

THE WORLD BANK GROUP ARCHIVES

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Folder Title: Lewis T. Preston - Chronological Records - Volume 4 - January 1992 - February 1992

Folder ID: 1780272

Series: Chronological files

Dates: 01/03/1992 – 02/26/1992

Subfonds: Records of President Lewis T. Preston

Fonds: Records of the Office of the President

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THE WORLD BANK

Washington, D.C.

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The World Bank

1818 H Street NW

Washington DC 20433

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PUBLIC DISCLOSURE AUTHORIZED

CHRON FILE - Lewis T. Preston

(January - February 1992)



1780272

R1995-154 Other #: 1 Box #: 209758B

Lewis T. Preston - Chronological Records - Volume 4 - January 1992 - February 1992

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Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 4 - January 1992 - February 1992		Barcode No. 1780272		
Document Date 01/07/1992	Document Type Memorandum			
Correspondents / Participants From: Leigh P. Hollywood To: Lewis Preston				
Subject / Title Societe Generale Registration No. 152-91-POL (Poland)				
Exception(s) Information Provided by Member Countries or Third Parties in Confidence				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group. <table border="1"><tr><td>Withdrawn by Salma Berrada El Azizi</td><td>Date July 31, 2025</td></tr></table>	Withdrawn by Salma Berrada El Azizi	Date July 31, 2025
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OFFICE MEMORANDUM

Chion

DATE: January 7, 1992

TO: Mr. Lewis T. Preston, President

FROM: Mr. Donald Roth, TREVP 

EXT: 81857

SUBJECT: Lending Rates Applicable January 1, 1992

Attached for your signature and approval is a memorandum from you to the Executive Directors informing them of the Lending Rates applicable January 1, 1992.

Attachment

January 7, 1992

FROM: Vice President and Secretary

LENDING RATES APPLICABLE JANUARY 1, 1992

Attached is a memorandum from the President entitled "Lending Rates Applicable January 1, 1992," dated January 7, 1992.

Questions on this document should be referred to Jon Hitchings (extension 80940).

BANK/IDA:

Distribution:

Executive Directors and Alternates
Office of the President
Executive Vice Presidents, IFC and MIGA
Vice Presidents, Bank, IFC and MIGA
Directors and Department Heads,
Bank, IFC and MIGA

IFC:

Distribution:

Directors and Alternates
President
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Vice Presidents, IFC
Directors and Department Heads, IFC

For Information:

Managing Directors, Bank
Executive Vice President, MIGA
Vice Presidents, Bank and MIGA
Directors and Department Heads,
Bank and MIGA

LEWIS T. PRESTON
President

January 7, 1992

MEMORANDUM TO THE EXECUTIVE DIRECTORS

Subject: Lending Rates Applicable January 1, 1992

1. The New Variable Lending Rate (VLR-1989, as described in R89-39 of March 16, 1989), to be in effect from January 1, 1992 to June 30, 1992 is **7.73** percent, based on the average cost of qualified borrowings allocated to loans of **7.23** percent, during the period from July 1, 1991 to December 31, 1991.
2. The Old Variable Lending Rate (VLR-1982), to be in effect from January 1, through June 30, 1992 is **7.72** percent, based on the average cost of qualified borrowings of **7.22** percent, during the period from July 1, 1991 to December 31, 1991.
3. The Bank is notifying all current borrowers of the rates applicable for interest periods beginning after December 31, 1991.

Lewis T. Preston

OFFICE MEMORANDUM

Chron

DATE: January 7, 1992

TO: All Vice Presidents

FROM: Lewis T. Preston, EXC

EXTENSION: 82001

SUBJECT: Management of Externally Funded Programs

1. A substantial and increasing share of our total activities is being funded by outside sources, for the most part through trust funds established by donors. I expect these activities to be programmed, approved, supervised, and monitored with the same care and attention with which we monitor our regular programs. Before the Bank accepts donor funds in trust, you need to determine whether the activity to be supported is of high priority and of direct relevance to your approved program strategy. Such funds also should be administered in a cost-effective manner and we must be able to account for their use in a transparent fashion. The vast majority of trust funds accepted to date meet these criteria and most task managers are doing an excellent job in administering such funds. We have recently strengthened the policy framework for these activities¹ and it is important that you ensure compliance with it in your area of responsibility.

2. The special features of some of these trust fund activities require that sometimes we must exercise our fiduciary responsibilities in ways different from our normal practices. When terms and conditions for the use of the funds differ from our standard policies and practices and the trust fund conditions must be fully complied with when carrying out the funded activities. In addition, trust funds established by Board Resolutions such as the Global Environmental Facility and the Technical Cooperation Trust Fund for the USSR, are governed by specific terms and conditions, as set out in the respective Resolutions.

3. To the extent possible, business planning should include the planned use of externally funded programs. However, because the amounts and uses of these funds may not always be known when the business plan is prepared, it is necessary to track new commitments in the course of the year. Managerial and staff resources available must be able to cope with the additional burden we are assuming when we accept new trust funds, and you must make a judgement in this regard before soliciting or accepting new trust fund responsibilities. To assist with this, I have asked the Resource Mobilization Department to prepare a quarterly report for each Vice Presidency indicating new trust funds established and disbursements on existing trust funds.

4. Trust funds vary in character. While some fund activities are similar to those in the Bank's budget, others are closer to technical assistance loans or credits under which the responsibility for implementation rests with the recipient country. For these reasons, the standard monitoring reports may not give the information you need to assess whether these programs meet the criteria of priority and efficiency. I, therefore, suggest that each of you institute an annual review with your Department Directors to assess whether the objectives are adequate, and whether the recipient country(ies) continues to assign priority to the activity.

¹ See in particular Mr. Kavalsky's memo of June 5, 1991 to Directors and Division Chiefs on Changes in Management of Reimbursable Programs.

This review may yield specific guidelines within your Vice Presidency for accepting and managing external funds.

5. I have asked Mr. Kavalsky, Director, FRM, to convene a new Bank-wide oversight group on externally funded programs to replace the former Funding Coordinators. Please designate a representative to participate in that group and advise Mr. Kavalsky.

Lewis T. Rosten

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 26th, 1992

Mrs. Leonarda N. Camacho,
Chairperson
Metro Manila Council of Women
Balikatan Movement, Inc.
215 Regency Park
Santolan Road, Greenhills
Quezon City, Metro, Manila
Philippines

Dear Mrs. Camacho:

It was very thoughtful of you to send me the set of lovely Capiz shell placemats. They are certainly a fine example of Philippine craftsmanship and I am delighted to have them.

I am also sorry my schedule did not permit me to spend some time at the Popular Participation Workshop which I am sure I would have found of great interest, as well as affording me the opportunity to meet you and thank you personally.

With kindest regards,

Sincerely,

Lewis T. Preston

Chun

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 26, 1992

Dear Madam Undersecretary:

I have learned of your appointment on the Boards of Governors of The World Bank Group as Alternate Governor for Ecuador. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,

Lewis T. Preston

Madam Virginia Fierro Renoy
Subsecretaria de Credito Publico
Ministerio de Finanzas y Credito Publico
Casilla de Correo 4654-A
Avenida 10 de Agosto y Jorge Washington
Quito
Ecuador

Chen

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 25, 1992

The Honorable
Lee H. Hamilton
The House of Representatives
Washington, D.C. 20515

Dear Mr. Hamilton:

Thank you for bringing the resume of Mr. Wayne Collins to my attention.

The Recruitment Division has been aware of Mr. Collins' interest for some time and has explored opportunities for him again within the last few weeks. Unfortunately, given the Bank's limited number of vacancies for external recruitment, we have been unsuccessful in identifying a suitable position in his area of expertise.

We welcome your assistance to us in our recruitment activities and regret that we cannot at this time be more encouraging about employment prospects for Mr. Collins.

With best regards,

Sincerely,

Lewis T. Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 25, 1992

Dear Mr. Secretary:

I have learned of your appointment on the Boards of Governors of The World Bank Group as Alternate Governor for Denmark. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



Mr. Henrik Woehlk
State Secretary
Ministry of Foreign Affairs
Asiatisk Plads 2
DK-1448 Copenhagen K
Denmark

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 25th, 1992

Mr. Makoto Utsumi
Special Adviser to the
Minister of Finance
Ministry of Finance
3-1-1 Kasumigaseki
Chiyoda-ku
Tokyo 100, Japan

Dear Utsumisan:

Thank you so much for the lovely gifts,
which Koji was kind enough to present to me on my
recent return from an extended trip through Africa.

The Mebata porcelain is very beautiful
and the replica of the brocade design of "The Four
Kings Hunting Lions" is simply exquisite. Patsy and
I are thrilled to have them as they will make a
lovely addition to our new home.

It was very thoughtful of you to think of
me and I am extremely grateful.

With warmest best wishes,

Sincerely,



THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 25, 1992

Dear Prime Minister:

I have learned of your reappointment as Governor for St. Lucia on the Boards of Governors of The World Bank Group. I realize this is incident to your responsibilities in your own Government, but I hope you will continue to be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to continue working with you to make the Bank Group even more effective during the coming years. Congratulations on your reappointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



The Right Honourable
John G. M. Compton
Prime Minister and Minister of Finance
Office of the Prime Minister
New Government Buildings
John Compton Highway
Castries
St. Lucia

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 25, 1992

Dear Mr. Deputy Minister:

I have learned of your appointment on the Boards of Governors of The World Bank Group as Alternate Governor for Myanmar. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



His Excellency
Brigadier General Win Tin
Deputy Minister for Planning
and Finance
Ministry of Planning and Finance
Minister's Office
Yangon
Myanmar

Multilateral Investment Guarantee Agency

Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 25, 1992

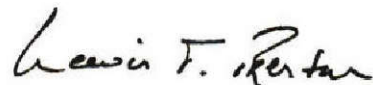
Dear Mr. Deputy Minister:

I have learned of your appointment as Alternate Governor for Japan on the Council of Governors of the Multilateral Investment Guarantee Agency. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Agency, as well.

On behalf of the Directors, Officers and Staff, I congratulate you on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



Mr. Koichiro Matsuura
Deputy Minister for Foreign Affairs
Ministry of Foreign Affairs
2-2 Kasumigaseki
Chiyoda-Ku
Tokyo 100
Japan

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 25th, 1992

Mr. Makoto Utsumi
Special Adviser to the
Minister of Finance
Ministry of Finance
3-1-1 Kasumigaseki
Chiyoda-ku
Tokyo 100, Japan

Dear Utsumisan:

Thank you so much for the lovely gifts,
which Koji was kind enough to present to me on my
recent return from an extended trip through Africa.

The Mebata porcelain is very beautiful
and the replica of the brocade design of "The Four
Kings Hunting Lions" is simply exquisite. Patsy and
I are thrilled to have them as they will make a
lovely addition to our new home.

It was very thoughtful of you to think of
me and I am extremely grateful.

With warmest best wishes,

Sincerely,



THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 24, 1992

Mrs. Eugene Black
Box 753, Southampton
Long Island, New York 11968

Dear Mrs. Black,

It was with profound sorrow that my colleagues and I learned of your husband's death. The staff of the World Bank join me in offering sincere condolences to you and your family.

Eugene Black was a pioneer. Although more than a quarter of a century has passed since his retirement, his contributions to international development are not forgotten, nor will they ever be.

Those who knew him will remember him with the utmost affection and respect, and those who did not have the privilege of meeting him personally, will honor the memory of a great statesman.

Sincerely,

Lewis T. Preston

RESOLUTION NO. 92-1
RESOLUTION NO. IFC 92-10
RESOLUTION NO. IDA 92-1

Death of Eugene R. Black

RESOLVED:

THAT on the occasion of his death, the Executive Directors of the International Bank for Reconstruction and Development and of the International Development Association and the Board of Directors of the International Finance Corporation recall the distinguished services rendered by Eugene R. Black, as President and Chairman from 1949 to 1962, including his leadership in founding the International Finance Corporation and the International Development Association, and his contribution to the establishment of the Bank Group as the leading institution in economic and social development, and record their profound sorrow and extend their deepest sympathy to his family.


The Deputy Secretary

Chen

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 17, 1992

His Excellency
Lojze Peterle
Prime Minister
Republic of Slovenia
Ljubljana

Dear Mr. Prime Minister:

Thank you for your letter of January 23, 1992, informing us that the Government of the Republic of Slovenia has begun the process of applying for membership to the International Monetary Fund.

As you stated in your letter, membership in the Fund is a prerequisite to joining the World Bank Group. Please note, however, that the procedures for membership in the Fund and Bank can be completed simultaneously.

We look forward to receiving a formal application for membership in the World Bank Group from the Republic of Slovenia. Full membership will facilitate our cooperation and the Bank Group's support, as your country prepares for transition to a market-based economy.

Sincerely,

Lewis T. Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 20th, 1992

Mr. W. Purves
Chairman
HSBC Holdings plc
1 Queen's Road Central
Hong Kong

Dear Willie:

Thank you for your letter of January 29th. Kim Jaycox has passed on the information provided in your letter to the concerned Departmental Directors in the Africa Region, who will be glad to continue to work with Equator Bank under the umbrella of Hong Kong Bank Group.

With best personal regards,

Sincerely,



THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 19, 1992

Dear Mr. Alisbah:

Pursuant to Section 7.9 of the Staff Retirement Plan, as amended through December 6, 1990, I should like to reappoint you for a term of two years as Chairman of the Pension Benefits Administration Committee and an ex-officio member of the Pension Finance Committee.

If you are willing to accept this appointment, please sign the attached copy of this letter, where indicated, and send it to Mr. Nestor V. Santiago, the Secretary of the Pension Benefits Administration Committee and the Pension Finance Committee.

Sincerely,



Mr. Bilsel Alisbah
Vice President
Personnel and Administration
Room D-1252

Attachment

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 19, 1992

Mr. Jorge Brosa Polau
Vicepresidente
Isolux
C/ Juan Bravo, 3-C
28006 - Madrid
Spain

Dear George:

Thank you for your letter of February 4, 1992 concerning the evaluation of bids by the Egyptian Electricity Authority. I have transmitted your correspondence to the concerned staff who will keep in mind the issues raised in the representation and will ensure that the Bank's procurement guidelines are followed in the evaluation of the tenders for the substation.

The Memorandum which you propose to submit to the Bank in this regard may be addressed to Mr. Vinay Bhargava, Division Chief, MN2IE, Middle East and North Africa Region.

