



James D. Wolfensohn

Reflections on Jim's Legacy by
World Bank Group staff.



Katrina M. Sharkey

I had two unique opportunities to work with Jim, and they were both memorable. The first was during an assignment with the Corporate Secretariat 1997-2000, when Jim - as part of his strategy to open the WB up to more diverse clients and partners - decided to take the Board of Executive Directors to meet with Wall Street, and separately to hold meetings with the United Nations Economic and Social Council (ECOSOC). Being the TTL for the project enabled me to witness Jim's ability to instill a passion in the high-level dialogue on development that the WB had not seen before. Subsequently, once Jim's vision for sustainable poverty reduction was spelled out in the Comprehensive Development Framework, I had the chance to be part of the core PREM team rolling out the Poverty Reduction Strategies, designed to put client countries to the fore in setting their own development and poverty reduction priorities. Jim had enormous personal and intellectual qualities; he inspired the WB staff to do more and better to serve our ultimate beneficiaries, and he steered the WBG onto a new path which we are still pursuing. Finally, a short quote from a letter which Jim wrote to our PREM team in February 2001, which I kept to this day: "Dear Friends: May I thank you and all who signed the recent card which accompanies the flowers you delivered following the PREM meeting. I was enormously touched and grateful to all of you - I was certainly feeling down on that day and your gesture gave me a much needed boost. We are all privileged to be in the World Bank as a place to fight poverty and to seek to make the world a little better. Your support and friendship gives me strength and I thank you all. Warmly, Jim Wolfensohn." We are grateful for the ten years he spent among us.



Bachir Abdaym

A great and charismatic leader. He used to come to Morocco very often and few months after I joined the Bank, he was visiting many countries and one of them was Morocco. During his visit, I asked him a very spontaneous question if can take a picture with him ... He asked me, what is your name ? I replied Bachir and he said, and will never forget it, all the pleasure will be for me to take a picture with you Bachir ! For my 40 years birthday, knowing how much I respect him as a president, my colleagues managed to give a very precious gift which I still jealously keeping, his autographed biography with the following sentence: "Cher Bachir, life begins at 40" ... I understood later after reading his biography that his professional rise began at 40! May his soul rest in eternal peace.



Anup Jagwani

Mr. Wolfensohn was one of the greatest president's the bank has had. I want to recall just one thing that had the biggest mark on me and this was his speech at the WB Annual meetings in the late 90s, called the Challenge of Inclusion. In his speech he narrated the story of a woman at a favela in Brazil, who waved the receipt of a water connection and was extremely grateful to be recognized that she existed, with a official paper with her name on it. That speech had a powerful impact on me personally and in my early years at the Bank Group, I become aware of the impact of our work and at the same time the challenge we faced and even today continue to face in being inclusive in different ways. A truly inspirational leader. Thank you for all your contributions to development.





Lili

I joined the World Bank office in Beijing in April 1995 and took part in the dry run for Mr. Wolfensohn's first visit to China after he became president of the World Bank. I had the privilege to participate in all his three visits to China in 1995, 2002 and 2004 respectively. 1995 was the 15th anniversary and also a peak year of the World Bank-China partnership as China was the largest borrower with more than US\$3 billion annually. Mr. Wolfensohn pledged to continue this partnership. He was taken to see the Loess Plateau Watershed Rehabilitation Project. He was amazed to see how the Chinese people, with Bank support, built terraces and grew fruit trees on a vast land the size of France with landscape that looks like the surface of the Moon. He kept telling the story in his speeches and made the project well-known worldwide. On his second visit, he was taken to see a very poor village in Anning Valley inhabited by Yi ethnic group, one of the poorest ethnic minority groups in China. I remember him taking up a little girl in his arms in a poor Yi farmer's house, which reminded me of what he said that reducing poverty means putting a smile on every child's face. I also remember him and Elaine joining hands and dancing with local residents in the town square in Lijiang which successfully carried out post-earthquake reconstruction with Bank support and became a UNESCO world heritage site. In the Southwest Minzu University in Chengdu, Sichuan, he supported four ethnic minority students with his own money. In Beijing, he launched the China Development Gateway together with the minister of the State Council Information Office to facilitate development knowledge sharing between China and the rest of the world. On his third visit to China, he and Chinese Premier Wen Jiabao opened the Global Poverty Reduction Conference in Shanghai, hosted by the Chinese government and attended by several heads of state, more than 80 ministers and 1,000 development practitioners, public and private sector executives, academics, and civil society representatives from all over the world. The

aim of the conference was to reenergize the global efforts to meet the MDGs, with an opportunity to learn from each other and share experience. "China was the obvious place to start because this is a country that in the last 20 years has taken three or four hundred million people out of poverty. And it's a country which does not look at things in short-term dimensions. It looks at the challenges in long-term dimensions," said him. In a special interview with CCTV Dialogue program, Mr. Wolfensohn had a pleasant surprise when he saw a female farmer whom he had met nine years ago on his first visit. At that time, the woman and her husband lived in a cave house with no electricity and tap water. When she told him that they now lived in a new house with water and electricity and steady incomes growing vegetables in a greenhouse, he was moved almost to tears and later asked me to help buy a gift for every member of her family. Mr. Wolfensohn was a great World Bank president and a visionary and passionate champion and leader of the global fight against poverty. He made significant contributions to the World Bank-China partnership. He was also a very charismatic and genuine person and a real gentleman. I have great admiration and respect for Mr. Wolfensohn and translated his biography by Sebastian Mallaby "The World's Banker" which was published in China in 2009. I have written an article for Caixin to commemorate the passing of this great man and to help more Chinese readers know some of his remarkable achievements and contributions:<http://culture.caixin.com/2020-12-05/101635994.html>



Melanie Jaya

What an amazing legacy and great President he was. I hope the Bank will consider naming one of our buildings after him. May he rest in peace!



Dena Ringold

I had the opportunity to work with President Wolfensohn when he came to champion the issue of the Roma (gypsy) minority in Central and Eastern Europe. After learning of the immense gaps Roma face in access to education and health, discrimination in jobs, and participation in civil society, he was convinced that the World Bank should be a leading voice on the issue. He used his leadership, influence, and power of persuasion to rally clients, and mobilize George Soros, the President of the European Union and other partners. His involvement led to the first major European Conference on the economic and social status of Roma in Europe, in Budapest in 2003, attended by eight heads of state and delegations of young Roma leaders from across the region. This event led to a Decade of Roma Inclusion and the Roma Education Fund which still works for quality and inclusive education for Roma in Europe. He was an incredibly warm person with an outsized personality, a charm that could fill the MC Atrium that is named in his memory, and an ability to connect with staff at all levels. When he learned that I played the cello he told me that I was going to play in the World Bank holiday concert with him and that I had to sit next to him - no choice. Of course I was terrified, but it was an unforgettable day. Jim was a remarkable man who steered the World Bank toward its current focus on the poor, human capital, inclusion and women's empowerment. I am proud that our work on human development continues to build on his legacy and allows us to continue to live his values. He became a mentor, and a friend -- and I miss him and Elaine greatly.



Mary C.K. Bitekerezo

Jim Wolfensohn looked at development in countries especially Africa with an interesting inclusion lens. He wanted to know how both state and non state actors viewed development and what they were doing to contribute to this agenda as well as what else they identified as their role in the development process. I therefore joined the Bank during his tenure as the Bank President and among others, I was tasked with both bringing Civil Society and other non state actors including communities to the Bank and taking the Bank to the same actors. Further he promoted the much required partnership between state and non state actors. It is during this time that project funds did not only get disbursed to government agencies but also to Non-Government Organizations (NGOs), Community based organizations (CBOs), the Academia, Professional Associations, etc., that have been in the service delivery, advocacy, etc., business and are closer to the project beneficiaries. Above all Jim was a gentleman accessible by all staff especially during the country visits. Due to the passage of time and change in Technology I could not locate my two photos with Jim both in Washington DC and in Uganda respectively. Jim you have ran the race and kept the faith. Good bye Jim and May your Soul Rest in Eternal Peace. Amen.



Firas Raad

I was heartened by Jim Wolfensohn's commitment to supporting Mideast peace prospects and Palestinian economic development. I had met him during his time as WBG President and then later after he completed his assignment as Mideast Quartet Envoy in 2005-2006. The last time I saw him was in New York on the margins of the United General Assembly week in 2010. At the time, I was seconded by the WBG to support the Office of the Quartet Representative and its agenda to support Palestinian economic development. In our discussion, he lamented the backsliding in Israeli-Palestinian relations and talked about his dreams for a lasting Mideast settlement and Palestinians' right to self-determination. What I found particularly inspiring was his decision in 2005 to spend his own personal funds to support development activities in the Gaza Strip following Israel's withdrawal. He was a man of action, vision and compassion and will be remembered fondly by those whose lives he touched. May his memory be celebrated by all who knew him.



Melo S. Forchu

Jim Wolfensohn was a Charismatic gentleman with a kind heart and easy going. Best of the Best.





