill ceiling, aimed at improving pay through deeper rationalization of the civil service. Strengthen means-testing to improve targeting of social assistance benefits. Improve administration of these programmes including through upgrading information technology and enhancing data communications between key government agencies. 	2000-03 2000-03 2000-03	IMF/WB WB WB
II. Financial Sector	A. Monetary Operations	Shift completely to indirect instruments of monetary control	2000-03 2000-03	IMF IMF
B. Institutional Reforms	Modernize banking legislation. Increase competitiveness, promote consolidation, and resolve problem banks.	<ul style="list-style-type: none"> Enact new banking legislation. Passage of money laundering legislation by parliament. Stopanska Banka sold to foreign strategic investor. No use of public resources to bail out nonviable banks, especially if they do not pose any systemic risk. 	Sep. 2000 Mar. 2001 Apr. 2000 2000-03	IMF/WB IMF/WB IMF/WB IMF/WB

Policy Area	Objectives and Targets	Strategies and Measures	Implementation	Lead Advisor
C. Foreign Exchange Market Operations	Improve functioning of the market	<ul style="list-style-type: none"> Amend the Foreign Exchange Operations Law so as to (i) discontinue the legal obligation for authorized banks to organize foreign exchange market in their premises; (ii) allow nonbank financial intermediaries to operate; and (iii) eliminate the export surrender requirement. 	Mar. 2001	IMF
III. Privatization, Enterprise Restructuring, and Private Sector Development	Privatize or close selected loss making state and socially owned enterprises.	<ul style="list-style-type: none"> Complete sale or close/liquidate selected enterprises. Complete sale or close/liquidate Feni/fenimak. Complete sale or close/liquidate Jugochrom and four other large loss-making enterprises. Complete sale or close/liquidate remaining selected loss-making enterprises. Privatize telecommunications company. 	Mar. 2000 Nov. 2000 Mar. 2001 Jun. 2002 2001	IMF/WB IMF/WB IMF/WB IMF/WB
	Follow "best practice" international public tender based privatization method.	<ul style="list-style-type: none"> Amend existing privatization legislation and issue supporting decrees to improve quality of privatization process, and implement "best practice" privatization process for large enterprises. Operationalize a new electronic central company register. 	Jun. 2000-Jun. 2002 Mar. 2002	WB EU PHARE/ WB
	Foster development of SMEs	<ul style="list-style-type: none"> Develop a strategy to facilitate the development of Small and Medium-sized Enterprises. 	2000-03	
IV. Creditor and Shareholder Rights	Strengthen the legal framework for enforcement of creditors' rights.	<ul style="list-style-type: none"> Amend the Bankruptcy, Collateral, and Executive Procedures Laws. Enact new collateral law integrating both movable and immovable collateral. 	Oct. 2000* Mar. 2002	WB WB
V. Trade Policy	Liberalize foreign trade regime.	<ul style="list-style-type: none"> Harmonize tariff rates in line with requirements of the agreement with EFTA and the Stabilization and Association Agreement with the European Union. Negotiate free trade agreements with regional partners to foster the Stability Pact. Meet requirements for WTO membership. 	2001-03 2000-02 2000-02	IMF/WB IMF/WB IMF/WB
	Export promotion and investment policy.	<ul style="list-style-type: none"> Establish free trade zones, technology parks and innovation centers. Avoid measures that increase effective protection. 	2001-03 2000-03	WB
VI. Employment and Labour Market	Promote employment.	<ul style="list-style-type: none"> Improve flexibility of labour markets by decentralizing collective bargaining and lowering dismissal costs. 	Mar. 2000	WB
	Rationalize unemployment benefits.	<ul style="list-style-type: none"> Restrict eligibility for open-ended unemployment benefit and impose additional eligibility criteria. Assess effectiveness of the administration handling unemployment benefits and introduce changes to improve its performance. 	Mar. 2000 2000-01	WB
VII. Pension System	Reform pension system.	<ul style="list-style-type: none"> Change benefits and eligibility criteria including increasing retirement age, reducing the replacement rate, and basis of indexation to wages and prices. Enact legislation to establish framework for introduction of fully-funded mandatory second pillar to the pension system. 	Mar. 2000 Mar. 2000	WB WB
VIII. Rural Development	Improve government policies and services to reduce rural poverty.	<ul style="list-style-type: none"> Analyze constraints to agriculture sector growth and impact of agricultural reforms; develop strategy for agriculture and rural development. 	2001-02	Netherlands/WB
IX. Education	Improve quality, efficiency, and equity of the education system.	<ul style="list-style-type: none"> Develop education strategy to improve quality of the education system and address low enrollment rates of the poor. Rehabilitate and construct schools in rural and undeveloped areas and provide disadvantaged groups with greater access to higher education. Introduce adult education programmes. 	2000-01 2000-03 2001	Netherlands/WB WB WB
X. Health	Improve management of the Health Insurance Fund (HIF).	<ul style="list-style-type: none"> Develop legislative framework and implement reforms to enhance the HIF budget process, strengthen financial control and accountability, rationalize co-payments, and improve provider payment arrangements Reform organizational and payment arrangements for primary health care, begin rationalization of the hospital network, reform hospital payments, and review pharmaceutical pricing and some aspects of competition in pharmaceutical markets. 	2000-01 2002-03	WB WB/WHO
XI. Statistics	Improve quality of statistics in line with the General Data Dissemination System (GDDS).	<ul style="list-style-type: none"> Begin compiling national accounts on a quarterly basis and introduce use of input-output data to calculate quarterly GDP. Develop capacity and quality of staff at the Central Statistical Office. Improve fiscal statistics to conform to the Government Finance Statistics Manual and improve compilation of balance of payments data. 	2000-01 2000-03 2000-03	IMF/WB IMF/WB IMF
	Improve poverty related data.	<ul style="list-style-type: none"> Improve statistics for poverty measurement and indicators for poverty monitoring. 	2001-03	Netherlands/ WB

ANNEX V. INTERNATIONAL NGO CONTACTS

50 Years Is Enough Network www.50years.org

50 Years Is Enough: U.S. Network for Global Economic Justice is a coalition of 205 grassroots, faith-based, policy, women's, social- and economic-justice, youth, solidarity, labour, and development organizations dedicated to the profound transformation of the World Bank and the IMF.

1247 E Street, SE
Washington, DC 20003
USA

tel: 202-IMF-BANK (202-463-2265)
fax: 202-544-9359
email: wb50years@igc.org

Bank Information Center (BIC) www.bicusa.org

The Bank Information Center (BIC) is an independent NGO that provides information and strategic support to other NGOs and social movements on the World Bank and other IFIs. Their Toolkit on the World Bank Group – which is available online at www.bicusa.org/toolkits.htm – can be another useful guide to dealing with the IFIs.

733 15th Street NW Suite 1126
Washington, D.C. 20005
USA

tel: 202-737-7752
fax: 202-737-1155
email: info@bicusa.org

Bretton Woods Project www.brettonwoodsproject.org

The Bretton Woods Project was established by a network of UK NGOs to monitor the World Bank and IMF. The Project's reports and bi-monthly bulletin "Bretton Woods Update" aim to clarify current issues and provide links to campaigners and researchers worldwide.

Central and Eastern Europe Bankwatch Network www.bankwatch.org

The CEE Bankwatch Network is an international NGO with member organizations currently from 11 countries of Central and Eastern Europe. The basic aim of the network is to monitor activities of the IFIs in the region, and to propose constructive alternatives to their policies and projects. The Bankwatch also distributes a periodic newsletter, which you can subscribe to by emailing the address below.

