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Folder Title: Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991

Folder ID: 1780270

Series: Chronological files

Dates: 08/27/1991 – 10/31/1991

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

Telephone: 202-473-1000

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CHRON FILE - Lewis T. Preston

(September - October 1991)

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The World Bank Group
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Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991

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October 31st, 1991

Mr. Robert O. Blake
Committee on Agricultural Sustainability
for Developing Countries
1709 New York Ave., N.W.
Washington, D.C. 20006

Dear Bob:

Thank you for your letter of support concerning my new responsibilities as President of the World Bank. The member organizations of the Committee on Agricultural Sustainability for Developing Countries play an important role in the fight against hunger and malnutrition and, more generally, in promoting agricultural development. Their accomplishments often contribute to and/or complement the World Bank's lending program.

As you have no doubt heard through the grapevine, the Bank has initiated a major review of its lending program in the agricultural sector and an analysis of potential future directions for the program. I am grateful for the Committee's expression of interest in the development of future Bank agricultural policies and programs. I would welcome receipt of any further analysis that the Committee feels would help inform this process.

I hope to see you soon. Patsy joins me in sending our love to you both.

With kindest regards,

Sincerely,

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

LEWIS T. PRESTON
President

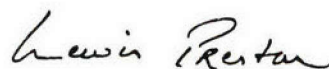
31 de Octubre de 1991

Sr. Héctor Nicolás Pignataro
Pje. Asunción 5458
2000 Rosario
República Argentina

Estimado Sr. Pignataro:

Recibí su atenta carta del 1ro de Octubre del presente año felicitándome por haber asumido el cargo de Presidente del Banco Mundial. Agradezco mucho sus expresiones de apoyo para mi gestión al frente de esta institución durante los próximos años, y aprovecho la oportunidad para desearle que mejore Ud. de salud.

Atentamente,



(TRANSLATION)

October 31, 1991

Dear Mr. Pignataro:

I received your kind letter of October 1, 1991 congratulating me on my appointment as President of the World Bank. I am very thankful for your expressions of support for my tenure as head of this institution during the coming years, and take advantage of the opportunity to wish you every improvement in your health.

Sincerely,

OFFICE MEMORANDUM

DATE: October 30, 1991

TO: Senior Management

FROM: Lewis T. Preston

EXTENSION: 82001

SUBJECT: Delegation of Authority

I will be away in the U.S.S.R. from November 4-7, 1991. During my absence, Mr. Ernest Stern will be Acting President.

I will return to the office on Friday, November 8.

Lewis T. Preston

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

LEWIS T. PRESTON
President

October 30, 1991

The Honourable Luis Miguel Couceiro Pizarro Beleza
Minister of Finance
The Ministry of Finance
Av Infante D. Henrique
1100 Lisbon
PORTUGAL

Dear Mr. Beleza:

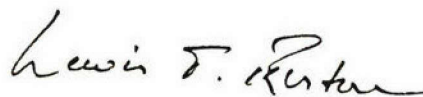
I very much enjoyed your eloquent speech during the Annual Meetings in Bangkok and I appreciated your kind remarks about my appointment as President of the World Bank Group.

As you indicated, demand for development assistance worldwide is bound to increase. For that reason, the growing role that your country has been playing, particularly in development assistance to Sub-Saharan Africa and Latin America, is extremely important. In addition, you are to be congratulated on your efforts to seek graduation from IBRD borrowing and on your plans to play an active donor role in IDA and SPA especially as your own country faces many challenges.

I also share your ideal about our responsibilities to the developing countries, and I can assure you that the Bank's recent emphasis on Eastern Europe will in no way detract from our continued commitment to the economic development of our traditional borrowers.

I look forward to working closely with you in the future on areas of mutual interest and concern to Portugal and the Bank.

Sincerely,



Check

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

LEWIS T. PRESTON
President

October 31st, 1991

Mr. Horst Schulmann
Managing Director
The Institute of International Finance, Inc.
2000 Pennsylvania Avenue, N.W.
Suite 8500
Washington, D.C. 20006-1812

Dear Horst:

Having just returned from the Annual Meetings in Bangkok, I would like to apologize for this rather belated acknowledgement of your letter to the Chairmen of the Interim and Development Committees. It provides useful background to the discussions on the Soviet Union and on the debt issues. It is important to know that the commercial banks will cooperate with a debt restructuring program in both Brazil and Argentina once effective stabilization and adjustment programs are well established.

The point you raise about provisioning requirements for countries which have made substantial progress - such as Mexico and Chile - is an important and timely one.

Sincerely,

Leo

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

LEWIS T. PRESTON
President

October 30, 1991

Your Ref. DG/6.1/448

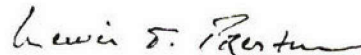
Dear Mr. Mayor,

Thank you for your letter of October 1, 1991, proposing a review of Bank/UNESCO cooperation.

I can assure you that I attach considerable importance to a strong cooperative relationship with UNESCO, especially at the time when Bank lending for education and training exceeds 15% of the lending program. The benefits of this interagency collaboration have been amply demonstrated by the continued impact of the World Conference on Education for All.

I have asked Mr. Rajagopalan to discuss with colleagues in UNESCO prospects for further collaboration when he attends the meeting of the Forum for Education for All in December. This will allow us to have a clear understanding of the key issues we need to review when we have the opportunity to meet in person.

Sincerely,



Mr. Federico Mayor
Director General
UNESCO
7 Place de Fontenoy
75700 Paris
France

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

LEWIS T. PRESTON
President

October 30, 1991

Mr. James Evans
President's Committee on the
Arts and the Humanities
1100 Pennsylvania Ave., N.W.
Suite 526
Washington, D.C. 20506

Dear Jim:

Thank you so much for your kind invitation to address a cultural forum on December 13 to announce the creation of an international council for the arts and the humanities.

Unfortunately, I have to decline. I expect to be traveling extensively during the next few months and consequently, I am unable to accept any speaking commitments for this period. I hope you understand the constraints on my time.

I appreciate your efforts, as well as those of Diane Paton and Jim Wolfensohn, on behalf of the President's Committee on the Arts and the Humanities and the Institute of International Education. Please accept my best wishes for a most successful forum.

Best personal wishes.

Sincerely,



cc: Diane J. Paton
James D. Wolfensohn

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

LEWIS T. PRESTON
President

October 30, 1991

Dear Mr. Raizen:

Pursuant to Section 7.9 of the Staff Retirement Plan, as amended through December 6, 1990, I should like to reappoint you a member of the Pension Finance Committee for a term of two years.

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 Finance Committee.

Sincerely,



Mr. Abraham A. Raizen
5513 North 31st Street
Arlington, VA 22207

Attachment

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

LEWIS T. PRESTON
President

October 29, 1991

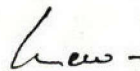
Chancellor Helmut Schmidt
Chairman
InterAction Council
821 United Nations Plaza
7th Floor
New York, N. Y. 10017

Dear Helmut:

Thank you for your letter of October 14, 1991 and for your kind invitation to participate in a High-level Group of the InterAction Council on January 7-8, 1992 in Frankfurt. Issues of World Governance which the Group will examine have become especially important in this period of rapid global change, and have obvious implications for the work of multilateral development institutions. I regret, however, that commitments already scheduled for that time will prevent me from taking part in what should be a fascinating discussion.

With kindest regards.

Sincerely,



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

LEWIS T. PRESTON
President

October 25th, 1991

Mr. Harold R. Tyler, Jr.
Patterson, Belknap, Webb & Tyler
30 Rockefeller Plaza
New York, New York 10112

Dear Ace:

Just arrived back from Bangkok to find your note of October 9th, and the draft report for the Audit Committee. It's accuracy as it pertains to yours truly is absolutely overwhelming.

If I ever need a lawyer when I'm charged with perjury, sexual harassment or whatever is the fashionable thing here in Washington, I'll give you a ring.

Patsy sends her love.

With kindest regards,

Sincerely,

Lew -

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

LEWIS T. PRESTON
President

October 25th, 1991

Mr. R. G. Fletcher
Lee House
Walsham Road, Ixworth
Bury St. Edmunds,
Suffolk, IP31 2HS, England

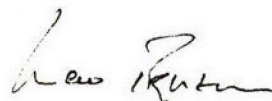
Dear Mr. Fletcher:

Thanks for your nice note of October
16th, which I found on my desk on my return
from Bangkok.

It's a fascinating job and I am
lucky to have been asked.

With kindest regards,

Sincerely,



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

LEWIS T. PRESTON
President

October 25th, 1991

Sheikh Ahmed Y.Z. Alireza
P.O. Box 8
Jeddah 21411
Saudi Arabia

Dear Ahmed:

Thank you for your thoughtful note of October 12th, which I found on my return from Bangkok. The new assignment here at the World Bank is a fascinating one, and I am lucky to have been asked.

I am familiar with the Hub River project and delighted to learn that your son, Mohamed, is so deeply involved. It's a complex project which has taken a lot of hard work on the part of many of the participants. If all goes well, it should be considered by the Board within the month.

With best wishes.

Sincerely,



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

LEWIS T. PRESTON
President

October 25th, 1991

Mr. Olutayo Olekuti
Texaco Nigeria Limited
P.O. Box 166
Lagos, Nigeria

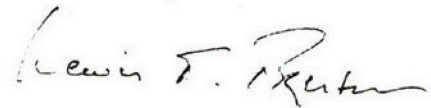
Dear Mr. Olekuti:

Thanks for your nice note of
September 21st, which I found on my desk on
my return from Bangkok.

It's a fascinating job and I am
lucky to have been asked.

With kindest regards,

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.

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

LEWIS T. PRESTON
President

October 25th, 1991

Mr. J. Thomas Macy
Price Waterhouse
153 East 53rd Street
New York, New York 10022

Dear Tom:

I found your October 1st note on my
return from Bangkok.

I too am sorry to have missed you on
September 20th, and we should make a point of
getting together now that things have slowed
up a little bit. Let's have lunch next time
you are in Washington.

You can be sure I'll tell
McGillicuddy how difficult you are to work
with. I am glad PW got the appointment for
the merged bank. It's well deserved.

With kindest regards,

Sincerely,



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

LEWIS T. PRESTON
President

October 24, 1991

Dr. Ibrahim M. Oweiss
4017 Glenridge Street
Kensington, MD 20895

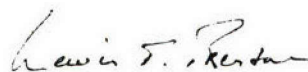
Dear Dr. Oweiss,

Thank you very much for your letter of September 20.

I have enjoyed my conversation with Dr. Boutros Ghali and I wish him success in his candidacy for the UN position.

I also thank you for the material you were kind enough to send and hope that future opportunities would make it possible for us to meet when our schedules so allow.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is written in a cursive style with a long, sweeping underline.

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

LEWIS T. PRESTON
President

October 24, 1991

The Honorable James H. Scheuer
U.S. House of Representatives
Suite 2320 Rayburn House Office Building
Washington, D.C. 20515

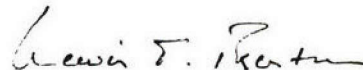
Dear Congressman Scheuer:

Thank you for your letter of September 30, 1991 regarding the Sardar Sarovar projects in India and the wider issue of environmentally sustainable energy development. My apologies for the delay in responding, but I have been in Bangkok at the World Bank's Annual Meetings.

As you note, an independent review of the environmental and resettlement aspects of the Sardar Sarovar projects is now underway. The leader of the review, Mr. Bradford Morse, and his team recently made their initial visit to the project site. I look forward to receiving their report early next year.

We share your concern about the need to promote energy policies that emphasize efficient technologies and conservation while at the same time avoiding or minimizing adverse ecological impact. As you know, this can sometimes be an unusually complex and difficult quest in poor, developing nations but let me assure you that the Bank is pursuing the goal assiduously in our member Borrowing countries, including India.

Sincerely,



cc. Mr. E. Patrick Coady, Executive Director

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

LEWIS T. PRESTON
President

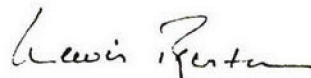
October 24, 1991

Mr. Osama J. Faquih
Director General and Chairman of the Board
Office of the Director General
Arab Monetary Fund
P. O. Box 2818
Abu Dhabi
United Arab Emirates

Dear Mr. Faquih:

Thank you for your letter of September 24 and for your congratulations as I assume my responsibilities as president of the World Bank. I have only just returned from our Annual Meetings in Bangkok, hence my delay in replying to your kind message. I know of the long collaboration between the World Bank Group and the Arab Monetary Fund, and I look forward to strengthening this cooperation in the many development areas of common interest to our two institutions.

Sincerely,



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

LEWIS T. PRESTON
President

October 24, 1991

His Excellency
Anwar Saifullah-Khan
Minister for Environment and Urban Affairs
Government of Pakistan
P.O. Box 1282
Islamabad, Pakistan

Dear Mr. Minister:

Thank you for your kind letter of September 24 and for your congratulations as I assume my responsibilities as president of the World Bank, and your favorable comments on the supportive role our institution plays in the development process. I have only just returned from our Annual Meetings in Bangkok, hence the delay in replying. I know of the long and fruitful partnership which exists between the Bank and the Government of Pakistan, and I am pleased that we are able to work with you on environmental issues.

As you are aware, the Bank is currently completing preparation of an Environmental Protection and Resource Conservation Project which we expect to present to our Board in March or April of next year. This project will support the development of environmental institutions in Pakistan and we look forward to continuing to work closely with your Ministry on environmental matters.

I appreciate your thoughtful message and look forward to further strengthening of the Bank's development relationship with Pakistan.

Sincerely,



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

LEWIS T. PRESTON
President

October 24, 1991

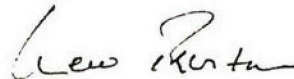
Mr. Yannis S. Costopoulos
Chairman of the Board of Directors
Credit Bank
40 Stadiou Street
GR - 102 52 Athens
Greece

Dear Mr. Costopoulos:

Thank you for your kind letter of September 25 and for your congratulations as I assume my new responsibilities as president of the World Bank. This job is very much the exciting challenge I envisioned. I have only just returned from our Annual Meetings in Bangkok, hence my delay in getting back to you. I regret that my travel plans do not call for me to visit Greece anytime soon.

Thanks again for your good wishes.

Sincerely,



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

LEWIS T. PRESTON
President

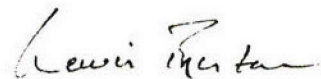
October 24, 1991

His Excellency
Atef Sedky
Prime Minister of Egypt
Office of the Prime Minister
Arab Republic of Egypt
Cairo, Egypt

Dear Mr. Prime Minister:

Thank you for your kind letter of congratulations as I assume the office of president of the World Bank. I know that the Bank has had a long and productive relationship with the government of Egypt. I look forward to strengthening this cooperation, in particular, as the Bank continues to support the difficult policy reforms which are currently being implemented.

Sincerely,

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



Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991		Barcode No. 1780270		
Document Date 10/24/1991	Document Type Letter			
Correspondents / Participants To: Mr. Gabriel Castellanos, Alternate Executive Director From: Lewis T. Preston, President				
Subject / Title [Guatemala representative]				
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
Withdrawn by Salma Berrada El Azizi	Date July 31, 2025			

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

LEWIS T. PRESTON
President

October 23, 1991

The Honorable
Frank Annunzio
The United States House of
Representatives
Washington, D.C. 20515

Dear Congressman Annunzio:

Thank you for your letter of October 3, 1991,
recommending Mr. Pierre M. Mendicino for World Bank employment.

Mr. Mendicino's employment application received full
consideration by the Recruitment Division. Unfortunately, we
were not successful in identifying a suitable position for him.
The Bank's staffing needs are quite specialized and positions
normally require several years of experience relevant to the
Bank's work.

Nevertheless, we appreciate your interest in the World
Bank.

Sincerely,



Multilateral Investment Guarantee Agency

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

LEWIS T. PRESTON
President

October 7, 1991

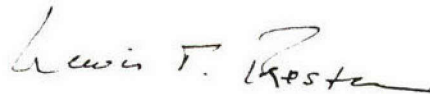
Dear Mr. Secretary:

I have learned of your appointment as Alternate Governor for Pakistan 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. Choudri Mueen Afzal
Additional Finance Secretary (Development)
Ministry of Finance and
Economic Affairs
Secretariat Block Q
Islamabad
Pakistan

Multilateral Investment Guarantee Agency

Washington, D.C. 20433

U.S.A.

LEWIS T. PRESTON
President

7 de octubre de 1991

Señor Secretario:

Me ha sido comunicado su designación como Gobernador Suplente por España 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.

Le saluda muy atentamente,



Excmo. Sr.
D. Miguel Angel Feito
Secretario de Comercio
Ministerio de Comercio
Castellana 162
28091 Madrid
España

Multilateral Investment Guarantee Agency

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

LEWIS T. PRESTON
President

October 7, 1991

Dear Mr. Minister:

It gives me great pleasure to welcome your appointment as the first Governor for Luxembourg 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,



His Excellency
Jean-Claude Juncker
Minister of Finance
Ministere des Finances
3, rue de la Congregation
L-2931 Luxembourg
Luxembourg

Multilateral Investment Guarantee Agency

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

LEWIS T. PRESTON
President

October 7, 1991

Dear Mr. Wondmagnehou:

It gives me great pleasure to welcome your appointment as the first Alternate Governor for Ethiopia 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. Gubaie Wondmagnehou
Head
Office of Investment and
Joint Ventures
P.O. Box 2428
Addis Ababa
Ethiopia

Multilateral Investment Guarantee Agency

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

LEWIS T. PRESTON
President

October 7, 1991

Dear Mr. Secretary General:

I have learned of your appointment as Governor for Pakistan 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. Saeed Ahmad Qureshi
Secretary General
Ministry of Finance and
Economic Affairs
Secretariat Block Q
Islamabad
Pakistan

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

LEWIS T. PRESTON
President

October 7, 1991

Mr. Javier Perez de Cuellar
Secretary-General
United Nations
United Nations Headquarters
New York, N. Y. 10017

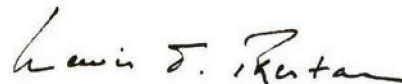
Dear Mr. Secretary-General:

I am pleased to inform you that Mr. Wadi D. Haddad has been designated by the Bank as its Special Representative to the United Nations, succeeding Mr. David Loos, who recently retired. As the attached biographical note indicates, Mr. Haddad brings to this post a combination of extensive Bank experience, government service and diplomacy, and wide knowledge of the United Nations system. He has worked closely with our sister agencies at the highest levels. In 1989, he was jointly appointed by the Heads of UNDP, UNESCO, UNICEF and the World Bank as Executive Secretary of the Interagency Commission to manage the preparation and organization of the World Conference on Education for All, held in Thailand in March of 1990.

Mr. Haddad will assume his new responsibilities on November 1, 1991. The Bank looks forward to further strengthening its relations with the United Nations system and its specialized agencies.

Please accept, Mr. Secretary-General, my respects and best regards.

Sincerely,



Attachment

BIOGRAPHICAL NOTE

WADI D. HADDAD

Mr. Haddad first joined the Bank in 1976 as Education Specialist in the Education Department. In 1980, he was promoted to Division Chief for Western Africa Education Projects. In 1982, Mr. Haddad resigned from the Bank to serve as Chief Adviser to the President of Lebanon for national security and policy affairs. In 1984, he returned to Washington and joined the Center for Strategic and International Studies as a visiting senior fellow. After holding senior appointments in the private sector, Mr. Haddad rejoined the Bank in 1987 as Chief, Policy Division, Education and Training Department. Later in 1987, after the Bank reorganization, he was appointed Chief, Education and Employment Division. In 1989, he was promoted to his present position as Senior Advisor in the Population and Human Resources Department. Also in 1989, he was jointly appointed by the President of the Bank and the Heads of UNDP, UNESCO and UNICEF as Executive Secretary of an Interagency Commission to manage the preparation and organization of the World Conference on Education for All, held in Thailand in March of 1990.

Prior to 1976, Mr. Haddad served as professor and Director of the Science and Mathematics Education Center at the American University of Beirut (1967-1972) and President of the National Center for Educational Research and Development in Lebanon (1972-1976).

Mr. Haddad holds a Ph.D. in physics and education from the University of Wisconsin, and received earlier education at the American University of Beirut. He is the author of many books and articles in the areas of public policy, human resource development and science.

Mr. Haddad is a citizen of the U.S.A., and was born in Lebanon in 1941. He is married and has two daughters.

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

LEWIS T. PRESTON
President

October 7, 1991

Dear Bill:

Thank you for the October 3 letter regarding the Global Environment Facility (GEF). Let me say first what a pleasure it was to see you on September 25th. I am glad we had that opportunity to discuss the growing working relationship between our two institutions. In my view, this relationship would have to become even stronger as we face together the increasing challenges of economic development in a rapidly changing world.

Let me reiterate the importance the Bank attaches to the GEF as a model for international cooperation to address global environmental concerns. We also recognize the need for the GEF to evolve as a major financing mechanism and we will work closely with the GEF Participants, as well as with UNDP and UNEP, to maintain the momentum of the GEF and to introduce practical adjustments as may be necessary.

Like you, I was pleased to hear from the Bank's team of the successful meeting of the GEF Implementation Committee that was hosted by UNDP in New York and the spirit of cooperation that was demonstrated among the three partners.

