

## **A Message to the President and the Board of Executive Directors**

As members of the drafting and implementation team for the World Bank Group's Governance and Anticorruption (GAC) strategy, both from Washington and country offices, and of the Public Sector Governance Board, we represent a large group of Bank staff, who have been working on the governance agenda for well over a decade. We are strongly committed to advancing this work through the implementation of the GAC strategy, after the unanimous endorsement of the GAC by the Bank's Board of Executive Directors, following an unprecedented consultation with thousands of stakeholders in 47 countries. The GAC carries forward many years of effort within and outside the Bank, recognizing the critical impact of good governance and anticorruption in poverty reduction. We believe that the GAC is an essential part of the Bank's overall mission to reduce poverty.

However, to implement the GAC effectively, the Bank needs to be recognized by all stakeholders as an institution maintaining the highest standards of integrity and governance. Therefore, we are deeply concerned by the impact of the current leadership crisis on the Bank's credibility and authority to engage with governments, non-government stakeholders, and donor partners on the GAC agenda. As is known, there are reports from the field offices of concrete cases where the Bank's policy dialogue and operational work on governance and anticorruption are being undermined. The credibility of our front line staff is eroding in the face of legitimate questions from our clients about the Bank's ability to "practice what it preaches" on governance. In these circumstances, we cannot credibly implement the GAC strategy.

Therefore, the present crisis is a critical test of the Bank's own commitment to the principles of sound corporate governance. Our own governance standards must be upheld and enforced impartially and without exception by both the Bank's Senior Management and the Board of Executive Directors, even when they touch the highest levels of this institution. We call upon the Board of Executive Directors and the President to take clear and decisive actions to resolve this crisis quickly in a way that demonstrates to all our stakeholders the Bank's commitment to the highest standards of integrity in leadership and accountability. This is essential for restoring the legitimacy and trust we need to work together with our partners on implementing the GAC agenda.

Nisha Agrawal	Joel Hellman	Barbara Nunberg
Joachim von Amsberg	Farrukh Iqbal	Sanjay Pradhan
Lubomira Beardsley	Roumeen Islam	Naseer Ahmad Rana
Christina Beibesheimer	Erika Jorgensen	Francesca Recanatini
Ana Bellver	Kapil Kapoor	Carolyn Reynolds
Robert Beschel	Daniel Kaufmann	Denis Robitaille
Steven Charles Burgess	Philip Keefer	Randi Ryterman
Jose Edgardo Campos	Elizabeth King	Lilian Samson
Robert Chase	Jens Kromann Kristensen	Arshad Sayed
Anupama Dokeniya	Sumir Lal	Anwar Shah
Colum Garrity	Brian Levy	Tony Verheijen
Ellen Goldstein	Nick Manning	Steven Webb
Scott E. Guggenheim	Denyse Morin	Deborah Wetzel
Peter Harrold	Amitabha Mukherjee	Roman Zyla
Anthony Hegarty	Helga Muller	
Guenter Heidenhof	Ronald Myers	

... and other members of the Public Sector Governance Board and the Field-based GAC Advisory Group.

The Public Sector Governance Board oversees the World Bank's operational practice on governance and includes directors and managers of public sector governance groups in all six regions, DEC, IEG, LEG, OPCS, PREM, SD, WBI, and the Field-based GAC Advisory Group. The Field-based Advisory Group is a group of development practitioners based in World Bank country offices throughout the world brought together at the request of the Bank's Senior Management to provide advice from their field experience on the drafting and implementation of the World Bank Group's Governance and Anticorruption Strategy.

We received significant support from colleagues in response to this letter, with many requesting the opportunity to be signatories as well. To accommodate this request, we circulated the letter to many staff associated with work on governance and anticorruption, with an option to add their names to the signature list. All signatures received by noon on Thursday, May 3, 2007 from staff on this distribution list are listed below.

In addition, the email was forwarded by staff to others not on the original distribution list. A number of these signatories are associated with work on governance and anticorruption, but their names did not appear on the original (incomplete) distribution list. Others are not associated with work on governance and anticorruption, but signed to express their support of the letter. Staff who signed, but were not on the original distribution list, are listed separately below.