Kratka 26,
100 00 Praha 10
Czech Republic

tel: +48 12 430 0320 (Poland)
fax: +48 12 429 1101
email: main@bankwatch.org

European Network on Debt and Development (Eurodad) www.oneworld.org/eurodad

Eurodad is a network of NGOs in 16 European countries. It aims to coordinate the activities of NGOs working on the issues of Third World debt, structural adjustment, and financial markets in order to ensure that their views be brought to bear on decision-makers in Europe, the IMF and World Bank and other relevant players. Eurodad operates a "PRSP Watch" email listserv for interested people and organizations.

Rue Dejoncker 46
1060 Brussels
Belgium

tel: +32 2 543 90 60
fax: +32 2 544 0559
email: info@eurodad.ngonet.be

Friends of the Earth (FoE) International www.foei.org

FoEI is the world's largest federation of environmental groups, uniting close to one million activists worldwide. FoEI's member organizations in 68 countries and 13 affiliate groups campaign on the most urgent environmental and social issues of our day.

P.O. Box 19199
1000 GD Amsterdam
The Netherlands

tel: +31-20-6221369
fax: +31-20-6392181
email: foei@foei.org

Globalization Challenge Initiative (GCI) www.challengeglobalization.org

GCI provides educational materials, training, and advocacy support to citizen's groups seeking to provide people-oriented development alternatives to the prescriptions of the IMF and World Bank.

7000-B Carroll Avenue Suite 101
Takoma Park, MD 20912
USA

tel: 1+301/270-1000
fax: 1+301/270-3600
email: global.challenge@juno.com

Jubilee Plus (formerly Jubilee 2000) www.jubileeplus.org

Jubilee 2000 was an international movement in over 65 countries advocating complete cancellation of the unpayable debts of the world's poorest countries by the end of the year 2000. Jubilee Plus was founded to sustain the momentum while preparing to step up the campaign on to a new phase. Jubilee Plus will consider shifting from the need for debt cancellation to a campaign that tackles the causes of international debt.

c/o New Economics Foundation
Cinnamon House
6-8 Cole Street
London SE1 4YH

tel: 0207 4077447 ext 265
email: ann.pettifor@neweconomics.org or
annpettifor@cs.com

Jubilee South www.jubileesouth.net

Jubilee South is a growing and increasingly cohesive group of persons, coalitions and organizations from Africa, Latin American, the Caribbean, Asia and the Pacific, that came together within the worldwide Jubilee 2000 movement. Jubilee South seeks to strengthen and move beyond present Jubilee Debt campaigns through the presence and projection of a unified Southern vision and voice.

c/o FDC Philippines
34 Matiyaga Street
Central District
Quezon City, Philippines

tel: (632) 921-1985
fax: (632) 924-6399
email: jubileesouth@skyinet.net

Oxfam International www.oxfam.org

Oxfam is dedicated to creating lasting solutions to hunger, poverty, and social injustice through long-term partnerships with poor communities around the world.

Advocacy Director: Phil Twyford
733 15th Street, NW, Suite 340
Washington D.C. 20005, USA

tel: ++ 1 202 783 3331
fax: ++ 1 202 783 5547
email: advocacy@oxfaminternational.org

Red Bancos <http://fp.chasque.apc.org:8081/redbancos/index.html>

Red Bancos is a network of environmental and development NGOs and social movements in Latin America and the Caribbean that follows the projects and policies of the IFIs in that region. It works to strengthen the role of NGOs and civil society in the region, promote the formulation of development alternatives, and help civil society demand greater transparency and accountability from the IFIs.

c/o Instituto del Tercer Mundo
Jackson 1136
11200 Montevideo, URUGUAY

tel: 598 (2) 496192
fax: 598 (2) 419222
email: redbanco@chasque.apc.org

Structural Adjustment Participatory Review International Network (SAPRIN)

www.saprin.org

SAPRIN is a global network established to expand and legitimize the role of civil society in economic policymaking and to strengthen the organized challenge to structural adjustment programmes by citizens around the world. The network is working with a broad range of citizens' groups in various countries on four continents to organize public processes to assess the real impact of World Bank and IMF-supported economic-reform programmes and to chart a new course for the future.

c/o The Development GAP
927 15th Street, NW - 4th floor
Washington, DC 20005 - USA

tel: 202-898-1566
fax: 202-898-1612
email: secretariat@saprin.org

ANNEX VI. IMF CONTACT INFORMATION

HEADQUARTERS

International Monetary Fund
700 19th Street, NW
Washington, D.C. 20431
USA
Tel: (202) 623-7000
Fax: (202) 623-4661

GENERAL INQUIRIES

Tel: (202) 623-7300
Fax: (202) 623-6278
email: publicaffairs@imf.org

OFFICE IN EUROPE

64-66, Avenue d'Iena
75116 Paris
France
Tel: (33-1) 40 69 30 70
Fax: (33-1) 47 23 40 89

OFFICE IN GENEVA

58, Rue de Moillebeau
1209 Geneva
Switzerland
Tel: (41-22) 918 03 00
Fax: (41-22) 918 03 03

OFFICE FOR ASIA AND THE PACIFIC

21F, Fukoku Seimei Bldg
2-2-2 Uchisaiwai-cho
Chiyoda-Ku
Tokyo 100
Japan
Tel: (81-3) 3597 6700
Fax: (81-3) 3597 6705

ANNEX VII. WORLD BANK CONTACTS AND STATUS OF IFI LOAN PROGRAMMES

The information in the following table was obtained from the World Bank's web site. The second column lists whether the country's I-PRSP or PRSP was already endorsed by the IMF and World Bank or when it is expected to be completed. The dates in the table are accurate as of publication, but may be subject to change. The third and fourth columns show whether the country currently receives an IDA (World Bank) or PRGF (IMF) loan.

AFRICA AND THE MIDDLE EAST

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
1. Angola (HIPC)	I-PRSP July-Sept 2001	yes	no	Mr. Darius Mans, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-7170; Fax: (202) 522-3158 E-mail: dmans@worldbank.org	Ms. Nair Pitra, Secretary, Visiting Missions Banco Mundial Rua Alfredo Troni (Edifício BPC), 14 Andar CP 1331, Luanda, Angola Tel: (244-2) 394-778; Fax: (244-2) 394-784 E-mail: npitra@worldbank.org
2. Benin (HIPC)	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Mr. Hedi Larbi, Acting Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-33169; Fax: (202) 473-5139 E-mail: hlarbi@worldbank.org	Mr. Sidi M. Boubacar, Resident Representative Banque Mondiale, B.P. 03-2112 Zone Résidentielle de la Radio Cotonou, Bénin Tel: (229) 312-124; Fax: (229) 312-751 E-mail: sboubacar@worldbank.org
3. Burkina Faso (HIPC)	PRSP completed	yes	yes	Hasan Tuluy, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-2506 Email: htuluy@worldbank.org	Banque Mondiale B.P. 622 Immeuble BICIA, 3ème étage Ouagadougou, Burkina Faso
4. Burundi (HIPC)	Not scheduled	yes	no	Mr. Emmanuel Mbi, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-8445; Fax: (202) 473-8300 E-mail: embi@worldbank.org	Mr. Mathurin Gbetibouo, Resident Representative Banque Mondiale, B.P. 2637 avenue du 18 septembre Bujumbura, Burundi Tel: (257-2) 22443; Fax: (257-2) 26005 E-mail: mgbetibouo@worldbank.org
5. Cameroon (HIPC)	I-PRSP completed PRSP Sep.-Nov. 2001	yes	yes	Mr. Serge Michailof, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-3322; Fax: (202) 473-5452 E-mail: smichailof@worldbank.org	Mr. Robert Lacey, Resident Representative Banque Mondiale, B.P. 1128 rue I. 792, No. 186 Yaoundé, Cameroun Tel: (237) 20-51-48; Fax: (237) 21-07-22 E-mail: rlacey@worldbank.org
6. Cape Verde	Not scheduled	yes	no	Mr. Cadman Atta Mills, Acting Country Director World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-4739; Fax: (202) 473-5450 E-mail: cmills@worldbank.org	