I am looking forward to our meeting on Friday, October 25, 1991, at 2:00 PM at which we will sign the Tripartite Agreement. I also hope that on that occasion we will be able to provide a statement to the Press announcing the signing of the agreement and underlining our support for the GEF.

I regret though that I cannot make it for lunch in New York that day. I will be returning in the middle of that week from the Annual Meeting in Bangkok and a visit to Tokyo afterwards.

Finally, I will be in touch with you and Dr. Tolba soon regarding the new Chairman of the GEF. In the meantime, please accept my best wishes and warm regards.

Sincerely,

lew -

Mr. William H. Draper III
The Administrator
United Nations Development Programme
One United Nations Plaza
New York, N.Y. 10017

FYI/91/
October 4, 1991

Director Assignments

I am pleased to announce the following appointments to Director positions:

Jessica Einhorn is appointed Director, Treasury Operations and Deputy Treasurer to succeed Caio Koch-Weser whose promotion to Vice President, Middle East and North Africa Region was recently announced.

Callisto Madavo is appointed Director, Country Department II in the East Asia and Pacific Region to succeed Gautam Kaji whose promotion to Vice President, East Asia and Pacific Region was recently announced.

Francis Colaco is appointed Director, Eastern Africa Department, to succeed Mr. Madavo.

Paul Isenman is appointed Director of a new Country Department in the South Asia Region, comprising Afghanistan, Pakistan and Sri Lanka.

David Bock is appointed Director, Sector Policy in the Sector and Operations Policy Vice Presidency, formerly Sector Policy and Research.

Enzo Grilli is appointed Director, Development Policy in the Development Economics Vice Presidency.

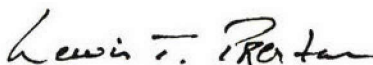
I am also pleased to announce the following promotions to Director positions:

Nancy Birdsall is promoted to Director, Country Economics Department, to succeed Johannes Linn whose promotion to Vice President Financial Policy and Risk Management was announced separately.

Kenneth Lay is promoted to Director, Financial Operations Department, to succeed Jessica Einhorn.

Background on the Bank careers of these staff is attached.

These appointments will become effective December 1, 1991.



Lewis T. Preston
President

ATTACHMENT

David Bock, a U.S. national, joined the Bank in 1975 in the Programming and Budgeting Department. He was promoted to Chief of the Financial Analysis Division of that Department in 1977. Mr. Bock resigned from the Bank in 1979, and returned in 1983 as Chief of the Funding Strategy Division, Financial Operations Department. He was promoted to Director, Financial Policy and Analysis Department in 1984, which became Debt Management and Financial Advisory Services in 1987. He was reassigned as Director, Office of the Vice President Cofinancing and Financial Advisory Services, in 1989, and to his present position of Director, Office of the Senior Vice President Operations, in 1990.

Francis X. Colaco, an Indian national, joined the Bank in 1969 as a Program Officer in the Programming and Budgeting Department. In 1971 he took a leave of absence to complete a Brookings Economic Policy Fellowship. He returned to the Bank as a Senior Program Officer in the Programming and Budgeting Department before moving to EMENA in 1974 as a fiscal economist. In 1976 he was promoted to Senior Economist in the Office of the Vice President, EMENA. In 1978 Mr. Colaco transferred to Chief of the International Trade and Capital Flows Division in the Economic Analysis and Projections Department, and in 1981 returned to EMENA as Departmental Senior Economist for Country Programs I. After heading the 1985 World Development Report team, he was made Chief of the Industrial Development and Finance Division in the East Asia and Pacific Projects Department. He was promoted in 1986 to Assistant Director in the Industry Department, transferred in 1987 as Senior Economic Adviser in the Office of the Vice President, Sector Policy and Research, and was promoted in 1988 to Principal Economic Adviser in the same Vice Presidency, the position he currently holds.

Jessica Einhorn, an American national, joined the Bank Group in 1978 as a financial analyst in the Programming and Budgeting Department after serving at the U.S. Treasury, the Department of State, and the Brookings Institute. She left the Bank a year later to help in establishing the International Development Cooperation Agency and returned to the Bank in 1981 as adviser in the office of the Vice President and Treasurer. Ms. Einhorn was promoted in 1984 to Chief, Planning and Special Operations Unit in the same Vice Presidency, and then in 1987 to Senior Manager in the Financial Operations Department. She was promoted later that same year to her present position of Director, Financial Operations Department.

Enzo Grilli, an Italian national, joined the Bank in 1970 in the Trade Policies and Export Projections Division of the Economics Department, where he worked as an Economist and then Senior Economist until 1978. Between 1978 and 1980, Mr. Grilli was Director of Economic Research at the General Confederation of Italian Industries. He returned to the Bank as Chief of the Commodities Division, a position he held until he left in 1982 to serve as Director General of the Ministry of Budget and Planning in Italy. He returned in 1984 as Assistant Director of the Economic Analysis and Projections Department. He was appointed Chief Economist, Economic Advisory Staff in 1987, and was promoted to Director of that Department in 1990, the position he currently holds.

Paul Isenman, a U.S. national, joined the Bank in 1976 as Senior Economist in the Program Review Division, Policy Planning and Program Review Department. He was the leader of the team that prepared the 1980 World Development Report. He was promoted in 1980 to departmental Senior Economist, Office of the Director, West Africa Country Programs I, and again in 1986 to Chief Economist in the Eastern and Southern Africa Region. Mr. Isenman was promoted to Country Director, South Central and Indian Ocean Department, Africa Region, in 1987, and was appointed to his current position, Director of the Policy and Review Department in the Policy, Research and External Affairs Vice Presidency, in 1990.

Callisto Madavo, a Zimbabwean national, joined the Bank in 1969 through the Young Professionals Program. He joined the Urbanization and Regional Projects Division, Special Projects Department as an economist in 1970 and was promoted to Senior Economist in the Urban Division of the Transport and Urban Projects Department in 1976. He was appointed Deputy Division Chief in the same Department in 1977, and promoted to Chief of the Eastern and Western Africa Division of the same Department in 1979. Mr. Madavo reassigned to the Office of the Director, Urban Development Department, in 1981 and then to Chief, Pakistan Division, South Asia Country Programs Department, in 1983. He was promoted in 1986 to Assistant Director in the Eastern and Southern Africa Projects Department, and then again in 1987 to his current position of Country Director, Eastern Africa Department.

Nancy Birdsall, an American national, joined the Bank in 1979 as an Economist in the Development Economics Department. She joined the Country Policy Department in 1982 and was promoted to Senior Economist in 1983. Between April 1983 and June 1984 Ms. Birdsall was the Staff Director of the 1984 World Development Report. Following this assignment, she was appointed Chief of the Policy and Research Division in the Population, Health and Nutrition Department. She was reassigned to Chief of the Population and Human Resources division in Country Department I, LAC Region, in 1987, and then to Chief of the Environment Division in the Technical Department in the same region in 1990.

Kenneth Lay, an American national, joined the Bank in 1982 as a Financial Operations Officer in the Financial Operations Department. He was promoted in 1985 to Senior Financial Officer, appointed in 1987 to Chief Financial Operations Officer in charge of the U.S. Dollar Funding Group, and promoted in 1989 to Senior Manager in the same Department.

Chron
(by fax)

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

LEWIS T. PRESTON
President

October 4, 1991

Mr. J. J. Vallarino, Jr.
The Panama Coca Cola Bottling Co., Inc.
Apartado 503
Panama, 9A, Panama

Dear Mr. Vallarino:

Thank you for your fax of October 2, 1991. I must
decline your invitation as I will be in Bangkok on
October 11.

With kindest regards,

Lewis T. Preston

The World Bank
Washington, D.C. 20433
U.S.A.

Office of the President

FACSIMILE TRANSMITTAL FORM

TO: Mr. J. J Vallarino, Jr.

ATTN: _____

FACSIMILE NO. 507-60-3504

FROM: Mr. Lewis T. Preston

NUMBER OF PAGES (INCLUDING COVER): 2

DATE: October 4, 1991

COMMENTS:

Please see the attached note.

NOTE: If transmission is incomplete or illegible,
please call (202) 458-1143

I must decline your invitation as

Thank you for FAX OF OCTOBER 2, I will
be in Bangkok on October 11th, With kindest regards

LEWIS PRESTON



Coca-Cola de Panama Compañia Embotelladora, S.A.
(The Panama Coca-Cola Bottling Company, Inc.)

APARTADO 503
PANAMA 9A, PANAMA
TELEFONO: 60-0700
CABLE: COCLA
TELEX: 2184 COCACOLA PA
FACSIMILE: 60-3504

October 2, 1991

Lp. Banghoh

Mr. Lewis Preston
President
World Bank
Washington, D. C.
U. S. A.

Dear Mr. Preston:

Allow me to introduce myself. I have been the Donaldson's neighbor in Hanover for the past 18 years and, therefore, well acquainted with your daughter Cookie and her husband, Barry Donaldson.

When my wife and I were last in Hanover, I learned about your election as President of the World Bank and I want to extend my warm congratulations.

I am planning to be in Washington with my wife from Wednesday evening, October 9th, to Monday morning, October 14th, and will be flying to New York on the eleventh for a lunch that the Council of the Americas is having in honor of President Guillermo Endara.

I have been invited to this luncheon by David Rockefeller and George Landau, and as an active member of The Chairman's International Advisory Council, I am entitled to invite a guest.

As a member of the Board of Directors of the Panama Canal Commission and friend of the President of Panama, I would like at this time to extend to you a cordial invitation to attend the luncheon and to meet President Endara. I have advised him of my invitation and he is looking forward to meeting you.

Please let me know if you can accept my invitation.

Looking forward to your reply, I remain

Cordially yours,

J. J. Vallarino Jr.

J. J. Vallarino Jr.

JJV/erm

P. S. My fax number is (507) 60-3504.

Coca-Cola de Panamá Compañía Embotelladora, S.A.
(The Panama *Coca-Cola* Bottling Company, Inc.)

APARTADO 503
PANAMA 9A, PANAMA
TELEFONO: 60-0700
CABLE: COCLA
TELEX: 2184 COCACOLA PA
FACSIMILE: 60-3504

FACSIMIL

PARA: Mr. Lewis Preston
NUMERO DE FACSIMIL: (202) 477 6391
DE: J. J. Vallarino Jr.
NUMERO DE PAGINAS: 2 (INCLUYENDO ESTA PAGINA)
FECHA: 10/2/91 HORA: 2:30 p.m.
ENVIADO POR: Ede Molina

Si alguna de las páginas no es legible, sírvase comunicarse a nuestro teléfono 60-5317.

Gracias

FYI/91/
October 4, 1991

OFFICE OF THE PRESIDENT

Following up on my earlier announcement of the appointment of three Managing Directors to join me in the Office of the President, as well as subsequent communications on realignment of the regional structure and the budget function, I would like to advise you today of the oversight responsibilities which have been assigned within the Office of the President.

Each of the Managing Directors will oversee the Bank's operations in two regions. Attila Karaosmanoglu will be responsible for Africa and the Middle East & North Africa; Sven Sandstrom for East Asia & Pacific and Latin America & Caribbean; and Ernest Stern for Europe & Soviet Union and South Asia.

Other functions which will be under the purview of Mr. Karaosmanoglu are Development Economics, Treasurer's, Cofinancing & Financial Advisory Services, and Administration.

Mr. Sandstrom will be overseeing Sector & Operational Policy, Financial Policy, and the Global Environment Facility.

Mr. Stern will oversee the Controller's and Budget functions, Resource Mobilization and Development Committee affairs.

Finally, in addition to IFC and MIGA management, I will oversee Board matters, Operations Evaluation, Legal, Personnel, and External Affairs.

I will also ensure that the Managing Directors function as a well-knit team, maintain a coherent institutional perspective and provide timely advice and guidance without diluting the accountability of Vice Presidents. Information sharing and mutual confidence are essential elements of good teamwork. To promote this, each Managing Director will also have secondary responsibilities. The Managing Director with primary responsibility in a given area will keep the Managing Director with secondary responsibility for that area fully informed.

The matrix attached summarizes the assignment of responsibilities.

Processes and Committees

The new management structure also will entail a revision of various management procedures and decision-making processes. The basic principle will be to rely on the Vice Presidents to assure highest standards of quality in the work of their units. Vice Presidents will be responsible for ensuring adequate consultation with other concerned units in the Bank Group, and for reflecting an institutional perspective before submitting documents (e.g., Country Strategy Papers, policy papers) for endorsement or approval to the Office of the President. The effectiveness and efficiency with which the Vice Presidents solicit and incorporate inputs will be an important indicator of their performance.

The structural changes also will require that we reconsider our system of internal communications. Vice Presidents and other senior managers will meet frequently with the respective Managing Director, and the President will meet with all Vice Presidents on a regular basis. Other channels of communication -- up, down and lateral -- will need to be improved as well.

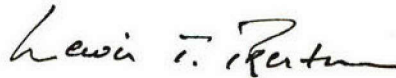
Work is under way on the various processes. At this stage, certain decisions have been made. The Operations Committee, PRE Committee and Financial Policy Committee will be replaced by two new committees with restructured mandates reflecting the increased Vice Presidential accountability.

A Policy Review Committee will be chaired by Sven Sandstrom. Other members will include the Vice Presidents for Development Economics, Financial Policy, Legal and Sector & Operations Policy, as well as two Regional Vice Presidents on a rotational basis. Policy papers should normally be forwarded directly by the originating Vice President to the Office of the President. This Committee will meet only on an exceptional basis, to resolve those policy issues on which fundamental differences of opinion remain among the Vice Presidents.

A Loan Committee will be chaired by Ernest Stern. It will be responsible for reviewing adjustment operations, debt operations, ECOs, and other lending operations with exceptional or unusual features for which the originating Regional Vice President determines that this Committee's review would be helpful. In addition to the chair, the Loan Committee will comprise the Vice Presidents for Development Economics, Financial

Policy, Legal and Sector & Operations Policy, as well as the concerned Regional Vice President. Other Regional Vice Presidents and the Vice President, Cofinancing, will receive copies of the documentation and are welcome to attend any meetings.

You will be provided further details, as they are finalized.

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is fluid and cursive, with a prominent loop at the end.

Lewis T. Preston
President

Attachment

OFFICE OF THE PRESIDENTFUNCTIONAL ASSIGNMENTS

	Primary Responsibility	Secondary Responsibility
<u>President:</u>	Board IFC MIGA Operations Evaluation Legal Personnel External Affairs	
<u>Attila Karaosmanoglu:</u>	Africa Middle East & North Africa Development Economics Treasurer's Cofinancing Administration	Latin America & Caribbean South Asia Sector & Operational Policy Policy Review Committee Loan Committee Development Committee
<u>Sven Sandström:</u>	East Asia & Pacific Latin America & Caribbean Sector & Operational Policy Financial Policy Policy Review Committee Global Environment Facility	Middle East & North Africa Europe & Soviet Union Cofinancing Administration Controller's & Budget Resource Mobilization
<u>Ernest Stern:</u>	Europe & Soviet Union South Asia Controller's & Budget Loan Committee Resource Mobilization Development Committee	Africa East Asia & Pacific Development Economics Treasurer's Financial Policy Global Environment Facility

October 4, 1991

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

LEWIS T. PRESTON
President

October 4, 1991

Dear Joe:

Thank you for your September 18 letter regarding the Business Charter for Sustainable Development. Let me just commend you and the ICC for a timely and most worthwhile initiative. In addressing the challenges of global environment and development, the role of the private sector cannot be overemphasized. I must, however, decline your invitation to have the World Bank appear in the relevant brochure because of our status as an international public institution.

Best wishes and warm regards.

Sincerely,



Mr. Joseph E. Connor
President
International Chamber of Commerce
38, Cours Albert 1er
75008 Paris
France

INTERNATIONAL CHAMBER OF COMMERCE

PARIS

38, COURS ALBERT 1^{ER}

OFFICE OF THE PRESIDENT

18 September 1991 CNB/II

Mr Lewis Preston
President
The World Bank
Washington, D.C.

Dear Lew

In my capacity as President of the ICC for 1991-92, I would like to draw your attention to one of our most significant recent initiatives - the Business Charter for Sustainable Development.

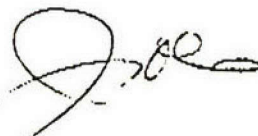
I enclose herewith certain relevant material

- specimens of the Business Charter itself in English, French and Spanish;
- a list of the companies and national business organizations that have expressed support for the Business Charter in writing to date (N.B. to maintain a concise list, multinationals are only listed by the parent company);
- the Messages of support received as of end-March 1991 from chief executives of 36 relevant international institutions;
- a copy of a letter sent to your predecessor Barber Conable on 12 February 1991.

I understand that the ICC never received any reply to the 12 February letter, and as a result no message from the World Bank appears in the relevant brochure. We will shortly republish this brochure in an improved format, with several additional messages. We would very much like to take this opportunity to include a message from you.

Contacts at secretariat level on this point are already proceeding through Andrew Steer in Washington and Nigel Blackburn in this office. As a personal favour, I wonder if you could however expedite this matter - in particular since the revised brochure must go to press at the beginning of October.

With my best regards.



October 4, 1991

Pat O'Hara:

This has to be faxed right away to Mr. Connor (Fax 33-1-42258663) since the brochure is about to go to the press beginning of October. Please call Becky (33600) as soon as he has signed the letter. After faxing, the original letter will, of course, be sent out too.

MTE

Mohamed El-Ashry

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

LEWIS T. PRESTON
President

October 4, 1991

MEMORANDUM TO THE EXECUTIVE DIRECTORS

Subject: Policy on Tobacco

The adverse health consequences of tobacco consumption are by now well established. It does not behoove the Bank Group, given its concern with human welfare, to support activities that lead to increased use of tobacco products.

Accordingly, the following operational practices, most of which reflect the Bank Group's present practice and plans, are articulated in the paper:

- The Bank Group's activities in the health sector -- including sector work, policy dialogue, and lending operations -- should encourage a reduction in the use of tobacco products.
- The Bank Group should not lend directly for (or invest in or guarantee) tobacco production, processing, imports, or marketing, whether for domestic consumption or for export. Indirect lending to identifiable tobacco projects should also be avoided to the extent practicable.

In addition, it is proposed that tobacco processing machinery, equipment and services related to them should be added to the negative list of imports in adjustment loans and credit agreements. Such a list includes at present unmanufactured and manufactured tobacco. Bank Group advice on trade policy reforms should recognize the social costs of tobacco consumption. Tobacco and tobacco-related producer or consumer imports should be exempt from agreements with the Bank to liberalize trade and reduce tariff levels.

The attached paper, "Policy on Tobacco", provides the rationale for the Bank's policy. I recommend that the Executive Directors approve the general policies as set out in the paper.

Lewis T. Preston

OFFICE MEMORANDUM

DATE: October 2, 1991

TO: Mr. Lewis T. Preston

FROM: V. Rajagopalan 

EXTENSION: 33419

SUBJECT: Policy on Tobacco

1. During the September 25, 1991, Board discussion of the proposed MIGA guarantee for a tobacco industry investment in Turkey, a number of Executive Directors indicated that they would welcome a clear statement of the Bank's position with respect to the tobacco sector. Towards the end of that discussion, you indicated that this matter would be on the Board's agenda on November 26, 1991.
2. The attached paper provides a statement of Bank policy on tobacco. The paper has been reviewed widely within the Bank. It was formally discussed by the President's Council and was revised on the basis of the Council's comments.
3. A Memorandum to the Executive Directors is also attached. Should you agree with the policy statement and the memorandum, I recommend that these documents be circulated to the Executive Directors.

OFFICE MEMORANDUM

DATE: October 4, 1991

TO: Senior Management

FROM: Lewis T. Preston

EXTENSION: 82001

SUBJECT: Acting President During Annual Meetings

During the period October 8 through October 21, Mr. Hans Wyss will be Acting President of the Bank Group.

On October 22 and 23, Mr. Wilfried Thalwitz will be Acting President.

I will return to the office on Thursday, October 24.

Lewis T. Preston

October 3rd, 1991

Office of the Partnership
111 Great Neck Road
Suite 412
Great Neck, New York 11021

Dear Sir:

Re: "41 State Office Investors"

I am in receipt of your check,
dated August 20, 1991, in the amount of \$347.22.
I have never received the check you mentioned in
your letter re May distribution. It would be
helpful if you would duplicate the check and
send it to me at my new address:

The World Bank Group
1818 H Street N.W.
Washington, D.C. 20433
Att: Miss P. A. O'Hara

Thank you for your consideration.

Very truly yours,

Lewis T. Preston

October 1st, 1991

Mr. Robert B. Horton
Chairman
British Petroleum Plc
Britannic House
1 Finsbury Circus
London EC2M 7BA, England

Dear Bob:

A Senior Vice President of The World Bank named Moeen Qureshi has, unfortunately from my point of view, elected to take early retirement at the end of November. He is interested in taking on a few advisory assignments in the private sector, hence this note to alert you of his availability.

By virtue of his assignments here and earlier at the IMF, he knows well virtually every leader and Finance Minister in the Developing World and many of them for a considerable period of time.