**Staff on original distribution list:**

Ahmad Ahsan	Alan Harold Gelb	William D. O. Paterson
James Anderson	Linda Van Gelder	Djordjija B. Petkoski
Maria Gonzalez de Asis	Helene Grandvoinet	Svetlana I. Proskurovska
Tamar Manuelyan Atinc	Cheryl W. Gray	Dimitri De Pues
Arup Banerji	Caroline C. Harper	Anand Rajaram
Ivor Beazley	Piet Hein Van Heesewijk	Anwar B. Ravat
Geoffrey H. Bergen	Kai Kaiser	Gary Reid
Diomedes Berroa	Alma Kanani	Felipe Saez
Eustacius N. Betubiza	Barbry R. Keller	Vinod Sahgal
Lisa Bhansali	Charles J. Kenny	Roby Senderowitsch
Vinay K. Bhargava	Greg Kisunko	Claudia Paz Sepulveda
Adriana N. Bianchi	Stefan G. Koeberle	Geeta Sethi
Pamela Bigart	Wolfgang K.C. Koehling	Shekhar Shah
Isabelle M. Bleas	Christos Kostopoulos	Annika Silva-Leander
Genevieve Boyreau	Kathy Lalazarian	Nicola Smithers
Timothy T. Carrington	Maureen A. Lewis	Vivek Srivastava
Vikram K. Chand	Jennie I. Litvack	Michael L. O. Stevens
Junghun Cho	Mike Lubrano	Andrew H. W. Stone
Monali Chowdhurie-Aziz	Ronald MacLean-Abaroa	M. Helen Sutch
Roland Clarke	Fernando Manibog	Vinaya Swaroop
Rui Manuel Coutinho	Yasuhiko Matsuda	Stefanie Teggemann
Sefton Darby	Ernesto May	Elaine A. Tinsley
Klaus Decker	William J. Mccarten	Emiko Todoroki
Cem Dener	Samia Melhem	Maria V. Vannari
Jean-Jacques Dethier	Vikram Menon	Jos Verbeek
Shantayanan Devarajan	Richard E. Messick	Waly Wane
Wolfgang Fengler	Nadir Mohammed	Dana Weist
Carlos D. C. Ferreira	Stephen N. Ndegwa	Edith R. Wilson
Emile Louis Rene Finateu	Mark Nelson	Jacek Wojciechowicz
Cecile Fruman	Behdad M. H. Nowroozi	Serdar Yilmaz
Bernard G. Funck	Gerald Paul Ollivier	Yongmei Zhou
Varun Gauri	Chris Parel	Heng-Fu Zou