Susan Tredeau Perla

My favorite memories of Jim Wolfensohn were the times he participated in the Recognition of Service ceremonies for staff celebrating 10, 20 and 30 years of service. He was often joined by Elaine at these evening receptions to congratulate and recognize staff for their many years of service (and he also thanked their spouses and family members, too!!). Between 2000 (when I started working on the program) and his retirement in 2005, he attended 35 recognition ceremonies in the MC 12th Floor Gallery, and personally shook the hands of 2,610 honorees. Staff members truly cherished the opportunity to meet Jim and Elaine, and proudly displayed the framed photos in their offices!



Thomas O'brien

Jim combined a keen analytical mind with a focus on getting things done. He was visionary and at the same time he connected to people in the most engaging of ways. As a young World Bank staff member I was lucky to have several occasions to meet with Jim, and it was unfailingly inspiring and motivating. Wasn't it marvelous that he always wanted to say "yes" to opportunities? I fondly recall reaching out to Jim several years after he retired from the Bank, to ask for his help in a major banking conference I was arranging in the UK. He (and Jean-Louis) willingly agreed to assist and lived up to their commitment in providing time and expertise to our initiative. Most of all, his energy, humor and unbounded charisma were a joy to behold. Thank you Jim for your huge impact on global development, and for making the Bank a wonderful place in which to serve. Rest in peace.



Laura B. Rawlings

Jim Wolfensohn was a truly inspiring leader. He was thoughtful and caring, with the vision and charisma to change the world, which he did for our institution and our work. He brought clarity to our mission by putting people and poverty reduction at the center of our efforts, and he put into place reforms to address inequities within the Bank --between local and international staff, consultants and staff, HQ and regional offices. As a staff member under his tenure, you knew that he cared about you and that you were part of the same team, working together to address the most pressing issues of the day. No challenge was too big, no person too small. His legacy lives on in all of us who are not afraid to be ambitious in our aspirations for improving the lives of others, who bring passion and commitment to our daily work and who value each others' contributions.



Abigail Tamakloe

Great man. I remember him and Elaine during many joyous occasions. My favorite was when they met with the kids of the World Bank Children's Center. Our son was so thrilled. Great memories! May his dear soul rest in peace.



Lorraine Lynch Nagy

My memories of Jim Wolfensohn go back to 1995 when he arrived at the Bank, with vision and determination that truly 'changed the world' for many people. Informed that the staff (and their families) whom he met in Country Offices were not eligible for medical evacuation because of their status as 'locally recruited', he set out to change this policy (decades ahead of what would be global movement towards inclusion and equality in access to benefits that are a human right). The Bank was the first and only institution to ensure medical evacuation and insurance for its CO based staff. I worked in this system for many years, and can say without qualification that Mr. Wolfensohn saved lives with this decision, and made the Bank, 'best in practice' and leading by example. Then, For the 50th anniversary of the World Bank/IMF Chorus, we had the honor of having Jim in the orchestra, playing cello to Mozart's Requiem! For all of us on stage and in the audience this was a moment to remember, and to mark as a milestone in the history of the Bank. Now this auditorium bears his name. Finally, he and Elaine supported disability inclusion through a high level committee out of which came the insurance and the policies that the Bank now follows. I include Elaine in this as she gave her time and her advocacy for those undergoing treatment for breast cancer (part of what would become Short-Term Disability) and to educate, inspire and make possible through outreach access to preventive care and treatment, for staff around the world. They both were people of courage, prophetic and powerful in this sense of doing good for as many as they could reach. That work, that legacy continues to this day.



Andrew Rowan Ian Yee

As a high school student in Sydney, I first met Jim and his family by chance in the mid 1980s when they were visiting my neighbors. While I remember being most impressed with his daughter Sara's piano recital, I recall Jim being sufficiently interested in my future work career at that early stage, so I called his office in July 1989 when passing through New York in the hope of seeking more of his sage advice. To my surprise, we met the following day in his grand Citigroup Center office where he imparted further wisdom to this inexperienced university student. Needless to say, I have followed his advice over the decades, culminating in joining IFC in 2014, and only then truly realised how positive an impact he has had upon the WBG, emerging markets and all of us whom live and work there. I recounted all the above to my dear 87 year old father last weekend, only for him to casually observe "I met Jim in my first week at Sydney University in the early 1950s - he stood out from the crowd as he was so energetic, interested and interesting". Couldn't put it better myself - thanks for everything Jim.



Nadia Islam-Maswood

Personal Reflections President Jim Wolfensohn genuinely cared about reducing poverty throughout the world. He connected with the poor on a personal level, often breaking up in tears when seeing their hard life (something I was once privileged to have experienced). He put poverty reduction as the Bank's central role and formed new and useful alliances with diverse groups and stakeholders- including NGOs and environmental activists. He saved the Bank in the aftermath of severe criticisms from many quarters and reinvented its relevance and mission and charted its future. He learnt to appreciate the staff and thrived on personal interactions and connected with many on his many missions. He decentralized the operations to be closer to the "client" - a major shift he initiated by treating the borrowers with respect and putting them in the drivers' seat in a genuinely meaningful way. We and the poor of the world owe him immensely. He was not only the world's banker but also a friend of the poor. RIP President Wolfensohn.



Anat Lewin

Jim was much respected and appreciated by the staff. He was President of the institution when I joined early in my career, and only ever heard his name spoken of with the reverence and recognition given to a unique, exceptional and outstanding leader. Sending my sincerest condolences to the family. May his memory be for a blessing - Baruch Dayan Emet.



Gladys M. Gicker

My favorite President during my years in the Bank! I have admired and respected him always. The fact that he is only the 2nd President to have served two terms speaks for itself. He understood the Bank, the roles it plays and the potential to do great things in favor of the less fortunate. He not only cared about the Institution and its Mission, but he also understood that development is important, but even more important, it was to "Combatting the "Cancer of Corruption", as it is said in his biography. He also cared about the most important asset of any institution, "people". Staff were well taken care during his tenure. Rest in peace Mr. Wolfensohn alongside your wonderful wife! I have never met her, but I go by the famous quote "Behind a successful man, there is always a great woman"!



Carine Clert

Jim Wolfensohn made young people entering the Bank think everything under the sun was possible. He helped the Young Professionals get their feet dirty by encouraging the Grassroot Immersions Program, he pushed us to work with clients on comprehensive approaches to poverty, inclusion and corruption. He encouraged all of us to be humble and listen. This was incredibly smart . Rest in peace.





Dirk Reinermann

I had the pleasure to witness JDW for 4 years in the Board and then hosted him and Elaine in Bosnia and even got to fly in his legendary private plane from Mostar to Sarajevo. What a treat that was! Jim was one of the most brilliant, ambitious and inspiring persons I have ever met. He was a true 'renaissance man' who mastered development, banking, fencing as well as the cello. But most of all Jim cared about people and global equality. He was driven by a desire to eradicate poverty and stamp out corruption. He understood the importance of culture in development. He has forever changed our institution to the better and made a lasting positive impact on our planet. May he rest in eternal peace.



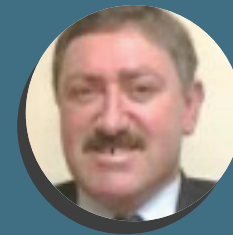
Cia Sjetnan

Thank you for your remarkable contributions to international development and the World Bank.



Shaila J. Shaikh

Mr. Wolfenson was such a wonderful person to work for. I met him at the country office– Dhaka (when he was visiting) and in HQ. I had an opportunity to work for his visit and celebration of the culture program. He was full of life and had a great sense of humor. He was always giving compliments to his staff. He made sure that we knew we were appreciated. There are no goodbyes. Where ever he will be, he will always be in our hearts. Rest in Peace, our great leader.



Arist Joseph Caruana

A thorough Gentleman. I first meet Mr. Wolfensohn in 1998 when he visited Sydney & was not aware that an IFC office existed in Sydney. We quickly arranged for him to visit the facility. I was also fortunate to have visit Sydney again in 2000 for the Sydney Olympic Games . He treated you as an equal. He sat in my office & we had a very nice cordial discussion and to arrange items to be shipped back to Washington. You felt comfortable in his presence & he treated you as an equal. He will be missed.