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
7. Central African (HIPC)	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Mr. Robert Calderisi, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-3322; Fax: (202) 473-5452 E-mail: rcalderisi@worldbank.org	Mr. Déo Ndikumana, Resident Economist Banque Mondiale, B.P. 819 rue des Missions Bangui, République Centrafricaine Tel: (236) 61-61-38; Fax: (236) 61-60-87
8. Chad (HIPC)	I-PRSP completed PRSP May-Jun. 2001	yes	yes	Mr. Serge Michailof, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-3322 E-mail: smichailof@worldbank.org	Ms. Mary Barton-Dock, Resident Representative World Bank 1818 H Street NW Avenue Charles de Gaulle et Avenue du Commandant Lamy, Quartier Boloro N'Djamena, Tchad Tel: (235) 52-33-60; Fax: (235) 52-44-84
9. Comoros	Not scheduled	yes	no	Mr. M.W. van Eeghen, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-2399; Fax: (202) 473-8564 E-mail: Mvaneeghen@worldbank.org	Mr. Hafez Ghanem, Country Director Banque Mondiale, B.P. 4140 I bis, rue Patrice Lumumba Antananarivo 101, Madagascar Tel:(26120)2228917; Fax:(26120)2232902 E-mail: Hghanem@worldbank.org
10. Congo DR (HIPC)	Not scheduled	no	no	Mr. Emmanuel Mbi, Country Director World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 473-4953 E-mail: embi@worldbank.org	
11. Rep of Congo (HIPC)	I-PRSP Oct-Dec 2001	yes	no	Mr. Serge Michailof, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-3322; Fax: (202) 473-5452 E-mail: smichailof@worldbank.org	Mr. Ousmane Sissoko, Resident Representative Banque Mondiale, B.P. 14536 Immeuble Arc, avenue Amilcar Cabral, 5ème étage Brazzaville, Congo Tel: (242) 83-55-01; Fax: (242) 83-55-02 E-mail: osissoko@worldbank.org
12. Côte (HIPC)	I-PRSP Oct-Dec 2001	yes	yes	Peter Ngomba, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-4905; Fax: (202) 473-5139 E-mail: Pngomba@worldbank.org	Mamadou Dia, Country Director d'Ivoire Banque Mondiale, B.P. 1850 Booker Washington and Jacques AKA Streets Cocody, Abidjan 01, Cote d'Ivoire Tel: (225) 22 442-227; Fax: (225) 22 441-687 E-mail: Mdia@worldbank.org
13. Djibouti	I-PRSP Apr-June 2001	yes	yes	Djibouti Country Director World Bank 1818 H Street NW Washington DC, 20433, USA	
14. Egypt	Not scheduled	yes	no	Hanan Dowidar, Communications Associate World Bank 1818 H Street NW Washington DC, 20433, USA Tel: 202-473-7199; Fax: 202-522-0003 E-mail: Dhanan@worldbank.org	Nehal Hassan El Kouesney, Team Assistant World Bank 1991 Corniche El Nil, 15th Floor Cairo, Egypt Tel: 202-5741-670; Fax: 202-5741-671 E-mail: Nelkouesny@worldbank.org

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
15. Equatorial Guinea	Not scheduled	no	no	Mr. Robert Calderisi, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-3322; Fax: (202) 473-5452 E-mail: rcalderisi@worldbank.org	Mr. Robert Lacey, Resident Representative Banque Mondiale, B.P. 1128 rue 1. 792, No. 186 Yaoundé, Cameroun Tel: (237) 20-51-48; Fax: (237) 21-07-22 E-mail: rlacey@worldbank.org
16. Eritrea	Not scheduled	yes	no	Ms. Oey Astra Meesook, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-4872; Fax: (202) 473-5453 E-mail: omeesook@worldbank.org	Mr. Emmanuel Ablo, Resident Representative World Bank 4983 Alpha Building, 1st Floor, Adinet Avenue Asmara, Eritrea Tel: (291-1) 185-492; Fax:(291-1) 185-494 E-mail: afmer@eol.com.er
17. Ethiopia (HIPC)	I-PRSP completed PRSP Dec. 2001	yes	no	Ms. Oey Astra Meesook, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-4872; Fax: (202) 473-5453 E-mail: omeesook@worldbank.org	Mr. Nigel Roberts, Resident Representative World Bank, P.O. Box 5515 Africa Avenue, Bole Road Addis Ababa, Ethiopia Tel: (251-1) 514-200; Fax: (251-1) 511-411 E-mail: nroberts@worldbank.org
18. The Gambia	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Mr. Cadman Atta Mills, Acting Country Director World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-4739; Fax: (202) 473-5450 E-mail: cmills@worldbank.org	
19. Ghana (HIPC)	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Ms. Theresa Jones, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-5309 E-mail: tjones2@worldbank.org	Mr. Peter Harrold, Country Director World Bank, P. O. Box M. 27 69 Dr. Isert Road Accra, Ghana Tel: 233-21-229681; Fax: 233-21-227887 E-mail: pharrold@worldbank.org
20. Guinea (HIPC)	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Peter Ngomba, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202)473-4905; Fax: (202)473-5139 E-mail: Pngomba@worldbank.org	Albert Osei, Resident Representative Banque Mondiale, B.P. 1420 Immeuble de l'Archevêché, Face Baie des Anges Conakry, Guinée Tel: (224) 415 059 Fax: (224) 415 094 E-mail: Aosei@worldbank.org
21. Guinea-Bissau (HIPC)	I-PRSP completed PRSP Oct-Dec 2001	yes	no	Mr. Cadman Atta Mills, Country Director World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-4739; Fax: (202) 473-5450 E-mail: cmills@worldbank.org	
22. Kenya (HIPC)	I-PRSP completed PRSP Apr-June 2001	yes	yes	Ms. Melanie Marlett, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 458-1858; Fax: (202) 473-5453 E-mail: Mmarlett@worldbank.org	Mr. Harold Wackman, Country Director World Bank, P.O. Box 30577 Hill Park Bldg, Upper Hill Nairobi, Kenya Tel: (254-2)260-3300; Fax: (254-2)260-3300 E-mail: hwackman@worldbank.org