I enclose a copy of his resume. If you are interested in exploring the possibility of a mutually satisfactory relationship, feel free to contact Moeen directly or, if you prefer, I will be happy to arrange for him to meet with you in London.

With kindest regards,

Sincerely,

FYI/91/
October 3, 1991

The Budget Function

The budget serves all of us to ensure accountability and enhance cost-consciousness. It is a means of relating administrative resources to institutional objectives, and also provides a basis for assessing the efficiency of the Bank's services. We must all be satisfied that our respective units and the Bank are run efficiently.

The size and complexity of the Bank inevitably pose special problems regarding budgeting, accountability and the measurement of cost-effectiveness. However, I believe we can simplify the budget process and reduce the time required for budget preparation, while providing managers and Executive Directors timely, relevant and adequate information.

It will take some time to design and install a simplified budget process, particularly since we want to consult with the managers concerned and the Executive Directors. Therefore, we will complete the formulation of the FY93 budget within the agreed schedule and following the previously-agreed procedures.

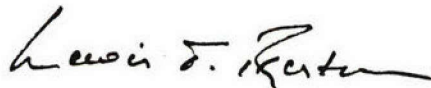
I have asked Mr. Picciotto, Vice President, Corporate Planning and Budgeting, to continue to be responsible for the administration of the FY92 budget and the formulation of the FY93 budget.

All Vice Presidential units should adhere to the current budget calendar, except the Vice Presidents should submit their budgets directly to the Planning and Budgeting Department. Managers are, of course, expected to implement the FY92 work programs within their approved budget and position ceilings, and will report on progress at the end of each quarter.

I have asked Mr. Stern to work with Messrs. Picciotto and Eccles, Vice President & Controller, to develop a simplified budget process and the associated planning, information and cost-accounting systems. The revised processes should be in place for the FY94 budget cycle.

The Board will consider the FY93 budget in June of 1992. Once the FY93 budget is approved, the Planning and Budgeting Department will be transferred to the Vice President & Controller.

Mr. Picciotto will assume the position of Director-General, Operations Evaluation, upon the planned retirement of Mr. Rovani in 1992.

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is fluid and cursive, with a long horizontal stroke at the end.

Lewis T. Preston
President

FYI/91/
October 3, 1991

Regional Structure and Assignments

Our objective is to provide high quality and timely services for our borrowers to help them accelerate economic growth and reduce poverty. At the foundation of our operational approach to achieving this objective is a strong country focus which draws on the Bank Group's global outlook and experience. Increasing our attention to specific country circumstances and improving our contacts with institutions and groups participating in each country's development process, are fundamental to both the formulation and the implementation of country assistance strategies and, hence, to the success of our work.

In both the EMENA and Asia Regions of the Bank, the number of countries requiring our services and the volume of work are rapidly increasing. In order to enhance managerial country focus in these two Regions, I have decided to realign their organizational structure.

As already announced, a Region for Europe and the Soviet Union, to be headed by Wilfried Thalwitz, will be established. This Region will include the borrowing member countries of Europe, from Portugal through Turkey. The establishment of this Region will enable regional management to sharpen the country focus and to concentrate more effectively on the many common problems and the extensive collaboration with European institutions involved in operations in these countries.

A new Middle East and North Africa Region will encompass the countries of North Africa from Morocco through Egypt, and countries of the Middle East through Iran. I have asked Caio Koch-Weser, currently Deputy Treasurer, to serve as Vice President for this Region.

In order to avoid fragmentation of technical units, the EMENA Technical Department will serve both Regions, and Harinder Kohli, the Director, will report to the two Vice Presidents. We will monitor carefully and then assess the efficacy of this arrangement.

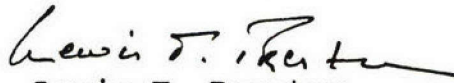
The Bank's Asia Region, where two of our largest Bank and IDA borrowers and the bulk of the absolute poor are located, also will be divided. The South Asia Region will comprise the countries from Afghanistan and Pakistan through Bangladesh (Departments AS1 and 4, plus Afghanistan and Pakistan). I have asked Joseph Wood, currently Vice President, Financial Policy and Risk Management, to serve as Vice President for this Region.

The East Asia and Pacific Region will comprise the borrowing countries from Burma and east (Departments AS2, 3 and 5). I have asked Gautam Kaji, at present Country Director for AS2, to serve as Vice President for this Region.

As in EMENA, the Asia Technical Department will serve both Regions and Daniel Ritchie, the Director, will report to the two Vice Presidents.

A synopsis of the Bank careers of the reassigning staff is attached.

These appointments will become effective on December 1, 1991.


Lewis T. Preston
President

Attachment

Attachment

Gautam Kaji, an Indian national, joined the Bank in September 1968 through the Young Professionals Program. After completing the Program he was assigned as Loan Officer in the Eastern Africa Region until 1973 when he was appointed Resident Representative in the Sudan. On his return to Headquarters in 1975, he was assigned as Senior Loan Officer, Country Programs Department in EMENA, and promoted to Division Chief in the same Department in 1976. In 1979 Mr. Kaji was assigned as Management Policy Adviser in the Office of the Vice President, Administration, Organization and Personnel Management. He was promoted to Assistant Director in the Personnel Department in 1980 and to Director of that Department in 1982. He was reassigned in 1984 to Director, Country Programs, East Asia and Pacific Region, and in 1987 to Director, Country Department II, Asia Region, the position he currently holds.

Caio Koch-Weser, a Brazilian national, joined the Bank in 1973 through the Young Professionals Program. After completing the Program he was assigned as an economist in the Population and Human Resources Division of the Development Economics Department. In 1975 he was reassigned as health projects officer, Office of Environment and Health Affairs, in the Office of the Vice President Projects. Mr. Koch-Weser was appointed Personal Assistant to the President in 1977. He was promoted to Chief, China Division, in the East Asia and Pacific Region in 1980, and then to Director, Country Programs, West Africa Region in 1986, which became Country Director, West Africa Department in 1987. He was appointed in 1990 to his current position of Deputy Treasurer and Director, Treasury Operations.

D. Joseph Wood, an American national, joined the Bank in 1967 through the Young Professionals Program. After completing the Program he served as an economist in the regional mission in East Africa from 1968 to 1972, when he joined the Development Finance Companies Department as Economic Adviser. He was promoted to Division Chief in the Programming and Budgeting Department in 1974 and then to Assistant Director of the same Department in 1976. Mr. Wood took a one-year sabbatical from 1979 to 1980, and on his return was promoted to Director, Financial Policy and Analysis Department. He was promoted in 1983 to Vice President, Financial Policy, Planning and Budgeting, which evolved into Financial Policy and Risk Management in 1987, the position he currently holds.

FYI/91/157
October 3, 1991

Staff Announcement

I am pleased to announce the promotion of Johannes Linn to Vice President, Financial Policy and Risk Management, to succeed Joseph Wood whose appointment to Vice President, South Asia Region is being announced separately.

Johannes Linn, a German national, joined the Bank through the Young Professionals Program in 1973. On completing the Program, he transferred to the Urban and Regional Economics Division, Development Economics Department as an economist and then senior economist. He transferred to Country Programs, East Asia and Pacific Region in 1981, where he was promoted to Departmental Senior Economist in 1984. Mr. Linn headed the team that produced the 1988 World Development Report, and was promoted in 1988 to Senior Economic Adviser to the Vice President, Development Economics and Chief Economist. He was promoted in 1989 to Director, International Economics Department and was reassigned in 1990 to his current position of Director, Country Economics Department.

This appointment will become effective on December 1, 1991.



Lewis T. Preston
President

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

LEWIS T. PRESTON
President

October 3, 1991

To: Executive Directors

I attach for your advance information a copy of a staff announcement which will be distributed to all staff tomorrow concerning the assignment of responsibilities in the Office of the President.



Attachment

Distribution:

Executive Directors and Alternates
Vice President, Personnel and Administration

FYI/91/
October 4, 1991

OFFICE OF THE PRESIDENT

Following up on my earlier announcement of the appointment of three Managing Directors to join me in the Office of the President, as well as subsequent communications on realignment of the regional structure and the budget function, I would like to advise you today of the oversight responsibilities which have been assigned within the Office of the President.

Each of the Managing Directors will oversee the Bank's operations in two regions. Attila Karaosmanoglu will be responsible for Africa and the Middle East & North Africa; Sven Sandstrom for East Asia & Pacific and Latin America & Caribbean; and Ernest Stern for Europe & Soviet Union and South Asia.

Other functions which will be under the purview of Mr. Karaosmanoglu are Development Economics, Treasurer's, Cofinancing & Financial Advisory Services, and Administration.

Mr. Sandstrom will be overseeing Sector & Operational Policy, Financial Policy, and the Global Environment Facility.

Mr. Stern will oversee the Controller's and Budget functions, Resource Mobilization and Development Committee affairs.

Finally, in addition to IFC and MIGA management, I will oversee Board matters, Operations Evaluation, Legal, Personnel, and External Affairs.

I will also ensure that the Managing Directors function as a well-knit team, maintain a coherent institutional perspective and provide timely advice and guidance without diluting the accountability of Vice Presidents. Information sharing and mutual confidence are essential elements of good teamwork. To promote this, each Managing Director will also have secondary responsibilities. The Managing Director with primary responsibility in a given area will keep the Managing Director with secondary responsibility for that area fully informed.

The matrix attached summarizes the assignment of responsibilities.

Processes and Committees

The new management structure also will entail a revision of various management procedures and decision-making processes. The basic principle will be to rely on the Vice Presidents to assure highest standards of quality in the work of their units. Vice Presidents will be responsible for ensuring adequate consultation with other concerned units in the Bank Group, and for reflecting an institutional perspective before submitting documents (e.g., Country Strategy Papers, policy papers) for endorsement or approval to the Office of the President. The effectiveness and efficiency with which the Vice Presidents solicit and incorporate inputs will be an important indicator of their performance.

The structural changes also will require that we reconsider our system of internal communications. Vice Presidents and other senior managers will meet frequently with the respective Managing Director, and the President will meet with all Vice Presidents on a regular basis. Other channels of communication -- up, down and lateral -- will need to be improved as well.

Work is under way on the various processes. At this stage, certain decisions have been made. The Operations Committee, PRE Committee and Financial Policy Committee will be replaced by two new committees with restructured mandates reflecting the increased Vice Presidential accountability.

A Policy Review Committee will be chaired by Sven Sandstrom. Other members will include the Vice Presidents for Development Economics, Financial Policy, Legal and Sector & Operations Policy, as well as two Regional Vice Presidents on a rotational basis. Policy papers should normally be forwarded directly by the originating Vice President to the Office of the President. This Committee will meet only on an exceptional basis, to resolve those policy issues on which fundamental differences of opinion remain among the Vice Presidents.

A Loan Committee will be chaired by Ernest Stern. It will be responsible for reviewing adjustment operations, debt operations, ECOs, and other lending operations with exceptional or unusual features for which the originating Regional Vice President determines that this Committee's review would be helpful. In addition to the chair, the Loan Committee will comprise the Vice Presidents for Development Economics, Financial

Policy, Legal and Sector & Operations Policy, as well as the concerned Regional Vice President. Other Regional Vice Presidents and the Vice President, Cofinancing, will receive copies of the documentation and are welcome to attend any meetings.

You will be provided further details, as they are finalized.

Lewis T. Preston
President

Attachment

OFFICE OF THE PRESIDENTFUNCTIONAL ASSIGNMENTS

	Primary Responsibility	Secondary Responsibility
<u>President:</u>	Board IFC MIGA Operations Evaluation Legal Personnel External Affairs	
<u>Attila Karaosmanoglu:</u>	Africa Middle East & North Africa Development Economics Treasurer's Cofinancing Administration	Latin America & Caribbean South Asia Sector & Operational Policy Policy Review Committee Loan Committee Development Committee
<u>Sven Sandström:</u>	East Asia & Pacific Latin America & Caribbean Sector & Operational Policy Financial Policy Policy Review Committee Global Environment Facility	Middle East & North Africa Europe & Soviet Union Cofinancing Administration Controller's & Budget Resource Mobilization
<u>Ernest Stern:</u>	Europe & Soviet Union South Asia Controller's & Budget Loan Committee Resource Mobilization Development Committee	Africa East Asia & Pacific Development Economics Treasurer's Financial Policy Global Environment Facility

October 4, 1991

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

LEWIS T. PRESTON
President

October 3, 1991

Mr. Marshall Burkes
5912 Schumann Drive
Madison, Wisconsin 53711

Dear Mr. Burkes:

Thank you for your recent letter and renewed interest in the Bank and IFC.

At the present we have no openings that would fit your profile, but I have passed your resume to Bilsel Alisbah, Vice President, Personnel and Administration, who will contact you should suitable opportunities develop.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is fluid and cursive, with a long horizontal stroke at the end.

MARSHALL BURKES
5912 SCHUMANN DRIVE
MADISON, WISCONSIN 53711

(608) 273-2024

FAX (608) 273-0974

September 20, 1991

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

Dear Mr. Preston:

Ross Matthews, who continues to enjoy San Francisco, suggested that I contact you. It has been my pleasure to utilize the services of Morgan Guaranty, beginning with Frank Smeal in 1970, on a continuous basis both in Washington, D.C. and Madison, Wisconsin. When Paul Volcker encouraged agencies to transfer from the New York Fed to a commercial bank, we at IFC chose Morgan Guaranty for performance reasons.

The World Bank and IFC need the leadership of a professional international banker, which has been lacking for at least two decades. Please consider me as one of your senior advisors with attention to the private sector emphasis and, of course, the IFC implementation. My experience and skills, both from within IFC from 1977 to 1984 and alongside the World Bank for over 20 years, can be effectively employed by you. For example, I would caution against the encouraged temptations to be the ceremonial traveler who over-promises the capability of the World Bank Group while career employees make the real policy and implementation decisions.

The International Society of Agricultural Consultants has asked me to make a presentation in Alexandria, Virginia, on October 17. I would appreciate an opportunity to discuss a meaningful role with you and your associates during that time period.

Thank you for the consideration.

Sincerely,

Marshall Burkes

Marshall Burkes

Enclosures: Biography
References

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

LEWIS T. PRESTON
President

October 3, 1991

The Honorable Patricia Schroeder
Co-Chair, Congressional Caucus
for Women's Issues
2471 Rayburn House Office Building
Washington, D.C. 20515

Dear Congresswoman Schroeder:

Thank you for your letter of support for the World Bank's women in development (WID) programs.

I know that, under the leadership of Barber Conable, substantial efforts have been made to more fully integrate WID activities in the Bank's operational and policy work. I assure you these efforts will continue, as they remain a central element of the Bank's poverty reduction strategy.

I would be happy to meet with Caucus members to discuss the Bank's work in this area, and have asked Judith Maguire to make the necessary arrangements with your staff.

Thanks again for your interest in the Bank. I look forward to our discussions.

Sincerely,

Lew Preston

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

LEWIS T. PRESTON
President

October 3, 1991

The Honorable Olympia Snowe
Co-Chair, Congressional Caucus
for Women's Issues
2471 Rayburn House Office Building
Washington, D.C. 20515

Dear Congresswoman Snowe:

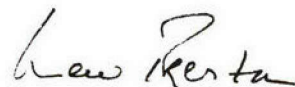
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I would be happy to meet with Caucus members to discuss the Bank's work in this area, and have asked Judith Maguire to make the necessary arrangements with your staff.

Thanks again for your interest in the Bank. I look forward to our discussions.

Sincerely,

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

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

LEWIS T. PRESTON
President

October 3, 1991

Mr. Javier Perez de Cuellar
Secretary-General
United Nations
United Nations Headquarters
New York, N.Y. 10017

Dear Mr. Perez de Cuellar:

Thank you for your letter of September 20, 1991, and the attached aide-memoire regarding an international conference on the financing of development.

As you know, the issue of adequate resource mobilization for development is of ongoing interest to the Bank. We therefore share your concern that increased effective demand for external finance by the developing countries in the 1990s will compete with continuing new claims on global savings, particularly as a result of the restructuring in the Soviet Union, Central and Eastern Europe and the recent situation in the Gulf.

We will follow closely consideration of this proposal during the current session of the General Assembly, and will be prepared to participate in any technical consultations you may consider necessary at an appropriate 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.



Record Removal Notice



File Title Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991		Barcode No. 1780270		
Document Date October 2, 1991	Document Type Letter			
Correspondents / Participants To: The Executive Directors From: The President, Lewis Preston				
Subject / Title [Mr. Sandstrom promotion to Managing Director grade level]				
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 K. Brenner-Delp</td><td>Date Sept. 23, 2025</td></tr></table>	Withdrawn by K. Brenner-Delp	Date Sept. 23, 2025
Withdrawn by K. Brenner-Delp	Date Sept. 23, 2025			



Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991		Barcode No. 1780270		
Document Date 10/01/1991	Document Type CV / Resumé			
Correspondents / Participants To: The Executive Directors From: Lewis T. Preston, President				
Subject / Title Sven Sandstrom CV				
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
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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

October 2, 1991

To: Executive Directors

I attach for your advance information a copy of a staff announcement which will be distributed to all staff tomorrow concerning the Budget Function.

A handwritten signature in dark ink, reading "Lewis T. Preston". The signature is written in a cursive style with a large, sweeping "L" and a long, horizontal stroke at the end.

Attachment

FYI/91/
October 3, 1991

The Budget Function

The budget serves all of us to ensure accountability and enhance cost-consciousness. It is a means of relating administrative resources to institutional objectives, and also provides a basis for assessing the efficiency of the Bank's services. We must all be satisfied that our respective units and the Bank are run efficiently.

The size and complexity of the Bank inevitably pose special problems regarding budgeting, accountability and the measurement of cost-effectiveness. However, I believe we can simplify the budget process and reduce the time required for budget preparation, while providing managers and Executive Directors timely, relevant and adequate information.

It will take some time to design and install a simplified budget process, particularly since we want to consult with the managers concerned and the Executive Directors. Therefore, we will complete the formulation of the FY93 budget within the agreed schedule and following the previously-agreed procedures.

I have asked Mr. Picciotto, Vice President, Corporate Planning and Budgeting, to continue to be responsible for the administration of the FY92 budget and the formulation of the FY93 budget.

All Vice Presidential units should adhere to the current budget calendar, except the Vice Presidents should submit their budgets directly to the Planning and Budgeting Department. Managers are, of course, expected to implement the FY92 work programs within their approved budget and position ceilings, and will report on progress at the end of each quarter.

I have asked Mr. Stern to work with Messrs. Picciotto and Eccles, Vice President & Controller, to develop a simplified budget process and the associated planning, information and cost-accounting systems. The revised processes should be in place for the FY94 budget cycle.

The Board will consider the FY93 budget in June of 1992. Once the FY93 budget is approved, the Planning and Budgeting Department will be transferred to the Vice President & Controller.

Mr. Picciotto will assume the position of Director-General, Operations Evaluation, upon the planned retirement of Mr. Rovani in 1992.

Lewis T. Preston
President

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

LEWIS T. PRESTON
President

October 2, 1991

Mr. John Vanderveken
General Secretary
International Confederation of
Free Trade Unions (ICFTU)
Rue Montagne
Aux Herbes Potageres 37-41
1000 Bruxelles, Belgium

Dear Mr. Vanderveken:

Thank you for your kind words and best wishes as I assume the office of president of the World Bank, and for sending me the ICFTU statement to the forthcoming Annual Meetings of the Board of Governors of the World Bank and International Monetary Fund.

This message contains many valuable insights on development issues of priority concern to the Bank, in particular, poverty reduction, environmental degradation, the burden of external debt, political and economic reforms, and their implications for the Bank's assistance programs in developing countries. We will study this statement closely.

I know that the ICFTU has supported many Bank policies aimed at fostering economic growth and poverty reduction and improving the lives of working people, and I look forward to further strengthening of this cooperation.

Sincerely,

Lewis T. Preston

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

LEWIS T. PRESTON
President

October 2, 1991

Mr. Claude Pasquier
Crédit Lyonnais
Coordinator, Lead Group
16-18, rue du 4 Septembre
75079 Paris Cedex 02
France

Dear Mr. Pasquier:

ALGERIA: World Bank Support for Request for External Refinancing

The purpose of this communication is to present an overview of Algeria's adjustment program, to describe the World Bank's support for that program, and to emphasize the pressing need for external financial support as a critical element in the sustainability of that program.

Algeria's economic reform program faces tough challenges in achieving its goal of transforming the country into a market economy. Unemployment is high and the social infrastructure overstretched. Moreover, the economy is heavily dependent on hydrocarbons and vulnerable to fluctuations in world petroleum prices. Nonetheless, the results of reform and adjustment are beginning to show, notably in the form of agricultural supply responses and substantial improvements in key macroeconomic balances. Provided reforms are pursued firmly and Algeria maintains its access to external capital, the medium-term prospects for restoring the economy to sustained growth are good. However, external resource constraints attributable to a near-term bunching of external debt service threaten to limit the effectiveness of reform. In this context, the World Bank welcomes the participation of commercial banks in the refinancing of Algeria's debt.