Bogdan Constantin Constantinescu

Jim has been a great friend of Romanian cultural heritage. His support to the Romanian Cultural Heritage Project has been enormous and it contributed to forging the long standing friendship of Prince Charles' with Viscri and Transylvanian Saxon Villages. Currently Prince Charles owns property in Viscri (old Saxon name Weiss Kirsche - White Church) as well as in other Transylvanian villages. I have saved in my records the reply letter from Bonnie Burnham, President, World Monuments Fund to Jim, dated December 30, 2003, on the extension of the Romanian Cultural Heritage Loan from December 2003 to December 2004. Bogdan Constantinescu, FMS of the Romanian Cultural Project, currently Senior FMS in South Asia, UPI 192932 December 30, 2003 Mr. James Wolfensohn President World Bank 1818 H Street, N.W. Washington, DC 20433 Dear Jim, Last week the Roumanian World Bank loan which has helped to finance the restoration of Brancusi's Endless Column, was reviewed upon a request from the Roumanian Government for an extension of the loan. I have just learned with great satisfaction, that the loan has been extended until the end of 2004. This extension will permit the completion of the landscape project that the World Monuments Fund has sponsored. The projected development by the internationally recognized landscape planner Laurie Olin, will transform the Brancusi Ensemble into a world class monument. It is a critical step and I cannot adequately express my gratitude that the World Bank has given its support to the completion of this project. Sincerely, Bonnie Burnham President



Daniel R. Bennett

I was contactor when I met Mr. Wolfensohn and his wife. It was Y2K and myself and several other IT professionals gathered in the basement computer room of the H building to support the fears of the time. Its was around 2am when Mr. and Mrs. Wolfensohn's made a surprise visit to personally thank us for supporting the Y2K efforts. They had both left a New year's celebration and could have easily just gone home, instead they went to visit a computer room. I so enjoyed my conversations with the Wolfensohn's, joking and laughing for at least 45 minutes. Great leaders lead by example and this is what Mr. Wolfensohn did.



Tahseen Sayed Khan

I first met Mr. Wolfensohn with Mrs. Elaine Wolfensohn when they twice visited Pakistan when I was a senior education specialist. Mr. Wolfensohn - or JDW as we referred to him - swept us off our feet! We were struck by his passion for the work we were doing, his desire to directly meet communities, his attention to education (heavily supported by Elaine!), his avid listening, and his captivating style of speaking. I vividly recall his field visits to villages the twinkle in his eyes as he sat with community women avidly listening to their stories of empowerment. Spending time with him during his travels also showed his humane side and incredible generosity. Meeting him again years later in Bangladesh and then in the Atrium named after him, it was incredibly gratifying that he still remembered those community interactions. Clearly a leader who was equally at ease at the world stage and in a rural setting. A class act! Thank you JDW for your leadership and for your humanity.



Jennifer Anne Mcleod Petrini

While your time at the WBG precedes my joining, your legacy was very much felt. As an Australian, your distinguished service leaves us with much pride.



R. S. Hanwatananugool

Our President Jim Wolfensohn touched so many lives in so many ways. During his leadership, he not only helped the World but also his World Bank staff. He converted all NRS (Non Regular Staff) to Open-Ended so that all his NRS (just like me) could receive benefits and be eligible for a pension. I quote one of my previous managers who said "We remember Mr. JDW as the one who gets us to do the greatest things for the Bank, as a 'hero to the world's poor.'" . Thank you Mr. Wolfensohn. You touched so many lives in so many ways. You left the World Bank Group a better place to work and to be proud of than it had been before. You have been in my heart and will continue to be as long as I live. It was my great honor and a great privilege to have worked for the Bank during your presidency, the greatest president!



Indira Vijayaraghava Sampath

I joined the bank in the year 1999 as STC with the Pension Administration as a Financial Assistant, with Krishnan Nagarajan, my manager. I love President Mr. Wolfensohn and his administration. To me he is a very simple personality. I met him one day in the elevator accidentally . It still looks like a dream. Only the President and myself in the elevator. I did not know that time he is the president. I was new to the Bank. I was going back to my office from fitness center around 2:15pm . I entered the elevator to go MC-7. My mind was occupied with some thought, I did not pay attention to look at the elevator, who is with me. when i came to the present moment from my thought, I realized, The elevator was going up and down ; up and down many times non-stop, was wondering and turned to see who is with me in the elevator, I saw him, asked him innocently, " Are you the President of the WB" He smiled said, YES. sorry I am holding you, "I use the elevator if i have to think about some thing". I was delighted and shook his hands. I felt so happy I met and shook the hand of the President of Mr. Wolfensohn. I came across the President, many times in the morning when entering the building, like any of us, he was wearing a simple jacket (winter) with a smile on his face. I miss him even today. A great President. Lucky me , I have a picture taken with him, when he met all the international cultural programs participants. I was a participant representing South Asia region. It all meant to happen. Its a welcome pleasant memory with Mr. President Wolfensohn. Indira sampath.



Jeffrey M. Thindwa

Jim Wolfensohn made a profound contribution to the Bank's work with civil society. He made two statements I still use in my presentations today almost 20 years later : In all its forms, civil society is probably the single largest factor of development; and, in discussing the Bank's engagement with faith based organizations he said: faith based organizations are probably the single largest factor of civil society. For someone coming from Wall Street these and so many other gems of insight were so on point, and groundbreaking for the Bank. He had so much warmth and charm (well, on a good day): One day we were just leaving his office with one of my former bosses. He turned to him and said: 'next time try to trim your beard like Jeff's, which look so neat.' Jim's legacy will endure for a very long time.

Jim Wolfensohn was in many ways a disrupter, hugely admired for his large vision of a world free of poverty, and the empowerment of people. At the launch of HIPC2 and the PRSP he argued for broad-based country consultation with stakeholders and communities on what to do with the debt dividend. His line was: The country is the client, not the government. I wish the Bank's leadership could really emphasize that.





Maria Theresa G. Quinones

A charismatic and decisive leader. He is much loved by country staff and stakeholders in the Philippines. He recognized and appreciated the commitment and dedication of local staff and inspired us to do more for our country. He also opened and strengthened the bridge and partnership with the civil society and invited everyone to help reach out and build communities. One of the greatest leaders of our time. God bless you Jim and Elaine. Many thanks for sharing your passion for real and sustained development.



Uma Venkataraman

I was fortunate to receive an award on behalf of Chennai Community Connections from Jim Wolfensohn for our work during Tsumani in India in 2004 . Being chennai office staff, I flew to Delhi to receive the award from him. I remember very clearly how keenly he was listening to our work and appreciated all our efforts. A very calm & composed man who will be truly missed.



Maya Brahmam

Mr. Wolfensohn was an inspiring leader in global development and his view of the World Bank's mission made we want to work here. I still remember passing him in the Atrium, I'd come from some event, and I felt moved to say - Mr. Wolfensohn, I am so glad to see you, you know I joined the Bank because of you. He hugged me and thanked me for letting him know. Some time later,, I had the honor of arranging some of the Presidential Fellows Lectures, where Mr. Wolfensohn invited interesting world leaders to share their experiences with staff. He always hosted them himself, asked them questions, and they opened up and shared their perspectives, which were always thought provoking and interesting for old and new staff like me. Here's a link to an essay by Chinua Achebe (before my time) who came to the first one:
<https://www.livefromplanetearth.org/2011/11/cchinua-achebe-at-1998-world-bank.html> Mr. Wolfensohn was a bold thinker and doer.



Junhong Chang

A charismatic gentleman with the wild hair, warm smiles and passionate gesture, President Wolfensohn impressed me, a fresh entry-level staff in the Ministry of Finance of China, involved in receiving him in Beijing in September 1995 when he paid his first visit to China. At that time, I could not imagine and comprehend how significant change he and the World Bank would bring to development of myself and my country. President Wolfensohn is a great leader and will be remembered.



Melanie Janine Kanaka

I have very vivid and touching memories of this great personality - humanity personified - he truly cared for the Bank staff, the clients and the nations the esteemed Bank served. In the aftermath of the devastating tsunami that hit Sri Lanka in 2004, and following the loss of over 35,000 Sri Lankans from among the 230,000 people who died across 14 countries, President Jim flew into Sri Lanka in early 2005 just to show his solidarity that "shattered as we were as a nation affected", we still remained foremost in his mind. I was personally involved in his visit to Colombo and I do recall him being truly moved by what catastrophe the little island nation had to bravely endure. Seven years later in 2012, I was immensely privileged to meet him in the MC building when the atrium at the Bank's headquarters was dedicated as "The James D Wolfensohn Atrium". When I reached out to him he did remember that visit to Sri Lanka and responded with a warm hug! Such was the relationship he had with his staff. It was an absolute honour and privilege to have interacted (though briefly) with him and served under his esteemed presidency. Jim Wolfensohn, deeply respected and loved - a Stirling personality has moved on, the warmth of one of the most sensitive impacting gentleman and a light that shone brightly has dimmed away. This day forward we hold fast to the memories, his persona and the legacy he left behind. Goodbye President Jim and may you rest in peace and truly rise again in glory. God's speed, comfort and inner peace remain with President Jim's family.