**Other staff:**

Jamila Abdelghani	Niels Harild	Luis Orlando Perez
Leritza Monsanto Abreu	Bernard Harragan	Harriette Peters
Daniel Adler	Darrin Hartzler	Joyce C. Petruzzelli
Herminia Adviento	Massoud Hasrat	Carla Pettigrew
Behrouz Aghevi	Thomas Haven	Anna Piasecka
Junaid Kamal Ahmad	John Hegarty	Oscar Picazo
Sadiq Ahmed	Jesko S. Hentschel	Andres G. Pizarro
Sameer Akbar	Maria J. Hermann	Maryvonne Plessis-Fraissard
Sakuntala Akmeemana	Raul E. Hernandez-Coss	Janelle Plummer
S. M. Rezwan UI Alam	Andre Herzog	Nicola Pontara
Jocelyne Albert	Judith E. Heumann	Denisa Popescu
Enrique Aldaz-Carroll	Titus Hicks	Ian C. Porter
Ntal Alimasi	Rebecca Hife	Phyllis Porter
Guillermo R. Almada	Tomoko Hirata	Nadine T. Poupart
Flavia Fonseca Carbonari de Almeida	Susan E. Hirshberg	Menno Prasad Pradhan
Kamal Altafullah	Waraporn Hirunwatsiri	Yogana Prasta
Osama Mohamed Abdel-Hameed Aly	Andre S Van Hoeck	Monica Price
Maria de Fatima Amazonas	Kirsten Hommann	Mark S. Prisaznick
Hussein A. Amin	Towfiqua S Hoque	Robert V. Pulley
Philippa A. Amiri	Diep Nguyen-Van Houtte	Juliet Pumpuni
Shahnaz Amiri	Ursula Hubert	Eka Zarmen Putra
Juan Blazquez Ancin	Thomas Ho Quen Hum	Hnin Hnin Pyne
Ivar J. Andersen	Christopher S. Humphrey	George J. Quaye
Steen Sonne Andersen	Hye-Jung Hwang	Maria Theresa G. Quinones
Noora Arfaa	Beverley M. Hyatt-Allen	Marie Charity Quiroz
Ana-Maria Arriagada	Marlon D. Hyde	Rainer Quitzow
Daniella Ziller Arruda	Lucie M. Iacono	Jeffrey S. Racki
Dinesh Aryal	Olympia Beatriz Icochea	Perry Lee Radford
Mohammad Arfan Aslam	Nelly Ikeda	Andrew B. Ragatz
Angelica Silvero	Patchamuthu Illangovan	Sjamsu Rahardja
Angeline Attena	Mark Ingebretsen	Martin Rama
Mark A. Austin	Maria Ionata	Thomas Jeffrey Ramin
Timothy J. Austin	Aylin Isik-Dikmelik	Atem Ramsundersingh
Bepio C. Bado	Raja Iyer	Mavo Ranaivoarivelo
Anju Bagai	Daniele A-G. P. Jaekel	Shahnaz Rana
Ilhem Baghdadli	Olivier Jammes	Vijayendra Rao
Siaka Bakayoko	Willem G. Janssen	Saeeda Sabah Rashid
Madhavan Balachandran	Hinda Jama Jarik	Rahul Raturi
Therese Ballard	Abhas K. Jha	Laura B. Rawlins
Shweta S. Banerjee	Emmanuel Y. Jimenez	Geoffrey Read
Alok Nath Bansal	Erik Caldwell Johnson	Jacomina P. De Regt
Patrick Barron	Olga B. Jonas	John Keith Rennie
Soren Baunsgaard	Isabel Fernandes Joshi	Ana L. Revenga
Philip Beauregard	Sabine Joukes	William Rex
Sabine Beddies	Vishnu Juwono	Helena Ribe
Joy Behrens	Kundhavi Kadiresan	Annette Richter
Keith Clifford Bell	Kanitta Kaikittipoom	Kaspar Richter
Paolo Belli	Valentina Kalk	Deborah Lee Ricks
Luis Benveniste	Pierre Joseph Kamano	Rizal H. Rivai
Lynn Bennett	Jagmohan S. Kang	Luis Angel Rivas
Yakup Beris	Omer M. Karasapan	Andrea Ryan Rizvi
Jon Berlin	Petrarca Karetji	Maritza A. Rodriguez
Peter Berman	Hasib Karimzada	Norma M. Rodriguez
Brenda C. Bermudez	Yohannes Kebede	Sonia M.E. Rodriguez-Crane
Constance A. Bernard	Nicole Kekeh	Rosfita Roesli