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
23. Lesotho	I-PRSP completed 2001	yes	no	Ms. Fayeze Omar, Acting Country Director World Bank, P.O. Box 12629, Hatfield 0028, Pretoria, The Republic of South Africa Tel: (27-12) 342-3111; Fax: (27-12) 342-5511; E-mail: fomar@worldbank.org	
24. Liberia (HIPC)	Not scheduled	no	no	Ms. Theresa Jones, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-5309 E-mail: tjones2@worldbank.org	Mr. Peter Harrold, Country Director World Bank, P.O. Box M. 27 69 Dr. Isert Road Accra, Ghana Tel: 233-21-229681; Fax: 233-21-227887 E-mail: pharrold@worldbank.org
25. Madagascar (HIPC)	PRSP completed	yes	yes	Mr. M.W. van Eeghen, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-2399; Fax: (202) 473-8564 E-mail: Mvaneeghen@worldbank.org	Mr. Hafez Ghanem, Country Director Banque Mondiale, B.P. 4140 1 bis, rue Patrice Lumumba Antananarivo 101, Madagascar Tel:(26120)2228917; Fax:(26120)2232902 E-mail: hghanem@worldbank.org
26. Malawi (HIPC)	I-PRSP completed PRSP Oct. 2001	yes	yes	Mr. Darius Mans, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-7170; Fax: (202) 522-3158 E-mail: dmans@worldbank.org	Mr. Robert Liebenthal, Resident Representative World Bank, P.O. Box 30557 Development House, Capital City Lilongwe 3, Malawi Tel: (265) 780-611; Fax: (265) 781-158 E-mail: rliebenthal@worldbank.org
27. Mali (HIPC)	I-PRSP completed PRSP Jun. 2001	yes	yes	Hasan Tuluy, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-2506; Fax: (202) 473-5450 E-mail: htuluy@worldbank.org	Grace Yabrudy, Country Office Manager Banque Mondiale, B.P. 1864 Immeuble SOGEFIH, Centre Commercial rue 321 Quartier du Fleuve, Bamako, Mali Tel: (223) 222-283; Fax: (223) 226-682 E-mail: gyabrudy@worldbank.org
28. Mauritania (HIPC)	PRSP completed	yes	yes	Hasan Tuluy, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-2506 E-mail: htuluy@worldbank.org	Banque Mondiale B.P. 667 Villa No. 30, Lot A, Quartier Socogim Nouakchott, Mauritanie Tel: (222-2) 51017; Fax: (222-2) 51334
29. Mozambique (HIPC)	I-PRSP completed PRSP Apr-June 2001	yes	yes	Mr. Darius Mans, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-7170 E-mail: dmans@worldbank.org	Mr. James Coates, Resident Representative Banco Mundial, Caixa Postal 4053 Avenue Kenneth Kaunda, 1224 Maputo, Mozambique Tel: (258-1) 492-841; Fax: (258-1) 492-893 E-mail: jcoates@worldbank.org

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
30. Niger (HIPC)	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Hedi Larbi, Acting Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-3169; Fax: (202) 473-5139 E-mail: hlarbi@worldbank.org	Mr. Geoffrey Bergen, Resident Representative Banque Mondiale, B. P. 12402 42 Rue des Daillos Niamey, Niger Tel: (227) 735-121; Fax: (227) 735-506 E-mail: gbergen@worldbank.org
31. Nigeria	Not scheduled	yes	no	Ms. Jeri Larson, Operations Analyst World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-4333; Fax: (202) 473-5139 E-mail: jlarson@worldbank.org	Mr. Mark D. Tomlinson, Country Director World Bank, P.O. Box 2826 Plot 433 Yacubu Gowon Crescent Assokoro District, Abuja, Nigeria Tel: 234-9-314-5263; Fax: 234-9-314-5268 E-mail: mtomlinson@worldbank.org
32. Rwanda (HIPC)	I-PRSP completed PRSP Sep-Oct 2001	yes	yes	Mr. Emmanuel Mbi, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-4953; Fax: (202) 473-8300 E-mail: embi@worldbank.org	Mr. Edward K. Brown, Resident Representative Banque Mondiale, B.P. 609 Blvd. de la Révolution, SORAS Building Kigali, Rwanda Tel: (250) 72204; Fax: (250) 76385 E-mail: ebrown@worldbank.org
33. Sao Tome and Principe (HIPC)	I-PRSP completed PRSP Oct-Nov 2001	yes	yes	Hasan Tuluy, Country Director World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 473-2506 E-mail: htuluy@worldbank.org	
34. Senegal (HIPC)	I-PRSP completed PRSP Nov. 2001	yes	yes	Mr. Cadman Atta Mills, Acting Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 458-4739; Fax: (202) 473-5450 E-mail: cmills@worldbank.org	Banque Mondiale B.P. 3296 Immeuble S.D.I.H., 3 place de l'Indépendance Dakar, Sénégal Tel: (221) 23-36-30; Fax: (221) 23-62-77
35. Sierra Leone (HIPC)	I-PRSP Apr-June 2001	yes	no	Ms. Theresa Jones, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-5309 Email: tjones2@worldbank.org	World Bank Liaison Office 14 Wilberforce Street Freetown, Sierra Leone Tel: (232-22) 227-488 Fax: (232-22) 228-555
36. Somalia (HIPC)	Not scheduled	no	no	Ms. Oey Astra Meesook, Country Director World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 473-4872; Fax: (202) 473-5453	E-mail: omeesook@worldbank.org
37. Sudan (HIPC)	Not scheduled	no	no	Ms. Oey Astra Meesook, Country Director World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 473-4872; Fax: (202) 473-5453	E-mail: omeesook@worldbank.org

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
38. Tanzania (HIPC)	PRSP completed	Yes	yes	Ronald Brigish, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-6691; Fax: (202) 473-5453 E-mail: rbrigish@worldbank.org	James W. Adams, Country Director World Bank, P.O. Box 2054 50 Mirambo Street Dar-es-Salaam, Tanzania Tel: (255)2221145757; Fax: (255)222113039 E-mail: jadams@worldbank.org
39. Togo (HIPC)	I-PRSP Oct-Dec 2001	Yes	no	Mr. Hedi Larbi, Acting Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-3169; Fax: (202) 473-5139 E-mail: hlarbi@worldbank.org	Ms. Elke Kreuzwieser, Resident Representative Banque Mondiale, B.P. 3915 169 Blvd du 13 janvier, Immeuble BTCL, 8ème étage Lomé, Togo Tel: (228) 21 55 69; Fax: (228) 21 78 56 E-mail: ekreuzwieser@worldbank.org
40. Uganda (HIPC)	PRSP completed	Yes	yes	Ronald Brigish, Country Programme Coordinator World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-6691; Fax: 202-473-5453 E-mail: rbrigish@worldbank.org	Mr. Robert Blake, Country Programme Manager World Bank Resident Mission, P.O. Box 4463 Rwenzori House Kampala, Uganda Tel: (256) 41 230094; Fax: (256) 41 230092 E-mail: rblake@worldbank.org
41. Yemen (HIPC)	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Hanan Dowidar, Communications Associate World Bank 1818 H Street NW Washington DC, 20433, USA Tel: 202-473-7199; Fax: 202-522-0003 E-mail: Dhanan@worldbank.org	Saleha Al-Nahdi, External Affairs Officer World Bank, P.O. Box 18152, Hadda Area Street No. 40 off Damascus Road Sana'a, Republic of Yemen Tel: 967-1-413 708; Fax: 967-1-413 709 E-mail: Salnahdi@worldbank.org
42 . Zambia (HIPC)	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Mr. Yaw Ansu, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel:(202)473-7170; Fax:(202)522-3158 E-mail: yansu@worldbank.org	Mr. Laurence Clarke, Resident Representative World Bank, P.O. Box 35410 Anglo American Building, 74 Independence Ave., 3rd Fl. Lusaka, Zambia Tel: (260-1) 252811; Fax: (260-1) 254283 E-mail: lclarke@worldbank.org
43. Zimbabwe	Not scheduled	yes	no	Mr. Yaw Ansu, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 473-9488; Fax: (202) 522-3158 E-mail: yansu@worldbank.org	Mr. Thomas Allen, Resident Representative World Bank, P.O. Box 2960 Finsure House, 5th Floor, 84-86 Union Avenue Harare, Zimbabwe Tel: (263-4)729-611; Fax: (263-4)708-659 E-mail: tallen@worldbank.org