Emi Suzuki

Mr. Wolfensohn was the President when I joined the World Bank in 2001. Mr. Wolfensohn's great achievements are very well known. I would like to write about a scene where I felt his human splendor and richness. One very sweet memory I have with Mr. Wolfensohn was when he visited the WB building on October 11, 2013. I was walking in a bit narrow passage on the first floor of the Main Complex (MC) building from the MC atrium without knowing he was visiting the WB. I saw Mr. Wolfensohn walking from the opposite side. In the passage there were only Mr. Wolfensohn, a person who was assisting him, and me. No one else was around. I immediately realized he is Mr. Wolfensohn and wanted to show my respect to my former big boss. I bowed slightly and smiled slightly but I did not say anything because I was not sure if I should say hello or not because there was no way he knew of me, as I was just one of his ten thousand staff members. But when he saw me, he very kindly smiled at me and said "Hello, how are you?" to me. He did so just for me. I replied to him too. I felt so happy and honored by his kind words uttered just to me, and moved by his thoughtfulness. Thank you so much for your caring kindness, Mr. Wolfensohn. Another scene I vividly remember was Mr. Wolfensohn was playing the cello at an orchestra concert in the MC atrium. It was at an end-year event in 2004 if I remember. I did not know that this great President/banker/economist was a cello player. I myself play the violin a bit, therefore by watching his playing the cello I was able to tell he is a very advanced player. I was very impressed by his human richness. Thank you so much, Mr. Wolfensohn. It was a great honor to serve under your Presidency.



Kseniya Lvovsky

Jim "saved" the Bank when a "50 years is enough" movement was gaining traction. He made it less arrogant, more open and client oriented. Moving CDs to the field was a far reaching step that has defined the Bank since then. I do not think that I would have been as proud of this institution as I am, without his vision and influence.



Juvenal Nzambimana

Jim came with the MC building as we know it today. The MC Atrium is rightly named after him. Many may not remember or do not know that it was under Jim that locally recruited staff got eligible to get a pension that came with the Net Plan. Credit Union and SA were for HQ recruited staff only. Africa had only 5 CDs and the WB universe was HQ centered. He reshaped the WBG and went out to see what the Bank was doing in various part of the World. He was a listener and whenever there was a burning issue he would consult not only with management but with staff beside the SA. One unpopular decision was to record our time for everything we did to apply cost accounting practices in the Bank provoked an uproar among staff and when he heard the discontent it was causing, he did not hesitate to scrap it. I remember Jim coming to an FM forum and joked that we were the only bunch who could read the WB financial statements.



Stefan William Sittig

I too joined the WBG when Jim Wolfensohn was President, and to me, his greatest quality (among many) was his love of the arts. Whether music, theatre, art or dance, he was always a great supporter and encourager of the artistic streaks of many WBG staff. One of my greatest memories at the WBG was during the final Celebration of Cultures event he participated in (playing the cello) I believe back in 2005. I had choreographed a dance piece for the event, and when he saw the dance being performed, he looked at me and yelled "YES!" with an excitement and exuberance of a man 1/2 his age then. I'll never forget his words of encouragement and his support of WBG staff.



Mark Thomas Zimsky

Jim was the last WB president who understood the importance of biodiversity to the WB mission of eliminating poverty. Long before it was fashionable, he understood the contributions that biodiversity management makes to the lives of the rural poor and how important it was. He was instrumental in establishing the Critical Ecosystem Partnership Fund (CEPF) and ensuring WB leadership in the Fund. In fact, since he left the WB as president, I do not think another president has barely even uttered the word biodiversity! Once, after a meeting of the CEPF Board after he left the WB, he offered me a ride back to the office in his car. I will remember the genuine interest he took in my family and the work I was doing at the GEF at the time. I extend my deepest condolences to his family but hope they take solace in the fact he led a life well lived.



Loic Bornard

I joined the WBG when Jim Wolfensohn was President. I attended his MD meetings and remember the diversity of talents he was able to bring together, his reference to his last lecture to lift the mood, his art to get the best from every participants...he had a charisma that motivated many at work. Under his presidency we were moving fast, the Bank was audacious, modernizing and becoming so much effective. I will remember all my life his exceptional leadership, vision and charm.



Cecile Fruman

James Wolfensohn was a visionary and an amazing leader. He turned the WB around at a difficult moment of its history. He charted a new course with a renewed focus on poverty, equity and inclusion. He made the key measurement of success the individual wellbeing of people in our client countries, measured by "how many smiles we can bring to children's faces". He brought staff along with the changes, and gained increasing support and admiration as the years unfolded. He was charismatic, charming, witty and accessible. He could also be tough and he suffered no fools! One of my first memories of him was a Young Professional. Jim was supportive of an initiative I was working on – the African Virtual University – and asked for a meeting to see the business plan and whether he could help attract other impact investors. We prepared so thoroughly! He opened the document, went straight to the spreadsheets and started asking questions about each of the variables – expected growth in student numbers, revenue per student, costs. He poked holes into each number and concluded with "Your projections are too ambitious. None of my friends in Wall Street would put a penny into this. Go back and rework your business plan, inject some realism into it and then I will send it to investors!" What I learned from this: know your audience. As Axel said, JDW was a numbers guy and he suffered no fools. He was interested in the bottom line – could this venture guarantee a return for impact investors, what risk would they be taking? A great lesson – and a great leader.



Vanessa James

I had the privilege of meeting Mr. Wolfensohn twice, he was genuinely kind and attentive during conversations. I remember when he became President of the World Bank he changed the structure of the Bank for the better. Mr. Wolfensohn acknowledged everyone's hard work (contractors, consultants & staff) through open recognition and compensation. He made it known the Bank had an in-house issue amongst staff & contractors. He openly stated he was making changes for the better because everyone can contribute making the institution not just a place to work but a place where you are recognized for your work while assisting those in DIRE need throughout the states & abroad. Mr. Wolfensohn was not one for all that pomp & circumstances either. He ate lunch in the MC Bldg cafeteria with staff on NUMEROUS occasions without security detail, he walked throughout the MC Bldg visiting several offices on his own and he would drive to work everyday without a chauffeur or entourage. Thank you for leaving the world a beautiful legacy. R.I.P. Mr. James D. Wolfensohn.



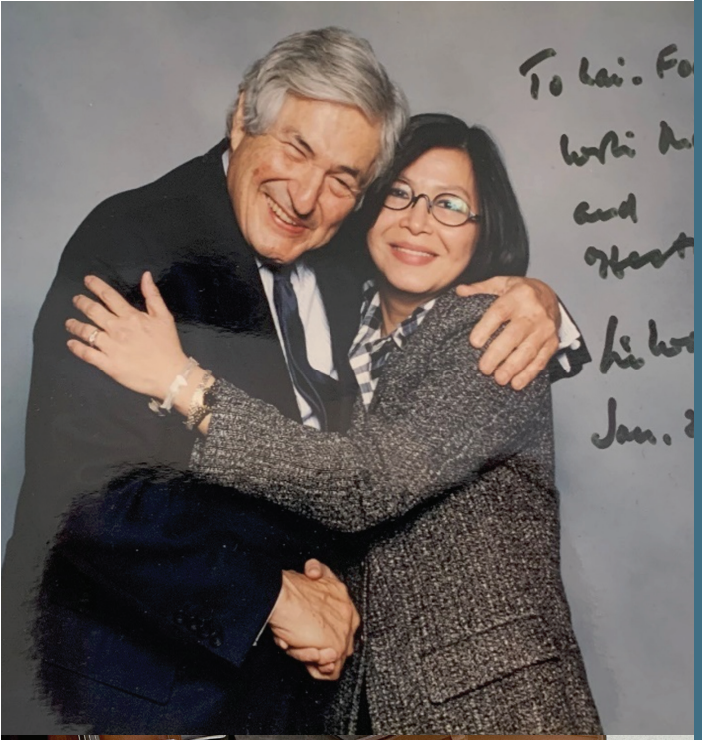
Regina Austria

As part of the Team of the Staff Exchange Program in HR which Mr. JDW has pioneered, we are so grateful of his envision to make this initiative a success. I am honored to have in several occasions met him, he was loved and respected throughout his Presidency especially by the ACS Network who had a special place in his heart, we will never forget. Thank you Mr. JDW for leading us throughout!



Gloria Jean Whitaker

I came to the World Bank after Mr. Wolfensohn's tenure. However, I had heard from many of my colleagues about his people skills and his passion and dedication to helping those who are less fortunate around the world. I wish I had met Mr. Wolfensohn, and am happy to be a part of an institution in which his legacy is bright and well. Thank you.





Abebaw Alemayehu

President Jim Wolfensohn brought the Bank closer to the client, by decentralizing key functions of the Bank, including CDs closer to the client. He was a great leader, passionate advocate for the development of countries, excellent listener and respectful communicator with client and staff alike. May his soul rest in peace.



Shaolin Yang

Dear Wolfensohn family, Please accept my deepest and most sincere condolences for your great loss. We at the World Bank Group are grieving the passing of a compassionate and dedicated man, whose legacy remains fully alive inside our institution and in the lives of the countless people around the world who were uplifted because of his passion and dedication. Indeed, the mark that Jim made on the world reverberates deeply in the lives he touched personally and those he never met but who owe so much to his relentless pursuit of a more equitable world. I wish you peace and comfort during these difficult days. Sincerely, Shaolin Yang.