Marcia X. Berthin	Caroline M. Kende-Robb	Claudia Rokx
Fresia T. Betancourt	Brigitte Kerby-Dia	Pierre Romand-Heuyer
Anush Bezhanyan	Ratna Kesuma	John A. Roome
Neena Bhaskar	Kathleen R. Kuehnast	Sandra Rosenhouse
Bhuvan Bhatnagar	Faisal Khan	Maria-Audrey S. Roxas
Benu Bidani	Sophear Khiev	Jiang Ru
Isabel C. Blackett	Sunil Kumar Khosla	Maria Ruiz-Galindo
Robert R. Blake	Ronald Kim	Sue Rutledge
Andreas Blom	Robert E. King	Timothy R. Ryan
Ridwan D. Blond	Renate Antonie Kirsch	Vitali Rykov
Erik A. Bloom	Yoshiharu Kobayashi	Haitham Sadeq
Herbert Yusimbom Boh	Seyda Kocer	Isono Sadoko
Frederik J. Van Bolhuis	Rajendra V. Kocharekar	Hiroshi Saeki
Federica Dal Bono	H. Dirk Koehler	Robin Sahasranam
Dany C. Bosseler	Marius Koen	Mallory Lee Saleson
John Victor Bottini	Peter Koenig	Maria Elena Salgado-Felix
Saroeun Bou	Achariya Kohtbantau	Maryam Salim
Claudine Bourrel	Masami Kojima	Yamira Santana
Edith H. Bowles	Vesna Kostic	Atish Sanyal
Maria Isabel Junqueira Braga	Valerie J. Kozel	Meenakshi Sanyal
Jeanine Braithwaite	Ivonna Teresa Kratynski	Shonali Sardesai
Simone Ann Braithwaite	Susanne Kuehn	Yolanda Sasis
Benedicte Leroy De La Briere	Rekha K. Kumar	Asuka Sato
Francois Brikke	Manga Kuoh	Keiko Sato
Mathieu Brossard	Reidar Kvam	John Saville
Gillian M. Brown	Julien Bernard Labonne	Steven N. Schonberger
Camille Bryan	Omowunmi Ladipo	Julian F. Schweitzer
William E. Buchman	Sohan Lal	Stephen O. Sebastian
Mapi M. Buitano	Shonar Lala	Andreas Seiter
Elizabeth N. Ruppert Bulmer	Bruno Andre Laporte	Chandra H. Sekaran
Lilia Burunciuc	Marise Lashley	Rebecca C. Sekse
Eduardo Velez Bustillo	Dale Lautenbach	L. Panneer Selvam
Abel L. Caamano	Michael R. Lav	Lalia Semmoune-Gallo
Paul M Cadario	Jerry A. Lebo	Binayak Sen
Christina E. Malmberg Calvo	Luc Lecuit	Martine Serigos
Susana Carrillo	Anthony Graeme Lee	Maria Teresa Serra
Julian Casal	Chad Leechor	Rodrigo Serrano-Berthet
Lawrence E. Castellino	Stephane Legros	Nicolas Serrie
Andrew Peter Norton	Josef Lloyd Leitmann	Jitendra J. Shah
Alison C. N. Cave	Rosalinda Lema	Sofia Shakil
Anjali Chadha	David Leonard	Sonia Chand Sandhu
Prabha Chandran	Pascale N. Kervyn De Lettenhove	Katrina M. Sharkey
Chinnakorn Chantra	Tania Lettieri	Pankaj Sharma
Helen Chan	Charles E. Di Leva	Louise Shaw-Barry
Nitaya Chatnantawej	Soe Lin	Lynne D. Sherburne-Benz
Roberto Chavez	Kathy A. Lindert	Mohamed Sidie Sheriff
Gabriela Chenet-Smith	Sarah P. Lipscomb	Shobha Shetty
Ajay Chhibber	Zhi Liu	Kesh C. Shrestha
Beni Chibber-Rao	Marlaine E. Lockheed	Shashi K. Shrivastava
Poonyanuch Chockanapitaksa	Ana Paula Fialho Lopes	Mohammad Faisal Siddik
Wyfield Chow	Jutta Luckas	LaTonya S. Sills
Olav Rex Christensen	Patrick Luternauer	K. Migara O. De Silva
Cynthia B. Cristobal	Keith Mackay	Angela M. Gentile
Lily L. Chu	Kathy Mackinnon	Chandra Shekhar Sinha
Diana Ya-Wai Chung	Kathy Macpherson	Sandor Sipos
Mariam Claeson	William B. Magrath	Sophie Sirtaine
John D. Clark	Aparajita Mahajan	David N. Sislen
Dermot Coll	Sandeep Mahajan	Ramesh Siva