Since their inception in 1986, policy and institutional reforms, supported by macroeconomic adjustment, have transformed the economic landscape in Algeria. In agriculture, state farms have been broken up into 80 hectare parcels leased permanently to small groups of farmers. The public enterprise sector has been transformed by the passage to autonomy of the vast majority of public enterprises. The capital of newly autonomous public enterprises has been distributed to profit-oriented holding companies, which act as shareholders for the state and oversee enterprise operations. To complement autonomy, recent labor legislation has established a broad framework for decentralized collective bargaining. Institutional reforms have also been undertaken in the banking sector. The Central Bank has been given a clear mandate to manage monetary policy; and commercial banks, launched as autonomous units in 1989, are now charged with ensuring their own solvency, mobilizing deposits and allocating credit subject to commercial criteria.

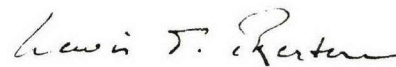
Macroeconomic adjustment has involved, *inter alia*, elimination of soft Treasury loans to public enterprises and repayment of Treasury debt to the Central Bank. The adjustment program began to show results in 1989 when the Treasury's budget deficit fell sharply, allowing the Central Bank to curtail money creation. Reform and adjustment were supported in 1989 by Algeria's first-ever World Bank adjustment loan (US\$300 million). In the last two fiscal years, World Bank lending to Algeria has averaged US\$445 million per year.

The reform and adjustment program was accelerated in 1990 with a new focus on incentive reform and public enterprise restructuring. Following a 100% nominal devaluation between mid-1990 and early 1991, the system of official foreign exchange allocation was abolished in April 1991. Enterprises now negotiate external financing arrangements directly with domestic banks subject only to criteria on the maturity of external borrowing established by the Central Bank. In parallel, domestic price liberalization has been accelerated. To ensure a strong supply response, a program of public enterprise restructuring and financial sector reform has been initiated with support from a US\$350 million World Bank Enterprise and Financial Sector Adjustment Loan. Incentive reform has been complemented by continued macroeconomic adjustment.

Assuming external resource constraints do not tighten further, the economy is projected to gradually return to sustained growth over the medium term and external creditworthiness indicators are expected to improve. However, this will require determined pursuit of reform and adjustment. Moreover, the balance of payments will remain tight and Algeria will need the continued support of its external creditors. The Bank plans on continuing to support Algeria's efforts through analytical work, technical assistance, and its lending program. The lending program will aim primarily to support the development of the country's physical and social infrastructure, as well as vigorous implementation of reform and adjustment measures. In the expectation that the present direction and pace of reform is maintained, total Bank commitments are estimated at approximately US\$500 million per year over the coming several years subject, of course, to the approval of our Executive Directors. The Bank also intends to continue assisting the Government in efforts to mobilize cofinancing from other external creditors. An agreement to refinance Algeria's maturing financial credits would greatly increase the effectiveness of World Bank assistance.

Algeria has made every effort to service its external debt in a timely manner despite its difficult economic situation. Its reform and adjustment efforts deserve the support of all external creditors. The international financial community's support is essential in assisting Algeria's reform and adjustment and helping to restore its economy to sustained growth.

Sincerely,



Lewis T. Preston
President

OFFICE MEMORANDUM

DATE: October 1, 1991

TO: Mr. Lewis T. Preston, President

THROUGH: Mr. Moeen A. Qureshi, Senior Vice President, Operations *MQ*

FROM: Harinder S. Kohli, Acting Vice President, EMENA *HSK*

EXTENSION: 3-2064

SUBJECT: Algeria: Letter of Support to Commercial Bank Creditors

1. A syndicated loan amounting to US\$1.6 billion, critically important to Algeria's external debt strategy, is about to be concluded. The leader of the Core Group of banks charged with mounting the loan operation, Credit Lyonnais, has requested a letter of support from both the Bank and the Fund.

2. I submit for your signature the attached letter of support. It is modelled on similar letters sent by the Bank in the past, notably the one in support of a refinancing operation for Colombia in 1989. A similar letter of support is being prepared by the Fund.

3. The letter has been cleared by Legal, and is in substance supported by the Vice President, Cofinancing. We have reviewed the term sheet for the proposed syndicated loan and found it to be satisfactory.

Attachment

cc. Messrs. Wapenhans (o/r) (EMNVP); Kashiwaya (CFSVP);
Bottelier (EM2DR); Ayub (EM2CO)

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

LEWIS T. PRESTON
President

October 2, 1991

His Excellency
Mihaly Kupa
Minister of Finance
Budapest, V., Jozsef nador ter 2-4. 1051
P. O. Box 481.H-1369
Hungary

Dear Mr. Minister:

Thank you very much for your kind words of congratulations and best wishes as I assume the office of president of the World Bank. My colleagues have informed me of the close cooperation which has been fostered between the Bank and Hungary in the country's transition to a market economy, and of the progress your government has made in meeting this formidable challenge. I applaud Hungary's commitment to this difficult restructuring process and assure you of the Bank's continuing interest and support.

I much appreciate your thoughtful message and look forward to meeting you soon.

Sincerely,

Lewis T. Preston

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

LEWIS T. PRESTON
President

October 1st, 1991

Mr. Robert B. Horton
Chairman
British Petroleum Plc
Britannic House
1 Finsbury Circus
London EC2M 7BA, England

Dear Bob:

A Senior Vice President of The World Bank named Moeen Qureshi has, unfortunately from my point of view, elected to take early retirement at the end of November. He is interested in taking on a few advisory assignments in the private sector, hence this note to alert you of his availability.

By virtue of his assignments here and earlier at the IMF, he knows well virtually every leader and Finance Minister in the Developing World and many of them for a considerable period of time.

I enclose a copy of his resume. If you are interested in exploring the possibility of a mutually satisfactory relationship, feel free to contact Moeen directly or, if you prefer, I will be happy to arrange for him to meet with you in London.

With kindest regards,

Sincerely,

Lew -

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

LEWIS T. PRESTON
President

October 1st, 1991

Mr. Paolo Fresco
Shortlands
Hammersmith
London W6 8BX, England

Dear Paolo:

A Senior Vice President of The World Bank named Moeen Qureshi has, unfortunately from my point of view, elected to take early retirement at the end of November. He is interested in taking on a few advisory assignments in the private sector, hence this note to alert you of his availability.

By virtue of his assignments here and earlier at the IMF, he knows well virtually every leader and Finance Minister in the Developing World and many of them for a considerable period of time.

I enclose a copy of his resume. If you are interested in exploring the possibility of a mutually satisfactory relationship, feel free to contact Moeen directly or, if you prefer, I will be happy to arrange for him to meet with you in London.

With kindest regards,

Sincerely,

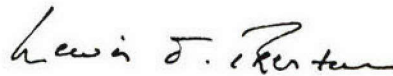
Lew -

FYI/91/153
October 1, 1991

STAFF ANNOUNCEMENT

After a distinguished career of nearly 32 years, Dr. Willi A. Wapenhans will leave the services of the Bank on October 31, 1992. He will relinquish his responsibilities as Regional Vice President for the Europe, Middle East and North Africa Region upon its realignment on December 1, 1991. In the interim period, Dr. Wapenhans will work on special assignments for the President.

I look forward to having his wise counsel in the year ahead.

A handwritten signature in cursive script, reading "Lewis T. Preston".

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 27, 1991

Mr. Moeen A. Qureshi

Moeen:

I endorse the release to the EMENA budget of \$2.15 million from the \$3 million Operations contingency to help accommodate the unplanned operational needs which have emerged in Albania and Iran, and to contribute to the incremental budgetary costs of opening a field office in Egypt.

I have also decided to allocate four higher level positions out of my contingency to help with the staffing of the Eastern and Central Europe programs and one higher level position for the head of the Egypt office. Further redeployment of positions towards Operations could be considered in the context of the first quarter review.

I have asked PBD to work with your staff to prepare a note for my signature to advise the Board about the contingency release.

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

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

LEWIS T. PRESTON
President

September 27th, 1991

Mr. David M. Culver
Chairman
CAI Capital Corporation
3429 Drummond Street
Suite 200
Montreal, Canada H3G1X6

Dear Dave:

Thank you for your thoughtful note of September 20th. Patsy and I are ensconced at the Watergate awaiting the completion of what I hope are minor alterations on our new house.

It's a fascinating job and I am grateful to have been asked. All I can say based on a couple of weeks' experience - it sure is different.

Our best wishes to Mary.

With kindest regards,

Sincerely,



CAI

20 September 1991

Mr. Lewis T. Preston
President
The World Bank
1818 H Street, N.W.
Washington, DC 20433
U.S.A.

CAI CAPITAL
CORPORATION

3429 Drummond St.
Suite 200
Montreal, Canada
H3G 1X6

Tel: (514) 849-1642
Fax: (514) 849-1788

Dear Lew,

The Financial Times of yesterday has bestirred me to do something that I should have done long ago, viz. congratulate you on taking control of the World Bank. As nations - large and small - finally realize that the time has come to cede sovereignty gracefully, the institutions created after World War II are at last coming into their own. It is a significant time for you and the World Bank.

The end of this century is witnessing a quantum change in Eastern Europe. With some luck, the early part of the next century will witness quantum change in Africa. That sad continent needs so much, but especially it needs ethical standards that Western enterprises can co-exist with. I remember writing to Tom Clausen along those lines many years ago at a time when I took Alcan out of all of Africa - not just South Africa.

I feel comforted to know you are where you are.

Sincerely,



David M. Culver
Chairman

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

LEWIS T. PRESTON
President

September 27, 1991

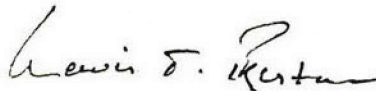
Dear Mr. Funna:

I have learned of your appointment as Governor on the Boards of Governors of The World Bank Group for Sierra Leone. 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 are sure that the knowledge and experience you gained while serving as an Executive Director in the Bank Group will be of great value to us. 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
J.S.A. Funna
Minister of Finance, Development
and Economic Planning
Secretariat Building
George Street
Freetown
Sierra Leone

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

LEWIS T. PRESTON
President

Le 27 septembre 1991

Monsieur le Gouverneur,

J'ai appris le renouvellement de votre nomination aux fonctions de Gouverneur suppléant pour la Guinée aux Conseils des Gouverneurs du Groupe de la Banque mondiale. Cette nomination n'est, je ne l'ignore pas, qu'un aspect des responsabilités qui vous incombent au sein de votre propre Gouvernement, mais j'espère qu'il vous sera possible, néanmoins, de continuer à participer activement aux affaires du Groupe de la Banque.

Les Administrateurs, la direction et les services du Groupe de la Banque mondiale ont foi dans la mission de développement dévolue au Groupe et dans la lutte qu'il mène contre la pauvreté. Il nous sera agréable de continuer à oeuvrer avec vous pour que son action gagne encore en efficacité dans les années à venir. Nous vous adressons nos félicitations à l'occasion du renouvellement de votre nomination et nous vous remercions de bien vouloir de continuer à assumer cette responsabilité supplémentaire.

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



Monsieur Kerfalla Yansane
Gouverneur
Banque centrale de la République de Guinée
B. P. 692
12 Boulevard du Commerce
Conakry, Guinée

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

LEWIS T. PRESTON
President

September 27, 1991

Dear Governor:

I have learned of your reappointment as Alternate Governor for Guinea 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 Kerfalla Yansane
Gouverneur
Banque Centrale de la Republique de Guinee
B. P. 692
12 Boulevard du Commerce
Conakry, Guinea

The World Bank
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

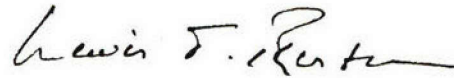
September 27, 1991

Dear Mr. Secretary:

I enclose a copy of a letter from Mr. Philippe Maystadt, Minister of Finance and Governor of the IBRD for Belgium, the official channel of communication between the Government of Belgium and the Bank, requesting you to extend to Mr. Bernard Snoy, 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



LE MINISTRE

1000 Bruxelles, le
Rue de la Loi, 12
Tél.: (02) 233 81 11
Fax: (02) 233 80 03

Mr. Lewis PRESTON
President of the International Bank
for Reconstruction and Development
Washington D.C.

0906-LH.FS1

Dear Mr. Preston,

As you know, Mr. Bernard Snoy is the principal representative of Austria, Belgium, Czechoslovakia, Hungary, Luxembourg and Turkey among the Executive Directors of the International Bank for Reconstruction and Development and resides in Washington, the permanent Headquarters of the Bank. The Bank is a specialized agency of the United Nations.

According to paragraph, Section 15, Article V, of the Agreement between the United Nations and the United States of America, regarding the Headquarters of the United Nations, dated June 26, 1947, principal resident representatives of member countries to specialized agencies of the United Nations with Headquarters in the United States are entitled to the privileges and immunities covered by said agreement under the conditions therein provided.

I have the honor to request that you communicate to His Excellency the Secretary of State of the United States of America our desire that His Excellency extend the privileges and immunities covered by said international agreement to Mr. Bernard Snoy, and in transmitting this request, to express to the Secretary of State of the United States your views thereon.

Yours sincerely,

Philippe MAYSTADT
Minister of Finance
Governor of the IBRD for Belgium

The World Bank

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

TIMOTHY T. THAHANE
Vice President & Secretary

September 30, 1991

Mr. Preston *WP*

Under the Headquarters Agreement between the United Nations and the United States, Executive Directors can be designated Principal Resident Representatives of their respective countries. This designation gives them diplomatic privileges.

The State Department and the Bank have agreed that letters addressed to the President seeking this type of accreditation will be forwarded to the State Department under your signature.

Accordingly, attached is a draft for your signature. It will be sent to the State Department when the original arrives - which may be during your absence.

Jim

OFFICE MEMORANDUM

DATE: September 27, 1991

TO: Mr. Michel Camdessus, Managing Director, IMF

FROM: Lewis T. Preston, President, IBRD *LTP*

EXTENSION: 82001

SUBJECT: BANGLADESH: Policy Framework Paper, 1991/92-1993/94

The Committee of the Whole of the Executive Directors of the Bank and IDA discussed the paper entitled "Bangladesh: Policy Framework Paper, 1991/92 to 1993/94" on September 26, 1991. Attached for your information is a summary of the main points.

Attachment

BANGLADESH - Policy Framework Paper, 1991/92 - 1993/94

Summary of Discussions by the Committee of the Whole

September 26, 1991

1. The Committee welcomed the restoration of financial stability during the past fiscal year, despite disruptions attributable to the Gulf crisis, domestic political changes and the devastating cyclone in April. The Committee urged the Government to move forward expeditiously with the policy framework. This would allow the strong support expressed for the Government's policies at the recent Paris Aid Group meeting to be translated into continued high levels of donor assistance to Bangladesh.

2. Members of the Committee commented in particular on the following aspects of the PFP:

(a) The recent introduction of the value-added tax and improvements in tax administration were welcomed as a demonstration of the Government's commitment to increase domestic resource mobilization but caution was expressed about the number of exemptions.

(b) Speakers noted the progress during the past year in prioritizing the public investment program, particularly the efforts to strike an appropriate balance between social and infrastructure programs. They hoped that efforts also would be made to strengthen absorptive capacity to facilitate aid utilization.

(c) Concerns were expressed by many speakers regarding the budgetary and balance of payments impact of the large increases in public sector wages recently granted by the Government. The Government was urged to develop an effective program to raise revenue, including at the local level, and restrain current expenditures, particularly subsidies and wages. One speaker drew attention to the need to review defense expenditures.

(d) Several speakers raised particular concerns about the large losses being incurred by public enterprises, particularly in the energy and jute sectors and encouraged the Government to improve performance as well as consider privatization on a selected basis. Attention was also drawn to the potential for developing the natural gas sector.

(e) Speakers urged the Government to continue implementing appropriate exchange rate adjustments to maintain external competitiveness.

(f) Several speakers, while noting the announcement of a new industrial policy, emphasized the need to provide a more conducive environment for private sector investment by reducing excessive regulatory controls and quantitative import restrictions and rationalizing tariff levels on the one hand and developing infrastructure on the other. One speaker noted the desirability of industrialized countries liberalizing the MFA to enhance Bangladesh's export potential. The Government was encouraged to continue the program of financial sector reforms, including vigorous actions to improve

loan recovery. Concern was also expressed about the adverse effects of the loan forgiveness program in agriculture.

(g) Noting the strong performance of the agricultural sector, several speakers suggested that the Government continue its policies to liberalize the distribution of agricultural inputs, including reductions in fertilizer subsidies.

(h) The Committee encouraged the Government to give high priority to poverty alleviation, especially in strengthening education and family planning services and Women In Development programs.

(i) Strong support was given to actions to protect the environment particularly to reduce the vulnerability of Bangladesh to natural disasters, including cyclones and floods.

Levin T. Khan

OFFICE MEMORANDUM

DATE: September 27, 1991

TO: Mr. Lewis T. Preston, President

THROUGH: Mr. Moeen A. Qureshi *MMQ*

FROM: Attila Karaosmanoglu *AK*

EXTENSION: 81430

SUBJECT: **BANGLADESH: Policy Framework Paper, 1991/92-1993/94**
Summary of Discussions

Attached for your approval is the summary of discussions by the Committee of the Whole of the Executive Directors of the Bank and IDA held on September 26, 1991, for distribution to the Managing Director of the IMF.

Attachment

LEWIS T. PRESTON
President

FROM: The President

September 26, 1991

People's Republic of China: Agreement on Legal Protection

The Board of Directors, through a Memorandum from the Secretary entitled "Discussions with Host Countries," dated June 5, 1989 (MIGA SecM89-20), was informed that the Management of MIGA intended to initiate discussions with member countries in order to negotiate investment protection agreements which, although not a precondition to the issuance of cover, would serve to reduce MIGA's exposure to risk.

Consequently, to this end and in accordance with Article 23(b)(ii) of MIGA's Convention, representatives of MIGA and the Government of the People's Republic of China have negotiated an agreement on legal protection, the terms and conditions of which have been agreed upon by the appropriate Government authorities, pending approval by MIGA's Board of Directors by special majority.

Therefore, please find attached:

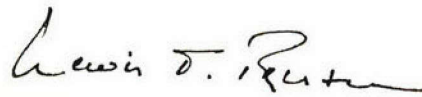
- Draft of the Agreement on Legal Protection for Guaranteed Foreign Investments between MIGA and the Government of the People's Republic of China (Attachment I);
- "Status of Host Government Agreements and Arrangements" (Attachment II); and
- A chart listing the Bilateral Investment Treaties (BITs) and Other Investment-Related Agreements concluded by the People's Republic of China and a very brief analysis of some representative BITs and agreements (Attachment III).
- Draft Model Agreement on Legal Protection (Attachment IV).

The attached Draft of the Agreement on Legal Protection does not deviate from MIGA's standard model in substance, however, the following modifications have been introduced during the negotiations:

Paragraph 1: At the end of the sentence, add ". . . and that you are authorized to sign this Agreement."

Paragraph 2, line 4: Beginning with this line, the remainder of the paragraph now reads: ". . . no less favorable than treatment that the People's Republic of China has accorded, or will accord in the future, to any State or investment guarantee agency of such State in an investment protection treaty. This treatment will apply only to the rights to which the Agency may succeed as subrogee of a compensated guarantee holder."

I recommend that the Board of Directors approve the Agreement on Legal Protection for Guaranteed Foreign Investments between MIGA and the Government of the People's Republic of China.

A handwritten signature in dark ink, appearing to read "Lewis D. Rust". The signature is fluid and cursive, with a long horizontal stroke at the end.

Attachments

Multilateral Investment Guarantee Agency

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

YOSHIO TERASAWA
Executive Vice President

September 26, 1991

Mr. Preston

Re: Host Country Agreements with the People's Republic of China

Dear Lew,

On August 15, 1991, Mr. Liquin Jin, MIGA Alternate Director for China, informed us that the Minister of Finance, Mr. Chi Haibin, has approved the host country agreements on legal protection, use of local currency and guidelines for approval of MIGA guarantees between China and MIGA.

For your signature, please find attached a Memorandum to the Board of Directors transmitting the Agreement on Legal Protection for approval.

As explained in the attached Memorandum to the Board of Directors, the Agreement on Legal Protection differs in some respects from the standard model agreement. The differences are ones of approach rather than substance.

Jerry

Attachments

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

LEWIS T. PRESTON
President

September 26, 1991

Mr. Bilsel Alisbah:

Bilsel,

Together with Ian Scott, I would like you to work out with Wilfried, Caio, Joe and Gautam the setup for the front offices of the new Regions. I would like the front offices to be kept lean and, to the extent possible, share common services.

In selecting staff for any new positions which materialize, you should first insure that all the staff (higher-level and support) in the current Regional front offices are accommodated and secondly that staff in SVP front offices are accommodated.

Also examine and help solve any other organizational and people issues, which arise from the splitting of Regions.

Please keep Bob Picciotto informed as well.

Let me know if you need my help.



cc: Messrs. Kaji
Koch-Weser
Picciotto
Sandstrom
Scott
Thalwitz
Wood

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

LEWIS T. PRESTON
President

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R91-221

TO: The Executive Directors

September 26, 1991

FROM: The President

In accordance with the procedure established in R73-146/1 of July 3, 1973, this memorandum informs you of my intention to appoint Messrs. Gautam Kaji, Caio Koch-Weser and Joseph Wood as Regional Vice Presidents, and Mr. Johannes Linn as Vice President, Financial Policy and Risk Management.