Sincerely,

Lewis T. Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 19th, 1992

Mr. Jan Steyn
Chairman
Independent Development Trust
Rozenhof Office Court
20 Kloof Street, Gardens
Cape Town 8001
South Africa

Dear Jan:

Thank you for your two notes which I found awaiting me on my arrival at The Sandton Sun.

As you can imagine it was a hectic 24 hours, including a long drive to a game farm where the ANC leadership had convened to discuss the progress at the Codessa meetings. We met also with representatives of the government and Inkatha. The three groups welcomed a more active involvement in preparing for the day when local and international conditions permit the resumption of lending by The World Bank.

I think it wiser to leave any comment on my impressions until the next time we meet. The subject we discussed in Washington remains controversial and I would not hold out much hope for early resolution.

I am sorry not to have caught a glimpse of you.

With kindest regards,

Sincerely,

Lew -

OFFICE MEMORANDUM

Chen

DATE February 18th, 1992
TO Distribution
FROM Lewis T. Preston
EXTENSION 82001
SUBJECT DESIGNATION OF AUTHORITY

I will be away from the office from the afternoon of Thursday, February 20th, through Monday, February 24th.

During my absence, Mr. Attila Karaosmanoglu is designated acting President.

Lewis T. Preston

Distribution List
Managing Directors
All Vice Presidents

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 18, 1992

Mr. Mitsuhide Yamaguchi
Governor
The Export-Import Bank of Japan
4-1 Ohtemachi 1 Chome, Chiyoda-Ku
P.C. 100 Tokyo, Japan

Dear Mr. Yamaguchi,

Thank you for your letter of February 5, 1992. I was gratified indeed to hear how helpful you found the secondment of Mr. Katsu to the Export-Import Bank of Japan. This worked out well for both organizations. Mr. Katsu gained valuable experience also, and this has been recognized in his new, more senior appointment.

I believe that this type of secondment is a very effective way of strengthening the relationship between our respective organizations. It helps to promote better mutual understanding, which is so important given the extent to which we co-operate on many co-financed projects. We in the World Bank value this relationship highly, and we are certainly interested in building on the fine start made by Mr. Katsu. I too hope that we will be able to make available an equally fine successor.

I understand from Mr. Alisbah that a number of well qualified and interested Bank staff have been identified and that you are in the process of finalizing certain details concerning the terms and conditions of these appointments.

Yours sincerely,



cc: Mr. Shiratori
Messrs. Alisbah, Jaycox, Kaji, Kashiwaya

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 14, 1992

Mr. Leszek Balcerowicz
Krasnobrodzka St. 19A/214
Warsaw, Poland

Dear Mr. Balcerowicz,

I would like to thank you for your letter of December 24, 1991, and assure you of our continued commitment to assist Poland's economic reform, which began with the implementation of the Economic Transformation Program during your tenure as Deputy Prime Minister and Finance Minister. Let me also take this opportunity to thank you for our very productive cooperation during the past two years.

I wish you all the best in your future endeavors.

Yours sincerely,



THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

Dr. Mostafa K. Tolba
Executive Director
United Nations Environment Programme
P. O. Box 30552
Nairobi, Kenya

Dear Dr. Tolba:

Thank you for your letter of December 5 and the enclosed "Findings, Recommendations and Plans of Action" and related material presented at the Global Assembly of Women and the Environment which was sponsored by your Senior Women's Advisory Group in Miami, Florida, November 4-8, 1991 and implemented by the WorldWIDE Network of Women in Environment and Development.

Several Bank staff attended the Global Assembly and already reported back collectively and positively on the experience. We have established a follow-up working group to disseminate the lessons from the grassroots success stories, thereby seeking to strengthen Bank channels for improved participation of women in Bank-funded operations.

The UNCED process, of which the Global Assembly is an integral part, affords many opportunities to underline the capacity of women to advance environmental management in support of sustainable development. We shall send you shortly a copy of the forthcoming special issue of the Bank's UNCED Net-work News which is being published jointly with WorldWIDE in order to further publicize the outcome of the Global Assembly.

We shall be pleased to keep you informed of our work program developments in this crucial area.

Sincerely,





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Document Date 02/14/1992	Document Type Memorandum			
Correspondents / Participants From: Lewis Preston To: Executive Directors				
Subject / Title 1992 McNamara Fellowships Program Selection Panel				
Exception(s)				
Additional Comments Declassification review of this record may be initiated upon request.		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group. <table border="1"><tr><td>Withdrawn by Salma Berrada El Azizi</td><td>Date July 31, 2025</td></tr></table>	Withdrawn by Salma Berrada El Azizi	Date July 31, 2025
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Document Date 02/14/1992	Document Type CV / Resumé			
Correspondents / Participants From: Lewis Preston To: Executive Directors				
Subject / Title CV Nurul Islam				
Exception(s) Personal Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group. <table border="1"><tr><td>Withdrawn by Salma Berrada El Azizi</td><td>Date July 31, 2025</td></tr></table>	Withdrawn by Salma Berrada El Azizi	Date July 31, 2025
Withdrawn by Salma Berrada El Azizi	Date July 31, 2025			

OFFICE MEMORANDUM

DATE: February 11, 1992

TO: Mr. Sven Sandstrom, EXC

FROM: Alexander H. ter Weele, EDIDR

EXT.: 36330

SUBJECT: **McNamara Fellowships Program: Selection Panel**

*There are at least
two typos*

*SS-
2-12*

Please find attached for your approval and signature a memo from the President to the Board of Directors requesting their acceptance of the McNamara Fellowships Program Selection Panel recommendations for the 1992 cycle.

Thank you.

Attachment

cc Mr. A. Golan, EDIDR, Mr. A. Van Nimmen, Ms. B. Juntunen, EDIHR

February 11th, 1992

Dr. L. Jay Oliva
President
New York University
Elmer Holmes Bobst Library
70 Washington Square South
New York, New York 10012

Dear Dr. Oliva:

Permit me to acknowledge your letter to Mr. Preston, dated February 3rd, which unfortunately arrived during Mr. Preston's absence from the office on an extended business trip.

Please be assured your letter will be brought to his attention upon his return to the office, on or about February 25th.

Very truly yours,

Patricia A. O'Hara,
secretary to
Lewis T. Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 7, 1992

Ms. Sununta Prasarnphanich
The World Bank
Room E-1227
Washington, D.C. 20433

Dear Sununta:

Congratulations on the twentieth anniversary of your service with The World Bank Group. You can take great pride in your contribution to our work on behalf of the people in the developing world.

On this special occasion, I want to thank you for helping the Bank Group become increasingly more effective in today's changing world. Your hard work, your loyalty and your dedication are very much appreciated.

I hope you continue to find both personal and professional satisfaction in your work.

Sincerely,

Lewis T. Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

February 7, 1992

To: Vice Presidents and Department Directors

Subject: Portfolio Management

The Bank and IDA have currently under implementation USD 138 billion in lending commitments, representing about USD 360 billion in projects/programs. The effective implementation of this portfolio is vital to the growth prospects of our member countries. The advice the Bank provides through its supervision of these operations is one of the most important forms of development assistance we provide. Successful implementation of approved operations outweighs new annual commitments as an indicator of the Bank's development effectiveness. It, therefore, deserves commensurate management attention.

The Bank's ability to provide effective assistance in the course of supervision depends on its capacity to draw timely lessons from on-going and completed lending operations and to disseminate this information expeditiously. The learning cycle starts with the negotiation for a project/program and continues through the PCR to OED impact studies. Its major components are the regular supervision missions, Country Implementation Reviews, the regional management of supervision follow-up, the Annual Report on Implementation and Supervision, OSP analysis on development effectiveness, and the PCRs. The OED project evaluations, sectoral reviews and impact studies complete the cycle.

It is timely for us to review the management of this cycle; the respective responsibilities of the owner, the guarantor and the lender, and the role assigned to the various unit in the Bank; the methodologies employed to assess success and failure; and the system for extracting and disseminating implementation experience. Our implementation and evaluation systems should enable us to have a regular and realistic assessment of the development impact of the Bank's lending activities and serve as a basis for practical recommendations to improve operating policies and practices.

To conduct the review of, and to make recommendations for improving, the Bank's basic portfolio management and evaluation process, I have asked Mr. Wapenhans to chair a Task Force staffed from the Regions, OSP and OED. The areas to be included in the review are described in the attachment. The recommendations of the Task Force will, of course, take fully into account OED's current mandate and its special reporting relationship to the Executive Directors. In addition to being supported by OSP and OED, Mr. Wapenhans will consult closely with Messrs. Rovani and Picciotto, the current and the prospective Director-General for Operations Evaluation, and with Mr. Rajagopalan, VP, Sector and Operations Policy.

Once the Task Force has been organized, Mr. Wapenhans will advise me of its work program. The complexity and scope of the subject requires that we devote adequate time and resources to it. The work will be facilitated by the considerable amount of prior analysis in the Bank, by work now in progress on some elements of portfolio management, by the experience of other organizations, and by the extensive literature on evaluation and assessment of development effectiveness. I expect that the Task Force should be able to report by July 1, 1992.



cc: Messrs. Wapenhans, Rovani

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 31, 1992

Dear Mr. Secretary:

I have learned of your appointment on the Boards of Governors of The World Bank Group as Alternate Governor for Suriname. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



Mr. Stanly Ramsaran
Permanent Secretary
Ministry of Finance
Eenheidsplein 3
Paramaribo
Suriname

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 31, 1992

Dear Mr. Minister:

I have learned of your appointment on the Boards of Governors of The World Bank Group as Governor for Suriname. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



His Excellency
Edwin Sedoc
Minister of Finance
Ministry of Finance
Eenheidsplein 3
Paramaribo
Suriname

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 31st, 1992

Mr. Ernest Stern,
Managing Director
The World Bank
Room E 1227
Washington, D.C. 20433

Dear Ernie:

Congratulations on your twentieth anniversary
with The World Bank Group.

During your years here, you have seen many
global and institutional changes. Your personal
contribution to the bank's efforts to meet the needs of
the people in the developing world is greatly
appreciated.

Thank you for your dedicated service to
development, and best wishes for continuing growth and
satisfaction in your work here.

Sincerely,



OFFICE MEMORANDUM

DATE: January 30, 1992

TO: Mr. Lewis T. Preston, EXC

FROM: *Alex*
Alexander Shakow, EXTDR

EXTENSION: 31828

SUBJECT: Draft Statement from Japanese Economic & Investment Environment Study to Latin America, February 19, 1992

You have agreed to make introductory remarks on February 19 at 9:00 to the Japanese Economic and Investment Environment Study Mission. The text of a draft statement is attached for your review. It has been prepared in close collaboration with LAC colleagues and has been approved by Mr. Husain.

Attachment

cc: Messrs. S. Sandstrom, EXC; S. Husain, LACVP; M. Prest, EXTDR;
C.Quijano, LACSA; Mmes: P. O'Hara, G. Mohadjer, EXC
✓

Draft
January 30, 1992
3:00 p.m.
Michael Prest/LAC

Mr Preston's speech to the Japanese Economic and Investment Study
Mission to Latin America, HQ, February 19, 1992

1. Good morning. Welcome to the World Bank. Meetings between the Bank and representatives from Japan's business community are now a strong tradition. I am pleased to see some old friends here. It is good to meet as well many others who have known the Bank for a long time.
2. I know you are here to find out what we can tell you about Latin America. My colleagues will discuss the region's opportunities and challenges with you in detail. I would like to talk about Latin America's leadership in reform, particularly the fresh emphasis on the private sector. I also want to place the region's transformation in the broader context of development in the 1990s.
3. We are living through extraordinary times. The Cold War is over. Ideological competition has been replaced by a broad convergence on the need to strike a new balance between the state and market. The private sector is now seen as the main source of employment and growth.

4. The trend is toward liberalization of economic and political life. Economies are opening up to international and domestic competition. Never have the potential gains from closer international integration and cooperation been so great.

5. Many governments are now ready to concentrate on what they can do best. They are providing education, health services, infrastructure and environmental protection, and maintaining a "market-friendly" climate. In addition, billions of dollars now spent on unproductive military spending can be committed to development.

6. In political life, the trend is towards accountable and responsible government. All around the world, people are becoming increasingly involved in the decisions which affect their lives. Hence, issues such as the quality of government, the environment and levels of defense expenditures are more prominent in the development debate.

7. Nowhere are these global trends more evident than in Latin America. The region is undergoing a remarkable transformation. Indeed, Latin America is now in the vanguard of difficult but essential reforms.

8. Today Latin America looks vastly different from the way it appeared only ten years ago. Latin American countries are

largely abandoning the inward-looking, self-sufficient approach to development. They have adopted in its place an outward-looking approach. Barriers to trade, investment and technology transfer are being lowered all over the region. The economies of Argentina, Bolivia, Chile, Mexico and Venezuela are now among the most open in the developing world.

9. Governments are reducing their direct involvement in the production and distribution of goods. They are extensively privatizing and otherwise disposing of public enterprises. Mexico has now sold, liquidated, merged or transferred more than 80 percent of its state enterprises.

10. At the same time, governments are trying to improve the climate for enterprise. They are tightening up economic management and re-assessing budget priorities. They are investing more in people - through health and education program and social safety nets. They are overhauling tax regimes. They are recasting rules and regulations to form the framework for free and fair markets. They are improving policies and regulations governing foreign investment. They are relaxing trade regimes and currency controls.

11. All this is a decisive break with the past. Moreover, these sweeping reforms are usually the initiative of broad-based

popularly elected governments. Economic and political liberalization march side by side.

12. Economic growth is recovering. The problem of external debt has eased in several of Latin America's leading economies. The majority of the region's countries have orderly relations with their creditors. Inflation has fallen far further and faster than seemed possible only a few years ago. Budget deficits are shrinking. Stock markets have been buoyant. Publics are more aware of the importance of environmental protection. External payments balances are stronger. Foreign exchange reserves have risen.

13. Above all, confidence is reviving. There can be no clearer evidence of this new mood than the recent return of huge amounts of flight capital. Some \$15 billion has flowed back to Mexico in the last two years. Around \$5 billion returned to Argentina in the second half of 1991.

14. I do not want to give you the impression that future progress in Latin America is inevitable. It is not. Reform is tough. Some countries in the region have made more progress than others. But domestic reform requires a growing world economy and an increased openness of the trading system.