Blair Ann Corcoran  
Elena Correa  
Malcolm Cosgrove-Davies  
Sladjana Cosic  
Piers Cross  
Enrique O. Crousillat  
Benjamin S. Crow  
Victor M. Da Cruz  
Mauricio Cuellar  
Matthew Cummins  
Adriana Jordanova Damianova  
Kannathee Danaisawat  
Anis A. Dani  
Peter Darvas  
Dipak Dasgupta  
John K. Davidson  
Jacqueline Davis  
Alejandro Deeb  
Ghislaine C. Delaine  
Christian Delvoie  
Katalin Demeter  
Domenec Ruiz Devesa  
Xavier Devictor  
Firman Dharmawan  
Eleanor Jose Dila  
Alma Domenech  
Monica Dorhoi  
Carol Linda Dreyfus  
Kreszentia M. Duer  
Elizabeth Jean Dulaney  
Peter Rhodes Easley  
Joanna Marie Edwards  
Jeannie J. Egan  
Michele Denise B. Egan  
Christian Vang Eghoff  
Ben L. J. Eijbergen  
Guy Patrick Ewoukem Elat  
Guy Ellena  
Clara Else  
Robert Epworth  
Yvonne Escobedo  
Carlos Ricardo Escudero

Rosa G. Valencia De Estrada  
Charles Joseph Evans-Anfom  
William Experton  
Alice Mary Faria  
Jesus Fernandez-Zulaica  
Cyprian F. Fisiy  
Pichaya Fitts  
Virginia E. Foley  
Andrew C. Follmer  
Robert Fooks  
Marc S. Forni  
Samantha L. Forusz  
Melissa Fossberg  
Kennedy Fosu  
Han Fraeters  
Nicole M. Fults

William Peter Mako  
Michelle B. Malcolm  
Mohini Malhotra  
Gonzalo R. Mallea  
Chanin Manopiniwes  
Yodsawadi Manusmontree  
Varsha Marathe  
Teresalina G. Marfori  
Alessandra Marini  
Patricio V. Marquez  
Suzette Tamika Martin  
Geraldo Joao Martins  
Puti Marzoeki  
Josephine Masanque  
Massimo Mastruzzi  
Muhammad Abdul Mazid  
Jonas Mbwangue  
Linda Rae McBride  
Gwendoline M. Mccave  
Karla J. Mcevoy  
Cynthia Carol Case McMahon  
Mary L. Mcneil  
Catherine S. McSweeney  
Shomik Raj Mehndiratta  
Montserrat Meiro-Lorenzo  
Karene Melloul  
Miguel Mercado-Diaz  
Latifah Osman Merican  
Jurai Mesik  
Nicolas Meyer  
Branko L. Milanovic  
Benoit Millot  
Damian Sean Milverton  
Deepak K. Mishra  
Soniya Mitra  
Shabih Ali Mohib  
Ezequiel Molina  
Martin D. Monahan  
Lucio Monari  
Oithip Mongkolsawat  
Maureen M. Moore  
Patria Consuelo Merchan  
Morente

Mary Morrison  
Judith C. Morroy  
Shaun O. Moss  
Ben Shadrach Moss  
Karina Mostipan  
Marialisa Motta  
Edouard Henri Motte  
Alia Moubayed  
Sudip Mozumder  
Nilanjana Mukherjee  
Ranjana Mukherjee  
Yuko Sunohara  
Ramon Munoz-Raskin  
Rinku Murgai  
Bronagh Murphy  
Yoshimi Muto

Cia Sjetnan  
Ilias Skamnelos  
Adrienne Smith  
Miyako A. Soller-Pastor  
Rajiv Sondhi  
Galina Y. Sotirova  
Maria Angelica Sotomayor  
Viengsamay Srithirath  
Constantinos A. Stephanou  
Susan A. Stout  
Ivar Strand  
Lada Strelkova  
John E. Strongman  
Francisco J. Sucre  
Achmad Sudarmaji  
Bakti Sudaryono  
Kwanpadh Suddhi-Dhamakit  
Jasinta Susanto  
Dewi Sutisna  
Rajeev K. Swami  
Iraj Talai  
Ludmilla Talmatskaya  
Wan-Ning Tan  
Helena Tang  
Roberto Tarallo  
Ruma Tavorath  
Adrian K. Taylor  
Yasmin Tayyab  
Moukim Temourov  
Juliet Teodosio  
Deepali Tewari  
Sona Thakur  
Margret C. Thalwitz  
Jeff Thindwa  
Christopher J. Thomas  
Gabriela de la Garza Tijerina  
Richard J. Tobin  
Joaquin Toro  
Van Torres  
Guadalupe Toscano  
Maurizia Tovo  
Patricia A. Trapani