Bigyan B. Pradhan

I would like to pay my deep tribute to Late President Jim Wolfensohn who was our Inspiring Leader who was visionary Leader taking the Bank several miles ahead to prepare for future, who brought the Clients closer by decentralizing to the Bank's Country Officer, who led the anti-corruption drive and who laid a foundation for digital world. He promoted "One Staff Culture" in the Bank, thought about country office staff who are closer to the clients and recognized their contribution to the Bank's passion for poverty alleviation. He frame the vision and mission statement for the Bank, he developed a cadre of leaders within the Bank including from country offices. I would like to pray for His Soul to rest in peace and pay deepest condolence to his bereaved family.



Rajesh K. Advani

Although I joined the World Bank after Mr. Wolfensohn's tenure as president, reading "The World's Banker" made me understand the impact he had as President and how he transformed the institution into the one we know today. A great legacy that the Bank has embodied through subsequent and present leadership.



Ana Lucia Armijos Hidalgo

President Wolfensohn was an extraordinary person. He understood not only the economic policy but the political economy of the countries. His support to countries was huge as well as the impact in the lives of the people. I had the privilege to know him personally, and I will always be grateful for his support to my country Ecuador.



Camilla Holmemo

Thank you to a wonderful World Bank president who reformed the institution, allowed us to tackle corruption and moved us closer to those who matter – our clients. My favorite personal memory of Mr Wolfensohn was in the World Bank HQ in 2004. I was in the elevator with two friends as he entered. When he saw us he immediately yelled out “oh, young people, how magnificent”. We had a great elevator chat. Rest in Peace, to a life well lived.



Linda Rae McBride

I met President Wolfensohn when my unit was tasked to digitize his records to make them available electronically. After scanning many years of paper documents, I had the opportunity to demo the electronic application (IRIS3) to him. I remember him asking me to search for a specific document. And the search found the document. He was so impressed, he wanted us to scan his personal collection so that he would be able to more easily find information from his vast collection. In the meeting, I remember him being very focused and attentive, and he was very kind and recognized the work that had been done to support his office. Being in a meeting and presenting to the World Bank President is something that I will always remember as a highlight in my career at the Bank. He made his mark in so many ways, not only with his initiatives and accomplishments, but also touching so many people. My sincere condolences to his family.



Anush Bezhanyan

Jim Wolfensohn leaves great legacy as the Bank President and person who touched so many. He has championed many new and frontier issues that were transformational for the institution. During his Presidency poverty, human development, social inclusion and community development issues were put front and center on the development agenda. The one that I greatly appreciate and will always remember is his passionate support to the Roma inclusion issue and his support for establishment of Roma Education Fund. Thank you, dear Mr. Wolfensohn and may you Rest in Peace.



Roman Marshavin

On behalf of the Government of the Russian Federation let me pass our deepest condolences to Jim Wolfensohn's family. We are all terribly saddened by this news. We knew Jim Wolfensohn as the great leader and passionate visionary who transformed the Bank, immensely expanded its global presence and made worldwide eradication of poverty its overarching goal. He was the President when Russia, along with other countries of the region, joined the Bretton Woods Institutions in the midst of their most dramatic transformations. In Russia he is always remembered for his unwavering support of our reforms and his readiness to mobilize all available resources to this end.
Roman Marshavin EDS23



John F. Lorenzen

Jim Wolfensohn was true class act that treated all he met with respect and dignity. I had the opportunity of seeing him at least 2 to 3 times a week as he arrived in the MC garage while doing my engineering rounds - he always responded with a smile and sincere "good morning!" My sincerest condolences to his family - he will be missed.



Shamis Salah Musingo

I joined the Bank when Wolfensohn was President and all I have are fond memories of this great man. The one thing I recall is that all who spoke of him always had great things to say about him - a true mark of a great human being and leader. Rest well Mr. President!



Fei Pei

I heard Wolfensohn's name from our former department director. He said without Wolfensohn's support, IFC would not be able to invest in China's largest wine company. Now the US\$18 million investment back in 2005 received more than US\$60 million cash dividend and is still generating significant dividend every year. Let alone the significant development impact of those wine farmers. In this special moment, I deep felt how important a good leader means for institution like the WBG.



Valencia M. Copeland

My fond memories of Mr. Wolfensohn is, it is because of him that I became an Open-Ended staff from a 5-year temporary term when he lifted the freeze on hiring WB Staff. Also, I remember volunteering for the "Clean-up Anacostia" day and Mr. Wolfensohn came and helped us pick up trash to clean the Anacostia River. He grew weary and ask if I would hold his cap. I still had his cap when we returned to the office the next day. I forgot to return it to him (and he forgot to ask for it). To this day I still have his cap in the bottom of my drawer. Whenever I opened my drawer I remember him. Now I know I'll always remember him. Thank you Mr. Wolfensohn for caring and your wonderful service as WB President. You will forever be in my heart.



Nazanine Atabaki

Jim Wolfensohn, the epitome of a renaissance man. As I recall your tenure and all the Annual Meetings I've worked on, I was honored to be chosen to help you with the "Cancer of Corruption" Annual Meetings speech where we pulled an all-nighter with your three speech writers. In addition to all your superb achievements, you brought us art and laughter. I will never forget you. Rest in Power JDW and your lovely Elaine, you are a legend.



Jane Hulme

A scholar and a gentleman. The first time I met him, he was on a personal trip to Australia in 1998 when he found out there was a WBG affiliate office in Sydney (IFC's South Pacific Project Facility). We had 24hrs notice to host a meeting with him. In that meeting we told him there was another one (Foreign Investment Advisory Service). He almost fell off his chair. How did he not know this? I think heads rolled that evening! We were immediately advised to co-locate. We have been in Martin Place ever since. We had quite a few visits from Jim around that time. The Sydney Olympics were coming, and being a Melbourne Olympian (1956) for Fencing he was extremely excited about the upcoming event. I had the pleasure of meeting him each time and setting up his IT needs in the hotel. He is the best President I have had the pleasure of helping/meeting personally. Always courteous, always allowed me to do my job - even when he didn't really want to after a 24hr flight! RIP Jim.





Maria Da Conceicao Amoroso Mota

I will always remember Jim with great affection. You could find him anywhere in the Bank: elevator, cafeteria, corridors, and always with a nice smile or kind words to everyone. He would come to our office or call our boss' line himself (which used to make my heart jump, every time I heard him on the phone: "this is Jim"). R.I.P.



Jane F. Kirby-Zaki

Among the many legacies of JDW in the field of development, he had a particularly dramatic impact on the corporate culture of the World Bank. His entry in June 1995 marked a distinct moment of change - the Bank today bears very specific signs of his tenure. He brought the Bank into a post-Cold War role, revisiting its approach to areas like governance and corruption and debt sustainability, and he also fostered a more multidisciplinary view of development. The Bank became much more open to external constituencies. While many others contributed to these changes, he was always open to new ideas, and he brought his life experience in finance to the table. He was willing to make the case for the Bank to new constituencies, on his legendary trips in member countries and in his packed daily schedule at HQ. As many will remember, he was a "people person" and had a huge presence in any event, and he certainly had a big heart. Definitely the most transformational World Bank President of recent decades.



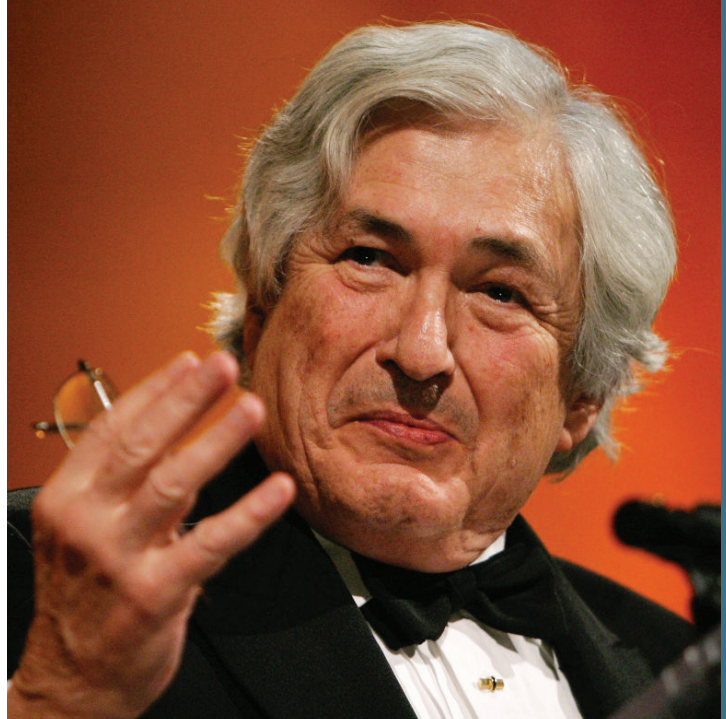
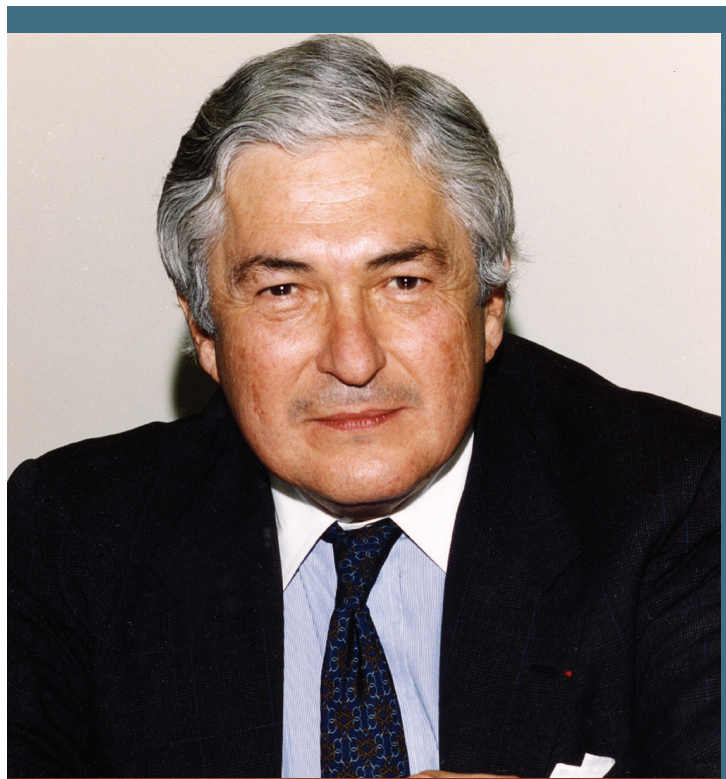
Phoebe M. Folger