Attached are the curriculum vitae and the Staff Announcements regarding these appointments. In keeping with agreed procedures, the announcement will not be released until five working days have elapsed after the date of this memorandum.



Distribution:

Executive Directors and Alternates
Vice President, Personnel

FYI/91/
October , 1991

Regional Structure and Assignments

Our objective is to provide high quality and timely services for our borrowers to help them accelerate economic growth and reduce poverty. At the foundation of our operational approach to achieving this objective is a strong country focus which draws on the Bank Group's global outlook and experience. Increasing our attention to specific country circumstances and improving our contacts with institutions and groups participating in each country's development process, are fundamental to both the formulation and the implementation of country assistance strategies and, hence, to the success of our work.

In both the EMENA and Asia Regions of the Bank, the number of countries requiring our services and the volume of work are rapidly increasing. In order to enhance managerial country focus in these two Regions, I have decided to realign their organizational structure.

As already announced, a Region for Europe and the Soviet Union, to be headed by Wilfried Thalwitz, will be established. This Region will include the borrowing member countries of Europe, from Portugal through Turkey. The establishment of this Region will enable regional management to sharpen the country focus and to concentrate more effectively on the many common problems and the extensive collaboration with European institutions involved in operations in these countries.

A new Middle East and North Africa Region will encompass the countries of North Africa from Morocco to Egypt, and countries of the Middle East from Egypt through Iran. I have asked Caio Koch-Weser, currently Deputy Treasurer, to serve as Vice President for this Region.

In order to avoid fragmentation of technical units, the EMENA Technical Department will serve both Regions, and Harinder Kohli, the Director, will report to the two Vice Presidents. We will monitor carefully and then assess the efficacy of this arrangement.

The Bank's Asia Region, where two of our largest Bank and IDA borrowers and the bulk of the absolute poor are located, also will be divided. The South Asia Region will comprise the countries from Afghanistan and Pakistan through Bangladesh (Departments AS1 and 4, plus Afghanistan and Pakistan). I have asked Joseph Wood, currently Vice President, Financial Policy and Risk Management, to serve as Vice President for this Region.

The East Asia and Pacific Region will comprise the borrowing countries from Burma and east (Departments AS2, 3 and 5). I have asked Gautam Kaji, at present Country Director for AS2, to serve as Vice President for this Region.

As in EMENA, the Asia Technical Department will serve both Regions and Daniel Ritchie, the Director, will report to the two Vice Presidents.

A synopsis of the Bank careers of the reassigning staff is attached.

These appointments will become effective on December 1, 1991.

Lewis T. Preston
President

Attachment

Attachment

Gautam Kaji, an Indian national, joined the Bank in September 1968 through the Young Professionals Program. After completing the Program he was assigned as Loan Officer in the Eastern Africa Region until 1973 when he was appointed Resident Representative in the Sudan. On his return to Headquarters in 1975, he was assigned as Senior Loan Officer, Country Programs Department in EMENA, and promoted to Division Chief in the same Department in 1976. In 1979 Mr. Kaji was assigned as Management Policy Adviser in the Office of the Vice President, Administration, Organization and Personnel Management. He was promoted to Assistant Director in the Personnel Department in 1980 and to Director of that Department in 1982. He was reassigned in 1984 to Director, Country Programs, East Asia and Pacific Region, and in 1987 to Director, Country Department II, Asia Region, the position he currently holds.

Caio Koch-Weser, a Brazilian national, joined the Bank in 1973 through the Young Professionals Program. After completing the Program he was assigned as an economist in the Population and Human Resources Division of the Development Economics Department. In 1975 he was reassigned as health projects officer, Office of Environment and Health Affairs, in the Office of the Vice President Projects. Mr. Koch-Weser was appointed Personal Assistant to the President in 1977. He was promoted to Chief, China Division, in the East Asia and Pacific Region in 1980, and then to Director, Country Programs, West Africa Region in 1986, which became Country Director, West Africa Department in 1987. He was appointed in 1990 to his current position of Deputy Treasurer and Director, Treasury Operations.

D. Joseph Wood, an American national, joined the Bank in 1967 through the Young Professionals Program. After completing the Program he served as an economist in the regional mission in East Africa from 1968 to 1972, when he joined the Development Finance Companies Department as Economic Adviser. He was promoted to Division Chief in the Programming and Budgeting Department in 1974 and then to Assistant Director of the same Department in 1976. Mr. Wood took a one-year sabbatical from 1979 to 1980, and on his return was promoted to Director, Financial Policy and Analysis Department. He was promoted in 1983 to Vice President, Financial Policy, Planning and Budgeting, which evolved into Financial Policy and Risk Management in 1987, the position he currently holds.

October , 1991

FYI/91/
October , 1991

I am pleased to announce the promotion of Johannes Linn to Vice President, Financial Policy and Risk Management, to succeed Joseph Wood whose appointment to Vice President, South Asia Region was recently announced.

Johannes Linn, a German national, joined the Bank through the Young Professionals Program in 1973. On completing the Program, he transferred to the Urban and Regional Economics Division, Development Economics Department as an economist and then senior economist. He transferred to Country Programs, East Asia and Pacific Region in 1981, where he was promoted to Departmental Senior Economist in 1984. Mr. Linn headed the team that produced the 1988 World Development Report, and was promoted in 1988 to Senior Economic Adviser to the Vice President, Development Economics and Chief Economist. He was promoted in 1989 to Director, International Economics Department and was reassigned in 1990 to his current position of Director, Country Economics Department.

This appointment will become effective on December 1, 1991.

Lewis T. Preston
President



Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991		Barcode No. 1780270
Document Date 09/26/1991	Document Type CV / Resumé	
Correspondents / Participants To: The Executive Directors From: Lewis T. Preston, President		
Subject / Title Gautam Kaji CV		
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	

OFFICE MEMORANDUM

DATE: September 25, 1991

TO: Mr. Lewis T. Preston

FROM: V. Rajagopalan 

EXTENSION: 33419

SUBJECT: Decisions Regarding Externally Funded Programs

1. During my meeting with you of Thursday last, you asked for my thoughts on the various Bank programs we discussed that involve significant collaboration with external agencies. Brief descriptions of the more important of these programs are found below, listed in order of importance. I have provided you with recommendations regarding Bank management of these programs. I would, of course, be pleased to discuss these issues with you at your convenience.

2. The Global Environment Facility (GEF)

This is a three-year pilot scheme to help developing countries contribute to solving global environmental problems, concentrating on four main areas: global warming, international waters, biological diversity, the ozone layer. Implementation of the program is shared between the Bank, UNEP, and UNDP. The Bank chairs the GEF and also administers the Global Environment Trust Fund. In mid-1991 funding from 21 countries amounted to \$1.3 billion for the three-year period. As we discussed, this is a highly visible, highly political activity that requires careful handling on the Bank's part. Indeed, the issues are as much political as they are technical. It is therefore essential that the Bank be seen as giving very high priority to GEF concerns.

Decision Required: With Mr. Thalwitz's shift to his new responsibilities on December 1, there will be a need to appoint a new Bank Chairman for the GEF. I suggest that when the heads of agencies for GEF convene in New York on October 25, the Bank use this occasion to announce the new chairman.

Recommendation: I understand that, per your request, Mr. Thalwitz is preparing a briefing paper for you on the GEF. That paper will presumably contain recommendations on who within the Bank should be asked to chair the GEF. Therefore, my only recommendation at this juncture is that, given the quite political nature of this activity and its high visibility in the international arena, I recommend that the Bank's participation be at a very high level.

3. Consultative Group on International Agricultural Research (CGIAR)

The CGIAR was created in the 1970s to help world food production keep pace with population growth. It has recently expanded its mandate to also focus on natural resource management concerns (forestry/agro-forestry, aquaculture). Thus, it has recently expanded from 13 to 17 international research centers with the addition of one more likely in the next year. The CGIAR's co-sponsors are FAO, UNDP and the Bank. Some 35 bilaterals and private organizations are members. The Bank chairs

the CGIAR and houses its Secretariat. The overall budget for FY92 is \$320 billion with a Bank contribution of \$35 million.

Decision Required: From its inception, the CGIAR has been chaired by the Bank. Since the formation of PRE, the Bank chair has been a Senior Vice President. Prior to then, all Bank chairmen were Vice Presidents. Again, with Mr. Thalwitz's departure, the Bank will need to name a new chairman. A logical time to do this would be at the annual meeting of the CGIAR ("Centers Week") from October 28-November 1. It will be the last CGIAR meeting Mr. Thalwitz will chair and the participants will expect him to formally announce his successor at this time.

Recommendation: Given that agriculture falls within my set of sectoral responsibilities, and that there is considerable inter-relationship between the work of AGR and the CGIAR, it would be logical for me to have overall responsibility for these two units. I recommend that the Bank ask me to assume the chairmanship of the CGIAR.

4. Energy Sector Management Assistance Program (ESMAP)

This program is directed toward improving analytical, planning and operational activities in the energy sectors of developing countries. It is overseen by a consultative group chaired by me, assisted by a Technical Advisory Group. Twelve donors are providing approximately \$26 million in CY91. The Bank does not provide any direct financial support but 18 Bank staff members work full time on this program.

Decision Required: None.

Recommendation: I recommend that this program proceed as is.

ADDITIONAL PROGRAMS INVOLVING EXTERNAL COLLABORATION

5. Several other programs are briefly described below for your information. These programs are being managed with appropriate inputs from the relevant PRS department, under my supervision. I do not believe that at this stage there is reason to recommend changes in the Bank's approach to any of these programs. I may well need to bring to your attention issues regarding future Bank involvement in the Tropical Forest Action Program (TFAP) but at the moment we need to await what actions are taken by the FAO Council concerning FAO participation in revamping the TFAP. Lastly, I should mention that there are, of course, a number of other on-going externally funded activities in the Bank, e.g., funding of training by EDI, but these fall outside my PRS responsibilities.

a) Water and Sanitation Program

This program assists developing countries to provide water supply, sanitation and waste management services to the urban and rural poor. It is active in some 40 countries and employs approximately 100 field and headquarters staff. This is a joint Bank-UNDP initiative primarily funded by UNDP and 10 bilateral donors. CY 91 expenditures will be about \$18 million, the Bank's share being five percent.

Multilateral Investment Guarantee Agency

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

LEWIS T. PRESTON
President

FROM: The President

September 26, 1991

Mauritius: Agreement on Legal Protection

The Board of Directors, through a Memorandum from the Secretary entitled "Discussions with Host Countries," dated June 5, 1989 (MIGA SecM89-20), was informed that the Management of MIGA intended to initiate discussions with member countries in order to negotiate investment protection agreements which, although not a precondition to the issuance of cover, would serve to reduce MIGA's exposure to risk.

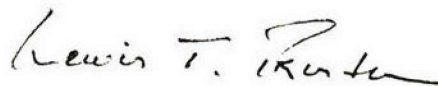
Consequently, to this end and in accordance with Article 23(b)(ii) of MIGA's Convention, representatives of MIGA and the Government of Mauritius have negotiated an agreement on legal protection, the terms and conditions of which have been agreed upon by the appropriate Government authorities, pending approval by MIGA's Board of Directors by special majority.

Therefore, please find attached:

- Draft of the Agreement on Legal Protection for Guaranteed Foreign Investments between MIGA and the Government of Mauritius (Attachment I);
- "Status of Host Government Agreements and Arrangements" (Attachment II); and
- A chart listing the Bilateral Investment Treaties (BITs) and Other Investment-Related Agreements concluded with Mauritius and a very brief analysis of some representative BITs and agreements (Attachment III).

The attached Draft of the Agreement on Legal Protection is identical to MIGA's draft standard agreement.

I recommend that the Board of Directors approve the Agreement on Legal Protection for Guaranteed Foreign Investments between MIGA and the Government of Mauritius.



Attachments

Multilateral Investment Guarantee Agency

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

YOSHIO TERASAWA
Executive Vice President

September 26, 1991

Mr. Preston

Re: Host Country Agreements with Mauritius

Dear Lew,

On September 18, 1991, we received a letter by facsimile from M. Baguant, Secretary to the Cabinet and Governor of MIGA, informing us that the Minister of Economic Planning and Development, the Hon. Beergoonath Ghurburrun, has approved the host country agreements proposed to him by MIGA on legal protection, use of local currency, and guidelines for MIGA guarantees between Mauritius and MIGA.

For your signature, please find attached a Memorandum to the Board of Directors transmitting the Agreement on Legal Protection for approval.

Terry

Attachments

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

LEWIS T. PRESTON
President

24 de Setembro de 1991

Prezado Sr. Director Geral:

Fui informado que V.Sa. representará o Governo da Guiné Bissau na qualidade de Governador Suplente junto ao Conselho dos Governadores do Grupo Banco Mundial. Entendo que esta nomeação decorre das suas responsabilidades junto ao Governo, mas espero também poder contar com o seu dinamismo nos assuntos relativos ao Grupo Banco Mundial.

O Conselho dos Directores e os funcionários do Grupo Banco Mundial estão firmemente empenhados no desenvolvimento e na luta contra a pobreza. Aguardamos a oportunidade de trabalhar com V.Sa. com o objetivo de tornar o Grupo Banco Mundial ainda mais eficaz no futuro. Felicitações pela sua nomeação e agradeço a sua disposição de aceitar esta responsabilidade adicional.

Na expectativa de encontrar V.Sa. no futuro próximo, permita-me apresentar os meus protestos de elevada estima e consideração,

Cordialmente,



Senhor Rui Dia de Sousa
Diretor Geral do Orçamento
Ministério da Economia e Finanças
Caixa Postal 6
Bissau
Guiné Bissau

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

LEWIS T. PRESTON
President

September 24th, 1991

Chief Emeka Anyaoku
Commonwealth Secretary-General
Commonwealth Secretariat
Marlborough House, Pall Mall
London SW1Y 5HX

Dear Chief Emeka:

Thank you for your letter of September 3rd, 1991 and for advanced copies of the Report of a Commonwealth Expert Group "Change for the Better: Global Change and Economic Development". This report is of special interest to the Bank. It provides a timely contribution to the international discussion on the impact of rapid global change on the development process, and on needed actions at both the national and international levels to strengthen development cooperation.

We congratulate the Secretariat and the Expert Group on this report which we plan to distribute widely in the Bank.

Sincerely,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 24th, 1991

Chief Emeka Anyaoku
Commonwealth Secretary-General
Commonwealth Secretariat
Marlborough House, Pall Mall
London SW1Y 5HX

Dear Chief Emeka:

Thank you for your letter of September 3rd, 1991 and for advanced copies of the Report of a Commonwealth Expert Group "Change for the Better: Global Change and Economic Development". This report is of special interest to the Bank. It provides a timely contribution to the international discussion on the impact of rapid global change on the development process, and on needed actions at both the national and international levels to strengthen development cooperation.

We congratulate the Secretariat and the Expert Group on this report which we plan to distribute widely in the Bank.

Sincerely,

Lewis T. Preston

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

LEWIS T. PRESTON
President

Le 24 septembre 1991

Monsieur le Ministre,

J'ai appris votre nomination aux fonctions de Gouverneur pour le Bénin aux Conseils des Gouverneurs du Groupe de la Banque mondiale. Cette nomination n'est, je ne l'ignore pas, qu'un aspect des responsabilités qui vous incombent au sein de votre propre Gouvernement, mais j'espère qu'il vous sera possible, néanmoins, de participer activement aux affaires du Groupe de la Banque.

Les Administrateurs, la direction et les services du Groupe de la Banque mondiale ont foi dans la mission de développement dévolue au Groupe et dans la lutte qu'il mène contre la pauvreté. Il nous sera agréable d'oeuvrer avec vous pour que son action gagne encore en efficacité dans les années à venir. Nous vous adressons nos félicitations à l'occasion de votre nomination et 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 Robert Tagnon
Ministre du Plan et de
restructuration économique
B. P. 342
Cotonou
Bénin

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

LEWIS T. PRESTON
President

Le 24 septembre 1991

Monsieur le Ministre,

J'ai appris votre nomination aux fonctions de Gouverneur suppléant pour le Bénin aux Conseils des Gouverneurs du Groupe de la Banque mondiale. Cette nomination n'est, je ne l'ignore pas, qu'un aspect des responsabilités qui vous incombent au sein de votre propre Gouvernement, mais j'espère qu'il vous sera possible, néanmoins, 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.



Son Excellence
Monsieur Rigobert Ladikpo
Ministre de l'industrie,
de l'énergie et des
entreprises publiques
B. P. 302
Cotonou
Bénin

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

LEWIS T. PRESTON
President

September 23, 1991

Dear Madam Minister:

I have learned of your appointment as Governor for Mali 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 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,



Son Excellence
Madame Mariam Khaidama Sidibe Cisse
Ministre du Plan et de la
Cooperation Internationale
B. P. 1463
Bamako
Mali

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

LEWIS T. PRESTON
President

September 23, 1991

Dear Mr. Minister:

Thank you for your telex dated August 21, 1991, informing us of the appointment of Madam Haby Djiga Nee Toure, Secretary of State for Planning as Alternate Governor, Burkina Faso on the Boards of Governors of The World Bank Group. Our records have been amended accordingly.

We look forward to working closely with Madam Toure in the coming years.

Sincerely,



Son Excellence
Monsieur Frederic Assomption Korsaga
Ministre des Finances et du Plan
B. P. 7050
Ouagadougou
Burkina Faso

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

LEWIS T. PRESTON
President

September 23rd, 1991

Mr. G.G. Michelson
Senior Vice President -
External Affairs
R.H. Macy & Co., Inc.
151 West 34th Street
New York, New York 10001

Dear G.G.:

Thank you for your thoughtful note of September 13th. Needless to say, I too wish I had been able to join you at dinner but my prediction to Jack proved to be accurate. I am up to my you know what in alligators.

For the time being we are settled in Watergate as the remodeling of the new house proceeds at a snail's pace. I am worried about running into Richard Nixon in the hall and have warned Patsy that I will come back to haunt her if I go to my reward in Watergate.

Seriously, we are settling in and things are going as well as can be expected with Buzzy, which is good news indeed.

With kindest regards to you and
Mike,

Sincerely,

Lew

R. H. Macy & Co., Inc.

151 WEST 34TH STREET
NEW YORK, NY 10001

G.G. MICHELSON
SENIOR VICE PRESIDENT
EXTERNAL AFFAIRS

September 13, 1991

Mr. Lewis T. Preston
President
World Bank
1818 H Street, NW
Room E-1227
Washington, DC 20433

Dear Lew:

Everyone missed you at the dinner last night and we do hope we'll get a chance to officially wish you well as you assume your new responsibility. I especially missed you this morning at the GE Board meeting. Without your presence on my left, I had no one to make the salient and sometimes acerbic observations, sotto voce, that you made from time to time.

I know you will make an enormous contribution in your new role as President of the World Bank and I hope that you and Patsy enjoy great happiness in your new home. Please extend my warm regards to her.

Most importantly, I was really pleased to learn from Rod Lindsay last week that your son is doing well and that the early readings are so positive.

Warm good wishes.

Cordially,



GGM/cs

R. H. Macy & Co., Inc.

151 WEST 34TH STREET • NEW YORK, NY 10001

G. G. Michelson



Mr. Lewis T. Preston
President
World Bank
1818 H Street, NW
Room E-1227
Washington, DC 20433



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

LEWIS T. PRESTON
President

Le 23 septembre 1991

Monsieur le Ministre,

J'ai l'honneur d'accuser réception de votre télex du 21 août 1991 nous informant de la nomination de Mme Haby Djiga, née Touré, Secrétaire d'Etat au Plan, au poste de Gouverneur suppléant pour le Burkina Faso aux Conseils des Gouverneurs du Groupe de la Banque mondiale. Nos documents officiels ont été modifiés en conséquence.

Nous attendons avec le plus vif intérêt l'occasion d'oeuvrer en étroite collaboration avec le Secrétaire d'Etat au cours des années à venir.

Je vous prie d'agréer, Monsieur le Ministre, l'assurance de ma haute considération.



Son Excellence
Monsieur Frédéric Assomption Korsaga
Ministre des finances et du Plan
B. P. 7050
Ouagadougou
Burkina Faso

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

LEWIS T. PRESTON
President

Le 23 septembre 1991

Madame le Ministre,

J'ai appris votre nomination aux fonctions de Gouverneur pour le Mali 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, Madame le Ministre, les assurances de ma très haute considération.



Son Excellence
Madame Mariam Khaidama Sidibé Cissé
Ministre du Plan et de la
coopération internationale
P. O. Box 1463
Bamako
Mali

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

LEWIS T. PRESTON
President

Le 23 septembre 1991

Madame le Secrétaire d'Etat,

J'ai appris votre nomination aux fonctions de Gouverneur suppléant pour le Burkina Faso 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, Madame le Secrétaire d'Etat, les assurances de ma très haute considération.