Anissa Amador Tria  
Tom C. Tsui  
Carolyn Turk  
Joel A. Turkewitz  
Katharine E. Tyler  
P. Zafiriz Tzannatos  
Janette Uhlmann  
Diane Ullius  
Constance J. Uy  
Tunc Tahsin Uyanik  
Christopher H. Valdes  
Cecilia D. Vales  
Ana Maria Valle  
Martha P. Vargas  
Keshav Varma  
Starlet N. Vedamuthu

Cathy Gagnet  
James R. Gaites  
Emanuela Galasso  
Guzman P. Garcia-Rivero  
Turan C. Garibova  
John W. Garrison  
Ross Alexander Gartley  
Maria Fernanda Miralles  
Gasparini

Maryse Gautier  
Francoise Genouille  
Ane Perez Orsi de Castro  
Morallina Fanwar George  
Kristalina I. Georgieva  
Sophia V. Georgieva  
Jennifer Ross Gildee  
John Njari Gitonga  
Michael J. Goldberg  
Gyanchander Gongireddy  
Christian Yves Gonzalez  
Gaio Gonzalez  
Julio A. Gonzalez  
Pierre Graftieux

David Gray  
Luisita I. Guanlao  
Jose L. Guasch  
Aranzazu Guillan-Montero  
Mohinder P. Gulati  
Arvind Gupta  
Monica Das Gupta  
Asli Gurkan  
Catherine Gwin  
Said Al Habsy  
Sabine Hader  
Mohammad Qahir Haidari  
Nicole Hamon  
Badrul Haque  
Bernard Harborne

Yoko Nagashima  
Maniza B. Naqvi  
Ajay Tejasvi Narasimhan  
Deepa Narayan  
Shankar Narayanan  
Walid S Nasr  
Samsen Neak  
Adam Nelsson

Tatiana Nenova  
Michele E. De Nevers  
Sharon Cheevers Newell  
Dzung Minh Nguyen  
Peter Nicholas  
Michel Noel  
Jan Erik Nora  
Ramiro Nunez  
Veronica Nyhan  
Adesinaola Michael Odugbemi  
Benedicta T. Oliveros-Miranda  
Gregory D. Oliver  
Victor Ordonez  
Maria Carlota Orellano

Victor Hugo Orozco  
Patricia M. Overend  
Daniel P. Owen  
Joseph Manoharan Owen  
Juliana Oyegun  
Helen Diaz Page  
Robert J. Palacios  
Massimiliano Paolucci  
Rachadawan Pasugswad  
Pratul C. Patel  
Ramon A. P. Paterno  
Elaine Patterson  
Nicolas Peltier  
Laura Cristina Perez

Maria C. Velez  
Sukanya Venkataraman  
Kim M. Venne  
Vivian Vergara  
Christel Vermeersch  
Cecilia C. Verzosa  
Carmen Villamil  
Elfreda Vincent

Doris Voorbraak  
Cari Votava  
Habibullah Wajdi  
John W. Wall  
Per Egil Wam  
Makiko Watanabe  
Michel J. Welmond  
Kathryn Wendell  
Marina Wes  
Anthony J. Whitten  
Pantja Savitri Widdarini  
Eduardo Martin Widmar  
Thomas Wilburn  
Emile J. M. Van Der Does De  
Willebois  
Jack H. Williams  
Jessica Cassel Wolfe  
Susan Wong  
Maria-Martina Yalamova  
David E. Yuravlivker  
Salman Zaheer  
Hasan Afzal Zaidi  
Hassan Zaman  
Giuseppe Zampaglione  
Fabrizio Zarcone  
Sally M. Zeijlon  
Luz A. Zeron  
Chaohua Zhang  
Maribelle S. Zonaga