At a wedding I met a woman who was a friend of JDW's. When she learned I worked at the Bank she asked me if I knew Jim (I didn't) and whether I'd take a kiss back to him. I said "sure"... never thinking I'd have a chance to met him personally. By coincidence, I met him not long after. When I told him I'd met his friend he responded knowingly with: "Well, did she send me anything?!" I blushed, said yes and passed along her kiss. I remember him so fondly - what a wonderful man and extraordinary life. I hope he and Phil Hay are laughing together in heaven.



Astrid Maria Jakobs De Padua

Remembering President Wolfensohn's start in turbulent times from a national perspective as a young professional fills me with admiration for this courageous and visionary man. By the national NGOs, initially he was strongly criticized for the dam projects but gained standing with his open approach to fighting corruption even though it took time build trust. The lesson learned is unwavering engagement for better people's lives.





Susan R. Crisostomo

Working in Mr. Wolfensohn's Correspondence Unit was a privilege. His passion in helping the Heavily Indebted Poor Countries is so admirable. He maybe gone but his legacy remains. He will forever be remembered as the President who is kind and compassionate. He will be deeply missed.



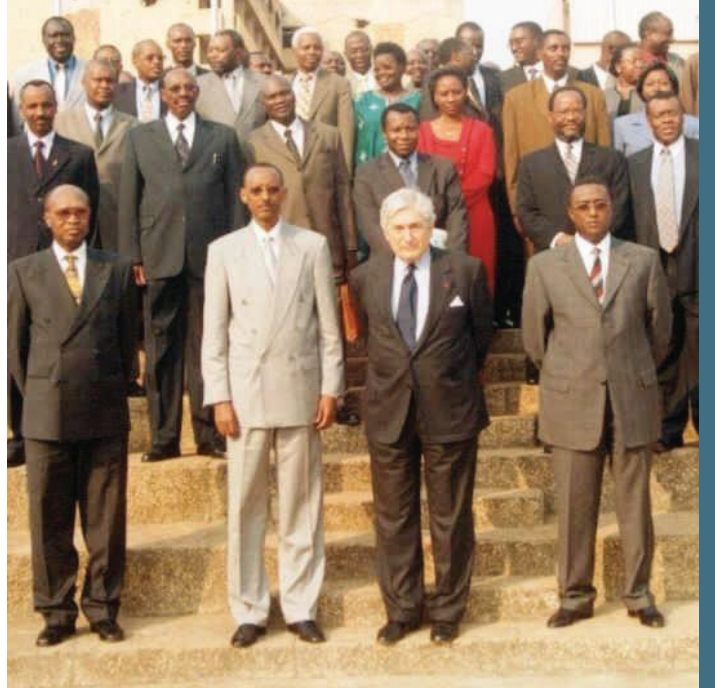
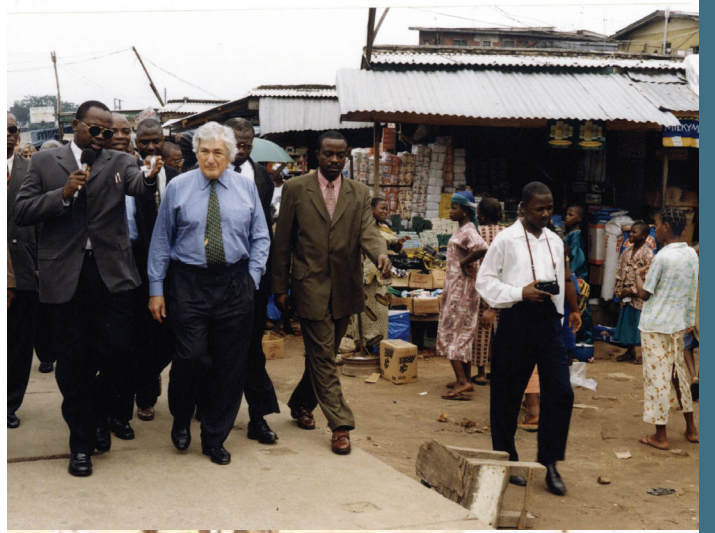
Oriana Karina Bolvaran Morales

The first time I met Mr. Wolfensohn in person was a year or so after he assumed office. It was the time where there was a hiring freeze and my contract was being renewed every 6 months. During his visit to our unit and after consulting with my Division Chief whether I could ask the President a personal issue, he agreed but warned me that it had to be quick because he will spend only 10 minutes with us. After the rigorous presentation and each of us talking about the projects we were working on it was my turn to talk and I asked Mr. Wolfensohn if he was planning to address the Non-regular staff issue (the NRS - also known as the second class staff). He immediately stopped and while he was late already for his next meeting, he took the time to listen to me and he said that I will hear back from my office soon. The person who was with him took my name and extension number. After only a couple of days the same person called me and said that Mr. Wolfensohn had met with HR and after learning how many NRS staff there were at the Bank it will be a priority for him to address the NRS issue because during his mandate all staff will be equal. I will always be grateful to him for having listened to me and for changing my life.



Piers E. Merrick

I can only say that I have never been prouder of working for the Bank than under JDW's tenure. Early in my career, I had the opportunity to brief the President for a conference I had helped to organize and at which he was opening. I had labored over what I thought was an artful speech. Ushered into his office, JDW mentioned that he had not had an opportunity to read any of the reams of background we had provided. What he should say? Oh, and we should be aware he was feeling under the weather so he might not be at his articulate best. Could we brief him? You have five to ten minutes... I am sure my colleague and I looked like recently-landed fish: our mouths opening uselessly unsure of how to frame coherent messages on global urbanization, decentralization and the role of cities in a globalizing economy. He waited for us to finish, too polite to mention that this had been little help at all. It seemed a long elevator ride to the auditorium. But he walked up and delivered a fantastic speech. I would like to take credit for the stirring and insightful messages that energized the audience of Mayors from some of the world's largest cities. In reality, I can only claim the prepositions -- and not all of them. I imagine many of my colleagues will have similar recollections -- significant or less significant brushes with Jim that retain the power to stir up pride in our institution, decades later.





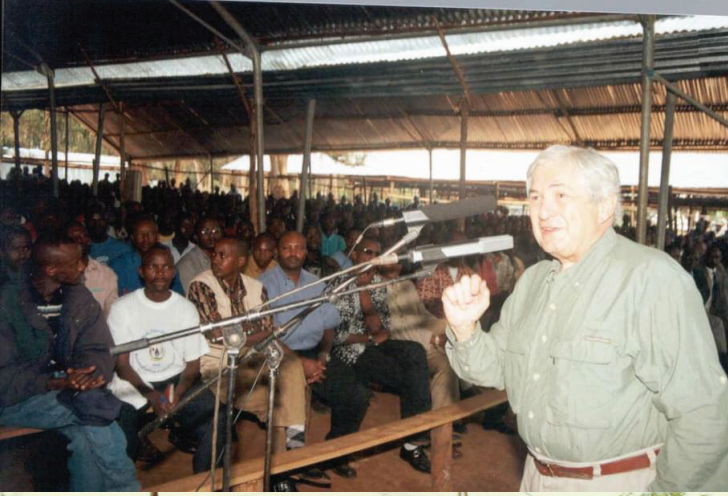
Elizabeth Legrain

One of Jim and Elaine's legacies was the founding of the WBG's Domestic Abuse Prevention Program twenty years ago. They listened to spouses advocating for a need to create an internal program to provide confidential services to staff, spouses, partners and dependents impacted by domestic abuse. In FY01, Jim provided WBFN a grant to be used to pay the salary of a researcher to assist the WBVS Spouse Issues Task Force in documenting the existence of domestic abuse within the Bank community. The rest is history... and thousands of individuals from the WBG, IMF, and IDB have since benefited and lives have been transformed.