Madame Haby Djiga Touré
Secrétaire d'Etat au Plan
Ministère des finances et du Plan
B. P. 7050
Ouagadougou
Burkina Faso

P.O'H copy

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

LEWIS T. PRESTON
President

September 23, 1991

Mr. David Peretz

USSR: Bank's Approach to Food and Energy Issues

1. I am responding to your earlier questions as to how the World Bank is approaching a range of food and agriculture and energy issues in the USSR.

2. Food and Agriculture. With respect to food and agriculture, the food situation in the USSR has deteriorated after the attempted coup in August 1991. It is clear that chronic food shortages will be worse this year, and locally severe problems may arise. The Soviets have requested substantial quantities of food aid from the donor community. Mr. Cheetham will lead a mission which will arrive in the Soviet Union this week. The mission will inter alia assess the magnitude of the food problem and will also consider the following points:

- o what kind of food aid is needed, the timing of its delivery, and how its distribution should be managed and targetted;
- o the linkage between dismantling of internal barriers to trade in food and effective use of food aid; and
- o the next steps in the reform process, including price liberalization and privatization of production and trade.

3. The above mission will also design the first three months of our technical cooperation program. The Bank's proposed program of technical cooperation in agriculture stresses improvement in food distribution through price liberalization, privatization, enhanced incentives to market and reform of the financial sector that serves agriculture. Specific tasks for the early months include work on design of targeted food assistance, assessment of the impact of price liberalization, and assistance in assessing techniques of privatization of small-scale processing, retailing and transport of food. Producers' incentives to market have declined with the accelerated deterioration of the ruble, and the proposed technical cooperation program will also address broader stabilization issues.

4. Energy. While the Soviet Union is the world's largest producer of energy and the biggest exporter of oil and gas, the sector is in a state of crisis.

- o Energy prices are subsidized to industrial and individual consumers so that there is considerable energy wastage.
- o The substantial revenues in foreign exchange from energy exports are allocated centrally at an overvalued exchange rate and hence not used efficiently.
- o The energy sector, particularly oil and gas, is technologically outdated and unable to produce sufficiently. Oil production and exports are declining.
- o The lack of an appropriate institutional and legal framework has prevented private foreign investors from concluding the major investments they are technically prepared to undertake.

5. In the short term, for a variety of reasons energy prices cannot simply be raised in order to reduce domestic demand and increase exports, particularly as the winter approaches. Under existing conditions, energy is allocated by government, not by prices. There are energy shortages in some areas and excesses in others. It is not clear who in Government presently has the authority to reduce allocations where this is appropriate and technically possible. The Government can, however: (i) establish the principle of moving towards free market pricing of energy over a stated period of time at the republic level while simultaneously introducing an export tax as recommended in the Joint Study of the Soviet Economy; (ii) conclude within three months a study of energy issues to serve as the basis for moving towards market determined energy prices; (iii) proceed rapidly to establish at the republic/union level the appropriate legal framework so that private foreign investment can proceed; and (iv) begin specific feasibility/design work to eliminate key bottlenecks in energy such as the gas pipeline from Siberia to Western Europe.

6. The Bank's program of technical cooperation will begin this week when a small Bank energy mission will accompany Mr. Cheetham to Moscow. The purpose of this mission is to provide technical advice on the legal framework of the sector.



Lewis T. Preston
President

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

LEWIS T. PRESTON
President

September 23, 1991

Dear Delegate:

The global spread of AIDS is tragically blighting the lives of millions of people and poses a threat to the social and economic future of many developing countries.

The World Bank shares with other national and international bodies, a deep concern for this issue. We are, therefore, sponsoring a lecture entitled "The Economic Consequences of AIDS" on the occasion of the Annual Meetings in Bangkok.

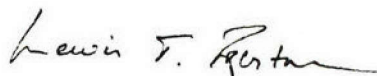
Two world experts on this subject, H. E. Khun Mechai Viravaidhya, Minister attached to the Prime Minister's Office of the Government of Thailand, and Dr. Michael Merson, Director of the World Health Organization's Global Programme on AIDS, have agreed to deliver the lecture and to engage in a question and answer session with the invited audience

The details are:

Date : Saturday, October 12, 1991
Time : 11:00 am - 12:30 pm
Place : Queen Sirikit National Convention Center
Meeting Room 3

I hope you will be able to come to hear about this important and timely topic.

Sincerely,



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

LEWIS T. PRESTON
President

September 23, 1991

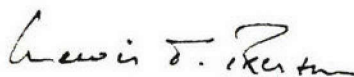
Dear Madam Secretary:

I have learned of your appointment as Alternate Governor for Burkina Faso 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 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,



Madame Haby Djiga Toure
Secrétaire d'Etat au Plan
Ministère des Finances et du Plan
B. P. 7050
Ouagadougou
Burkina Faso

Chron

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

LEWIS T. PRESTON
President

September 20th, 1991

Mr. Enrique V. Iglesias,
President
Inter-American Development Bank
1300 New York Avenue, N.W.
Washington, D.C. 20577

Dear Enrique:

Thank you for the delightful lunch.
I very much enjoyed our discussion and am
looking forward to working with you in the
future.

With kindest regards,

Sincerely,



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

LEWIS T. PRESTON
President

Le 20 septembre 1991

Monsieur le Conseiller,

J'ai appris votre nomination aux fonctions de Gouverneur suppléant pour la Mauritanie 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 du renouvellement 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 Conseiller, les assurances de ma très haute considération.



Monsieur Mohamed Lemine Ould Deidah
Conseiller
Ministère du Plan
B. P. 366
Nouakchott
Mauritanie

Chron

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

LEWIS T. PRESTON
President

September 20, 1991

His Excellency
Ibrahim Babangida
President of the Federal
Republic of Nigeria
Commander-in-Chief of the
Armed Forces
Dodan Barracks
Lagos, Nigeria

Dear Mr. President:

Mr. Edwin Lim, our Director responsible for Nigeria, has reported on his visit to Nigeria earlier this week. We are quite concerned about his report of the deteriorating macro-economic environment caused largely by excessive public expenditure as well as apparent slippage in your Structural Adjustment Program. Nigeria's Adjustment Program has been considered one of the boldest and most comprehensive in Africa and has justifiably earned the support of the international economic community, including the World Bank. I am concerned that this support will be eroded if measures are not taken quickly to arrest the current trends.

I understand we will have an opportunity to meet when you visit Washington in early October. I hope on that occasion we will be able to discuss the following:

- (a) How the Government intends to strengthen fiscal discipline and restore macro-economic stability. A return to your Standby program with the IMF is, in our view, particularly important to maintaining your good standing with the international financial community;
- (b) How to improve the quality of the public investment program. In this regard, we would recommend that you review the economic justifications for many of the large, capital-intensive projects and put them to the market test by not proceeding in the absence of significant private equity participation.
- (c) How to accelerate the Privatization and Commercialization program. Your personal commitment to this key component of the Adjustment program has won you broad international support, but the program seems to have bogged down in recent months. It appears that it will be necessary for you to personally energize the process once again, including accelerating progress in privatizing Government-owned enterprises and banks, and to move more rapidly in commercializing the public utilities, including contracting operations to private companies whenever feasible.

Nigeria is a very important client of the World Bank. When we meet I would be very pleased to hear any ideas you might have as to how we could support you in your efforts to address the above issues, as well as in dealing with other economic problems faced by Nigeria.

I look forward to meeting you in October.

Sincerely,

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

Lewis Preston
President



Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991		Barcode No. 1780270		
Document Date 09/12/1991	Document Type Memorandum			
Correspondents / Participants From: Leigh P. Hollywood To: Lewis T. Preston, President				
Subject / Title Document of Multilateral Investment Guarantee Agency				
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
Withdrawn by Salma Berrada El Azizi	Date July 31, 2025			

MULTILATERAL INVESTMENT GUARANTEE AGENCY
OFFICE MEMORANDUM

DATE: September 20, 1991

TO: Mr. Lewis T. Preston

THROUGH: Mr. Yoshio Terasawa *Y. T.*

FROM: Leigh P. Hollywood *LPH*

EXT: 36168

SUBJECT: Citibank, N.A.
Registration No. 038-92-TUR

1. Attached for your approval are the President's Report and Action Memorandum for Citibank, N.A.'s branch capital expansion in Turkey. The amount of the proposed guarantee is US\$20 million.
2. In accordance with paragraph 3.35(e) of MIGA's Operational Regulations, the President is required to circulate to the Directors a report on each guarantee he plans to approve. Guarantees for amounts less than US\$25 million are only submitted to the Board for consideration of the policy issues involved if three Directors so request within 21 days of receiving the report.

att.

LPH/ahk

Chron

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

LEWIS T. PRESTON
President

September 20th, 1991

Mr. Thomas Faught
Haymaker Farm Road
Murrysville (Export),
Pennsylvania 15632

Dear Mr. Faught:

I have just got my feet under the desk here in Washington which delayed my responding to your two letters pertaining to your interest in a position at the World Bank, in light of its broader role in the private sector.

We have made some organizational changes but it will be quite some time before we have completed a review of the existing skills within the organization. I think it would be unwise to consider going outside to find expertise until we have completed the internal inventory of skills.

Thank you for your interest.

With kindest regards,

Sincerely,

Lewis T. Preston



Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991		Barcode No. 1780270		
Document Date 09/20/1991	Document Type CV / Resumé			
Correspondents / Participants From: Lewis T. Preston, President To: Mr. Thomas Fraught, Haymaker Farm Road				
Subject / Title CV				
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			

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

LEWIS T. PRESTON
President

September 20, 1991

His Excellency
Sheikh Mohammad Abalkhail
Minister of Finance and National Economy
Ministry of Finance and National Economy
Riyadh 11177
Saudi Arabia

Dear Mohammad:

I am continuing the tradition of hosting a luncheon for the Ministers of the G-7 and Saudi Arabia during the World Bank Annual Meetings. This luncheon will be held on Tuesday, October 15, 1991, at 1:00 p.m. in Dining Room number 9 at the Queen Sirikit National Convention Center in Bangkok, Thailand.

With the changes taking place around the world and the increasingly complex development agenda, this get-together will afford us the opportunity to exchange views on the myriad of issues of mutual concern. I would particularly value your advice on the Bank's role in the Soviet Union.

I understand your representative here at the Bank was in touch with your office earlier this summer to ask that this luncheon be marked tentatively on your schedule, and I hope you now will be able to confirm your participation. I look forward to seeing you during the Annual Meetings.

Sincerely yours,



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

LEWIS T. PRESTON
President

September 20, 1991

Monsieur Pierre Beregovoy
Ministre d'Etat
Ministre de l'Economie, des
Finances et du Budget
139, rue de Bercy - Batiment B
Piece B6024.02
Teledoc 579
75572 Paris, Cedex 12
France

Dear Mr. Minister:

I am continuing the tradition of hosting a luncheon for the Ministers of the G-7 and Saudi Arabia during the World Bank Annual Meetings. This luncheon will be held on Tuesday, October 15, 1991, at 1:00 p.m. in Dining Room number 9 at the Queen Sirikit National Convention Center in Bangkok, Thailand.

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Sincerely yours,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 20, 1991

His Excellency
Ryutaro Hashimoto
Minister of Finance
Ministry of Finance
3-1-1 Kasumigaseki, Chiyoda-ku
Tokyo 100
Japan

Dear Mr. Minister:

I am continuing the tradition of hosting a luncheon for the Ministers of the G-7 and Saudi Arabia during the World Bank Annual Meetings. This luncheon will be held on Tuesday, October 15, 1991, at 1:00 p.m. in Dining Room number 9 at the Queen Sirikit National Convention Center in Bangkok, Thailand.

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Sincerely yours,



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

LEWIS T. PRESTON
President

September 20, 1991

Dear Mr. Snoy:

Pursuant to Section 7.9 of the Staff Retirement Plan, as amended through December 6, 1990, I should like to appoint you, effective immediately, a member of the Pension Benefits Administration Committee until November 1, 1992.

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.

Sincerely,



Mr. Bernard Snoy
Executive Director
Room IMF-11-303

Attachment

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

LEWIS T. PRESTON
President

September 20, 1991

His Excellency
Carl Dieter Spranger
Bundesminister fuer Wirtschaftliche
Zusammenarbeit
Karl-Marx-Strasse 4-6
D-5300 Bonn 1
Germany

Dear Mr. Minister:

I am continuing the tradition of hosting a luncheon for the Ministers of the G-7 and Saudi Arabia during the World Bank Annual Meetings. This luncheon will be held on Tuesday, October 15, 1991, at 1:00 p.m. in Dining Room number 9 at the Queen Sirikit National Convention Center in Bangkok, Thailand.

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I understand your representative here at the Bank was in touch with your office earlier this summer to ask that this luncheon be marked tentatively on your schedule, and I hope you now will be able to confirm your participation. I look forward to seeing you during the Annual Meetings.

Sincerely yours,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 20, 1991

The Honorable
Nicholas F. Brady
Secretary of the Treasury
Department of the Treasury
15th Street & Pennsylvania Avenue, N.W.
Washington, D.C. 20220

Dear Nick:

I am continuing the tradition of hosting a luncheon for the Ministers of the G-7 and Saudi Arabia during the World Bank Annual Meetings. This luncheon will be held on Tuesday, October 15, 1991, at 1:00 p.m. in Dining Room number 9 at the Queen Sirikit National Convention Center in Bangkok, Thailand.

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Sincerely yours,

Lew

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

LEWIS T. PRESTON
President

September 20, 1991

The Rt. Hon. Norman Lamont M.P.
Chancellor of the Exchequer
Her Majesty's Treasury
Parliament Street
London SW1P 3AG
United Kingdom

Dear Chancellor:

I am continuing the tradition of hosting a luncheon for the Ministers of the G-7 and Saudi Arabia during the World Bank Annual Meetings. This luncheon will be held on Tuesday, October 15, 1991, at 1:00 p.m. in Dining Room number 9 at the Queen Sirikit National Convention Center in Bangkok, Thailand.

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I understand your representative here at the Bank was in touch with your office earlier this summer to ask that this luncheon be marked tentatively on your schedule, and I hope you now will be able to confirm your participation. I look forward to seeing you during the Annual Meetings.

Sincerely yours,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 20th, 1991

Mr. N. Ross Mathews
Managing Director
J.P. Morgan Securities Inc.
101 California Street
Suite 2750
San Francisco, California 94111

Dear Ross:

Thank you for your note of September 11th, pertaining to Marshall Burkes' potential interest as an advisor or staff person here at The World Bank.

I have passed along his resume to the appropriate office but it is unlikely that we will be looking for anyone with his background for a considerable period of time, i.e. until I can sort out what we got.

I envy you the California climate; it's got to be better than what we got here in Washington.

With kindest regards,

Sincerely,

Lew

N. Ross Matthews
Managing Director
Public Finance Department

J.P. Morgan Securities Inc.

Representative Office
101 California Street
Suite 2750
San Francisco CA 94111
Tel: 415 954-3227
Fax: 415 954-3244

Mr. Lewis T. Preston
President
The World Bank
1818 H. Street N.W.
Washington DC 20433

September 11, 1991

Dear Lew,

I wish to add my congratulations and best wishes as you assume the position of Chief Executive Officer of the World Bank. This is a most challenging assignment at a time when the world markets are being reshaped by daily events in Europe and the Middle East. It is great to have a real pro at the helm.

Recently I received a telephone call from Marshall Burkes, a gentleman who has held a number of senior financial positions in government related agencies, including 8 years at the World Bank. I negotiated Public Finance business with him during the 1970's when he was the senior financial officer of the Federal Home Loan Bonds, and from time to time when he had a similar position at IFC. Our relationship has not been close, but I seem to be on his list of people he calls from time to time when he wants to test a new idea or point of view. It is currently his feeling that he could be very helpful to you as an independent advisor or staff person as you sort out the various needs and solutions to the problems facing the World Bank/IFC. I have taken the liberty of enclosing his resume which he sent to me. One of his references is Mr. Moeen A. Qureshi, Senior Vice President of the World Bank, who I am sure is more current on his abilities than I.

I miss the excitement of the New York Office, but greatly enjoy this current assignment in California.

Best Regards,
Sincerely,

Ross



Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991		Barcode No. 1780270		
Document Date 09/11/1991	Document Type CV / Résumé			
Correspondents / Participants From: Ross Matthews, Managing Director To: Lewis T. Preston, President				
Subject / Title CV Marshall Burkes				
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			

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

LEWIS T. PRESTON
President

September 20, 1991

The Honorable
Donald Mazankowski
Deputy Prime Minister and
Minister of Finance
L'Esplanade Laurier
14th Floor - East Tower
140 O'Connor Street
Ottawa, Ontario K1A 0G5
Canada

Dear Minister:

I am continuing the tradition of hosting a luncheon for the Ministers of the G-7 and Saudi Arabia during the World Bank Annual Meetings. This luncheon will be held on Tuesday, October 15, 1991, at 1:00 p.m. in Dining Room number 9 at the Queen Sirikit National Convention Center in Bangkok, Thailand.

With the changes taking place around the world and the increasingly complex development agenda, this get-together will afford us the opportunity to exchange views on the myriad of issues of mutual concern. I would particularly value your advice on the Bank's role in the Soviet Union.

I understand your representative here at the Bank was in touch with your office earlier this summer to ask that this luncheon be marked tentatively on your schedule, and I hope you now will be able to confirm your participation. I look forward to seeing you during the Annual Meetings.

Sincerely yours,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 20, 1991

The Honorable
Guido Carli
Minister of the Treasury
Via XX Settembre 97
00187 Rome
Italy

Dear Mr. Minister:

I am continuing the tradition of hosting a luncheon for the Ministers of the G-7 and Saudi Arabia during the World Bank Annual Meetings. This luncheon will be held on Tuesday, October 15, 1991, at 1:00 p.m. in Dining Room number 9 at the Queen Sirikit National Convention Center in Bangkok, Thailand.

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I understand your representative here at the Bank was in touch with your office earlier this summer to ask that this luncheon be marked tentatively on your schedule, and I hope you now will be able to confirm your participation. I look forward to seeing you during the Annual Meetings.

Sincerely yours,

Lewis T. Preston

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

LEWIS T. PRESTON
President

20 de septiembre de 1991

Señor Ministro:

Me ha sido comunicada su designación como Gobernador por Bolivia en las Juntas de Gobernadores del Grupo del Banco Mundial. Estoy 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 Grupo del Banco.

Los Directores Ejecutivos, los altos funcionarios y el personal del Grupo del Banco Mundial están firmemente dedicados a la misión de desarrollo de la institución y a la lucha contra la pobreza. Esperamos con sumo interés colaborar con usted en la tarea de hacer que el Grupo del Banco sea aún más eficaz en los años venideros. 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.
Samuel Doria Medina
Ministro de Planeamiento y
Coordinación
Avenida Arce 2147
Casilla 3116
La Paz
Bolivia

chron

OFFICE MEMORANDUM

DATE September 19, 1991
TO Robert Picciotto
FROM Lewis T. Preston
EXTENSION 82001
SUBJECT Presidential Contingency

I hereby authorize the transfer of \$700,000 from the Presidential Contingency to fund the independent review of the Sardar Sarovar project.

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 19, 1991

His Excellency
Ivars Godmanis
Prime Minister
Republic of Latvia
Riga, Latvia

Dear Mr. Prime Minister:

Thank you for your letter of September 12, 1991
informing us of your country's independence. Congratulations to
you and to all your people.

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

Mr. Thahane, the Secretary of the World Bank, will be
in touch with your delegation to make appropriate arrangements
for their attendance at the Annual Meetings in Bangkok.

Sincerely yours,

Lewis T. Preston

Churn

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

LEWIS T. PRESTON
President

September 18, 1991

Dear Dr. Tolba:

First, let me say how much I am looking forward to meeting you. My predecessor, Mr. Barber Conable, has told me about the important role you have played in the birth of the Global Environment Facility (GEF) and about your efforts to get the international community in general and the developing world in particular to take action on the pressing problems of global environmental protection.

You raise a number of concerns in your letter. I will leave it to my colleagues to respond to these specific concerns.

On the main point of your letter, I am told by my colleagues that the intention is to sign the Tripartite Agreement between the three agencies at the upcoming meeting of ourselves and Mr. Draper, now scheduled for October 25th. I am sure that it will be possible to resolve any remaining problems in the interim. Indeed I would hope that on that occasion we will be able to provide a statement to the Press announcing the signing of the agreement and underlining our support for the GEF.

GEF is a new institution and it would be surprising if there were not differences of view on key issues concerning its management and direction at this stage. We welcome a dialogue with you and your colleagues so that we can together resolve these issues. On the whole, I think that our three institutions can be proud of the progress achieved to date on the GEF, and we should be well satisfied with the working arrangements which have evolved to ensure effective collaboration. I am certain that working closely together we will be able to maintain the momentum of the GEF and justify the confidence of the community of donors and recipient countries who have charged us with this important responsibility.