LATIN AMERICA AND THE CARIBBEAN

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
1. Bolivia (HIPC)	I-PRSP completed PRSP Apr-June 2001	yes	yes	Deborah Batemen, Resident Representative Banco Mundial, 16 de Julio 1628, Edificio BISA, Piso 9 La Paz, Bolivia Tel: 591-2-356-844 or 845, 846, 847; Fax: 591-2-391-038 E-mail: Dbateman1@worldbank.org	
2. Dominica	Not Scheduled	yes	no	Ms. Orsalia Kalantzopoulos, Country Director World Bank, 1818 H Street NW, Washington, DC 20009 Tel: 202-458-2636	
3. Grenada	Not scheduled	yes	no	Ms. Orsalia Kalantzopoulos, Country Director World Bank, 1818 H Street NW, Washington, DC 20009 Tel: 202-458-2636	
4. Guyana (HIPC)	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Ms. Orsalia Kalantzopoulos, Country Director World Bank, 1818 H Street NW, Washington, DC 20009 Tel: 202-458-2636	
5. Haiti	I-PRSP Oct-Dec 2001	yes	no	Ms. Orsalia Kalantzopoulos, Country Director World Bank 1818 H Street NW Washington DC, 20433, USA Tel: 202-458-2636	Michael Azefer, Resident Representative Banque Mondiale, 18 rue Emeric (Montana) Port-au-Prince, Haiti Tel: 509-257-9400; Fax: 509-257-9401 E-mail: Mazefor@worldbank.org
6. Honduras (HIPC)	I-PRSP completed PRSP July-Sept 2001	yes	yes	Steve Maber, Resident Representative Banco Mundial, Blvd. San Juan Bosco, Apartado 3591, Centro Financiero BANEXPO, 4to. Piso Colonia Payaqui, Tegucigalpa, Honduras Tel: 504-239-4551/52/53/54/60; Fax: 504-239-4555 E-mail: Smaber@worldbank.org	
7. Nicaragua (HIPC)	I-PRSP completed PRSP July-Sept 2001	yes	yes	Ulrich Lachler Banco Mundial, Del los Semaforos de la Centroamerica, 400 mts. abajo, Edificio SYSCOM Segundo Piso Managua, Nicaragua Tel: 505-270-000; Fax:505-270-0077; E-mail: Ulachler@worldbank.org	
8. St. Lucia	Not Scheduled	yes	no	Ms. Orsalia Kalantzopoulos, Country Director World Bank, 1818 H Street NW, Washington, DC 20009 Tel: 202-458-2636	
9. St. Vincent and the Grenadines	Not Scheduled	yes	no	Ms. Orsalia Kalantzopoulos, Country Director World Bank, 1818 H Street NW, Washington, DC 20009 Tel: 202-458-2636	

ASIA

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
1. Afghanistan	Not scheduled	no	no	Ms. Zita Lichtenberg World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-7953; Fax: (202) 522-0321; E-mail: zlichtenberg@worldbank.org	
2. Bangladesh	Not scheduled	yes	no	Ms. Zita Lichtenberg World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 458-7953; Fax: (202) 522-0321 E-mail: zlichtenberg@worldbank.org	Ms. Ismet Zerín Khan The World Bank Office-Dhaka, G P O Box 97 3A Paribagh Dhaka 1000, Bangladesh Tel: (880-2) 861056-68; Fax: (880-2) 863220 E-mail: ikhanl@worldbank.org
3. Bhutan	Not scheduled	yes	no	Ms. Kruti Kapadia World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-5157; Fax: (202) 522-0321; E-mail: kkapadia@worldbank.org	
4. Cambodia	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	East Asia & Pacific External Affairs Team World Bank 1818 H Street, NW Washington, D.C. 20433 Tel: (1-202) 458-5743; Fax: (1-202) 522-3405 E-mail: eapinfo@worldbank.org	Mr. Bonaventure Mbida-Essama Cambodia Liaison Office 164 Pasteur Street Phnom Penh, Cambodia Tel: (855-23) 211-751; Fax: (855-23) 721-752 E-mail: Bmbdiaessama@worldbank.org
5. Kiribati	Not scheduled	no	no	East Asia & Pacific External Affairs Team World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-5743; Fax: (202) 522-3405; E-mail: eapinfo@worldbank.org	
6. Lao PDR (HIPC)	I-PRSP completed	yes	no	East Asia & Pacific External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel:(202)458-5743 Fax:(202)522-3405 E-mail: eapinfo@worldbank.org	Ms. Linda Schneider World Bank Country Office Patou Day - Nehru Road Vientiane, Lao PDR Tel:(856-21)414-209 ext. 266 Fax:(856-21)414-210 E-mail:Lschneider@worldbank.org
7. Maldives	Not scheduled	yes	no	Ms. Kruti Kapadia World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-5157; Fax: (202) 522-0321; E-mail: kkapadia@worldbank.org	
8. Mongolia	I-PRSP Apr-June 2001	yes	yes	East Asia & Pacific External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel:(202)458-5743; Fax:(202)522-3405 E-mail: eapinfo@worldbank.org	Mr. Richard Lynn Ground World Bank Resident Mission in Mongolia 11-A Peace Avenue Ulaanbaatar 210648, Mongolia Tel: (976-1) 312-647; Fax: (976-1) 312-645 E-mail: Rground@worldbank.org
9. Myanmar (HIPC)	Not scheduled			East Asia & Pacific External Affairs Team World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-5743; Fax: (202) 522-3405; E-mail: eapinfo@worldbank.org	