15. The World Bank Group is supporting Latin American reform vigorously. The key is to build on the long history of the region's sophisticated private sector. We are helping almost every country in the region to improve the climate for private enterprise. We are assisting in reshaping the private sector, partly through privatization. About one in three of our lending operations in the region helps the private sector. We are supporting investment in infrastructure. We are investing in people through education, health, family planning and nutrition programs.

16. The World Bank and the International Finance Corporation are developing capital markets to help make good use of private savings. IFC's rapidly growing loan and equity investments in Latin America currently total \$2 billion in over 160 companies in 23 countries. MIGA, the newest member of the Bank Group, has already provided political risk guarantees to many investors in the region.

17. The biggest influence on Latin America's prosperity will be the private sector. The days of huge public sector borrowing are over. Latin America will need foreign capital for direct investment and private sector borrowing. Japanese companies have been instrumental in the rapid growth of many Asian countries. Latin America offers similar opportunities today.

18. The countries you will visit have received, over the last five years, about 80 percent of foreign direct investment flows to Latin America. Trade between Japan and Latin America today is small, less than 4 percent of Japan's external trade. But Latin America is home to about 13 percent of the book value of Japan's foreign direct investment. Around 16 percent of Latin America's commercial bank debt is owed to Japanese banks, second only to United States banks.

19. Capital is not the whole story by any means. Foreign expertise and know-how are also essential. Efficiency will be crucial to the region's competitiveness. Your companies are well placed to work with Latin America's private sector in providing technology, skills and management as well as capital.

20. Gentlemen, you are going to visit Latin America at an exciting time. The region is in the mainstream of the great changes we are witnessing the world over. Not for many years has the climate for private enterprise and investment in Latin America been so promising. You and your country can bolster reform in Latin America: by investment, technology transfer, training and management -- as well as trade. In the process you will help strengthen the international trend towards liberalization. I wish your mission every success.

21. Thank you.

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Chitra Perera	(CHITRA PERERA)

OFFICE MEMORANDUM

DATE January 31st, 1992
TO Senior Management
FROM Lewis T. Preston
EXTENSION 82001
SUBJECT DELEGATION OF AUTHORITY

I shall be away in Africa and the U.K. from February 2nd to February 16th, 1992.

During my absence, Mr. Sven Sandstrom will be Acting President.

I will return to the office on Tuesday, February 17th.

A handwritten signature in dark ink, appearing to read "Lewis T. Preston", with a long horizontal flourish extending to the right.

OFFICE MEMORANDUM

DATE January 31st, 1992
TO Senior Management
FROM Lewis T. Preston
EXTENSION 82001
SUBJECT DELEGATION OF AUTHORITY

I shall be away in Africa and the U.K. from February 2nd to February 16th, 1992.

During my absence, Mr. Sven Sandstrom will be Acting President.

I will return to the office on Tuesday, February 17th.

A handwritten signature in dark ink, appearing to read "Lewis T. Preston", with a long horizontal flourish extending to the right.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 30th, 1992

Mr. Edouard de Royere
Chairman and Chief
Executive Officer
L'Air Liquide
75, Quai d'Orsay
75007 Paris, France

Dear Edouard:

As promised during our telephone conversation in Paris, I have checked the availability of Kurt Viermetz. He has no conflicts and is interested in joining the board of an international French company.

Unfortunately, he was in Paris last week and as a result he has no plan to return until April. However, he is a frequent traveller to Europe and the Middle East, so there is the possibility of an earlier meeting.

I will leave it to you to contact Kurt. I enjoyed our chat last Monday.

With kindest regards,

Sincerely,

Lew.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 30th, 1992

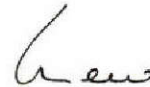
Mr. Jacques de Larosiere
Governor
Banque de France,
Rue de la Vrilliere
75409 Paris Cedex 01
France

Dear Jacques:

A note to thank you for lunch last Monday in Paris. It was kind of you to include so many of your colleagues. As a result, I have a much better understanding of the history and importance of the relationship between France and the World Bank.

I am grateful.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Lew", is written in dark ink.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 30th, 1992

Mr. Jean-Claude Trichet
Directeur du Tresor
Direction du Tresor
139, Rue de Bercy
75572 Paris Cedex 12, France

Dear Jean-Claude:

A note to thank you for dinner last Monday in Paris. It was kind of you to include my colleagues. I thought the discussions were frank, friendly and productive. As a result, I have a much better understanding of the history and importance of the relationship between France and the World Bank.

I am very grateful.

Sincerely yours,

Lew -

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 30th, 1992

Ambassador Walter J.P. Curley
Embassy of the U.S.A.
APO New York, New York 09777-9200

Dear Curls:

I know Pats has already written to you both but I want to add a personal word of thanks for putting us up in such style. On our return the bedroom at Whitehaven Street seems like one of those cylinders the Japanese rent out as hotel rooms.

It was fun to catch up, and I am sorry I could not be with you on Monday evening. C'est la vie.

Our love to Taitzie.

As ever,

Lew -

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 30th, 1992

Mr. Jean-Claude Trichet
Directeur du Tresor
Direction du Tresor
139, Rue de Bercy
75572 Paris Cedex 12, France

Dear Jean-Claude:

A note to thank you for dinner last Monday in Paris. It was kind of you to include my colleagues. I thought the discussions were frank, friendly and productive. As a result, I have a much better understanding of the history and importance of the relationship between France and the World Bank.

I am very grateful.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Lewis", with a horizontal line extending to the right.

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

Dear Mr. Secretary:

I have learned of your appointment on the Boards of Governors of The World Bank Group as Alternate Governor for Papua New Guinea. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,

Lewis T. Preston

Mr. Gereia Aopi
Secretary for Finance and Planning
Department of Finance and Planning
Central Government Offices
P. O. Wards Strip
Waigani
Papua New Guinea

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

Dear Mr. Stoneham:

I have learned of your appointment on the Boards of Governors of The World Bank Group as Alternate Governor for Botswana. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



Mr. G. T. Stoneham
Acting Permanent Secretary
Ministry of Finance and
Development Planning
Private Bag 008
Government Enclave
Gaborone
Botswana

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

Dear Governor:

I have learned of your reappointment as Governor for France on the Boards of Governors of The World Bank Group. I realize this is incident to your responsibilities in your own Government, but I hope you will continue to be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to continue working with you to make the Bank Group even more effective during the coming years. Congratulations on your reappointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



Monsieur Jacques de Larosiere
Gouverneur
Banque de France
B. P. 140-01
39 rue Croix-des-Petits-Champs
75001 Paris Cedex 01
France

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

Le 29 janvier 1992

Monsieur le Ministre,

J'ai appris votre nomination aux fonctions de Gouverneur suppléant pour le Niger aux Conseils des Gouverneurs du Groupe de la Banque mondiale. Cette nomination n'est qu'un aspect des responsabilités qui vous incombent dans votre propre Gouvernement, mais j'espère qu'il vous sera possible de participer activement aux affaires du Groupe de la Banque.

Les Administrateurs, la direction et le personnel du Groupe de la Banque mondiale ont foi dans la mission de développement dévolue au Groupe et dans la lutte contre la pauvreté. Nous attendons avec le plus vif intérêt l'occasion d'oeuvrer avec vous pour que le Groupe de la Banque soit encore plus efficace pendant les années à venir. Nous vous adressons nos félicitations à l'occasion de votre nomination et nous vous remercions de bien vouloir assumer cette responsabilité supplémentaire.

Dans l'attente de vous rencontrer dans un proche avenir, je vous prie d'agréer, Monsieur le Ministre, les assurances de ma très haute considération.

Lewis T. Preston

Son Excellence
Monsieur Ouhoumoudou Mahamadou
Ministre des mines, de l'énergie,
de l'industrie et de l'artisanat
B. P. 480
Niamey
Niger

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

Le 29 janvier 1992

Monsieur le Ministre,

J'ai appris votre nomination aux fonctions de Gouverneur pour le Niger aux Conseils des Gouverneurs du Groupe de la Banque mondiale. Cette nomination n'est qu'un aspect des responsabilités qui vous incombent dans votre propre Gouvernement, mais j'espère qu'il vous sera possible de participer activement aux affaires du Groupe de la Banque.

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Dans l'attente de vous rencontrer dans un proche avenir, je vous prie d'agréer, Monsieur le Ministre, les assurances de ma très haute considération.

Lewis T. Preston

Son Excellence
Monsieur Laoual Chafani
Ministre de l'économie
et des finances
Niamey
Niger

Multilateral Investment Guarantee Agency

Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

29 de enero de 1992

Señor Viceministro:

Me complace sobremanera su designación como primer Gobernador Suplente por Perú en el Consejo de Gobernadores del Organismo Multilateral de Garantía de Inversiones. Soy consciente de que este nombramiento es inherente al cargo que desempeña en el Gobierno de su país, pero confío en que podrá estar en condiciones de participar también de forma activa en los asuntos del Organismo.

En nombre de los Directores, los altos funcionarios y el personal, permítame que le exprese mis felicitaciones por su designación para ocupar este cargo, así como mi agradecimiento por su disposición a asumir esta responsabilidad adicional.

En espera de verlo en un futuro próximo, le envío mis mejores deseos personales.

Lo saluda muy atentamente,



Sr. Alfredo Jalilie Awapara
Viceministro de Finanzas
Ministerio de Economía y Finanzas
Avenida Abancay
Lima 1
Perú

Multilateral Investment Guarantee Agency

Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

29 de enero de 1992

Señor Ministro:

Me complace sobremanera su designación como primer Gobernador por Perú en el Consejo de Gobernadores del Organismo Multilateral de Garantía de Inversiones. Soy consciente de que este nombramiento es inherente al cargo que desempeña en el Gobierno de su país, pero confío en que podrá estar en condiciones de participar también de forma activa en los asuntos del Organismo.

En nombre de los Directores, los altos funcionarios y el personal, permítame que le exprese mis felicitaciones por su designación para ocupar este cargo, así como mi agradecimiento por su disposición a asumir esta responsabilidad adicional.

En espera de verlo en un futuro próximo, le envío mis mejores deseos personales.

Lo saluda muy atentamente,



Excmo. Sr.
Carlos Bolona Behr
Ministro de Economía y Finanzas
Ministerio de Economía y Finanzas
Avenida Abancay
Lima 1
Perú

Multilateral Investment Guarantee Agency

Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

29 de enero de 1992

Señor Presidente:

Me complace sobremanera su designación como primer Gobernador Suplente por El Salvador en el Consejo de Gobernadores del Organismo Multilateral de Garantía de Inversiones. Soy consciente de que este nombramiento es inherente al cargo que desempeña en el Gobierno de su país, pero confío en que podrá estar en condiciones de participar también de forma activa en los asuntos del Organismo.

En nombre de los Directores, los altos funcionarios y el personal, permítame que le exprese mis felicitaciones por su designación para ocupar este cargo, así como mi agradecimiento por su disposición a asumir esta responsabilidad adicional.

En espera de verlo en un futuro próximo, le envío mis mejores deseos personales.

Lo saluda muy atentamente,



Sr. José Roberto Orellana Milla
Presidente del Banco Central
de Reserva de El Salvador
Apartado Postal (06) 106
17 Avenida Sur y Calle Rubén Darío
San Salvador
El Salvador

Multilateral Investment Guarantee Agency

Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

29 de enero de 1992

Señora Ministra:

Me complace sobremanera su designación como primera Gobernadora por El Salvador en el Consejo de Gobernadores del Organismo Multilateral de Garantía de Inversiones. Soy consciente de que este nombramiento es inherente al cargo que desempeña en el Gobierno de su país, pero confío en que podrá estar en condiciones de participar también de forma activa en los asuntos del Organismo.

En nombre de los Directores, los altos funcionarios y el personal, permítame que le exprese mis felicitaciones por su designación para ocupar este cargo, así como mi agradecimiento por su disposición a asumir esta responsabilidad adicional.

En espera de verla en un futuro próximo, le envío mis mejores deseos personales.

La saluda muy atentamente,



Excma. Sra.
Mirna Liévano de Marqués
Ministra de Planificación y Coordinación
del Desarrollo Económico y Social
Casa Presidencial
Calle México y Avenida Los Diplomáticos
San Salvador
El Salvador

Chern

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

Mar 2

LEWIS T. PRESTON
President

January 30, 1992

His Excellency Ivan Kostov
Minister of Finance of the
Republic of Bulgaria
102 Rakovsky Street
1040 Sofia, Bulgaria

and

Professor Todor Vulchev
Governor, Bulgarian National Bank
1 Alexander Battenberg Square
1000 Sofia, Bulgaria

Dear Minister Kostov and Governor Vulchev:

Thank you very much for your letter of January 24. I am well aware of the significant efforts that Bulgaria is making in its transition toward a market economy and am delighted to receive your expression of commitment to a comprehensive program of deep structural reforms. As you know, the implementation of such a program is crucial to establishing the foundation for Bulgaria's economic growth and recovery as well as to the willingness of the creditors to reach a suitable debt agreement.

For the World Bank's part, we are prepared to give early and favorable consideration to supporting, along with the International Monetary Fund, such an agreement. Bank staff have already begun preparation of the background analysis and documentation for such an operation. Our ability to seek our Board's approval for such support will, of course, depend on continued progress in your negotiations with the banks. In addition, as indicated in Mr. Wiehen's letter to Minister Kostov of January 21, we would require substantial compliance with the mutually agreed conditions for second tranche release under our Structural Adjustment Loan (SAL), as well as an agreement with the IMF on a second program. I understand that a Bank mission will visit Bulgaria in February to assess progress under the SAL, and that a Fund team will also be there to begin discussions toward a new arrangement. I look forward to receiving their reports.

In closing, I want to reiterate the high regard in which we hold Bulgaria's reform efforts thus far, and our desire to work closely with you in the future to assist your country to achieve its development objectives.

Sincerely,

Lewis T. Preston

Closed 1/29/92

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

Mr. Bruce Rich
Director
International Project
Environmental Defense Fund
1616 P Street, NW
Washington, D.C. 20036

Dear Mr. Rich:

Thank you for your letter of December 30, and for your commendations on the Bank's new environmental policies, particularly those on Environmental Assessment and on Forests.

Now that we have adopted a number of important environmental policies, I agree with you that the next phase is to foster more effective implementation of those policies. I have made this clear in the Bank, and believe that results will be forthcoming in due course. As you know, changes in a large and complex organization such as the World Bank are not realized overnight. The policies are being phased in with due deliberative speed however.