Bhadra Sheela Durgabakshi

The vivid memory of President Wolfensohn that is imprinted in my memory and heart is from the following story: It was Valentine's Day and I was walking in front of the old "H" building. There used to be a flower vendor at the corner of 19th and G. As I was waiting to cross the road, I saw the flower vendor getting very excited when a black car pulled up. Out came Mr. Wolfensohn and I witnessed this huge reunion between him and the vendor. They were hugging each other and the vendor was saying: "My brother! Here is my brother!" The President bought all the flowers from him and left. It was a heart-warming sight indeed. Mr. Wolfensohn was passionate about poor people and his actions spoke louder than his words. He cared about people – especially people with disabilities. I also remember him waving his kerchief and singing with Wyclef Jean in the atrium: "Knock, Knock, Knocking on Heaven's Door." I am certain that the way Mr. Wolfensohn lived his life he did not have to knock on Heaven's open door!





Joseph Pierre Claude Gascon

I had the pleasure and privilege to meet Jim while I was at Conservation International. Jim was the visionary behind the Critical Ecosystem Partnership Fund (CEPF), an alliance of donors funding biodiversity conservation projects in Hotspots around the world. Species and natural habitats around the world are in better shape because of Jim!



Efraim Jimenez

For our generation in the Bank, President JDW is what President McNamara was for the earlier generation successfully transforming the institution into a powerhouse to reduce poverty. He inspired many in the Bank to think globally, to become real bankers, to respect each other, to work as a team with passion, to fight corruption and to play an instrument. Bis dat, qui cito dat. RIP JDW.



Mei-Ling M. Lavecchia

I remember bumping into him and his wife Elaine as we were departing the movie theater after a weekend showing. He was still the Bank President back then. We greeted him and he was so gracious and approachable. So many years later, this moment has stuck with me. He will be deeply missed and his heartfelt contribution to the WBG.



Gloria Avershima Kwembe

Thank you for your contributions to the development of Africa!



Lise K. Kupke

He had a wonderful sense of humor. I had the honor of receiving my 10-year service recognition from President Wolfensohn. When it came my turn for the handshake photo, I reached up and kissed him instead. He laughed heartily (and the room did too) and then, not to miss a beat he said "Now we'd better take another one that I can show my wife!" I still treasure both pictures!



Masud Z. Cader

I worked with Jim on the knowledge bank and transforming the WBG for the internet age envisioning an internet around continental Africa as early as 1995. Jim was quick to understand the intricacies of internet governance and imagined implications of the internet and AI we are experiencing today. I learnt a lot and had opportunity to share new ideas. He encouraged that type of discourse with the youngest of staff. May his legacy in the WBG continue.



Wilhelmus Gerardus Janssen

On January 3 2005, Jim called a townhall to report on his emergency trip to Indonesia which had been hurt, 8 days before, by a gigantic tsunami which killed more than 200,000 persons. He traveled to the disaster area, observed the damage, spoke with victims, agreed on an emergency package, and traveled back. Once he finished his brief to staff he said with breaking voice "this time I will not take questions" and walked out with the grief of a nation on his shoulders. It was an outstanding example of leadership, values and empathy. I had joined the Bank in 2004 and have carried that memory with me ever since, especially when work was not proceeding as planned. May he rest in peace.



Wei-Jen Leow

It seems to me the Bank really started to open up its approach when the Comprehensive Development Framework was launched. I see it as a kind of formal acknowledgement that macroeconomics needed to be combined with the social/environmental/cultural matrix on the ground - the "human" side that was often overlooked then. Happened during his watch.



Sabine Hader

I joined the Bank in 1998 working on lobbying for the WB becoming a member/ observer in the G20. I went with JDW to Berlin in Dec 1999 for the first G20 Finance Minister's meeting. He had another obligation to present at a conference on the "Cities' Alliance". JDW had a bilateral meeting with Nelson Mandela also a speaker at that conference. Me waiting and then he came out of the hotel room and he kindly introduced me to Nelson Mandela : "Nelson let me introduce you to me colleague Sabine" was all he said and I was very humbled and impressed by his gesture. JDW was a great leader with a great vision always pushing the agenda to help the poor.



Hartwig Schafer

JDW came to the Bank, and the Africa Region, with commitment, conviction, and courage to make us focus on development of SSA. His first trip was to several countries in SSA and I was in charge of the brief for his Malawi visit. It was an intense period planning, coordination, and making sure everything was going smoothly. It was also a period of learning for a young staff like me from a true leader. Watching him connect easily with everyone from the farmer in the village to the leader of the country was such an impressive sight that I never forgot. I also recall that JDW sent his first ever email from the Malawi Country Office in Lilongwe - we had just gotten 'connected' by IT - and he was amazed that he got an instant return from DC. Those were the days of a new Bank being born



Safiatou Dicko Ba

I joined the bank after Mr. Wolfensohn's tenure. I wish I had met him. I am grateful to him and his wife for building a health center in Koro koro, a village of Mali, my beloved country. The day they visited Koro Koro, a newborn baby girl from a very poor family was named "Elaine" in honor of Jim's wife. The couple Wolfensohn subsequently decided to donate from their own pocket - funds to equip this local maternity clinic, which has been renamed the Elaine Wolfensohn clinic. The couple Wolfensohn paid the school fees of Elaine's name sake from the elementary school to the high school. I had the pleasure to visit this maternity during one of the Bank mission. May both souls rest in peace!



Marisa Diaz-Etchevehere

Mr. Wolfensohn shared his musical talent with Bank staff by performing as guest cellist in the holiday concert of the World Bank-IMF Chorus in December 2004. The following year he also performed with the Chorus during a special concert to celebrate his retirement





Pia Helene Schneider

When I joined the Bank in 2004, President Wolfensohn came to the introduction course for new staff to greet and talk with us during a reception. I felt so honored that the President of the World Bank would take time to come and meet new staff and talk with us. I have not seen this in many institutions. He retired shortly afterwards; however, I felt that I knew him and that he cared about us staff. It helped me connect to the institution.



Margaret Angela Attipoe

President James David Wolfensohn was a transformational President not only in terms of his accomplishments in the global world of reducing poverty but for his interest in the well-being of WBG Staff. He was the President par excellence, the People's President. His love for the staff of the WBG was genuine, deep and palpable, an expression of his personality, humility and warmth. He boldly tackled the Non-Regular Staff issue and ensured the staff who had been working for years without benefits and a pension were able to enjoy the same rights as other staff. Whatever was good for him was good for us as well. I have very fond memories of him playing the cello for staff one Christmas Season along side the Kennedy Center Orchestra. "Wolfe" as we affectionately called him has left an indelible mark on the world and on the legacy of the WBG. He will be sorely missed and fondly remembered always! His good deeds have left footprints in the sands of time. May he rest peacefully and may perpetual light shine upon him. Fare thee well Dear President Wolfensohn!



Mary A. Dowling

Thank you Mr. Wolfensohn for Everything you did at the World Bank to make the World better for the most vulnerable.



Matthew Stephens

An extraordinary person and the benchmark for a World Bank President. He dragged the Bank into the 20th century by opening us up to critics, tackling corruption, updating IT systems and moving staff out of DC. All this was driven by an understanding that we had to put people and the client first. It's this change in mindset for the Bank that is his enduring legacy. We must fight every day to uphold it!.





Monika M. Weber-Fahr

Jim made such a huge difference in how the World Bank operates, and to that end in what services we provided - and still provide, that his legacy outlives him and will outlive him for many years! Let me tell you how this worked. As a Young Professional, I had arrived at the Bank in late August 1994, less than a year before Jim joined in May 1995 - and it was in this context that I met him for the first time. In joining the Bank, he had his office arrange for a tea/coffee with "recently arrived Young Professionals", for an informal exchange of views - he wanted to hear from us what we, as relatively recent arrivals, thought about the Bank, how it does its work, treats its clients, and so on. It was during that coffee chat - in one of the formal rooms on the 12th floor, surrounded by silver-looking Teapots and fine china - that one of my friends, Marianne Fay, mentioned that she worried about seeing corruption "life" in a number of Bank projects, including through people she worked with. Jim immediately asked her for a memo that would outline issues and possible actions, and over the subsequent days I joined Marianne in spending good time writing, re-writing, and re-writing that Memo. When the big day came, we presented the memo to him - he took it and promised to take it to action. It was quite a while until the formal "cancer of corruption" speech that Jim gave in October 1996, and we never knew that it was our chat over a cup of tea that he had taken so seriously until, sometime in 2006 or 2007, Dani Kaufman, Director for Global Governance at the then World Bank Institute, did a retrospect on the history of the Bank's anti-corruption work and dug out that memo. That's how Jim worked - with open eyes, listening carefully, mobilizing ideas, and putting them to work - without dramatic fanfare, creating space for others to excel. Today, we are in a different world to 1995, also insofar as the Bank's views, processes and actions on anti-corruption, transparency and integrity are concerned - and it was Jim who took us there. Jim also took us far on knowledge, partnership, and openness - something that often is missed in the big articles in the big newspapers. Not only did he set out the ambition for us to be a "Knowledge Bank" - but he also created space for people who sought to innovate. I had the great fortune to serve on the