Sincerely,

Lewis T. Preston

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

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

LEWIS T. PRESTON
President

September 18, 1991

Messrs. Ryrie and Terasawa

Travel to the USSR

I attach a note concerning Bank staff travel to the USSR. In the interest of coordination and cooperation, I would appreciate if your staff would consult Mr. Cheetham before initiating any travel to the USSR.

lew -

cc: Messrs. Cheetham, Messenger

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

LEWIS T. PRESTON
President

September 18, 1991

Mr. Harold Messenger

Travel to the USSR

I want to be sure that official travel by Bank staff to the Soviet Union is fully consistent with the objectives of our program of technical cooperation that is getting under way there. Operational responsibility for this program rests with Mr. Cheetham's department. I would, therefore, like him to endorse all official Bank travel to the Soviet Union by staff and consultants before travel requests are processed by your department.

LSP

cc: Messrs. Qureshi, Stern, Thalwitz, Shihata, Thahane
Alisbah, Picciotto, Wapenhans, Cheetham

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

LEWIS T. PRESTON
President

By Facsimile

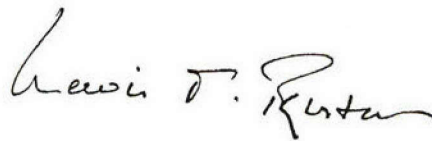
September 18, 1991

Mr. Tetsuya Horie
President
The Long-Term Credit Bank of Japan, Limited
Tokyo, Japan

Dear Mr. Horie:

Thank you for your telex of September 13. We are very pleased to have LTCB International as a member of the management group for our forthcoming Global Bond issue. We look forward to a very successful transaction.

Sincerely,

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

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

LEWIS T. PRESTON
President

September 18, 1991

Mr. Harold Messenger

Travel to the USSR

I want to be sure that official travel by Bank staff to the Soviet Union is fully consistent with the objectives of our program of technical cooperation that is getting under way there. Operational responsibility for this program rests with Mr. Cheetham's department. I would, therefore, like him to endorse all official Bank travel to the Soviet Union by staff and consultants before travel requests are processed by your department.

LSP

cc: Messrs. Qureshi, Stern, Thalwitz, Shihata, Thahane
Alisbah, Picciotto, Wapenhans, Cheetham

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

LEWIS T. PRESTON
President

September 18, 1991

Dear Mr. Minister:

I have learned of your appointment as Governor on the Boards of Governors of The World Bank Group for Gabon. 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,



Son Excellence
Monsieur Emmanuel Ondo-Methogo
Ministre de la Planification, de l'Economie
et de l'aménagement du Territoire
Libreville
Gabon

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

LEWIS T. PRESTON
President

September 18, 1991

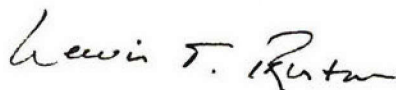
Dear Mr. Aboudou:

I have learned of your appointment as Alternate Governor on the Boards of Governors of The World Bank Group for Comoros. 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,



Monsieur Assoumany Aboudou
Tresorier Payeur General
Ministere des Finances et
de l'Economie
Moroni
Comoros

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

LEWIS T. PRESTON
President

September 18, 1991

Dear Mr. Minister:

I have learned of your reappointment as Governor for Morocco 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 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 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,



Son Excellence
Monsieur Mohamed Berrada
Ministre des Finances
Avenue Mohammed V
Quartier Administratif
Rabat
Morocco

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

LEWIS T. PRESTON
President

September 18, 1991

Dear Mr. Secretary:

I have learned of your reappointment on the Boards of Governors of The World Bank Group as Governor for the Republic of Congo. 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,

Lewis T. Preston

Monsieur Dieudonne Diabatantou-Boukambou
Secrétaire d'Etat à l'économie et au Plan
Ministère de l'économie, des finances
et du Plan
Brazzaville
Republic of Congo

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

LEWIS T. PRESTON
President

September 18, 1991

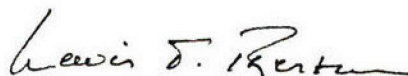
Dear Mr. Director General:

I have learned of your appointment as Alternate Governor on the Boards of Governors of The World Bank Group for the Republic of Congo. 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 again 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,



Monsieur Bernard Tchibambelega
Directeur General du Credit Rural
Brazzaville
Republic of Congo

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

LEWIS T. PRESTON
President

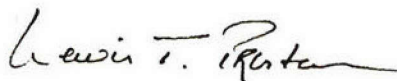
September 18, 1991

Dear Mr. Minister:

Thank you for your letter dated July 25, 1991, informing us of the appointments of Mr. Dieudonne Diabatantou-Boukambou, Secretary of State for the Economy and Planning, and Mr. Bernard Tchibambelela, Director General, Rural Credit, as Governor and Alternate Governor, respectively, for the Republic of Congo on the Boards of Governors of The World Bank Group. Our records have been amended accordingly.

We look forward to working closely with Mr. Diabatantou-Boukambou and Mr. Tchibambelela in the coming years.

Sincerely,



Son Excellence
Monsieur Edouard Ebouka-Babackas
Ministre de l'Economie, des finances
et du Plan
Secretariat d'Etat au Budget
Brazzaville
Republic of Congo

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

LEWIS T. PRESTON
President

September 18, 1991

Dr. Rudolf Hommes
Minister of Finance and Public Credit
Ministry of Finance and Public Credit
Bogota, Colombia

Dear Mr. Minister:

Thank you for your kind letter of September 12 through which, in your capacity as Governor of this Institution, you welcome me as its new President.

I am pleased to assure you of my intention to continue the close collaboration that the World Bank has maintained with your country during its long and fruitful relationship, through our Regional Vice Presidency for Latin America and the Caribbean.

I look forward to meeting you at the Luncheon for Latin American Governors during the forthcoming Annual Meetings in Thailand. I remain,

Sincerely yours,

Lewis T. Preston



Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991		Barcode No. 1780270		
Document Date 09/17/1991	Document Type Board Record			
Correspondents / Participants From: Lewis T. Preston, President To: Mr. Michel Camdessus, Managing Director, IMF				
Subject / Title Malawi Policy Framework Paper				
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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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

LEWIS T. PRESTON
President

September 17, 1991

Mr. Masahiro Dozen
President
Daiwa Securities Co., Ltd.
6-4, Otemachi 2-Chome
Chiyoda-Ku, Tokyo 100
Japan

Dear Mr. Dozen:

Thank you for your letter of September 2, 1991 and for your kind wishes as I assume the presidency of the World Bank. Regarding your reaffirmation of Daiwa Securities' wish to help the Bank meet its funding and investment objectives, I am glad to note that your firm is a member of the management group that will bring to market the Bank's new global bond issue.

I appreciate your kind and encouraging welcome.

Sincerely,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 17, 1991

His Excellency
Yong-Man Rhee
Minister of Finance
Kwachon, Korea

Dear Mr. Minister:

Thank you for your kind letter of August 29, extending congratulations as I begin my term of office as president of the World Bank. As you rightly indicated, much is expected of the Bank in helping developing member countries meet the difficult challenge of the 1990s. This is particularly true given the extraordinary changes now taking place in the world. I am deeply heartened by the strong commitment of our member governments and Bank staff to carry out the Bank's many responsibilities.

I know of the long and fruitful relationship between the Bank and the Republic of Korea. Your economic success has inspired the development effort in many developing countries. I much appreciate your thoughtful message and look forward to meeting you in the near future.

Sincerely,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 17, 1991

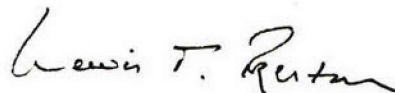
Dear Mr. Minister:

I have learned of your appointment as Governor for Ethiopia 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 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
Woldemariam Girma
Minister of Finance
Ministry of Finance
P.O. Box 1905
Addis Ababa
Ethiopia

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

LEWIS T. PRESTON
President

September 17, 1991

Dear Governor:

I have learned of your appointment as Governor on the Boards of Governors of The World Bank Group for the Mongolian People's Republic. 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. Naidansurengiin Zhargalsaikhan
Governor
Bank of Mongolia
Ogtiabriin gudamj 7
Ulaanbaatar, 11
Mongolia

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

LEWIS T. PRESTON
President

September 17, 1991

Dear Mr. Prime Minister:

I wish to acknowledge receipt of and thank you for your letter dated July 25, 1991, informing us of the appointment of Mr. Naidansurengiin Zhargalsaikhan, President, Bank of Mongolia, as Governor for the Mongolian People's Republic on the Boards of Governors of The World Bank Group. Our records have been amended accordingly.

We look forward to working closely with Mr. Zhargalsaikhan in the coming years.

Sincerely,



His Excellency
Dashiin Byambasuren
Prime Minister of the Mongolian
People's Republic
Ulaanbaatar
Mongolia

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

LEWIS T. PRESTON
President

September 17, 1991

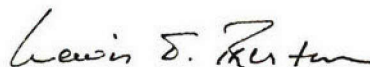
Dear Mr. Minister:

I have learned of your reappointment on the Boards of Governors of The World Bank Group as Governor for Vanuatu. 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
Sela Molisa
Minister of Finance
Ministry of Finance
Private Mail Bag
Port Vila
Vanuatu

FYI/91/144

September 17, 1991

STAFF ANNOUNCEMENT

In view of the historic changes and opportunities in Europe and the Soviet Union, I have decided to establish a separate Region for Europe and the Soviet Union.

I am pleased to announce the appointment of Wilfried Thalwitz to head this new Region. Mr. Thalwitz, a German national, joined the World Bank Group as a Young Professional in 1963. Thereafter, Mr. Thalwitz held the position of Economist in the Transportation Division of the Projects Department until 1968 when he transferred to the Resident Staff in Indonesia as a Senior Transport Economist. He returned to Headquarters in 1970 to take up an assignment as Division Chief in the Western Africa Department. In 1971 he was promoted to Deputy Director, Transportation Projects Department, and in 1972 to Director, Western Africa Projects Department. Mr. Thalwitz took a one-year sabbatical in 1976 to teach and do research at the Institute of Development Policy in Berlin, returning in 1977 to resume his duties as Director of the Western Africa Projects Department. He was promoted in 1984 to Vice President, West Africa Region. Mr. Thalwitz was appointed Vice President, Europe, Middle East and North Africa Region in 1987. He was promoted to Senior Vice President, Policy, Planning and Research in 1989.

Mr. Thalwitz' new appointment will be effective December 1, 1991.


Lewis T. Preston

FYI/91/143
September 17, 1991

STAFF ANNOUNCEMENT

The responsibilities of the World Bank Group have grown tremendously in scope and complexity in recent years. I expect that this trend will continue.

Our institution is dedicated to responding to the evolving needs of its members and to providing high quality services based on its worldwide experience. We need to maintain a strong country focus in the context of our global institutional objectives. Managers at all levels should be fully accountable for the quality and timeliness of their services and products. The exercise of judgment, the acceptance of responsibility, and a commitment to teamwork at all levels are expected of everyone.

I have given careful consideration to the organizational needs which will enable us to meet the demands of a rapidly changing world and an increasingly complex development agenda. After consulting with our Executive Directors, I have decided to establish an Office of the President with three Managing Directors, and to eliminate the current three Senior Vice Presidencies.

The Managing Directors will have no administrative or line responsibilities. Their primary responsibility will be to ensure that the Bank functions as a well integrated, efficient organization and that there is a clear institutional framework for decision making. They will oversee the functions assigned to them and advise the unit Vice Presidents on policy and strategic issues. They will have authority individually to make decisions on any matter which does not require decision by the President and will bring issues requiring broader consideration to my attention, or raise them with all members of the Office.

The Vice Presidents and their management teams will be responsible for the day-to-day business of their units.

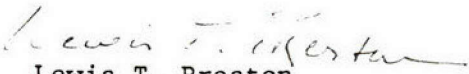
I believe that this structure will:

- provide more authority for line managers to operate within their areas of responsibility;
- give us a better articulated institutional framework for decision making;
- speed up communication and decision making by eliminating one management layer;
- improve communications by expanding the outreach of, and the contact points with, the President;
- increase efficiency by providing earlier, less formal opportunities for obtaining senior management guidance; and
- focus better our communications with other agencies on policy matters.

This structure is new to the Bank Group, and it will take our joint efforts for it to yield the expected benefits. It will require teamwork and a careful balancing between the operational responsibilities in the Vice Presidential Units and the advice and guidance on institutional aspects which the Office of the President can provide.

I have asked Messrs. Karaosmanoglu, Sandstrom and Stern to join me in the Office of the President as Managing Directors. Brief notes on their previous Bank assignments are attached. Their appointments will become effective December 1, 1991.

The objective of these changes is to streamline the management structure; reducing the number of Bank staff is not the objective. In particular, functions presently carried out by Senior Vice President front office staff will be transferred to other units. I have asked Organization Planning and Personnel to develop a plan for an orderly transfer of these functions and to work closely with individual staff to be reassigned so that their preferences are fully considered and any uncertainty is minimized.


Lewis T. Preston

Attachment

Attachment

Attila Karaosmanoglu, a Turkish national, joined the Bank in 1966 as an economist in the International Development Finance Division of the Economics Department. He transferred to the Europe, Middle East and North Africa Department in 1968 and was promoted to Senior Economist in that Region in 1969. Mr. Karaosmanoglu resigned from the Bank in 1971 to serve as Deputy Prime Minister in Turkey for one year, returning a year later to the position he had left. He was promoted to Chief Economist of the EMENA Region in 1973, and then to Director of Development Policy Staff in 1975. He was appointed Director EMENA Country Programs I in 1979. In 1983 he was promoted to Vice President, East Asia and Pacific Region, which became the Asia Region in 1987, the position he currently holds.

Sven Sandstrom, a Swedish national, joined the World Bank Group in 1972. After assignments in the Transport and Urban Projects Department, he was promoted to Deputy Division Chief in the Urban Projects Department in 1977 and to Division Chief in 1979. He transferred as Chief of the Urban Division of South Asia Projects in 1981. Mr. Sandstrom was promoted to Assistant Director, Eastern and Southern Africa Projects Department in 1986, and to Director, Southern Africa Country Department in 1987. He was appointed to his current position of Director, Office of the President, in 1990.

Ernest Stern, an American national, joined the World Bank Group in January 1972 as Senior Adviser in the Office of the Economic Adviser to the President, and as Deputy Chairman of the Economics Committee. He was promoted to Director, Development Policy in 1974 and then to Vice President, South Asia Region in 1975. In 1978 Mr. Stern was promoted to Vice President, Operations and in 1980 to Senior Vice President Operations. He was appointed to his current position of Senior Vice President, Finance in 1987.

September 17, 1991

September 17, 1991

STAFF ANNOUNCEMENT

The responsibilities of the World Bank Group have grown tremendously in scope and complexity in recent years. I expect that this trend will continue.

Our institution is dedicated to responding to the evolving needs of its members and to providing high quality services based on its worldwide experience. We need to maintain a strong country focus in the context of our global institutional objectives. Managers at all levels should be fully accountable for the quality and timeliness of their services and products. The exercise of judgment, the acceptance of responsibility, and a commitment to teamwork at all levels are expected of everyone.

I have given careful consideration to the organizational needs which will enable us to meet the demands of a rapidly changing world and an increasingly complex development agenda. After consulting with our Executive Directors, I have decided to establish an Office of the President with three Managing Directors, and to eliminate the current three Senior Vice Presidencies.

The Managing Directors will have no administrative or line responsibilities. Their primary responsibility will be to ensure that the Bank functions as a well integrated, efficient organization and that there is a clear institutional framework for decision making. They will oversee the functions assigned to them and advise the unit Vice Presidents on policy and strategic issues. They will have authority individually to make decisions on any matter which does not require decision by the President and will bring issues requiring broader consideration to my attention, or raise them with all members of the Office.

The Vice Presidents and their management teams will be responsible for the day-to-day business of their units.

Attachment

Attila Karaosmanoglu, a Turkish national, joined the Bank in 1966 as an economist in the International Development Finance Division of the Economics Department. He transferred to the Europe, Middle East and North Africa Department in 1968 and was promoted to Senior Economist in that Region in 1969. Mr. Karaosmanoglu resigned from the Bank in 1971 to serve as Deputy Prime Minister in Turkey for one year, returning a year later to the position he had left. He was promoted to Chief Economist of the EMENA Region in 1973, and then to Director of Development Policy Staff in 1975. He was appointed Director EMENA Country Programs I in 1979. In 1983 he was promoted to Vice President, East Asia and Pacific Region, which became the Asia Region in 1987, the position he currently holds.

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September 17, 1991

September 17, 1991

STAFF ANNOUNCEMENT

In view of the historic changes and opportunities in Europe and the Soviet Union, I have decided to establish a separate Region for Europe and the Soviet Union.

I am pleased to announce the appointment of Wilfried Thalwitz to head this new Region. Mr. Thalwitz, a German national, joined the World Bank Group as a Young Professional in 1963. Thereafter, Mr. Thalwitz held the position of Economist in the Transportation Division of the Projects Department until 1968 when he transferred to the Resident Staff in Indonesia as a Senior Transport Economist. He returned to Headquarters in 1970 to take up an assignment as Division Chief in the Western Africa Department. In 1971 he was promoted to Deputy Director, Transportation Projects Department, and in 1972 to Director, Western Africa Projects Department. Mr. Thalwitz took a one-year sabbatical in 1976 to teach and do research at the Institute of Development Policy in Berlin, returning in 1977 to resume his duties as Director of the Western Africa Projects Department. He was promoted in 1984 to Vice President, West Africa Region. Mr. Thalwitz was appointed Vice President, Europe, Middle East and North Africa Region in 1987. He was promoted to Senior Vice President, Policy, Planning and Research in 1989.

Mr. Thalwitz' new appointment will be effective December 1, 1991.

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 16, 1991

Ms. Susan G. Reno
Vice President
Morgan Guaranty Trust Company
of New York
P.O. Box 161
60 Victoria Embankment
London EC4Y 0JP

Dear Ms. Reno:

Thank you for your letter of August 15, 1991 and for your strong expression of support as I assume the presidency of the World Bank. The task we face in supporting the transition process in the countries of Eastern and Central Europe is indeed formidable.

I appreciate your offer to assist should my future travels for the Bank bring me to Hungary and would, on such an occasion, enjoy hearing of your firm's experience with privatization in that country.

Sincerely,

Lester R. Brown

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

LEWIS T. PRESTON
President

September 16th, 1991

H.E. Helmut Schmidt
Chairman
InterAction Council
821 United Nations Plaza - 7th Floor
New York, New York 10017

Dear Helmut:

Thank you for your letter of September 1st, enclosing the InterAction Council's final statement adopted in Prague recently, as well as the reports on the results of the High level Expert Groups presented by Mr. Pierre Elliott Trudeau, which I will read with great interest.

I hope our paths will cross soon and, until then, I send you my very best regards,

Sincerely,



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

LEWIS T. PRESTON
President

September 16, 1991

Mr. Vibul Aunsnuntha

Regarding your request from H.E. State Minister of Finance of His Majesty's Government of Nepal and Governor of the Bank, Mr. Mahesh Acharya, I regret that my schedule in Bangkok will not allow me to meet with the Nepalese Delegation during the Annual Meetings. Unfortunately, with the meetings being held overseas this year, my schedule is especially tight.

Lewis T. Preston

OFFICE MEMORANDUM

DATE: September 16, 1991

TO: Mr. Michel Camdessus, Managing Director, IMF

FROM: Lewis T. Preston, *LT* President, The World Bank

EXTENSION: 8-2001

SUBJECT: MOZAMBIQUE - Policy Framework Paper, 1991-93

The Committee of the Whole of the Executive Directors of the Bank and IDA discussed the Policy Framework Paper for Mozambique on September 12, 1991. Attached for your information is a summary of the main points.

Attachment/



Record Removal Notice

File Title Lewis T. Preston - Chronological Records - Volume 2 - August - October 1991		Barcode No. 1780270		
Document Date 09/16/1991	Document Type Board Record			
Correspondents / Participants From: Lewis T. Preston, President To: Mr. Michel Camdessus, Managing Director, IMF				
Subject / Title Mozambique Policy Framework Paper				
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
Withdrawn by Salma Berrada El Azizi	Date July 31, 2025			

OFFICE MEMORANDUM

DATE: September 16, 1991

TO: Mr. Lewis T. Preston

FROM: Moeen A. Qureshi *MAQ*

EXTENSION: 82006

SUBJECT: Project Preparation Facility (PPF): Request for Additional Authority

1. Attached for your approval and distribution to the Executive Directors is a Board paper on the Project Preparation Facility. We are seeking the Board's approval to increase the commitment authority of the Facility to \$190 million from the current level of \$155 million.

2. The Facility was established in 1975 to help finance small discrete tasks related to project preparation for appraisal, and to help launch project implementation. PPF advances are repaid when the Bank declares the loan effective for the project concerned, and are normally treated as a first charge to the loan. If a project does not materialize the advance is refunded forthwith or amortized over a five-year period. Under the Facility, the President was originally authorized to approve advances up to a total of \$5 million. Since then, this amount was increased by the Board seven times, most recently in 1988 to its present level of \$155 million. The Facility has proved to be a flexible and effective instrument for project preparation.