This brings me to my second response. I am aware that the Environmental Assessment summaries your colleagues have reviewed are not ideal. That is to be expected. They are the first to be released under the old (1989) Environmental Assessment policy, and will improve over time. This trend will accelerate as the provisions of the new (1991) EA policy are phased in.

With regard to your query on energy efficiency, the Bank in fact devotes more attention to end-use efficiency and conservation than the two percent of energy lending quoted in your letter. Most Bank energy projects contain various components to this end, many of which involve relatively small investments. The Bank also finances substantial amounts of technical assistance for end-use efficiency. In addition, the Bank exerts considerable pressure to improve end-use efficiency through policy conditions for our loans. In particular, virtually all energy loans carry conditions for energy pricing in order to improve end-use efficiency. End-use efficiency is addressed in the Power Sector Policy Paper and is the specific subject of a complementary paper being prepared on "Energy Efficiency and Conservation in the Developing World."

With regard to your comments on involuntary resettlement, I am pleased to see you and the other signatory organizations appreciate and support the Bank's policies regarding relocation, when it is unavoidable and fully justifiable. We share your concern regarding implementation. We are making major efforts to strengthen supervision and technical assistance to projects with resettlement components, to ensure consistency between policy and project execution. In this regard, you will have heard that we have suspended disbursements and delayed projects recently in order to foster improvements in their resettlement components. You will be pleased to know that, as a result of Bank initiatives, supported strongly by ODA (UK) and by Oxfam, the DAC/OECD have adopted formal guidelines for all bilateral development agencies for resettlement in development projects.

Mr. Bruce Rich

- 2 -

January 29, 1992

These guidelines are quite consistent with the Bank's policies, which were used as the model for their preparation, and will allow all donors to speak with one voice on these matters. I attach a copy of this document for your information.

Finally, with regard to sustainability, the Bank is moving beyond the project approach to environmental management by integrating environmental concerns in its economic and sector work. Country economic strategies and National Environmental Action Plans are two important tools for bringing about such integration. In addition, it is contemplated that beyond the pilot phase, a stronger linkage between the Global Environment Facility's operations, and country priorities and strategies would be developed. In that way, national efforts towards environmentally sound and sustainable development would simultaneously contribute to regional and global environmental improvements.

Thank you again for raising your concerns with me. I value the constructive inputs that you and your colleagues make to the discussion of these environmental matters of importance to us all.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston".

Lewis T. Preston
President

Attachment

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

Mr. Jacques Attali
President
European Bank for Reconstruction
and Development
122 Leadenhall Street
London EC3V 4EB, England

Dear Jacques,

Thank you for your letter of January 8 informing us about your proposed reaction to the dissolution of the former Soviet Union. As the USSR was not a member of the Bank, we did not have to face the same issues as to our Technical Cooperation Agreement, but nonetheless appreciate learning your proposed solution.

Sincerely,

Lew -

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

Washington, D.C., le 29 janvier 1992

Monsieur Didier Ratsiraka,
Président de la République Démocratique de Madagascar,
Antananarivo, Madagascar.

Monsieur le Président de la République,

Je vous remercie de votre aimable message de vœux du 17 janvier. A mon tour, je saisis cette occasion pour transmettre à vous-même, au peuple Malgache et à son gouvernement tous mes vœux de succès pour l'année 1992 dans la difficile tâche de promouvoir le développement économique et social du pays.

Mes collègues et moi-même sommes heureux de noter que Madagascar est entré dans une période de transition -- agréée par tous les acteurs politiques, dont vous-même -- mettant ainsi fin à la crise qui a pratiquement paralysé le pays depuis mi-1991. Le défi est maintenant de rattraper les retards accumulés et nous espérons sincèrement que cet accord permettra à Madagascar de reprendre, sans plus tarder, la mise en oeuvre du programme de réformes en profondeur de l'économie et des programmes sociaux nécessaires pour assurer l'amélioration durable des conditions de vie du peuple malgache.

En dernier lieu, Monsieur le Président, seules les autorités malgaches peuvent mettre en place les conditions requises pour atteindre une croissance équitable. Soyez toutefois assuré que -- comme par le passé -- la Banque Mondiale continuera d'apporter son soutien aux efforts de votre pays pour renforcer le processus d'ajustement qui doit mener à la croissance économique.

Je vous prie de croire, Monsieur le Président de la République, à l'expression de ma très haute considération,

Lewis T. Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

Mr. Didier Ratsiraka,
President of the Democratic Republic of Madagascar,
Antananarivo, Madagascar.

Dear Mr. President,

Many thanks for your kind letter of January 17. I, too, would like to take this opportunity to wish you, as well as the Malagasy people and government, success in the year ahead in the difficult task of promoting the economic and social development of the country.

My colleagues and I are pleased to note that Madagascar has now entered a period of transition -- agreed to by all major political players, yourself included -- thus ending the turmoil which has virtually paralyzed the country since mid-1991. The challenge now is to make up quickly for the time that has been lost, and we sincerely hope that this agreement will enable Madagascar to resume, without further delays, the implementation of the far reaching economic reforms and social programs needed to ensure lasting improvement in the living standards of the Malagasy people.

Ultimately, Mr. President, only Madagascar and its government can set in place the conditions needed to permit a resumption of growth with equity. Let me assure you, however, that your country can continue to count -- as in the past -- on World Bank support for its efforts to re-energize the process of orderly adjustment leading to growth.

Sincerely,

TRANSLATION OF LETTER
FROM PRESIDENT RATSIRAKA

92E0365
French
AF3CO

January 29, 1992
(Madagascar)
TS:uh

At the beginning of a new year, it is an immense pleasure for me to extend to you and to your organization my best wishes for success in the difficult task you have agreed to assume.

I would also like to express the wish that the climate of confidence, cooperation and openness that has always characterized the partnership between the World Bank and Madagascar and the relations between their presidents can be further reinforced in 1992, when the acceleration of the structural adjustment program is to be accompanied by implementation of the social programs and making up of the cumulative delays in the sector programs.

The good relations that we pride ourselves on maintaining with the World Bank are all the more precious to us, in that for several years now Madagascar has been engaged in a process of consolidation of democracy that I believe to be compatible with the necessary adjustment measures.

I trust that during the difficult road ahead Madagascar will be able to continue to rely on the support of the World Bank and your personal attention.

As in the past, I am prepared to devote all my reputation and all my influence to ensuring that the programs agreed on and under preparation by your staff are implemented within the normal time schedules.

Highest consideration,

/s/ Didier Ratsiraka

AU MOMENT OU COMMENCE UNE ANNEE NOUVELLE , C'EST AVEC UN IMMENSE PLAISIR QUE JE FORMULE A VOTRE ENDRUIT ET A CELUI DE VOTRE ORGANISATION, MES VOEUX DE SUCCES DANS LA TACHE DIFFICILE QUE VOUS AVEZ ACCEPTE D'ASSUMER.

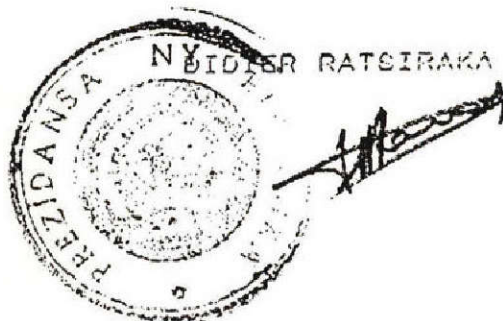
J'EXPRIME AUSSI LE SOUHAIT QUE LE CLIMAT DE CONFIANCE, DE COOPERATION ET DE FRANCHISE QUI A TOUJOURS CARACTERISE LE PARTENARIAT ENTRE LA BANQUE MONDIALE ET MADAGASCAR AINSI QUE LES RELATIONS ENTRE LEURS DIRIGEANTS, PUISSE SE RENFORCER D'AVANTAGE ENCORE EN CETTE ANNEE 1992 OU L'ACCELERATION DU PROGRAMME D'AJUSTEMENT STRUCTUREL DOIT ALLER DE CONSERVE AVEC LA MISE EN OEUVRE DES PROGRAMMES SOCIAUX, ET LE RATTRAPAGE DES RETARDS ACCUMULES DANS LES PROGRAMMES SECTORIELS.

LES BONNES RELATIONS QUE NOUS NOUS FLATTONS D'ENTREtenir AVEC LA BANQUE MONDIALE NOUS SONT D'AUTANT PLUS PRECIEUSES QUE MADAGASCAR S'EST ENGAGE DEPUIS PLUSIEURS ANNEES DANS UN PROCESSUS DE CONSOLIDATION DE LA DEMOCRATIE QUE JE PENSE POUVOIR ETRE COMPATIBLE AVEC LES MESURES NECESSAIRES D'AJUSTEMENT.

J'ESPERE QUE PENDANT CE PARCOURS DIFFICILE, NI LE SOUTIEN DE LA BANQUE MONDIALE ET NI VOTRE ATTENTION PERSONNELLE NE FERONT DEFAUT A MADAGASCAR.

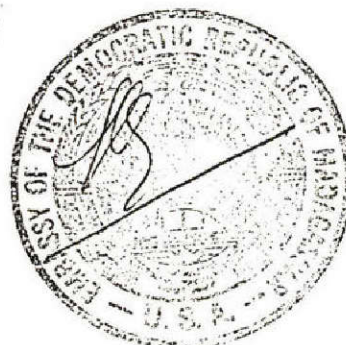
COMME PAR LE PASSE, JE SUIS DISPOSE A USER DE TOUT MON CREDIT ET DE TOUTE MON INFLUENCE POUR QUE SOIENT MIS EN OEUVRE DANS LES DELAIS NORMAUX LES PROGRAMMES CONVENUS ET EN COURS DE PREPARATION AVEC VOS SERVICES.

HAUTE CONSIDERATION



MONSIEUR PRESTON
PRESIDENT DE LA BANQUE
MONDIALE

- WASHINGTON -



chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

His Excellency
Viacheslav F. Kebich
Chairman of the Council of Ministers
Minsk
Republic of Byelarus

Dear Mr. Chairman:

I wish to acknowledge receipt of your letter dated January 15, 1992 applying, on behalf of the Government of the Republic of Byelarus, for membership in the International Bank for Reconstruction and Development (Bank). I note that the Republic of Byelarus also has applied for membership in the International Monetary Fund. The Executive Directors of the Bank have been notified that the application has been received.

I note that Mr. Stanislav A. Bogdankevich, Board Chairman of the National Bank of the Republic of Byelarus, and Mr. Nikolai K. Lisai, Deputy Finance Minister, have been authorized to conduct negotiations with the Bank on behalf of your Government. Please note that Mr. Timothy T. Thahane, Vice President and Secretary, will be in touch with Mr. Bogdankevich and Mr. Lisai in due course to provide them with information about the procedures for membership in the Bank, and its affiliates, namely, the International Development Association, the International Finance Corporation and the Multilateral Investment Guarantee Agency.

Sincerely,

Lewis T. Preston

Chen

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

His Excellency
Sergei Tereschenko
Prime Minister
Alma-Ata
Republic of Kazakhstan

Dear Mr. Prime Minister:

I wish to acknowledge receipt of your letter dated January 23, 1992 applying, on behalf of the Government of the Republic of Kazakhstan, for membership in the International Bank for Reconstruction and Development (Bank), the International Development Association (IDA), the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA). I note that the Republic of Kazakhstan also has applied for membership in the International Monetary Fund. The Executive Directors of the Bank and IDA and the Directors of IFC and MIGA have been notified that the applications have been received.

I note that Mr. Kalik Abdullaev, Deputy Prime Minister, has been authorized to conduct negotiations with the Bank, IDA, IFC and MIGA on behalf of your Government. Please note that Mr. Timothy T. Thahane, Vice President and Secretary, will be in touch with Mr. Abdullaev in due course to provide him with information about the procedures for membership in the World Bank Group.

Sincerely,

Lewis T. Preston

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

His Excellency
Valeriu Muravschi
Prime Minister
Balta
Republic of Moldova

Dear Mr. Prime Minister:

I wish to acknowledge receipt of your letter dated January 11, 1992 applying, on behalf of the Government of the Republic of Moldova, for membership in the International Bank for Reconstruction and Development (Bank), the International Development Association (IDA) and the International Finance Corporation (IFC). I note that the Republic of Moldova also has applied for membership in the International Monetary Fund. The Executive Directors of the Bank and IDA and the Directors of IFC have been notified that the applications have been received.

Please note that Mr. Timothy T. Thahane, Vice President and Secretary, will be in touch with the Moldova authorities and Mr. Zane Alpert in due course to provide them with information about the procedures for membership in the World Bank Group.

Sincerely,

Lewis T. Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 30, 1992

Mr. Pekka Tarjanne
Secretary-General
International Telecommunications Union
Place des Nations
CH-1211 Geneva 20
Switzerland

Dear Mr. Tarjanne:

Thank you for your letter of November 8, 1991 inviting the Bank to participate in an advisory capacity in the Additional Plenipotentiary (APP) Conference of the ITU in December 1992.

I am pleased to confirm that World Bank staff will participate in the APP. We realize that the APP will establish important changes in the ITU in response to recent world developments in telecommunications business and technology. We do need your advice, however, regarding how we can be most helpful. We would want to select our staff in areas where you think the Bank's experience would be of particular interest. In this connection, I suggest you contact directly Mr. Daniel Ritchie, Director, Asia Technical Department.

The Bank and the ITU have maintained for years a fruitful working relationship in pursuit of our shared interest in economic development. For example, Bank staff and managers participated in the TELECOM 91 fora in October 1991, and the Bank with the ITU and others are organizing a seminar on telecommunications restructuring for francophone countries that will take place in Tunis in May 1992. The latter follows a highly successful seminar jointly organized by the Bank and ITU in Washington in April 1991, attended by over 100 invited experts and senior policy makers from 44 countries around the world. We look forward to continuing the close working relationship with the ITU in these and other activities.

Sincerely,



Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 29, 1992

Mr. Bruce Rich
Director
International Project
Environmental Defense Fund
1616 P Street, NW
Washington, D.C. 20036

Dear Mr. Rich:

Thank you for your letter of December 30, and for your commendations on the Bank's new environmental policies, particularly those on Environmental Assessment and on Forests.