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
10. Nepal	I-PRSP Apr-Jun 2001	yes	no	Ms. Zita Lichtenberg World Bank 1818 H Street NW Washington DC, 20433, USA Tel:(202)458-7953; Fax:(202)522-0321 E-mail: zlichtenberg@worldbank.org	Mr. Rajib Upadhyaya The World Bank Office-Kathmandu Yak and Yeti Hotel Complex Lal Durbar, Durbar Marg Kathmandu, Nepal Tel: (977-1)226792/3 Ext.102; Fax: (977-1)225112 E-mail: rupadhyaya@worldbank.org
11. Pakistan	I-PRSP July-Sept 2001	yes	yes	Ms. Zita Lichtenberg World Bank 1818 H Street NW Washington DC, 20433, USA Tel:(202)458-7953; Fax:(202)522-0321 E-mail: zlichtenberg@worldbank.org	Mr. Shahzad Sharjeel The World Bank Office-Islamabad 20-A, Shahrah-e-Jamhuriat, Ramna 5, (G-5/1) Islamabad, Pakistan Tel: (051) 279-641; Fax: (051) 279-648 E-mail: ssharjeel@worldbank.org
12. Samoa	Not scheduled	yes	no	East Asia & Pacific External Affairs Team World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-5743; Fax: (202) 522-3405; E-mail: eapinfo@worldbank.org	
13. Solomon Islands	Not scheduled	yes	no	East Asia & Pacific External Affairs Team World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-5743; Fax: (202) 522-3405; E-mail: eapinfo@worldbank.org	
14. Sri Lanka	I-PRSP Apr-June 2001	yes	no	Mr. Ricardo Castro World Bank 1818 H Street NW Washington DC, 20433, USA Tel:(202)458-5157; Fax:(202)522-0321 E-mail: rcastro3@worldbank.org	Ms. Shirani Rajapakse The World Bank Office-Colombo 73/5, Galle Road Colombo 3, Sri Lanka Tel:(94-1)448-070/71 ext.316; Fax:(94-1)440-357 E-mail: srajapakse1@worldbank.org
15. Tonga	Not scheduled	yes	no	East Asia & Pacific External Affairs Team World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-5743; Fax: (202) 522-3405; E-mail: eapinfo@worldbank.org	
16. Vanuatu	Not scheduled	yes	no	East Asia & Pacific External Affairs Team World Bank, 1818 H Street NW, Washington DC, 20433, USA Tel: (202) 458-5743; Fax: (202) 522-3405; E-mail: eapinfo@worldbank.org	
17. Vietnam (HIPC)	I-PRSP completed	yes	no	East Asia & Pacific External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel:(202)458-5743; Fax:(202)522-3405 E-mail: eapinfo@worldbank.org	Ms. Ha Thanh Hoang The World Bank Resident Mission in Vietnam 52 Tran Phu Street Hanoi, Vietnam Tel:(84-4)8-432-461 ext.234 Fax:(84-4)8-432-471 E-mail:Hha@worldbank.org

EASTERN EUROPE AND CENTRAL ASIA

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
1. Albania	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Europe and Central Asia External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 458-5998; Fax: (202) 522-3362 E-mail: ecainformation@worldbank.org	Ms. Ana Gjokutaj World Bank Office - Albania Deshmoret e 4 Shkurtit 34 Tirana, Albania Tel: (355-42) 405-87; Fax: (355-42) 405-90 E-mail: Agjokutaj@worldbank.org
2. Armenia	I-PRSP Apr-June 2001	yes	yes	Europe and Central Asia External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202)458-5998; Fax: (202)522-3362 E-mail: ecainformation@worldbank.org	Mr. Vigen Sargsyan World Bank Office - Armenia Republic Square,2 Khorhertarani Street Yerevan 375010, Armenia Tel: (374-2)15-16-86; Fax: (374-2)15-17-87 E-mail: Vsargsyan@worldbank.org
3. Azerbaijan	I-PRSP Apr-June 2001	yes	yes	Europe and Central Asia External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202) 458-5998; Fax: (202) 522-3362 E-mail: ecainformation@worldbank.org	Ms. Saida Bagirova World Bank Office - Azerbaijan 91-95 Mirza Mansur St., Icheri Sheher Baku 370004, Azerbaijan Tel: (994-12)92-28-07; Fax:(994-12)92-14-79 E-mail: Sbagirova@worldbank.org
4. Bosnia and Herzegovina	I-PRSP Apr-June 2001	yes	no	Europe and Central Asia External Affairs Team World Bank 818 H Street NW Washington DC, 20433, USA Tel: (202)458-5998; Fax: (202)522-3362 E-mail: ecainformation@worldbank.org	Mr. Srecko Latal World Bank Office - Bosnia and Herzegovina Hamdije Kresevljakovica 19 71000 Sarajevo, Bosnia and Herzegovina Tel: (387-71)44-02-93; Fax: (387-71)44-01-08 E-mail: Slatal@worldbank.org
5. Georgia	I-PRSP completed PRSP May 2001	yes	yes	Europe and Central Asia External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202)458-5998; Fax: (202)522-3362 E-mail: ecainformation@worldbank.org	Ms. Inga Paichadze World Bank Office - Georgia 18A Chonkadze Street Tbilisi 380 007, Georgia Tel: (995-32)94-22-13; Fax: (995-32)99-52-88 E-mail: Ipaichadze@worldbank.org
6. Kyrgyz Republic	I-PRSP Apr-Jun 2001	yes	yes	Europe and Central Asia External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202)458-5998; Fax: (202)522-3362 E-mail: ecainformation@worldbank.org	World Bank Office - Kyrgyz Republic 214, Moskovskaya Street Bishkek 720010, Kyrgyz Republic Tel: (996-312)21-74-63; Fax: (996-312)61-03-56
7. Macedonia	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Europe and Central Asia External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202)458-5998; Fax: (202)522-3362 E-mail: ecainformation@worldbank.org	Mr. Zoran Andonovski World Bank Office - Macedonia 34, Leninova Street 91000 Skopje, Macedonia Tel: (389-91)11-71-59; Fax: (389-91)11-76-27 E-mail: Zandonovski@worldbank.org

COUNTRY	I-PRSP OR PRSP DATE	ACTIVE IDA	ACTIVE PRGF	WORLD BANK CONTACTS	
8. Moldova	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Europe and Central Asia External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202)458-5998; Fax: (202)522-3362 E-mail: ecainformation@worldbank.org	Mr. Slavian Gutu World Bank Office - Moldova 76/6 Sciusev Street Chisinau MD-2012, Moldova Tel: (373-2)23-70-65; Fax: (373-2)23-70-53 E-mail: Sgututu@worldbank.org
9. Tajikistan	I-PRSP completed PRSP Oct-Dec 2001	yes	yes	Europe and Central Asia External Affairs Team World Bank 1818 H Street NW Washington DC, 20433, USA Tel: (202)458-5998; Fax: (202)522-3362 E-mail: ecainformation@worldbank.org	Mr. Matin Kholmatov World Bank Office - Tajikistan Rudaki Avenue 105 Dushanbe, Tajikistan Tel: (992-372)210-381; Fax:(992-372)510-042

ANNEX VIII. AMERICAN CENTER FOR INTERNATIONAL LABOR SOLIDARITY ("SOLIDARITY CENTER") FIELD OFFICES

Country and Name	Organization	Phone, Fax, E-mail
BANGLADESH		
Greg Schulze Field Representative	House 48, Road 28 Gulshan I Dhaka 1212, Bangladesh	Tel.: [880] (2) 882-8403 Fax: [880] (2) 882-8403 E-mail: acils@bol-online.com
CAMBODIA		
Jason Judd Field Representative	P.O. Box 2338 Phnom Penh III, Cambodia House 89, Street 313 Bengkak 2, Tuol Kork Phnom Penh, Cambodia	Tel.: [855] (23) 881-561 Fax: [855] (23) 881-561 Mobile Phone: [855] (12) 907-101 E-mail: acils_cam@bigpond.com.kh
EGYPT		
Dan O'Laughlin Field Representative	25 Road 275 New Maadi Cairo, Egypt	Tel.: [20] (2) 519-3906 Fax: [20] (2) 519-3937 Mobiler phone: [012] 314-2580 E-mail: Acils@gega.net
GEORGIA		
Robert Fielding Field Representative	4a Takaisvili Street Apt. 11 Tbilisi, Georgia	Tel.: [995] (32) 25-13-23 Fax: [995] (32) 22-45-40 E-mail: acils@access.sanet.ge
(This office also covers Armenia and Azerbaijan)		
GUATEMALA		
Teresa Casertano Field Representative	F-19, P.O. Box 1828 Miami, FL 33159-1828	Tel.: [502] 232 9917 Tel.: [502] 232 9908 Fax: [502] 232-1342 E-mail: tcasertano@guate.net
(This office covers Central America)		
INDONESIA		
Rudy Porter Field Representative	CIK's Building, 2nd floor 84-86 Cikini Raya Jakarta 10330, Indonesia	Tel.: [62] (21) 336-635 Tel.: [62] (21) 326-902 Tel.: [62] (21) 323-408, ext. 202 Fax: [62] (21) 326-081 Fax: [62] (21) 3190-3822 E-mail: abiquiu@rad.net.id
KENYA		
Tom Medley Field Representative	P.O. Box 42316 Nairobi, Kenya	Tel.: [254] (2) 33-41-07 Tel.: [254] (2) 25-17-95 Fax: [254] (2) 21-21-94 E-mail: acils@thorntree.com
(This office also covers Tanzania, Uganda, Eritrea, Madagascar, Ethiopia, Djibouti and Rwanda)		
	Embassy House, Room 511 Harambee Avenue Nairobi, Kenya	