3. The current unallocated commitment authority of the Facility stands at about \$9 million, and there is an urgent need for an increase in the commitment authority to prevent disruption in the lending pipeline. It is estimated that an increase of \$35 million in the net commitment authority will meet demand for FY92-93 and simultaneously leave a small margin for contingency. The increase is justified for two reasons:

- (a) While the use of the Facility by countries in the Africa Region has stabilized there has been a considerable increase in its use by countries in the Asia and the LAC Regions, with further increases projected in the next two years.
- (b) The duration of a PPF advance (from the time of approval to refinancing) has been showing an upward trend from an average of 19 months in the first 13 years of the PPF to 24 months in FY91. This trend is caused in part by an increase in the amount of the early preparatory work financed by the PPF to address institutional issues.

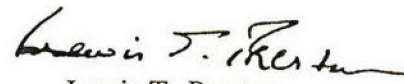
Attachment

Conclusions and Recommendations

10. The Facility remains a successful and indispensable instrument for project preparation largely in Africa, but increasingly in other Regions as well. It effectively provides assistance to member countries for project preparation and startup and, most recently, focussed increasingly on building up local capabilities for project implementation.

11. I therefore recommend that I be authorized to approve, on behalf of the Bank/IDA, project preparation advances of up to \$190 million, an increase of \$35 million above the present commitment authority level of \$155.0 million, on the same terms and conditions as applied to the Facility at present.

12. I further recommend that the executive directors approve the action proposed above. In the absence of objection (which should be communicated to the Vice President and Secretary or Deputy Secretary by the close of business on, 1991), this recommendation will be deemed approved, to be so recorded in the minutes of a subsequent meeting of the executive directors.


Lewis T. Preston

FYI/91/
September 16, 1991

STAFF ANNOUNCEMENT

After a long and distinguished career in the Bretton Woods institutions, Moeen Qureshi has informed me of his plan to retire from the service of the World Bank. His retirement will become effective on November 30, 1991.

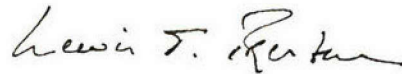
Mr. Qureshi began his career in the Government of Pakistan in 1953 and held a series of responsible positions in finance and planning. He served with the International Monetary Fund from 1958 until 1970 and served at both headquarters and in the field in a variety of senior economic and operational assignments.

In 1970, Mr. Qureshi joined the International Finance Corporation. He was appointed Executive Vice President in 1977 and served as IFC's Chief Operating Officer until the end of 1980. From 1979 until 1980 he served as both Executive Vice President of the Corporation and World Bank Vice President, Finance. Mr. Qureshi was appointed Senior Vice President, Finance, in 1980 and served as the Bank's Chief Financial Officer until 1987. Since 1987 he has headed the Bank's operations, as Senior Vice President, Operations.

During his tenure with the World Bank Group, Mr. Qureshi has made notable contributions to the work of the Bank and to the cause of development. During his stewardship of IFC, the Corporation's investments increased nearly three-fold and he organized the first increase in IFC's capital. He made major contributions to the negotiation of the Sixth, Seventh, and Eighth IDA Replenishments, to the negotiations for IBRD's 1981 Capital Increase and to the strengthening of the Bank's borrowing operations and liquidity management. More recently, he has provided leadership in directing a significant reorientation and expansion of the World Bank's operations in support of poverty, the environment, and promotion of the private sector.

Mr. Qureshi has had the unique distinction of having served in IMF, IFC, IBRD, and IDA. Throughout his illustrious career, he has displayed outstanding professional and personal qualities as well as a deep commitment to the mission of these institutions. His many friends and Bank colleagues as well as officials in our member countries will miss his wise counsel and great personal warmth.

We wish him and his family the very best in the years ahead.

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is fluid and cursive, with a prominent initial "L" and a long, sweeping tail.

Lewis T. Preston

Chern

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

LEWIS T. PRESTON
President

September 13, 1991

The Honorable Mary Rose Oakar
Chair, Subcommittee on International
Development, Finance, Trade and
Monetary Policy
U. S. House of Representatives
2219 Rayburn House Office Building
Washington, D. C. 20515

Dear Madam Chair:

Thank you for your thoughtful note welcoming me to the World Bank. I am delighted to be here, and look forward to working with you and your colleagues on issues of mutual interest.

I certainly hope we are able to get together in the near future, and have asked Bill Stanton to make the necessary arrangements with your staff.

Thanks again for your interest in the Bank. I look forward to our discussions.

Sincerely,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 13, 1991

Dear Mr. Minister:

I have learned of your appointment as Governor on the Boards of Governors of The World Bank Group for Angola. 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

His Excellency
Emmanuel M. Carneiro
Minister of Planning
Ministry of Planning
Praca da Luanda
Luanda
Angola

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

LEWIS T. PRESTON
President

September 13, 1991

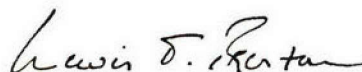
Dear Mr. Undersecretary:

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,



Mr. Tuncay Altan
Deputy Undersecretary of Treasury
and Foreign Trade
Basbakanlik
Hazine ve Dis Ticaret Mustesarligi
Ankara
Turkey

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

LEWIS T. PRESTON
President

September 13, 1991

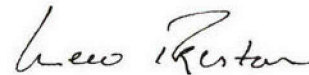
Dear Mr. Zoellick:

I have learned of your appointment as Alternate Governor on the Boards of Governors of The World Bank Group for the United States. 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. Robert B. Zoellick
Under Secretary of State for
Economic and Agricultural affairs
Department of State
2201 C Street, N.W.
Washington, D.C. 20520

Chen

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

LEWIS T. PRESTON
President

September 12, 1991

Thomas R. Berger, Esquire
Berger & Nelson
171 Water Street
Suite 300
Vancouver, British Columbia VEB 1A7

Dear Mr. Berger:

At the request of Bradford Morse, and with your agreement, I have appointed you a member of the team that will carry out the independent review of the Sardar Sarovar Projects.

I understand that it is agreed that Mr. Morse will be Chairman and that you will be Deputy Chairman of the Independent Review Team.

I look forward to receiving the Review Team's report.

Sincerely,


Lewis T. Preston

cc: Mr. Bradford Morse

Messrs. Qureshi, Thalwitz, Karaosmanoglu, Vergin, El-Ashry, West & Niemann

bcc: Linda McLaughlin

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

LEWIS T. PRESTON
President

September 11, 1991

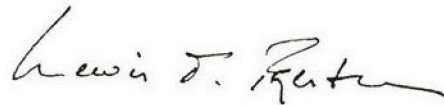
Herrn.
Bunderminister Carl-Dieter Spranger
Bunderministerium fur wirtschaftliche Zusammenarbeit
Karl-Marx-Strasse 4-6
5300 Bonn 1
Germany

Dear Governor:

Thank you for your letter of August 26, 1991 and for your kind wishes as I assume the office of President of the World Bank. The task we face in supporting poverty alleviation and sustainable development in our developing member countries as well as the transition process in the countries of Eastern and Central Europe is indeed formidable, and I am aware that much is expected of our institution. But I am confident we can meet the challenge ahead, with the strong commitment and support of member governments and the dedication of our staff to the Bank's mission.

I much appreciate your thoughtful message and look forward to meeting you in Bangkok.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis T. Preston". The signature is fluid and cursive, with a long horizontal stroke at the end.

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

LEWIS T. PRESTON
President

September 11, 1991

The Federal Chancellor
Helmut Kohl
The Federal Republic of Germany
Bonn, Germany

Dear Chancellor:

Thank you for your letter of August 28, 1991 and for your strong expression of support as I assume the office of President of the World Bank. As you rightly indicated, our institution faces a formidable task in fostering sustainable development in our developing member countries and in assisting the transition process in Central and Eastern Europe. But I am confident, given the commitment by member governments and staff alike, that the Bank will meet this new challenge.

I much appreciate your kind and encouraging welcome.

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.

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

LEWIS T. PRESTON
President

September 9th, 1991

To All Staff:

The staff of any knowledge-based service institution is its most important asset. The World Bank is no exception.

To nurture and develop this asset require not only challenging and rewarding work but also an environment in which serious career planning for individuals is combined with an institutional approach to reassignment, mid-career training, promotion and external recruitment. My discussions with Bank staff, Executive Directors and others familiar with the Bank confirm that the Bank must do better in all these areas.

Senior managers in the Bank Group are committed to bringing about the necessary improvements. This will require, in addition to commitment at the top, a strong central personnel function with primary responsibility and accountability for results.

I have asked Bilsel Alisbah to formulate, by November 30th, specific proposals for strengthening and re-orienting the personnel function to help us achieve the desired results.

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

LEWIS T. PRESTON
President

September 9th, 1991

Members, President's Council

As I mentioned this morning, I would like to meet regularly with you to keep ourselves up-to-date on major developments affecting the Bank and our work. We will continue to use the Monday morning slot since that seems generally convenient.

I do not plan to use the President's Council to review policy papers on a regular basis. I expect those papers to be submitted by the responsible officer after full consultation with other units concerned, including Legal's clearance when appropriate. Any remaining differences of view will be described in the transmittal memorandum. As necessary, I will meet with the officers involved to decide on a course of action. We may use our Monday meetings occasionally to take up papers of general institutional relevance.

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

Lewis T. Preston
President

September 6, 1991

Lic. Miguel Mancera
Director General
Banco de México
5 de Mayo No. 2, 5to. piso
Col. Centro, Delegación Cuauhtemoc
México D.F., México

Dear Lic. Mancera:

I am writing to confirm that documents regarding the proposed Economic Recovery Credit (the "Credit") from the International Development Association (the "Association") to the Republic of Nicaragua ("Nicaragua") in an amount equivalent to approximately US\$110 million have been circulated to the Executive Directors of the Association for consideration and approval. Consideration of the proposed Credit by the Executive Directors is tentatively scheduled on or about September 24, 1991, and I have recommended that the proposed Credit be approved. Consideration of the proposed Credit would be delayed, however, if overdue loan service payments to the Association and the International Bank for Reconstruction and Development from Nicaragua, totalling about US\$225 million equivalent, are not paid by September 18, 1991.

Nicaragua has informed the Association that, if the proposed Credit is approved by the Executive Directors, it expects to submit withdrawal applications for proceeds under the proposed Credit in an aggregate amount equivalent to approximately US\$55 million requesting reimbursement for import invoices so as to enable Nicaragua to withdraw the first tranche of the proposed Credit in such amount on or before October 31, 1991. Nicaragua's expectation appears to be reasonable, subject to approval of the proposed Credit by the Executive Directors, satisfaction of all conditions precedent for the effectiveness and disbursement of the proposed Credit and submission in a timely manner of all documentation required by the credit agreement relating to the proposed Credit for withdrawal of such proceeds.

The statements contained in this letter are not to be construed as a waiver of any rights which the Association may have under the credit agreement relating to the proposed Credit or under the Association's General Conditions Applicable to Development Credit Agreements.

Very truly yours,



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

Lewis T. Preston
President

September 6, 1991

Don Mariano Rubio
Gobernador
Banco de España
Alcalá 50
Madrid 28014, España

Dear Mr. Rubio:

I am writing to confirm that documents regarding the proposed Economic Recovery Credit (the "Credit") from the International Development Association (the "Association") to the Republic of Nicaragua ("Nicaragua") in an amount equivalent to approximately US\$110 million have been circulated to the Executive Directors of the Association for consideration and approval. Consideration of the proposed Credit by the Executive Directors is tentatively scheduled on or about September 24, 1991, and I have recommended that the proposed Credit be approved. Consideration of the proposed Credit would be delayed, however, if overdue loan service payments to the Association and the International Bank for Reconstruction and Development from Nicaragua, totalling about US\$225 million equivalent, are not paid by September 18, 1991.

Nicaragua has informed the Association that, if the proposed Credit is approved by the Executive Directors, it expects to submit withdrawal applications for proceeds under the proposed Credit in an aggregate amount equivalent to approximately US\$55 million requesting reimbursement for import invoices so as to enable Nicaragua to withdraw the first tranche of the proposed Credit in such amount on or before October 31, 1991. Nicaragua's expectation appears to be reasonable, subject to approval of the proposed Credit by the Executive Directors, satisfaction of all conditions precedent for the effectiveness and disbursement of the proposed Credit and submission in a timely manner of all documentation required by the credit agreement relating to the proposed Credit for withdrawal of such proceeds.

The statements contained in this letter are not to be construed as a waiver of any rights which the Association may have under the credit agreement relating to the proposed Credit or under the Association's General Conditions Applicable to Development Credit Agreements.

Very truly yours,

Lewis T. Preston

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

Lewis T. Preston
President

September 6, 1991

Dr. Francisco Ortega
Presidente
Banco de la República
Carrera 7a. No. 14-78
Bogotá, Colombia

Dear Dr. Ortega:

I am writing to confirm that documents regarding the proposed Economic Recovery Credit (the "Credit") from the International Development Association (the "Association") to the Republic of Nicaragua ("Nicaragua") in an amount equivalent to approximately US\$110 million have been circulated to the Executive Directors of the Association for consideration and approval. Consideration of the proposed Credit by the Executive Directors is tentatively scheduled on or about September 24, 1991, and I have recommended that the proposed Credit be approved. Consideration of the proposed Credit would be delayed, however, if overdue loan service payments to the Association and the International Bank for Reconstruction and Development from Nicaragua, totalling about US\$225 million equivalent, are not paid by September 18, 1991.

Nicaragua has informed the Association that, if the proposed Credit is approved by the Executive Directors, it expects to submit withdrawal applications for proceeds under the proposed Credit in an aggregate amount equivalent to approximately US\$55 million requesting reimbursement for import invoices so as to enable Nicaragua to withdraw the first tranche of the proposed Credit in such amount on or before October 31, 1991. Nicaragua's expectation appears to be reasonable, subject to approval of the proposed Credit by the Executive Directors, satisfaction of all conditions precedent for the effectiveness and disbursement of the proposed Credit and submission in a timely manner of all documentation required by the credit agreement relating to the proposed Credit for withdrawal of such proceeds.

The statements contained in this letter are not to be construed as a waiver of any rights which the Association may have under the credit agreement relating to the proposed Credit or under the Association's General Conditions Applicable to Development Credit Agreements.

Very truly yours,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 6th, 1991

To Mr. Ernest Stern

I have reviewed the concept and status of the decentralization of the accounting function. My discussions with you, Price Waterhouse staff, and others lead me to conclude that we should not move accounting responsibility to additional business units. The accounting responsibilities, which have been decentralized to the Departments in Finance, should remain with those Departments. You should prepare your budget proposals on that basis.



cc: Messrs. Alisbah, Eccles, Picciotto

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

Lewis T. Preston
President

September 6, 1991

Dr. Pedro Tinoco
Presidente
Banco Central de Venezuela
Esquina Carmelitas
(Apartado 2017)
Caracas, Venezuela

Dear Dr. Tinoco:

I am writing to confirm that documents regarding the proposed Economic Recovery Credit (the "Credit") from the International Development Association (the "Association") to the Republic of Nicaragua ("Nicaragua") in an amount equivalent to approximately US\$110 million have been circulated to the Executive Directors of the Association for consideration and approval. Consideration of the proposed Credit by the Executive Directors is tentatively scheduled on or about September 24, 1991, and I have recommended that the proposed Credit be approved. Consideration of the proposed Credit would be delayed, however, if overdue loan service payments to the Association and the International Bank for Reconstruction and Development from Nicaragua, totalling about US\$225 million equivalent, are not paid by September 18, 1991.

Nicaragua has informed the Association that, if the proposed Credit is approved by the Executive Directors, it expects to submit withdrawal applications for proceeds under the proposed Credit in an aggregate amount equivalent to approximately US\$55 million requesting reimbursement for import invoices so as to enable Nicaragua to withdraw the first tranche of the proposed Credit in such amount on or before October 31, 1991. Nicaragua's expectation appears to be reasonable, subject to approval of the proposed Credit by the Executive Directors, satisfaction of all conditions precedent for the effectiveness and disbursement of the proposed Credit and submission in a timely manner of all documentation required by the credit agreement relating to the proposed Credit for withdrawal of such proceeds.

The statements contained in this letter are not to be construed as a waiver of any rights which the Association may have under the credit agreement relating to the proposed Credit or under the Association's General Conditions Applicable to Development Credit Agreements.

Very truly yours,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 6, 1991

Mr. Jacques Attali
President
European Bank for Reconstruction
and Development
London
United Kingdom

Dear Jacques:

I appreciate receiving your letter of September 3 with a copy of the action plan of the European Bank for Reconstruction and Development for the Soviet Union.

We are still at an early stage in formulating our own program of technical cooperation. From our point of view at least, it may, therefore, be somewhat premature to convene a meeting next week with all the concerned agencies. Time is also short to arrange such a meeting.

We attach great importance to the need for coordination and cooperation with the Soviet Union. Our own preliminary thinking is that such arrangements should be guided by two broad principles:

- o The Soviet Union should take the lead in coordinating the assistance. Each institution should work directly with the Soviet Union to develop a program that matches assistance requirements with the capacities and areas of expertise of that institution.
- o The institutions should work closely with each other by sharing information on their respective, program plans. Such exchanges, done regularly at the appropriate level, would provide a basis for developing more specific arrangements for coordination and cooperation as our respective programs take shape.

A World Bank mission will visit Moscow during the week of September 23 to continue discussions about our programs in the Soviet Union. As soon as we have a set of proposals we will share these with you. These, together with your own program, would provide a good basis for a substantive discussion on coordination and cooperation between our two institutions.

Mr. Jacques Attali

- 2 -

September 6, 1991

I have asked Moeen Qureshi and Willi Wapenhans to maintain close contact with your staff on our respective roles in the Soviet Union. In addition, Russell Cheetham, who will lead our mission to the Soviet Union later this month, would be available to stop in London for discussions immediately after the visit to Moscow.

I have discussed the above with Michel Camdessus and we both look forward to meeting with you on September 10.

With my best wishes.

Sincerely,

A handwritten signature in dark ink, appearing to read "Lewis -", with a stylized flourish at the end.

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 6, 1991

His Excellency Edgar Savisaar
Prime Minister of the Government
of the Republic of Estonia
Tallinn, Estonia

Dear Mr. Prime Minister:

Thank you for your invitation to participate in the meeting of the Prime Ministers of the Baltic Republics on September 23-24, 1991, in Tallinn.

I would have been delighted to attend this important meeting personally. However, I just took office recently here and have quite a busy schedule which does not permit me to join you in Tallinn--as I am sure you will understand.

I am glad to inform you that Mr. W. A. Wapenhans, the World Bank Vice President in charge of the Europe, Middle East, North Africa Region, will be representing our institution at that meeting.

Sincerely,

Lewis T. Preston

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

LEWIS T. PRESTON
President

September 3, 1991

Mr. Legg

Allan -

Should the matter of distribution of your annual report to the JAC arise at Wednesday's meeting, you should:

- note our concern about the distribution of this document intended for internal management purposes, and;
- suggest that the JAC meet with you in private session, without management participation, at which you could summarize your principal conclusions and discuss any matters relating to cooperation in your audits and remedial actions, as well as any which bear on your independence of action.

If this proves satisfactory, it could be a permanent arrangement; if not, we can consider the circulation of the Annual Report to the JAC by the end of FY92.

Lewis T. Preston

cc: Mr. Picciotto

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

BARBER B. CONABLE
President

August 31st 1991

Dear Lew —

Consider this letter a ceremonial transfer of the gold key to the President's Office. Originally a conceit of Pierre Paul Schweitzer twenty years ago, this strange symbol carries with it fascinating responsibilities which you can now only imagine.

I wish you every possible good fortune, for yourself, the institution and the world, as you work behind the doors this key has unlocked for all your predecessors.

Sincerely

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

BARBER B. CONABLE
President

August 27, 1991

To All Staff:

Soviet Union

In my July 15 communication to you, I reflected on the remarkable achievements of the Bank during the last fiscal year. I advised you that the Soviets were standing in the wings, interested in developing for themselves a major relationship with our institution, starting with a technical cooperation program. The Soviet request for technical assistance was endorsed at the meeting of the G7 in London in mid-July. On July 22 we also received application from the Soviet Union for membership in all members of the Bank Group.

At the end of July, we sent a mission to Moscow led by Russ Cheetham, Director of the Eastern European Department, to begin exploratory talks with the Soviet authorities on possible technical cooperation activities to help the Soviet Union and its Republics in their quest to transform into a market economy. The events of last week clearly have demonstrated the wish of the Soviet people to continue the process of reform. The World Bank looks forward to playing a major role in assisting the Soviets in these efforts.

I am pleased to announce that our Executive Directors today have agreed to establish a Trust Fund, with an allocation of \$30 million from the Bank's net income, to finance a program of technical cooperation activities that will help the Soviets to move as quickly as possible to reach their goal of a market economy. We hope, depending primarily on agreement with rapidly changing Soviet negotiators, to finalize the details of this work program with the Soviets and start providing assistance in specific areas in October.

Given the economic difficulties that the Soviet Union currently is facing, and the evolving nature of its relationship with the Republics, implementing a technical cooperation program will be a challenge. We must design an imaginative program well adapted to the realities of the Soviet economy and well coordinated with other sources of technical assistance. In addition, implementation of the program will require flexibility. This is a unique historical opportunity for the Bank Group to use the considerable experience it has gained in reform design and implementation in Eastern Europe and elsewhere to make an effective contribution to the truly extraordinary changes taking place in the Soviet Union.

Barber Conable