first Development Marketplace Team - one of the first initiatives that explicitly invited ideas from outside of the organization into the organization. By now, openness - in terms of data, innovation and partnerships - has become 'the way we do things'... much to the credit of Jim and his personal pushing in this direction. Did Jim's initiatives outlast him - also outside of the World Bank? In many cases, YES. Two months ago or so, someone called me from Korea. They wanted to interview me on the occasion of the 20 year anniversary of the Global Development Learning Network (GDLN). GDLN had been one of five (?) signature initiatives/partnerships that Jim had launched in trying to bring new energy to the knowledge space - and for five years I had been the Manager in the Bank responsible for running it. Other initiatives included, I believe, the Global Development Network (GDN) - a network of researchers specialized on development topics that included, explicitly, developing country based researchers (<http://www.gdn.int/>). It still exists - and from what I can tell is thriving. The one I know best, the Global Development Learning Network (GDLN) had been set up to promote and facilitate online and videoconference-based learning at a distance, something that in today's world, in particular in the world of COVID-living, seems oddly up-to-date. At the time, the technology needed was only just emerging - but the pedagogy existed, and Jim created space for it. All that, based on a visit with the president of an African country - who looked at the Bank's videoconferencing facilities and said: "Jim, I wish we in the developing world could have this, too! We could learn so much from each other!". So Jim turned around and made a somewhat flabbergasted Bank team figure out how we could set up and run a partnership that would do just that - in terms of technology, learning content, and institutional collaboration across boundaries, language barriers, and distances. As the technology caught up, the organizational space that Jim had created took on new forms, and as the Bank eventually divested from this work it was able to continue with many partners around the world, creating connections and learning opportunities for leaders in emerging markets and developing countries, learning from each other on development related decisions and improving them (<http://gdln.org/>). Many of the partners who worked, around the world, with the GDLN teams ended up getting to know Jim personally - and drew and still draw inspiration from him! In the end, the World Bank is but a small organization in a very large and complex world. Jim made it a better partner to the many world leaders aiming to address the world's challenges. Thank you Jim, for taking us all forward, with you!



Cesar Calixto Navarro

Remembering Mr. James Wolfensohn Mr. Wolfensohn, you made the voice of young people heard at the World Bank and we will never forget that. At 2002, the World Bank Office in Peru created the "Voces Nuevas Youth Advisory Group". This program was created as a space to promote the World Bank's dialogue with young people, so that the latter can bring the youth perspective to the Bank's operational work. In exchange for their contributions, they received training and skills development through a wide variety of activities and guided access to the Bank's extensive information resources. The youth leaders, members of Voces Nuevas, transmit the acquired information to their organizations. This was possible thanks to the initiative of Elizabeth Dasso, then LAC Civil Society Specialist with whom I had the opportunity to work and accompany this project in its beginnings, when we presented the initiative to Mr. Wolfensohn, who believed in the project giving life and replicating it in other regions. Thank you very much Mr. Wolfensohn. You will always be in our heart. Mariela Guillén Velarde To: James Wolfensohn From: Peruvian young people Terrific! It was your first word, after presenting the replication and implementation plan of the "VOCES NUEVAS" youth program. Thank you for believing in the potential of young people, and for taking the decision to give a chance to the voice of young people in an institution like the World Bank. For sure, it has been a training space for us, a generation of friends and allies, and one that has transformed our lives and that of thousands of people we have been able to impact. Rest in peace. Sincerely, Stanislao, Luis, Carlos, Gina, Kathlin, Mayra, Milagros, Natalia, Mardonio, Ricardo and Wendy VOCES NUEVAS founders group Youth Advisory Group. Another, notes to express admiration from youth inside Peru, Trujillo, Ayacucho, Cusco, Iquitos, and Ica. "No tuve la oportunidad de conocerlo en persona, como tal vez otros integrantes de Voces Nuevas, sin embargo, puede ser el sentir de todos el que su vocación y apuesta por la juventud hizo realidad este maravilloso proyecto y seguramente, en muchos de nosotros, nos

condujo hasta ahora hacia un camino de acción social y servicio en nuestras comunidades. Por eso, gracias. Por los muchos jóvenes que hoy somos parte de Voces Nuevas. Un pensamiento y un abrazo al cielo" "No tuve el honor de conocerlo directamente, pero he podido sentir cómo su gente lo ha admirado y extraña mucho. Estoy segura que desde donde se encuentre seguirá guiando a los jóvenes impetuosos por hacer del mundo un lugar mejor". To: James Wolfensohn From: Mayra Mogrovejo-Reyes I should have done this email a few years ago, my name is Mayra Mogrovejo, I was part of the first promotion "NEW VOICES" a program for young leaders of social organizations created in the World Bank office in Lima-Peru. The experience that I had was greatly in my personal development and as an agent of change for my community, my country, the country that adopted me, and for my family. My first international trip was to visit the World Bank offices in Washington D.C with the "New Voices" program. That trip widened my geographic goals and my commitment to my dreams. For this group of young people, the trip meant a before and after in the life of each one, until today I am sure that each member of that promotion continues to feel the same emotion and commitment to the Society. "New Voices" program leaves in me, the commitment that each one and everyone has for our society. It doesn't matter from which corner of the world you are, or from what job position you are developing. We are always leading a group and generating social awareness. I learned that I cannot give all the responsibility to the government or social organizations for developing a Society; we commit now to generate a responsible Society. Now, I am leading a community committed with their personal development, generating their own income and active social conscience. Thank you! Mr. WOLFENSOHN, for leaving in a group of young people a great desire for social equity and responsibility. Thank you again, Mayra Mogrovejo-Reyes "Most people recognize that to create jobs is really the essential element in their drive against poverty" James Wolfensohn. "When I travel, I make certain that I spend at least half of my time in the field. You have to get out to meet people that are in poverty, that are looking to improve their lives. That's something that you can't read in books" James Wolfensohn. Finally, thanks to Mr. Wolfensohn for his strategic innovation work in development, the youth program was expanded to other cities in Peru, and around the world, Ecuador, Venezuela, Dominican Republic, Macedonia, Bosnia, Georgia, Turkey, Moldova, Benin, Chad, Ethiopia, Kenya and Mozambique.



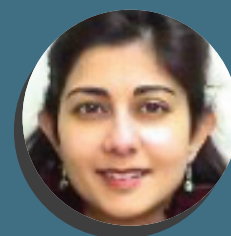
Gina Jones-Quarthey

JDW as the staff in External Affairs (EXT now ECR) affectionately called him, had a photographic memory. I was among the first group of random staff he met soon after he took office in June 1995 as part of "getting to know you and the WBG". At his first Christmas party for the staff of the executive offices, to my surprise, he walked across the dance floor to where I was standing and asked for a dance. I was so nervous, I nearly tripped before balancing myself to dance with him. My then VP, Mark Malloch Brown, was watching from the gallery and on occasion would poke fun at me for that reaction. JDW was inspirational and compassionate. He was warm. He was interested in every day people, interested in how they and their families were fairing. At times, he would just show up at the HQ cafeteria and sit with staff for lunch. At such times, a crowd would gather at that table simply in awe of his humility and friendliness. Dear JDW, continue to "walk good" into a peaceful rest with your dear Elaine.



Gladys Elizabeth Lopez

After 25 years at the Bank, I can only say thanks to Mr. Wolfensohn, he was one of a kind, not other WB President has been so visionary, human and dedicated. Mr. Wolfensohn brought the technology to the Bank, we started implementing the videoconferencing services with him and thus we were able to hold video sessions with the country offices and the clients, getting closer to them. I remember being at my office in Lima, when I got a call from the NOC center asking me to participate in a test. To my surprise, this was a request from JDW to connect an office in Latin America, HQ and Africa to proudly show Bill Clinton, the usability of the videoconferencing service. I was nervous and happy at the same time. Mr. JDW also visited Peru and it was a very rewarding experience having the opportunity to provide IT support and working with updates in his laptop and helping with the meetings. I have my 10-year service recognition signed by him, he was a humble man. Thanks Mr. Wolfensohn, your legacy will remain in the hearts of many, many people. Rest in peace.



Yasmine Bandali

The following words come to mind when I think of the late WBG President Wolfensohn: generosity, humility and inspirational. Not only was he always calm and collected, but he was poised in his delivery. His words on philanthropy: "If you have wealth, you have to share it" will remain with me. Condolences and prayers to all his family and loved ones. Yasmine Bandali-Alvarado