NIGERIA

Anthony Jones
Field Representative

Plot 3A, Extension 3
Park View Estate
Ikoki – Lagos, Nigeria

Fax: [234] (1) 269-3756
E-mail: director@acislagos.com

SRI LANKA

William Conklin
Field Representative

9 Kinross Avenue
Colombo 4, Sri Lanka

Tel.: 94(1) 580080
Fax: 94(1) 593123
E-mail: William@acis.lk

(This office also covers
India and Pakistan)

THAILAND

Phil Robertson
Field Representative

Kasemi Bldg., Suite 402
120 Silom Road
Bangkok 10500, Thailand

Tel.: [66] (2) 632-7159
Fax: [66] (2) 234-5809
Mobile phone: [66] (1) 845-1218
E-mail: acilsth@bkk2.laxinfo.co.th

(This office also covers
Cambodia, Burma, Laos
and Vietnam)

ZIMBABWE

Gebre Gebremariam
Field Representative

P.O. Box 4185
Harare, Zimbabwe

Tel.: [263] (4) 705-893
Tel.: [263] (4) 707-908
Tel.: [263] (4) 726-125
Direct line: [263] (4) 723-329
Fax: [263] (4) 723-328
E-mail: acils@mweb.co.zw

(This office also covers
Angola, Zambia, Lesotho,
Mozambique and Malawi)

1 Matherhurst Building
95 Baines Avenue
Harare, Zimbabwe

ANNEX IX: FRIEDRICH-EBERT-STIFTUNG (FES) COUNTRY OFFICES

Country and Name	Organization	Phone, Fax, E-mail
ALBANIA Aleksander Dhima	Fondacioni Friedrich Ebert Kutija Postare 1418 AL Tirana, Albania Fondacioni Friedrich Ebert Pallati 11 – Katesh	Tel.: 00355-42-509 86 Fax: 00355-42-509 86 E-mail: festiran@icc.a.eu.org Truga perlat Rexhepi AL Tirana, Albania
ANGOLA Sabine Fandrych	Fundação Friedrich Ebert Representação em Angola Caixa Postal 3984 ANG Luanda, Angola Fundação Friedrich Ebert	Tel.: 00244-2-92-303472 Tel.: 00871/76 1293865 Tel.: 00244-2-445973 Tel.: 00244-2-442361 Fax: 00871/761293867 E-mail: Fandrych.fes@netangola.com Representação em Angola Alameda do Principe Real 45-47 ANG Luanda, Angola
ARMENIA Naira Geworkjan	Friedrich-Ebert Stiftung Projektbüro Armenia Tumanjan Str., Whg.66	Tel.: 003742 151 507 Fax: 003742 151 507 E-mail: root@fesarm.arminco.com ARM-375002 Erevan, Armenia
BENIN Helmut Elischer	Fondation Friedrich Ebert 08 B.P. 0620 Tri Postal DY Cotonou, Benin Fondation Friedrich Ebert Lot No. 570 Rue No. 240 (en face du Camp Guezo) DY Cotonou, Benin	Tel.: 00229-302789, 302884 Fax: 00229-303227 E-mail: ebert@intnet.bj
BOLIVIA Yesko Quiroga	ILDIS Casilla 8745 BOL La Paz, Bolivia ILDIS Avenida 6 de Agosto, Pasaje Pascoe No. 3 BOL Sopocachi – La Paz, Bolivia	Tel.: 005912-315917, 314029 Tel.: 005912-431083, 430259 Fax: 005912-431227 E-mail: ildis@ceibo.entelnet.bo
BOSNIA Zoran Kulundic	Friedrich-Ebert Stiftung Regionalbüro Sarajevo Bolnicka 2 BIH-71000 Sarajevo, Bosnia	Tel.: 0038771-214 568 u.569 Fax: 0038771-214571 E-mail: fes.bos@bih.net.ba
CAMEROON Harald Bammel	Friedrich-Ebert Stiftung B.P. 11939 KAM Yaounde, Cameroon	Tel.: 00237-212996 / 214132 Fax: 00237-215274 E-mail: friedrich.ebertcameroun@lom.camnet.cm

EGYPT Friedrich Kramme-Stermose	Friedrich-Ebert Stiftung Mohandessin-Giza 31, Lebnan St. ET-12411 Cairo/A.R., Egypt	Tel.: 00202-3474532/3442643 Fax: 00202-3441711 E-mail: fescairo@gega.net
ETHIOPIA Peter Oesterdiekhoff	Friedrich-Ebert Stiftung P.O. Box 8786 Addis Abeba, Ethiopia	Tel.: 002511-613753 Fax: 002511-613733 E-mail: fes-ethiopia@telecom.net.et
GEORGIA Winfried Schneider-Deters	Friedrich-Ebert Stiftung Georgien Botschaft Tiflis Friedrich-Ebert Stiftung Ingorokwa Str. 14 GE Tbilisi, Georgia	Auswärtiges Amt D-11013 Berlin Tel.: 00995-32-233239/293384 Tel.: 00995-32-250728 Fax: 00995-32-99 6403 E-mail: stiftungs@fesgeo.org.ge
GHANA Peter Schellenschmidt	Friedrich-Ebert Stiftung P.O. Box 9722 KIA GH Accra, Ghana Friedrich-Ebert Stiftung Ring Road East, opp. US Embassy GH Accra, Ghana	Tel.: 0023321/772471, 772687 Fax: 0023321 – 772990 E-mail: fesghana@ncs.com.gh E-mail: fesrd@ghana.com
HONDURAS Fundación Friedrich Ebert	Tel.: (00504) 239-4911 Tel.: (00504) 239-4912 Fax: (00504) 239-2626 Compusefeshon@hondudata.com Colonia Humuya, Calle Alpha 3era. Calle, Casa 2401 Tegucigalpa M.D.C., Honduras	Apartado Postal 1744 HON Tegucigalpa, Honduras E-mail: fes hond@cybertelh.hn
INDIA Manfred Haack	Friedrich-Ebert Stiftung K-70 B, Hauz Khas Enclave IND New Delhi 110 016, India	Tel.: 0091-11-6561361-64 Fax: 0091-11-6564691 E-mail: manfred@fesindia.org
INDONESIA Hans-Joachim Esderts	Friedrich-Ebert Stiftung P.O. Box 7927 JKSKM RI Jakarta 12079, Indonesia Friedrich-Ebert Stiftung Jl. Kemang Selatan IX No. 1A & 1B RI Jakarta 12730	Tel.: 06221-717 926 36/719 12 27 Fax: 06221-718 37 14 E-mail: fesindoes@cbn.net.id
IVORY COAST Friedrich-Ebert Stiftung	08 B.P. 312 CI Abidjan 08, Ivory Coast 371, Bd Latrille CI Cocodyll Plateaux Abidjan, Ivory Coast	Tel.: 00225 – 22412089 Tel.: 00225 – 22412492 E-mail: fesniv.bureau@afnet.net E-mail: fesniv@afnet.net