Now that we have adopted a number of important environmental policies, I agree with you that the next phase is to foster more effective implementation of those policies. I have made this clear in the Bank, and believe that results will be forthcoming in due course. As you know, changes in a large and complex organization such as the World Bank are not realized overnight. The policies are being phased in with due deliberative speed however.

This brings me to my second response. I am aware that the Environmental Assessment summaries your colleagues have reviewed are not ideal. That is to be expected. They are the first to be released under the old (1989) Environmental Assessment policy, and will improve over time. This trend will accelerate as the provisions of the new (1991) EA policy are phased in.

With regard to your query on energy efficiency, the Bank in fact devotes more attention to end-use efficiency and conservation than the two percent of energy lending quoted in your letter. Most Bank energy projects contain various components to this end, many of which involve relatively small investments. The Bank also finances substantial amounts of technical assistance for end-use efficiency. In addition, the Bank exerts considerable pressure to improve end-use efficiency through policy conditions for our loans. In particular, virtually all energy loans carry conditions for energy pricing in order to improve end-use efficiency. End-use efficiency is addressed in the Power Sector Policy Paper and is the specific subject of a complementary paper being prepared on "Energy Efficiency and Conservation in the Developing World."

With regard to your comments on involuntary resettlement, I am pleased to see you and the other signatory organizations appreciate and support the Bank's policies regarding relocation, when it is unavoidable and fully justifiable. We share your concern regarding implementation. We are making major efforts to strengthen supervision and technical assistance to projects with resettlement components, to ensure consistency between policy and project execution. In this regard, you will have heard that we have suspended disbursements and delayed projects recently in order to foster improvements in their resettlement components. You will be pleased to know that, as a result of Bank initiatives, supported strongly by ODA (UK) and by Oxfam, the DAC/OECD have adopted formal guidelines for all bilateral development agencies for resettlement in development projects.

Mr. Bruce Rich

- 2 -

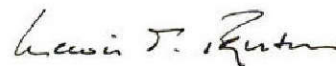
January 29, 1992

These guidelines are quite consistent with the Bank's policies, which were used as the model for their preparation, and will allow all donors to speak with one voice on these matters. I attach a copy of this document for your information.

Finally, with regard to sustainability, the Bank is moving beyond the project approach to environmental management by integrating environmental concerns in its economic and sector work. Country economic strategies and National Environmental Action Plans are two important tools for bringing about such integration. In addition, it is contemplated that beyond the pilot phase, a stronger linkage between the Global Environment Facility's operations, and country priorities and strategies would be developed. In that way, national efforts towards environmentally sound and sustainable development would simultaneously contribute to regional and global environmental improvements.

Thank you again for raising your concerns with me. I value the constructive inputs that you and your colleagues make to the discussion of these environmental matters of importance to us all.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston".

Lewis T. Preston
President

Attachment

chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 14, 1992

His Excellency
Gasam Gasanov
Prime Minister
Baku
Azerbaijan Republic

Dear Mr. Prime Minister:

I wish to acknowledge receipt of your letter dated January 3, 1992 applying, on behalf of the Government of the Azerbaijan Republic, for membership in the International Bank for Reconstruction and Development (Bank). I note that the Azerbaijan Republic also has applied for membership in the International Monetary Fund. The Executive Directors of the Bank have been notified that the application has been received.

I note that His Excellency Karaev Badir Jamil Ogly, Minister of Finance, has been authorized to conduct negotiations with the Bank on behalf of your Government. Please note that Mr. Timothy T. Thahane, Vice President and Secretary, will be in touch with Mr. Ogly in due course to provide him with information about the procedures for membership in the Bank.

Sincerely,

Lewis T. Preston



АЗЕРБАЙДЖАН РЕСПУБЛИКАСЫНЫН
БАШ НАЗИРИ

ПРЕМЬЕР-МИНИСТР
АЗЕРБАЙДЖАНСКОЙ РЕСПУБЛИКИ

БАКЫ 370066 БАКУ

Лермонтов кучеси, 88

улица Лермонтова, 88

телекс 142163 факс 929179 тел. 92-72-32

БАБЕК 923108

92-41-61

№ 22/14-3

3 I 199 2 ш/а.

Mr. Lewis. Preston

President

The World Bank

Washington, D.C. 20433

Dear sir,

The Azerbaijan Republic wishes to become a member of the World Bank.

In this connection, I have authorized H.E. Karaev Badir Jamil oglu, the Minister of Finance of the Azerbaijan Republic, to provide the World Bank with all the information needed to support our membership application and to conduct all the necessary negotiations for this purpose.

I have also requested the Islamic Republic of Iran to direct its Executive Director at the World Bank to undertake efforts for our further membership at your esteemed organization.

I should further indicate that the Azerbaijan Republic has presented a similar correspondence to the International Monetary Fund for membership in that institution.

Very truly yours,

Gasan Gasanov,

Prime-Minister

of the Azerbaijan Republic

chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 14, 1992

His Excellency
Levon Ter-Petrossian
President of the Republic of Armenia
Yerevan
Republic of Armenia

Dear Mr. President:

I wish to acknowledge receipt of your letter dated January 9, 1992 applying, on behalf of the Government of the Republic of Armenia, for membership in the International Bank for Reconstruction and Development (Bank), the International Development Association (IDA), the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA). I note that the Republic of Armenia also has applied for membership in the International Monetary Fund. The Executive Directors of the Bank and IDA and the Directors of IFC and MIGA have been notified that the applications have been received.

I note that Mr. Hrand Bagratian, Deputy Prime Minister and Minister of the Economy, has been authorized to conduct negotiations with the Bank, IDA, IFC and MIGA on behalf of your Government. Please note that Mr. Timothy T. Thahane, Vice President and Secretary, will be in touch with Mr. Bagratian in due course to provide him with information about the procedures for membership in the World Bank Group.

Sincerely,

Lewis T. Preston

PA - 143

Mr. Lewis T. Preston
President
The World Bank Group
1818 H Street, N.W.
Washington, D.C., 20433

January 9, 1992

Dear Mr. Preston:

I have the honor to request the acceptance of the Republic of Armenia as a member of the International Bank for Reconstruction and Development, the International Finance Corporation, the International Development Association, and the Multilateral Investment Guarantee Agency.

In connection with this request, I hereby authorize the Deputy Prime Minister and Minister of the Economy of Armenia, Mr. Hrand Bagratian, to conduct the necessary negotiations with your designated representatives and to provide with all the information needed to resolve this matter.

I trust that the World Bank Group will respond positively to our request, allowing the Republic of Armenia to assume its appropriate role in the world economy as an independent state.

It is also my pleasure to inform you that the Republic of Armenia is submitting a similar application for membership in the International Monetary Fund.

May I take this opportunity, Mr. Preston, to express my deepest esteem for the management and staff of the World Bank Group.

Respectfully,

L. S. Ter-Petrosian

Levon Ter-Petrosian

Chon

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 14, 1992

His Excellency
Boris Yeltsin
President of the Russian Federation
Moscow
Russian Federation

Dear Mr. President:

I wish to acknowledge receipt of your letter dated January 3, 1992 applying, on behalf of the Government of the Russian Federation, for membership in the International Bank for Reconstruction and Development (Bank), the International Development Association (IDA), the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA). I note that the Russian Federation also has applied for membership in the International Monetary Fund. The Executive Directors of the Bank and IDA and the Directors of IFC and MIGA have been notified that the applications have been received.

I note that Mr. Konstantin Kagalovskiy, Plenipotentiary Representative of the Government of the Russian Federation, has been authorized to conduct negotiations with the Bank, IDA, IFC and MIGA on behalf of your Government. Please note that Mr. Timothy T. Thahane, Vice President and Secretary, will be in touch with Mr. Kagalovskiy in due course to provide him with information about the procedures for membership in the World Bank Group.

I enjoyed our meeting in November and look forward to seeing you again.

Sincerely,

Lewis T. Preston

Translated from Russian

A P P L I C A T I O N

January 3, 1992
Moscow

Sir,

I have the honor to request that the Russian Federation be admitted to membership of the International Bank for Reconstruction and Development, the International Finance Corporation, the International Development Association, and the Multilateral Investment Guarantee Agency.

I, the President of the Russian Federation, have authorized Mr. Konstantin Kagalovskiy, the Plenipotentiary Representative of the Russian Federation Government on matters concerning cooperation with international financial organizations, to conduct, on behalf of the Russian Federation, negotiations with the International Bank for Reconstruction and Development, the International Finance Corporation, the International Development Association, and the Multilateral Investment Guarantee Agency with respect to this application and to communicate to you any information that you may need in considering this request.

Please be advised that on January 3, 1992, I also submitted an application for the Russian Federation's membership in the International Monetary Fund.

Sincerely,

Boris YELTSIN

His Excellency
Lewis T. PRESTON
President
The World Bank
Washington, D.C. 20433

January 16th, 1992

Fax to: Dr. Henry Kissinger
Fax No. 212 759 0042
New York City

From: Lewis T. Preston
World Bank Group
Fax No. 202 477 1305

Dear Henry:

Telephoned to see if I could persuade you to speak to Executive Directors of the World Bank at dinner on February 27th. The topic is the breakup of the USSR and its potential effect on economic reform in Eastern Europe and economies of Europe.

Executive Directors of Part II countries remain myopic on dangers of a collapse and preoccupied by concerns of diversion of resources both human and financial. The purpose of remarks is to give a more realistic assessment of risks.

Hope you can do it on such short notice.
Thanks and regards,

Lew Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 15, 1992

Dear Mr. Berg:

We were saddened to learn of your father's death in Thailand on January 10, 1992, and we want you to know that our thoughts are with you and with your sister, Sumaya. At what must be a very difficult time for you and your family, we all wish you strength to sustain you.

All of us at the World Bank extend to you and to your family our deepest sympathy.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is fluid and cursive, with the first name "Lewis" and last name "Preston" clearly distinguishable.

Mr. Romanus Berg
9705 Meyer Point Drive
Potomac, MD 20854

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 15, 1992

Dear Mrs. Girardot-Berg:

We were saddened to learn of your husband's death in Thailand on January 10, 1992, and we want you to know that our thoughts are with you. At what must be a very difficult time for you and your children, we all wish you strength to sustain you.

All of us at the World Bank extend to you and to your family our deepest sympathy.

Sincerely,

Lewis T. Preston

Mrs. Isabelle Girardot-Berg
7817 Archbold Terrace
Cabin John, MD 20816

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 15, 1992

Dear Mrs. Rohan:

Please accept my sympathy on the recent death of your husband.

I join your many colleagues and friends in the World Bank Group in wishing you strength at this difficult time.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is fluid and cursive, with the first name "Lewis" and last name "Preston" clearly distinguishable.

Mrs. Guillemette Rohan
7269 Old Lantern Way
Springfield, VA 22152

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 13, 1992

Dr. Boutros Boutros-Ghali
Secretary-General
United Nations
United Nations Headquarters
New York, N. Y. 10017

Dear Mr. Secretary-General:

This is to thank you for the letter from your predecessor, Mr. Javier Perez de Cuellar, dated December 31, 1991, and the attached reports of the UN expert group which assessed the progress of the reconstruction program of the Islamic Republic of Iran. I have asked our regional staff to study these reports and to get in touch with the team leader, Mr. Abdulrahim Farah.

Sincerely,



Chiron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 15, 1992

To: All Bank Vice Presidents

Attached are guidelines on the Lending
Allocation Review.

The guidelines incorporate many of the
comments you kindly provided on earlier drafts. We
will, of course, monitor experience and make
adjustments, as warranted.

Lewis T. Preston

Attachment

cc: Messrs. Ryrie, Terasawa, Wyss

OFFICE OF THE PRESIDENT

LENDING ALLOCATION REVIEW

Objectives

The purpose of the Lending Allocation Review (LAR) is to ensure that the medium-term IBRD and IDA lending programs, for individual countries and in the aggregate, reflect approved country assistance strategies, including risk management concerns. The LAR is conducted annually and covers four years: the current fiscal year and the next three years.

The LAR draws on approved country strategies, the annual risk management and portfolio review, and the lending scenarios for the current and next year in the current business plans. In turn, the LAR will be the basis for preparing business plans for the next year, including a new three-year lending perspective, and for the Bank's borrowing program.

Process Sequence and Responsibilities

The Vice President, Financial Policy (FPRVP), under the overall guidance of the responsible Managing Director (Mr. Sandstrom), manages the annual Lending Allocation Review. The LAR follows the Annual Portfolio and Risk Management Review so that country notes, performance assessments and other material prepared for the Portfolio Review can also be used for the LAR. The Annual Portfolio and Risk Management Review is normally done before the Annual Meetings while the LAR is normally done afterwards so that discussions held during the Meetings can be reflected in the allocations. FPR, in consultation with PBD, issues a detailed schedule and guidelines for the annual LAR.

The LAR is based on, inter alia, assessments of country performance and risk for all active IDA and IBRD borrowers. On the basis of the current assessments for each country, the RVP sends a memorandum to FPRVP (with copies to DECVP, OSPVP and PBD for their review and comments). This memorandum should validate or update the IBRD and/or IDA lending level in the current Business Plan, or, if more recent, the latest CSP or country strategy updating note. The memorandum also should identify those countries for which economic performance or external circumstances have "triggered" lending significantly above or below the approved base case lending program, but still within the approved lending range. On an exceptional basis, Regions may also identify cases which warrant lending outside the approved range; such proposals require revisiting the approved country assistance strategy and should be accompanied by an updating note.

In the case of IDA countries, DEC determines the country performance ratings, taking into account both economic management and poverty reduction performance. After consulting with the Regions and OSP, DEC

recommends performance ratings to FPR, with a copy to the RVPs, OSP and PBD. After resolving any remaining differences of views, in consultation with the Office of the President if necessary, FPR uses the country performance ratings, together with other allocation criteria (population, per capita income, etc.) to compute the normative IDA allocation (the "norm") for each IDA borrower.

For all active borrowers, FPR, in consultation with DEC, also reviews the regional submissions for their consistency with the approved CSPs, concentrating on the justification provided for activating "triggers".

FPRVP summarizes the updated lending estimates for the current fiscal year and prepares a recommendation for the three-year lending allocation for each IBRD and IDA borrower, by Region. The proposed allocation is sent to the RVPs, OSP, DEC, PBD, and CFS for comment. After taking account of comments received, FPR sends the recommendation to the Office of the President under cover of a brief memorandum indicating major changes from previous lending programs and any issues to be decided. After consulting within the Office of the President, the responsible Managing Director convenes any meeting necessary to discuss outstanding issues and distributes a memorandum with the final lending allocations.