KENYA Roland Schwartz	Friedrich-Ebert Stiftung P.O. Box 59947 EAK Nairobi, Kenya	Tel.: 002542-746992-748338-9 E-mail: kenia@fes.de
KYRGYZ REPUBLIC Tschinara Iskakowa	Friedrich-Ebert Stiftung Manas-Prospekt 57 — 23 KIG-720011 Bischkek, Kyrgyz Republic	Tel.: 00996-3312-66 30 77 Fax: 00996-3312-66 35 55 E-mail: fes@infotel.kg
MACEDONIA Milinka Trajkovska	Friedrich-Ebert Stiftung Ul. Partizanski Odredi 89 YU-91000 Skopje, Macedonia	Tel.: 00389-2-365571 o.361530 Fax: 00389-91 / 365571 E-mail: fesmk@unet.com.mk
MADAGASCAR Klaus-Peter Treydte	Friedrich-Ebert Stiftung B.P. 3185 RM-101 Antananarivo,	Tel.: 00261-20 2234424/25 Fax: 00261-20-22257/31 E-mail: treydte.ffe@ds.mg
MADAGASCAR Friedrich-Ebert Stiftung	Lot YA 14 FA RM-101 Antananarivo, Madagascar	Route de l'Université, Tsiadana
MALI Michèle Auga	Friedrich-Ebert Stiftung B.P. 428 RMM Bamako, Mali Badalabougou-Est	Tel.: 00223 — 224424 Fax: 00223 — 229113 E-mail: bbko@fes-ml.org Rue 27 RMM Bamako, Mali
MONGOLIA Tschogdon Ojungerel	Friedrich-Ebert Stiftung Box-831 C.P.O. —13 MYG Ulaanbaatar — 13,	Tel.: 009761-312 892 Fax: 009761-312 889 E-mail: fesub@mongol.net
MONGOLIA Friedrich-Ebert Stiftung	132 Muzhuralid	MYG Suchbaator, Mongolia
MOZAMBIQUE Astrid Becker	Fundação Friedrich Ebert Caixa Postal 3694 Rua Tomas Nduda, No. 1313 MOS Maputo, Mozambique	Tel.: 00258 1-491231 Tel.: 00258 1-499710 Fax: 00258 1-490286 E-mail: fesmoz@zebra.uem.mz Mobile phone: 00258-82-318776
NEPAL Alfred Diebold	Ward 2 — Sanepa Post Box 11840 (Kathmandu) NEP Lalitpur, Nepal	Tel.: 00977-1-52 25 26 Fax: 00977-1-52 11 01 E-mail: alfred@fesnepal.com
NICARAGUA Kurt-Peter Schütt	Fundación Friedrich Ebert Apartado Postal 2050 Managua, Nicaragua Fundación Friedrich Ebert Ave. Bolívar, 1 cuadra al lado del Hospital Militar Managua, Nicaragua	Tel.: 00505 2 / 668505— 6 Fax: 00505 2 668508 E-mail: fesnica@ibw.com.ni
NIGERIA Sven Schwersensky	Friedrich-Ebert Stiftung c/o University of Lagos P.O. Box 1019 UNILAG WAN Lagos Akoka, Nigeria	Tel.: 002341-2881867, 2881868 Fax: 002341-2881866 E-mail: feflagos@infoweb.abs.net

PAKISTAN Günter Lehrke	Friedrich-Ebert Stiftung P.O. Box 1289 Islamabad, Pakistan	Tel.: 0092-51-2254112, 2261074 Fax: 0092-51 / 2260676 E-mail: fes@paknet2.ptc.pk Islamabad, Pakistan
Friedrich-Ebert Stiftung	3-B, St. 10, F-8/3	
SENEGAL Peter Skalweit	Friedrich-Ebert Stiftung B.P. 3246 Dakar, Senegal Fondation Friedrich Ebert 12, Ave. Albert Sarraut Dakar-Plateau, Senegal	Tel.: 00221 823 01 50 Fax: 00221 823 01 51 E-mail: fesdakar@telecomplus.sn
SRI LANKA Dietmar Kneitschel	Friedrich-Ebert Stiftung P.O. Box 461 CL Colombo 3, Sri Lanka Friedrich-Ebert Stiftung Sri Lanka Office 4, Adam's Avenue CL Colombo 4, Sri Lanka	Tel.: 0094-1-502710, 502711 Fax: 0094-1-502727 E-mail: fes@eureka.lk
SUDAN Abdel Rahim Belal	Friedrich-Ebert Foundation P.O. Box 7091 Khartoum, Sudan Friedrich-Ebert Stiftung 15th Str. off Baladia (Saad Abu Elila Str.), Block 52 EE Abu Elila Str., Block 52 EE Khartoum, Sudan	Tel.: 0024911 780557/771879 Fax: 0024911 222017 E-mail: belalabdelrahim@hotmail.com
TANZANIA Peter Häubler	Friedrich-Ebert Stiftung P.O. Box 4472 EAT Dar-es-Salaam, Tanzania	Tel.: 00255-22-2668575 Tel.: 00255-22-2668786 Fax: 00255-22-2668669 E-mail: fes@fes-tz.org
UGANDA Fritz Kopsieker	Friedrich-Ebert Stiftung P.O. Box 3860 EAU Kampala, Uganda Friedrich-Ebert Stiftung EAU Kololo Kampala, Uganda	Tel.: 00256 41-345.535 Fax: 00256 41- 256.559 E-mail: fesugand@imul.com E-mail: fritz.kopsieker@fes.de 5b Acacia Avenue
VIETNAM Alexander Kallweit	Friedrich-Ebert Stiftung Postbox 44 Intern. Postoffice VN Hanoi S.R., Vietnam Friedrich-Ebert Stiftung 7, Ba Huyen Thanh Quan Hanoi, Vietnam	Tel.: 0084-4-8455108/8452632 Fax: 0084-4-8452631 E-mail: kallweit@netnam.vn

YEMEN		
Abdulmalik Al-Marhabi	Friedrich-Ebert Stiftung P.O. Box 4553 ADN Sana'a – Yemen	Tel.: 00967-1 291232/291564 Fax: 00967-1 282069 E-mail: fes@y-met-ye
ZAMBIA		
Michael SchultheiB	Friedrich-Ebert Stiftung P.O. Box 30554 Z Kalunda, Lusaka, Zambia Friedrich-Ebert Stiftung 5583, Great East Road Z Kalunda, Lusaka, Zambia	Tel.: 00260-1-295615 / 16 Fax: 00260-1-293557 E-mail: fes@zamnet.zm
ZIMBABWE		
Felix Schmidt	Friedrich-Ebert Stiftung P.O. Box 4720 ZW Harare, Zimbabwe Friedrich-Ebert Stiftung No. 6 Ross Avenue ZM Belgravia, Harare, Zimbabwe	Tel.: 002634-705587/733866 Fax: 002634-723867 E-mail: fesziml@africaonline.co.zw E-mail: schmidt@africaonline.co.zw (F. Schmidt)