The lending allocations are to be decided by end-October, so that they can be taken into account in the guidelines for the preparation of next year's business plans.

During the course of the year, RVPs have authority to adjust country lending programs, up or down, within the limits established in approved country strategies, as amended by any updating notes (see the President's circular of December 2, 1991 regarding the procedure for preparation and review of country strategy papers). For IDA borrowers, any changes in a country's lending program which involve a significant departure from the established country allocation should be discussed with FPR and the Office of the President before such changes are discussed with the country.

January 15, 1992

January 15th, 1992

MEMORANDUM TO: **Distribution**
FROM: Lewis T. Preston
SUBJECT: **Designation of Authority**

I will be away from the office
from the afternoon of January 16th through
Tuesday, January 28th.

During my absence, the following
are designated acting President for the
periods indicated:-

Mr. Ernest Stern -
January 16th - 1:00 PM through
January 24.

Mr. Attila Karaosmanoglu -
January 25th through January 28th.

Distribution:

Managing Directors
Vice Presidents

January 15th, 1992

FAX to: Lord Shawcross
Att; Ms. Greta Kinder
FAX No. 011 4471 325 8296
London

From: Lewis T. Preston
WORLD BANK, WASH. D.C.
202 477 1305

DISTRESSED A TRIP TO AFRICA HAS OBLIGED US TO
REGRET BIRTHDAY FETES BUT WE ARE PASSING THROUGH
LONDON ON MONDAY, FEB. 3, ON WAY TO DAR ES
SALAAM. HOPE VERY MUCH YOU CAN JOIN US FOR EARLY
DINNER THAT EVENING AT WILTON. REGARDS,
PATSY AND LEW PRESTON

January 15th, 1992

MEMORANDUM TO: Distribution
FROM: Lewis T. Preston
SUBJECT: Designation of Authority

I will be away from the office
from the afternoon of January 16th through
Tuesday, January 28th.

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are designated acting President for the
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Lewis T. Preston

Distribution:

Managing Directors
Vice Presidents

Chuan

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

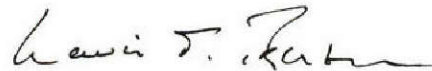
January 14, 1992

Dear Mr. Secretary:

I enclose a copy of a letter from Mr. Anwar Ibrahim, Minister of Finance and Governor of the IBRD for Malaysia, the official channel of communication between the Government of Malaysia and the Bank, requesting you to extend to Mr. Aris Othman, Executive Director in the International Bank for Reconstruction and Development, the privileges and immunities accorded to officials of Specialized Agencies referred to in paragraph 4, Section 15, Article V of the Headquarters' Agreement between the United Nations and the United States.

As President of the Bank, I shall have no objection in the event you decide to accede to this request.

Sincerely,



Enclosure

The Honorable James A. Baker, III
Secretary of State
Department of State
Washington, D.C. 20520

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 14, 1992

Mr. Peter Tarnoff
President
Council on Foreign Relations
58 East 68th Street,
New York, NY 10021

Dear Peter,

Thank you for your letter of January 9, 1992. I appreciate your invitation to be the keynote speaker at the Annual Conference of the Council's Committees on Foreign Relations. Unfortunately I will not be able to accept your invitation, as I am scheduled to travel to India in early May.

I wish you every success for what I am sure will be a very interesting conference.

With warm regards,

Sincerely,

(Signed) Lewis T. Preston

COUNCIL ON FOREIGN RELATIONS

1/13/92

*Possible trip to
Ladue*

PETER TARNOFF
President

January 9, 1992

Mr. Lewis T. Preston
President
The World Bank
1818 H Street, NW
Washington, DC 20433

Dear Lew:

I trust that you have been in office long enough for me to extend an invitation to you to serve as the keynote speaker at a major conference that we are organizing here in May. It is the Annual Conference of the Council's Committees on Foreign Relations, which will focus on the global environment, a month before the UNCED meeting in Brazil.

This conference is a high point of our program year, drawing in the leadership of the thirty-seven Committees from around the country which are affiliated with the Council. As you may remember, Committee members are professional and business leaders in major cities who meet regularly to discuss foreign policy issues and the Committees program constitutes the Council's broadest and most sustained national outreach activity. The group assembled for this conference represents a lively and distinguished national cross-section and Council members from New York and Washington will also attend.

The Committees' 1992 Conference will explore the principal international environmental issues -- concentrating on global warming and biodiversity. American experts and officials as well as representatives from other nations and from international organizations will assess the problems and discuss how best to stem environmental erosion and use ecological initiatives to foster development. We also will address the interplay between domestic and international environmental agendas in the United States and elsewhere.

BOARD OF DIRECTORS

PETER TARNOFF
President

PETER G. PETERSON
Chairman of the Board

WARREN CHRISTOPHER
Vice Chairman of the Board

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STANLEY HOFFMANN
KAREN ELLIOTT HOUSE
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STROBE TALBOTT
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PAUL A. VOLCKER
CLIFTON R. WHARTON, JR.

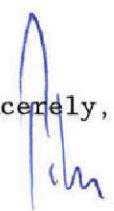
The subject that you might most usefully want to consider is the relationship between economic progress and environmental considerations in the developing countries, including those in East Central Europe and the sovereign nations emerging from the ex-U.S.S.R. Clearly, an equilibrium between these objectives will be difficult but important to establish.

As usual with the Council, all sessions will be on a not-for-attribution basis; however, if you prefer to have prepared remarks on the record made available to the press, we can arrange this. As the dinner keynote speaker, your presentation could be quite informal and need not last more than 20 minutes, to be followed by questions for about half an hour. The keynote session, which follows a day-long program, begins at 6:30 pm, ends by 8:30 pm, and includes dinner.

We are currently planning our symposium for Friday, May 8, in advance of the UNCED Conference, although we might want to hold it on May 1. You could contribute a good deal to the success of the event, and I believe you would find the participants to be a diverse, informed and attentive audience. I know of the extraordinary demands on your time these days, but I must say that it would be wonderful for the Council if you could appear. Please let me know.

With appreciation and warm regards,

Sincerely,



Peter Tarnoff

Chen

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 13, 1992

Dear Mr. Kabatas:

I have learned of your appointment as Alternate Governor on the Boards of Governors of The World Bank Group for Turkey. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,

Lewis T. Preston

Mr. Kemal Kabatas
Deputy Undersecretary of the
Treasury and Foreign Trade
Basbakanlik
Hazine Ve Dis Ticaret Mustesarligi
Ankara
Turkey

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 13, 1992

Dr. Halfdan Mahler
Secretary-General
International Planned Parenthood Federation
Regent's College, Inner Circle
Regent's Park
London, NW1 4NS
U.K.

Dear Dr. Mahler:

Thank you for your kind letter of December 6, 1991. I appreciate your good wishes and look forward to continued productive collaboration between our two institutions.

I agree that population assistance must increase to meet the unmet demand for family planning, and to meet the needs of the increasing numbers of young people entering their childbearing years. Bank lending for human resource development is the fastest growing component of its lending program, increasing from about 3 to 17 percent of total commitments over the past five years to a level of \$3.8 billion in FY91. The FY91 lending figure of \$351 million for family planning assistance alone is the highest since the Bank began lending for population, but perhaps even more importantly, the number of projects with a population component has increased substantially. We fully expect these trends to continue over the next decade.

We have also embarked on an effort within the Bank to provide information and training to senior management and economists on population issues, to keep them up to date and to better equip them for the important process of dialogue with governments. As you note in your letter, there is much that needs to be done. I am hopeful that together our institutions can accomplish even more in realizing our shared objectives.

Sincerely,



C O N F I D E N T I A L

DECLASSIFIED

January 10th, 1992

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MEMORANDUM FOR LTP'S FILE:

In anticipation of Paris visit with Beregovoy on January 27th, called on M.C. to review Fund and World Bank positions on Franc zone parity.

Repeated efforts over the past three years have been blocked by Beregovoy. The most recent discussion occurred 12/23/91 which was particularly difficult. Beregovoy adamant that adjustment will not occur as long as he remains in office.

Of course, reality is somewhat different now that Ivory Coast and Camerouns are prepared to move. France has no right of veto, but other eleven members must agree. Next discussion occurs January 24th.

De Larosiére position not helpful. While at the Fund he favoured realignment but now unwilling to oppose Tresor.

Warned that B. and his subordinates extremely critical of World Bank role. Our staff's outspoken views on parity question were passed along to Ministry by nationalized banks and others. Fairly or unfairly, we are viewed as contributing to capital outflows. So, it is likely that visit will be unpleasant with IDA 10 contribution held as the hostage.

M. requested we continue to prepare appropriate responses to devaluation in zone countries. Strong external support essential if one time adjustment is to succeed.

Timing complicated for all parties by spring election in metropolitan France.

L.T.P.

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 10, 1992

Dear Mr. Holsen,

As you retire from The World Bank, I want to join your friends and colleagues in thanking you for over 25 years of dedicated service and for your deep commitment to the Bank's goals.

The respect and admiration you enjoy, both within and outside the Bank, are well deserved and you can be justifiably proud of the major contributions to have made over the years to the Bank's work. Your knowledge and leadership on economic issues, and your ability to impart your wisdom to less experienced staff are widely known and deeply appreciated. Both professionally and personally, you have been a major asset to our institution and I am delighted that we will continue to benefit from your advice and counsel as a consultant in our important work with the Soviet Republics.

With my thanks and best wishes for your continued good health and happiness.

Sincerely,

Lewis T. Preston

Mr. John Holsen
2801 28th Street, N.W.
Washington, D.C. 20008

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 9, 1992

Mr. Franco Nobili
President
Istituto Per La Ricostruzione Industriale
Via Vittorio Veneto
89-00187 Roma
Italy

Dear Mr. Nobili,

I wish to thank you for your kind letter and express my appreciation for the meeting we held last November.

I too believe that IRI's experience and expertise are relevant for the ongoing process of transformation in the formerly centrally-planned economies of Eastern Europe and the Soviet Union. They should represent a sound basis for an effective cooperation between IRI and the World Bank in these reforming economies.

I trust that in the near future your and my collaborators will be able to identify specific areas in which the two institutions can work together. Your personal support for this collaboration will be very important.

With kind regards,

Sincerely,

Lewis T. Preston

FAX to: Mr. Constance Franzen
HOTEL CHRISTIANIA
ZERMATT, SWITZERLAND
FAX NO. 011 41 28 672635

From: Miss Patricia O'Hara, Asst. to
Lewis T. Preston, Pres. of the
World Bank, Washington, D.C.
FAX NO. 202 477 1305

MR. AND MRS. LEWIS T. PRESTON WILL
BE ARRIVING GENEVA ON FRIDAY MORNING, JANUARY
17TH, VIA SWISSAIR FLIGHT NO. 724, DUE AT 8:20
AM. WOULD APPRECIATE YOUR ARRANGING FOR A
TAXI TO MEET THEIR FLIGHT AND DRIVE THEM TO
HOTEL. IF POSSIBLE PLEASE FAX ME CONFIRMATION
AT OFFICE IN WASHINGTON, D.C. - FAX NO. 202
477 1305. MANY THANKS, PATRICIA O'HARA

The World Bank

Washington, D.C. 20433
U.S.A.

Office of the President

January 9th.

Dear Gang -

Enclosed is a check for
1992's allowance. Spend it wisely
and enjoy.

lots of love

D.O.D.

Closed

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

The Honorable
Dale Bumpers
United States Senate
Washington, D.C. 20510-0401

Dear Senator Bumpers:

Thank you for your letter dated December 19, 1991 in support of Mr. Jean-Luc Jeanroy's application for World Bank employment.

Mr. Jeanroy's candidacy has been under consideration since it was brought to our attention in August 1991 by our European Recruitment Office in Paris. Given the Bank's limited number of vacancies available for external recruitment, particularly at senior levels, we have been unsuccessful so far in identifying a suitable opening. In fact, the Bank usually fills senior management positions internally. However, we will maintain his application in active status for future consideration.

We appreciate very much your assistance to us in our recruitment activities. With best regards,

Sincerely,

Lewis T. Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

EXC 911127003

closed

January 7, 1992

LEWIS T. PRESTON
President

Mr. David Beckmann
President
Ms. Nancy Alexander
Director of Issues
Bread for the World
802 Rhode Island Ave., N.E.
Washington, D.C. 20018

Dear Mr. Beckmann and Ms. Alexander:

Thanks for your recent letter about the Bank's work on poverty. I know you both are very knowledgeable about the subject and so I am especially appreciative of your comments.

You are correct that I believe that the path the Bank has been following, with your encouragement, is correct. Poverty reduction is the Bank's overarching objective, and I am anxious that we assure that our words are matched by our deeds. The Bank has a long and productive record in this area, but we all know that the problem of absolute poverty has become worse, not better, in many areas of the world in the last decade. We are determined to make the 1990s a major period for poverty reduction, difficult as that will be.

As you noted, I have placed major emphasis on effective implementation, based on the accumulated wisdom of Bank staff and our many colleagues in both developing countries and the industrialized nations. The Executive Board recently gave strong support to two additional draft documents which reflect this broad experience and build on the 1990 World Development Report and the strategy paper that followed, i.e., the Poverty Handbook and the Operational Directive on Poverty.

These documents will guide staff and our partners in the operational work that must be at the heart of our poverty reduction program. The new structure introduced December 1 - including the elimination of a layer of bureaucracy and the creation of two new regional vice-presidencies - is designed to assure that effective implementation occurs. The new Sector and Operational Policy vice-presidency will provide technical help to the regions and monitor developments on the many cross-cutting issues which comprise the poverty reduction strategy, including the all-important effort to strengthen participation by the poor in decision making about development activities that affect them. We will be reporting regularly to the Board and, as requested, to the Development Committee, on the results of our poverty reduction program.

Country poverty assessments are an important base point of the strategy. Sixteen have been completed already, one-third will be finished by next July, and nearly all will be done in the next 2 1/2 years. These assessments will form the basis for recommended country actions, including consideration of

Mr. David Beckmann
Ms. Nancy Alexander

- 2 -

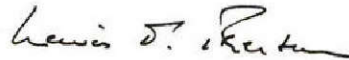
January 7, 1992

targets for key social indicators and a phased program of policy reforms, public expenditures and institutional development. Lending decisions will reflect the strength of government commitment to and implementation of poverty reduction policies and programs, and adjustment lending will be made a more active part of the overall strategy.

Each of these areas of special interest to you are addressed in the various recent core documents on poverty reduction. I believe we are on the right track, and I hope that Bread for the World and other knowledgeable groups will continue to help us do a better job. There can be no more important objective. We know that the citizens of our member governments and the Bank itself need all the help we can get to overcome the problems poverty brings. I hope we can continue to count on Bread for the World to help push the effort closer to success.

Thanks again for your letter.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston", written in a cursive style.

Lewis T. Preston
President

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7th, 1992

Mr. John Temple Swing
Executive Vice President
Council on Foreign Relations
58 East 68th Street
New York, New York 10021

Dear John:

I am delighted to learn that Jay Oliva has been proposed for membership in the Council on Foreign Relations.

As Provost and now President of New York University, Mr. Oliva has a deep and genuine interest in international affairs. His perspective on events will bring a useful discussion to our deliberations.

I have known Mr. Oliva for many years and, consequently, feel he would make an excellent addition to the Council and heartily second his nomination for membership.

With kindest regards,

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston", written in a cursive style.

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 8, 1992

Jacques Attali
President
European Bank for Reconstruction
and Development
122 Leadenhall Street
EC3V 4QL London, England

Dear Jacques:

I welcomed your letter regarding the active collaboration that is developing between the EBRD and World Bank in support of the former Soviet Union. I agree that our cooperation is both positive and promising.

As you mentioned, there have been frequent working level contacts between staff in the areas of private sector development, foreign investment, financial sector development and energy as well as in the food sector reform project. These contacts have been extremely fruitful. There has also been an active information exchange between our departments which deal with the former Soviet Union. We would like to commend Mr. Kusakabe and Mr. Vuylsteke in particular for their useful interchanges with our staff. I believe staff from our institutions have laid the groundwork for the cooperation that is necessary if our assistance is to be both efficient and complementary. This cooperation could also serve as a model for how our institutions should cooperate with other international organizations, such as the EC.

Please be assured that I will continue to place very high priority on the close coordination of our activities.

Sincerely,

Lew -

Chion

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 8, 1992

Dr. Gerhard Randa
Deputy Chairman of the
Managing Board
Z-Landerbank
Bank Austria AG
A-1011 Vienna, Austria

Dear Dr. Randa:

Thank you for your kind invitation to give the keynote speech at your bank's September 21, 1992 luncheon. The Vienna conference of the International Council for New Initiatives in East-West Cooperation will be a very important occasion. Unfortunately, this conference comes precisely at the time we will be deep into our own Annual meetings preparation which requires my presence in Washington.

Best wishes for a successful conference and a happy New Year.

Sincerely,

Lewis T. Preston

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

The Honorable James A. Baker, III
Secretary of State
United States Department of State
2201 C Street, N.W.
Washington, D.C. 20520

Dear Mr. Secretary:

We shall be pleased to participate in the January 22/23 conference on assistance to the former Soviet Republics. Our Managing Director, responsible for Eastern Europe and the former Soviet Republics, Mr. Ernest Stern, will head our delegation since I, to my regret, have a prior commitment in Europe on these dates. He will be joined by Mr. Wilfried Thalwitz, Vice President in charge of operations in this region, and Mr. Russell Cheetham, Director of the Department concerned.

As you know, we started a technical assistance program to the Soviet Union, funded by a \$30 million allocation from World Bank resources. One of the major activities is a study of food production and distribution, conducted jointly with other international organizations and a group of counterparts from various republics. The objective is to define the steps necessary to increase marketable production in the next harvest season, including the distribution system. We have briefed the G-7 on the work at their recent meeting in London. We believe that a summary of the work to date will be of interest to the working group on food, even though the focus of this group will be on the immediate requirements for this winter, including imports. Mr. Michael Gould, who is managing the food sector study for us, would participate for us in the working group on food.

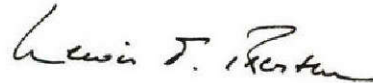
We also are well advanced in work on the energy and housing sector, focused principally on the Russian Federation. We would be pleased to share our information with the working groups on these subjects. Mr. Charles McPherson, who is in charge of the energy study and Mr. Bertrand Renaud, who is in charge of the work on the housing sector, would represent us in these two groups.

Having been engaged in the systematic planning of, and providing technical assistance to the former Soviet Republics for several months, and with a functioning office in Moscow, there is a good deal of information to share with the conference participants as they plan their future assistance. A working group on this topic will be very useful to develop a better understanding of what is required and how it might best be delivered. Our own experience suggests that any analogy to technical assistance to lower-income developing countries would be misleading, particularly for the larger western republics. There is a large body of technically capable staff. They need, of course, to learn to operate in a market-oriented system which emphasizes efficiency and accountability. The absence of the framework for such a system, including the legal, regulatory and administrative framework, and the lack of managerial experience in a market-oriented system at the enterprise, local administration and republic level, define the type of assistance needed most urgently.

In addition, there is at this stage, limited patience with large numbers of foreign advisors, particularly if they cannot provide very practical and directly useful assistance in creating and strengthening local institutions, including those coordinating technical assistance. While technical assistance should be coordinated carefully to avoid duplication and conflicting advice, the requirements for more than 15 new countries will be very large. Reliance on local institutions and emphasis on effective coordination within individual republics will, in our view, be more useful than trying to define comparative advantage in the abstract for the many bilateral donors and international organizations interested in, and able to provide the required personnel. I have asked Mr. Russell Cheetham, who has managed our technical assistance program from its inception to represent us in the working group on technical assistance.

We will do everything we can to help assure a successful meeting. The political and economic transformation of the former Soviet Republics is of immense scope and depth. It requires a common effort to help assure that this transition -- difficult though it will be -- will also be as smooth and peaceful as possible.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is fluid and cursive, with the first name "Lewis" and last name "Preston" clearly distinguishable.

Lewis T. Preston
President

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

The Honorable James A. Baker, III
Secretary of State
United States Department of State
2201 C Street, N.W.
Washington, D.C. 20520

Dear Mr. Secretary:

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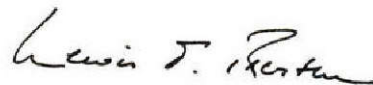
We also are well advanced in work on the energy and housing sector, focused principally on the Russian Federation. We would be pleased to share our information with the working groups on these subjects. Mr. Charles McPherson, who is in charge of the energy study and Mr. Bertrand Renaud, who is in charge of the work on the housing sector, would represent us in these two groups.

Having been engaged in the systematic planning of, and providing technical assistance to the former Soviet Republics for several months, and with a functioning office in Moscow, there is a good deal of information to share with the conference participants as they plan their future assistance. A working group on this topic will be very useful to develop a better understanding of what is required and how it might best be delivered. Our own experience suggests that any analogy to technical assistance to lower-income developing countries would be misleading, particularly for the larger western republics. There is a large body of technically capable staff. They need, of course, to learn to operate in a market-oriented system which emphasizes efficiency and accountability. The absence of the framework for such a system, including the legal, regulatory and administrative framework, and the lack of managerial experience in a market-oriented system at the enterprise, local administration and republic level, define the type of assistance needed most urgently.

In addition, there is at this stage, limited patience with large numbers of foreign advisors, particularly if they cannot provide very practical and directly useful assistance in creating and strengthening local institutions, including those coordinating technical assistance. While technical assistance should be coordinated carefully to avoid duplication and conflicting advice, the requirements for more than 15 new countries will be very large. Reliance on local institutions and emphasis on effective coordination within individual republics will, in our view, be more useful than trying to define comparative advantage in the abstract for the many bilateral donors and international organizations interested in, and able to provide the required personnel. I have asked Mr. Russell Cheetham, who has managed our technical assistance program from its inception to represent us in the working group on technical assistance.

We will do everything we can to help assure a successful meeting. The political and economic transformation of the former Soviet Republics is of immense scope and depth. It requires a common effort to help assure that this transition -- difficult though it will be -- will also be as smooth and peaceful as possible.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is fluid and cursive, with the first name "Lewis" and last name "Preston" clearly distinguishable.

Lewis T. Preston
President

Chun

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

Dear Mr. Minister:

I have learned of your reappointment to the Boards of Governors of The World Bank Group as Alternate Governor for Australia. I realize this is incident to your responsibilities in your own Government, but I hope you will again be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you again to make the Bank Group even more effective during the coming years. Congratulations on your reappointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



The Honourable
John Kerin
Minister of Trade and Overseas Development
Department of Foreign Affairs and Trade
Parliament House
Canberra, ACT 2600
Australia

Chen

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

Dear Mr. Dawkins:

I have learned of your appointment as Governor on the Boards of Governors of The World Bank Group for Australia. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,

Lewis T. Preston

The Honourable
John Dawkins, M.P.
Treasurer of the Commonwealth
of Australia
Department of the Treasury
Parkes Place
Parkes, ACT 2600
Australia

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

Dear Minister:

I have learned of your reappointment to the Boards of Governors of The World Bank Group as Governor for Jamaica. I realize this is incident to your responsibilities in your own Government, but I hope you will again be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you again to make the Bank Group even more effective during the coming years. Congratulations on your reappointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



The Honourable
Hugh Small, Q.C.
Minister of Finance and Planning
Ministry of Finance
P. O. Box 512
30 National Heroes Circle
Kingston 4
Jamaica

Chun

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

Dear Mr. Minister:

I have learned of your appointment as Governor on the Boards of Governors of The World Bank Group for Zambia. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



The Honourable
Emmanuel G. Kasonde
Minister of Finance and National
Commission for Development Planning
Ministry of Finance and National
Commission for Development Planning
P. O. Box 50062
Ridgeway
Lusaka, Zambia

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

Dear Mr. Minister:

I have learned of your appointment as Governor on the Boards of Governors of The World Bank Group for Vanuatu. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,



The Honourable
Willie Jimmy
Minister of Finance, Commerce,
Industry and Tourism
Ministry of Finance, Commerce,
Industry and Tourism
Private Mail Bag 058
Port Vila, Vanuatu

Chiron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

Dear Mr. Secretary:

I have learned of your appointment as Alternate Governor on the Boards of Governors of The World Bank Group for Vanuatu. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position to actively participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best regards.

Sincerely,

Lewis T. Preston

Mr. Antoine Pikoune
First Secretary
Ministry of Finance, Commerce,
Industry and Tourism
Private Mail Bag 058
Port Vila
Vanuatu

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

Dr. Mostafa K. Tolba
Executive Director
United Nations Environment Programme
P. O. Box 30552
Nairobi, Kenya

Dear Dr. Tolba:

Thank you for your letter of December 5 and the enclosed "Findings, Recommendations and Plans of Action" and related material presented at the Global Assembly of Women and the Environment which was sponsored by your Senior Women's Advisory Group in Miami, Florida, November 4-8, 1991 and implemented by the WorldWIDE Network of Women in Environment and Development.

Several Bank staff attended the Global Assembly and already reported back collectively and positively on the experience. We have established a follow-up working group to disseminate the lessons from the grassroots success stories, thereby seeking to strengthen Bank channels for improved participation of women in Bank-funded operations.

The UNCED process, of which the Global Assembly is an integral part, affords many opportunities to underline the capacity of women to advance environmental management in support of sustainable development. We shall send you shortly a copy of the forthcoming special issue of the Bank's UNCED Net-work News which is being published jointly with WorldWIDE in order to further publicize the outcome of the Global Assembly.

We shall be pleased to keep you informed of our work program developments in this crucial area.

Sincerely,



Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

January 7, 1992

LEWIS T. PRESTON
President

Mr. David Beckmann
President
Ms. Nancy Alexander
Director of Issues
Bread for the World
802 Rhode Island Ave., N.E.
Washington, D.C. 20018

Dear Mr. Beckmann and Ms. Alexander:

Thanks for your recent letter about the Bank's work on poverty. I know you both are very knowledgeable about the subject and so I am especially appreciative of your comments.

You are correct that I believe that the path the Bank has been following, with your encouragement, is correct. Poverty reduction is the Bank's overarching objective, and I am anxious that we assure that our words are matched by our deeds. The Bank has a long and productive record in this area, but we all know that the problem of absolute poverty has become worse, not better, in many areas of the world in the last decade. We are determined to make the 1990s a major period for poverty reduction, difficult as that will be.

As you noted, I have placed major emphasis on effective implementation, based on the accumulated wisdom of Bank staff and our many colleagues in both developing countries and the industrialized nations. The Executive Board recently gave strong support to two additional draft documents which reflect this broad experience and build on the 1990 World Development Report and the strategy paper that followed, i.e., the Poverty Handbook and the Operational Directive on Poverty.

These documents will guide staff and our partners in the operational work that must be at the heart of our poverty reduction program. The new structure introduced December 1 - including the elimination of a layer of bureaucracy and the creation of two new regional vice-presidencies - is designed to assure that effective implementation occurs. The new Sector and Operational Policy vice-presidency will provide technical help to the regions and monitor developments on the many cross-cutting issues which comprise the poverty reduction strategy, including the all-important effort to strengthen participation by the poor in decision making about development activities that affect them. We will be reporting regularly to the Board and, as requested, to the Development Committee, on the results of our poverty reduction program.

Country poverty assessments are an important base point of the strategy. Sixteen have been completed already, one-third will be finished by next July, and nearly all will be done in the next 2 1/2 years. These assessments will form the basis for recommended country actions, including consideration of

Mr. David Beckmann
Ms. Nancy Alexander

- 2 -

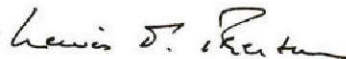
January 7, 1992

targets for key social indicators and a phased program of policy reforms, public expenditures and institutional development. Lending decisions will reflect the strength of government commitment to and implementation of poverty reduction policies and programs, and adjustment lending will be made a more active part of the overall strategy.

Each of these areas of special interest to you are addressed in the various recent core documents on poverty reduction. I believe we are on the right track, and I hope that Bread for the World and other knowledgeable groups will continue to help us do a better job. There can be no more important objective. We know that the citizens of our member governments and the Bank itself need all the help we can get to overcome the problems poverty brings. I hope we can continue to count on Bread for the World to help push the effort closer to success.

Thanks again for your letter.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston", written in a cursive style.

Lewis T. Preston
President

OFFICE MEMORANDUM

DATE: January 3, 1992

TO: Mr. Lewis T. Preston, EXC

FROM: Alexander Shakow, Director, EXT

EXTENSION: 31828

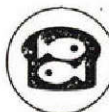
SUBJECT: Signing the Reply to Bread for the World Letter on Poverty Reduction

1. Bread for the World is an important U.S. advocacy group on hunger and poverty issues. Its forty thousand members actively lobby Congress on Bank-related topics.

2. David Beckmann, who became President of Bread for the World this fall, is on leave from the Bank. Nancy Alexander, the new head of issues for Bread, chairs the NGO coalition that monitors the World Bank and is influential on Congressional and Administration attitudes to the World Bank. They will both help influence Congressional opinion on the IDA-10 replenishment.

3. It is important that you respond to their letter personally to reinforce the message that you give the poverty issue very high priority in the Bank's work.

Attachment



Bread for the World

A Christian Citizens' Movement in the USA

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Rose Carol Tau
Associate, Presbyterian Hunger Program
Marie Varley
N.J. Regional Director,
Church World Service (CWS)
Baldemar Velasquez
President, Farm Labor Organizing Committee
Betty Voskuil
Hunger Education, Reformed Church in America
Isabelle Watkins
BFW Activist, Washington, D.C.

November 26, 1991

Mr. Lewis Preston
President
The World Bank
1818 H Street, NW
Washington, DC 20433

Dear Mr. Preston:

We deeply appreciate your strong reaffirmation of poverty reduction as the World Bank's "overarching objective." We also applaud your intention to focus on implementation in order to bring the Bank's operational work more into line with stated policies.

Bread for the World includes 44,000 U.S. citizens who lobby their representatives in Congress on issues that are important to hungry people. Both of us joined Bread for the World this fall. One of us, David Beckmann, was on the World Bank's staff for 15 years. The other, Nancy Alexander, has been chairing a coalition of NGOs that monitor the Bank's impact. This coalition is now working to influence congressional oversight hearings and the U.S. position in IDA-10 negotiations.

We believe that you, personally, need to oversee two lines of action to make the Bank more effective in reducing poverty.

The first is follow-up to The World Development Report 1990. Shortly after its publication, the board decided that the Bank should do in-depth poverty assessments in all active borrowing countries at least once every three years. The board also committed the Bank to shift lending from governments with inadequate policies to governments that pursue policies along the lines which the WDR 1990 recommended.

How many poverty assessments have been done since the board adopted this policy? What evidence is there that lending has indeed

shifted from governments that are less pro-poor to governments that are more pro-poor? Your streamlining of the Bank's bureaucracy has weakened key units that were centers of work on poverty issues; will these centers be reinvigorated? ✓

Second, we urge you to encourage efforts toward increased public accountability for the Bank and Bank-supported activities.

2 The democratic revolution that has swept the world demonstrates the power of citizen concern about governments that are ineffective or captive to small elites. If the Bank encourages popular participation in decisions about Bank-financed projects, developing-country citizens will help make its projects effective. Such mechanisms can be designed specifically to allow low-income people to have their say.

Increased public access to information about the Bank in the industrial countries will also tend to tone up the Bank's effectiveness. What public support there is in the industrial countries for foreign aid is motivated by concern about poverty and environmental problems. Given today's budget constraints and growing concern about domestic problems, citizens in the industrial countries will insist that Bank-financed activities indeed reduce poverty. The Bank is subject to many competing pressures, and increased public accountability will strengthen incentives for the Bank to remain focused on its basic purpose.

In our former capacities, we were both involved in the Bank's program to encourage popular participation. Messrs. Qureshi and Thalwitz were the patrons of this effort. Who in the Bank's top management is now responsible for it? It will need active support from top management.

Since an Operational Directive on Poverty will be finalized in the next few weeks, we are attaching some suggestions for it.

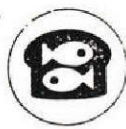
We would appreciate an opportunity to meet with you briefly to discuss these concerns in person.

Sincerely yours,


David Beckmann
President


Nancy Alexander
Director of Issues

cc: E. Patrick Coady
Brian Crowe
Joanne Salop



Bread for the World

A Christian Citizens' Movement in the USA

Suggestions for the World Bank's Operational Directive on Poverty from Bread for the World

First, we recommend that borrowing countries should be asked to develop poverty reduction strategies and action plans. Such strategies and plans, developed with input from the nongovernmental sector, would identify those specific goals for poverty reduction which the country seeks to attain with internal as well as external resources. Such plans would also specify strategies and timetables for the achievement of these goals. Such action was suggested by the autumn 1990 Development Committee communique: "The objective of poverty reduction would be most effectively achieved through the adoption of national development strategies." The communique also "encouraged all parties concerned to discuss their poverty reduction approaches, programs and goals in the framework of their policy dialogue."

The board paper, Assistance Strategies to Reduce Poverty, recommends that "periodic assessments of the consistency between government policy and the reduction of poverty should be prepared and presented in country economic reports or similar documents." Our concern is that the Bank urge borrowing governments themselves to develop poverty reduction plans or to include explicit anti-poverty plans in more wide-ranging statements of development policy. Policy dialogue between borrowers and the Bank will be more fruitful if it is based on the borrower's own anti-poverty plans, not just the Bank's assessment. ✓

Second, we are concerned that there be sufficient guidelines in the OD on popular participation. The WDR 1990 recognized that popular participation contributes significantly to the prospects for project success. In line with this, the Poverty Handbook offers a salient recommendation to "involve beneficiary groups in project/program design and implementation." We stress four points. (a) We urge that the OD specify the need for beneficiary involvement in the design stage. (b) We think the issue of popular participation and public accountability should be addressed in the appraisal reports for all lending operations. (c) We hope that the OD recognizes that it is a significant departure for the Bank to involve beneficiaries in planning and carrying out not just projects, but programs. We applaud this step and hope that the OD gives sufficient guidance to task managers as to how this can be done. (d) The OD could draw

from Chapter 7 of the Environmental Impact Assessment Sourcebook and from initial results of the Bank's popular participation learning process for advice on how to promote popular participation.

Third, we suggest that reducing costs and increasing eventual benefits to poor people be an important criterion in designing adjustment policies. We welcome the guidance to task managers to insure that structural adjustment does not hurt the poor. But the Bank's own studies have shown that little has so far been done to reduce the social cost of adjustment beyond add-on, temporary social funds. The OD should include specific, recommended methodologies by which the task managers would ascertain the projected impact of alternative adjustment policies.

Fourth, we urge you to include male/female literacy among the "priority poverty indicators." (Poverty Handbook, p. 110) As Mr. Preston said in Bangkok, "Nations thrive only with a healthy, literate, well-trained population. Efficient investment in education, especially for females, and health care systems must have the highest priority."

Chun

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

January 7, 1992

The Honorable
Dale Bumpers
United States Senate
Washington, D.C. 20510-0401

Dear Senator Bumpers:

Thank you for your letter dated December 19, 1991 in support of Mr. Jean-Luc Jeanroy's application for World Bank employment.

Mr. Jeanroy's candidacy has been under consideration since it was brought to our attention in August 1991 by our European Recruitment Office in Paris. Given the Bank's limited number of vacancies available for external recruitment, particularly at senior levels, we have been unsuccessful so far in identifying a suitable opening. In fact, the Bank usually fills senior management positions internally. However, we will maintain his application in active status for future consideration.

We appreciate very much your assistance to us in our recruitment activities. With best regards,

Sincerely,

Lewis T. Preston



Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 4 - January 1992 - February 1992		Barcode No. 1780272		
Document Date 01/06/1992	Document Type Letter			
Correspondents / Participants From: Bilsel Alisbah To: Lewis Preston				
Subject / Title Re: Senator Bumpers' Letter				
Exception(s) Personal Information				
Additional Comments		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group. <table border="1"><tr><td>Withdrawn by Salma Berrada El Azizi</td><td>Date July 31, 2025</td></tr></table>	Withdrawn by Salma Berrada El Azizi	Date July 31, 2025
Withdrawn by Salma Berrada El Azizi	Date July 31, 2025			

Chen

RELEASE FOR FILM PRODUCED FOR THE UNITED STATES MARINE CORPS

DATE _____

In connection with the use of my name and photograph in the film Famous Former Marine (working title) being made for the United States Marine Corps, I hereby agree to the reproduction and exhibition of such film as the same may be edited, modified and revised, containing my photograph and/or name, anywhere in the world in any and all media at any time, without any limitation.

I hereby grant to the United States Marine Corps and/or their contracted advertising agency the right to use my name and/or photograph for advertising purposes and or for the purposes of trade at any time throughout the world in connection with the advertising and/or publicizing and/or exhibition of such film or print advertisement made therefrom either alone or in conjunction with the advertising and/or publicizing of the United States Marine Corps.

It is understood and agreed that no claims or opinions relating to me shall be expressed in the film except the statement, oral and/or visual, that I am a former United States Marine.

Lewis J. Porter
Signature of Performer

INTERNATIONAL MONETARY FUND
THE WORLD BANK

Washington, D.C. 20431

January 6, 1992

Mr. Jacques Attali
President
EBRD
122 Leadenhall St.
London EC3V 4QL
United Kingdom

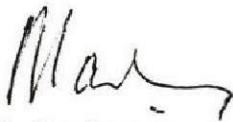
Dear Mr. Attali:

As you know, there will be a conference in Washington on January 22 and 23, 1992, to discuss assistance to the former Soviet Republics, to which we are all invited. We believe that this would be a useful occasion for us to take up your suggestion of December, and meet to take stock of developments in the republics of the former Soviet Union.

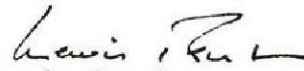
As the conference schedule becomes clearer, perhaps we could find a mutually convenient time to meet.

We are also writing along the same lines to the EC and OECD.

Sincerely,



Michel Camdessus
Managing Director
International Monetary Fund



Lewis Preston
President
World Bank

INTERNATIONAL MONETARY FUND
THE WORLD BANK

Washington, D.C. 20431

January 6, 1992

Mr. Jean-Claude Paye
Secretary General
Organization for Economic Cooperation
and Development
Chateau de la Muette
2, rue Andre-Pascal
75775 Paris, Cedex 16, France

Dear Mr. Paye:

As you know, there will be a conference in Washington on January 22 and 23, 1992, to discuss assistance to the former Soviet Republics, to which we are all invited. We believe that this would be a useful occasion for us to take up Mr. Attali's suggestion of December, and meet to take stock of developments in the republics of the former Soviet Union.

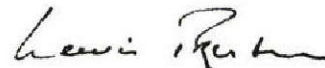
As the conference schedule becomes clearer, perhaps we could find a mutually convenient time to meet.

We are also writing along the same lines to the EBRD and EC.

Sincerely,



Michel Camdessus
Managing Director
International Monetary Fund



Lewis Preston
President
World Bank

INTERNATIONAL MONETARY FUND
THE WORLD BANK

Washington, D.C. 20431

January 6, 1992

President
The European Communities
Rue de la Loi, 200
B-1049 Brussels, Belgium

Dear Mr. President:

As you know, there will be a conference in Washington on January 22 and 23, 1992, to discuss assistance to the former Soviet Republics, to which our institutions have been invited. We believe that this would be a useful occasion for our institutions to take up Mr. Attali's suggestion of December, and meet to take stock of developments in the republics of the former Soviet Union.

As the conference schedule becomes clearer, perhaps we could find a mutually convenient time to meet.

We are also writing along the same lines to the EBRD and OECD.

Sincerely,



Michel Camdessus
Managing Director
International Monetary Fund



Lewis Preston
President
World Bank

January 7th, 1992

FAX to: Ms Greta Kinder,
Secretary to Lord Shawcross
FAX No. 011 44 71 325 8296

From: Pat O'Hara, secy. to L.T. Preston

Dear Greta,

I'm sorry for the delay in answering your kind invitation to Mr. and Mrs. Preston to attend Lord Shawcross's 90th Birthday celebration on February 4th.

Mr. and Mrs. Preston were hoping to attend and tried to plan a business trip around the celebration but, unfortunately, to their great disappointment they must be in Africa that week and therefore cannot attend.

Since they will be in Africa until February 16th, they will also miss the party hosted by JPM. I have already advised Mr. Weatherstone's office.

Best wishes for a Happy New Year
and kindest regards,

Pat O'Hara

Mr and Mrs L T Preston

Wotton, Ipswich and Wymondham
Ipswich, Suffolk
I should be well pleased to see you

Health of Mrs Preston

at the Hotel de Ville, Paris, France
on the Fourth of February 1992

to be given at
the Hotel de Ville
on the Fourth of February 1992
The Hotel de Ville, Paris, France
The Hotel de Ville, Paris, France
The Hotel de Ville, Paris, France
The Hotel de Ville, Paris, France

request the presence of the company of
Mr and Mrs L T Preston

at a dinner at 60 Victoria Embankment on Thursday 6 February 1992

7:15 for 8 o'clock
Black tie

R.S.V.P.
by enclosed reply card
or at 071-325 5127

A L L - I N - 1 N O T E

DATE: 03-Jan-1992 04:03pm

TO: See Distribution Below

FROM: Patricia O'Hara, EXC (PATRICIA OHARA)

EXT.: 82003

SUBJECT: Meeting with Mr. Preston

There will be a meeting of the Managing Directors, Executive Vice Presidents of IFC and MIGA and all Bank Vice Presidents in Mr. Preston's Office on Wednesday morning, January 15th, at 9:15 A.M.

If you are not able to attend, your alternate would be welcome.

Thank you.

Pat

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TO: Koji Kashiwaya	(KOJI KASHIWAYA)
TO: Caio Koch-Weser	(CAIO KOCH-WESER)
TO: Johannes Linn	(JOHANNES LINN)
TO: Robert Picciotto	(ROBERT PICCIOTTO)
TO: Rest of Distribution Suppressed	

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

December 31, 1991

His Excellency
Mihaly Kupa
Minister of Finance
Jozsef Nador ter 2/4
1369 Budapest
P.O. Box 481
Hungary

Dear Mr. Minister:

Thank you for informing me of Mr. Akos Peter Bod's taking office as the President of the National Bank of Hungary and the assignment of Dr. Katalin Botos to the post of President of the Bank Supervisory Committee.

We in the World Bank look forward to continuing our close and effective cooperation with them in their new positions to facilitate the transformation of the Hungarian economy.

Sincerely,

Lewis T. Preston