

**THE WORLD BANK GROUP ARCHIVES**

**PUBLIC DISCLOSURE AUTHORIZED**

**Folder Title:** Projects and Studies - Overseas Development Institute - Volume 1

**Folder ID:** 1070146

**Series:** Operational sector files

**Dates:** 11/19/1964 – 12/09/1965

**Fonds:** Central Files

**ISAD Reference Code:** WB IBRD/IDA ADMCF-07

**Digitized:** 12/26/2023

To cite materials from this archival folder, please follow the following format:  
[Descriptive name of item], [Folder Title], Folder ID [Folder ID], ISAD(G) Reference Code [Reference Code], [Each Level Label as applicable], World Bank Group Archives, Washington, D.C., United States.

The records in this folder were created or received by The World Bank in the course of its business.

The records that were created by the staff of The World Bank are subject to the Bank's copyright.

Please refer to <http://www.worldbank.org/terms-of-use-earchives> for full copyright terms of use and disclaimers.



THE WORLD BANK

Washington, D.C.

© International Bank for Reconstruction and Development / International Development Association or

The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: [www.worldbank.org](http://www.worldbank.org)

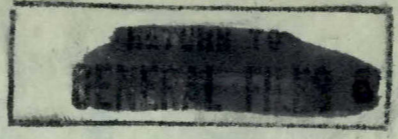
**PUBLIC DISCLOSURE AUTHORIZED**

The World Bank Group  
**Archives**



1070146

A1994-042 Other #: 34 Box # 184133B  
Projects and Studies - Overseas Development Institute - Volume 1



RETURN TO  
RECORDS CENTER ROOM HB-1  
PRE 1966 MATERIAL  
BOX NO. 874

**DECLASSIFIED**  
WBG Archives



MADE IN U. S. A.

*[Faint handwritten notes]*

THIS FILE IS CLOSED AS OF  
DECEMBER 1965.  
FOR FURTHER CORRESPONDENCE SEE:  
1966 - 1968.

RECORDS MANAGEMENT SECTION  
February 1969

December 9, 1965

Dear John:

I find that I never replied to your letters of November 5, but you will have learnt in the meantime that your suggestions for Mr. Soper's visit were largely followed and resulted in what I think was a good visit; we all certainly enjoyed making his acquaintance and found the conversations interesting and useful.

I have sent you under separate cover the study on the "U.K.-Swedish" proposal which was released this morning, as you no doubt have noticed in the press. We shall have a printed version toward the end of the year.

Best regards,

Sincerely,

Lars J. Lind

Mr. John White  
Overseas Development Institute Ltd.  
160 Piccadilly  
London, W.1  
England

*BL*  
LJL/jsw

OVERSEAS DEVELOPMENT INSTITUTE LTD

160 PICCADILLY LONDON W1 HYDE PARK 2654

Studies - ODI

files

CONF/39

24th November, 1965.

Dear Mrs Lind,

I am sorry I did not have a chance to see you again before I left, but I am writing to you now to say how much I appreciated the arrangements you made for me to see various people in the Bank. It was a most useful visit and I was delighted with it all.

*Yours sincerely*  
*Tom Soper*

Dr. T.P. Soper,  
Director of Studies

Mr. Lars J. Lind,  
Assistant Director of Information,  
I.B.R.D.,  
1818 H. Street, N.W.,  
Washington D.C. 20433,  
U.S.A.

TPS/EE.

RECEIVED  
GENERAL FILES

1967 NOV 26 AM 11:04

100-100000-100000  
100-100000-100000  
100-100000-100000  
100-100000-100000  
100-100000-100000

DIRECTOR OF BUREAU  
100-100000-100000

*Handwritten signature*

100-100000-100000  
100-100000-100000  
100-100000-100000  
100-100000-100000  
100-100000-100000

*Handwritten signature*

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

OVERSEAS DEVELOPMENT INSTITUTE

LIMITED BY GUARANTEE

160 PICCADILLY LONDON W.1

PROJ/15

5 November, 1965

HYDE PARK 2654

Dear Harold,

I am writing to let you know that Tom Soper, our Deputy Director and Director of Studies, is coming to the United States later this month. He has been invited to participate in an AID/Brookings symposium on research needs regarding the development of administrative capabilities in the emerging countries, at Williamsburg. On his way back he plans to spend two days in Washington, and the principal purpose of this visit will be to get a view of recent developments in the thinking of the World Bank. He will be in Washington on November 19 and 20.

I very much hope that you will be able, although the visit is so short, to help him to get an impression of the way in which the Bank is moving. As you know, ODI's programme of work on multilateral institutions is now developing very clearly as an even mixture of studies and of far more diffuse activities - in conferences, seminars, the press, etc. - intended to stimulate discussion of the nature and role of multilateral organisations. This latter part of the programme depends for its success on other people in the Institute as well as myself having detailed and direct knowledge of the latest developments.

In view of the shortness of the visit, I have suggested to Dr. Soper that he should concentrate on three aspects of the World Bank:-

A. general developments in the field of studies, appraisal and activities other than strict lending operations;

B. developments in the Bank's approach to its lending operations, as exemplified in its criteria for educational and agricultural projects;

C. developments in the Bank's relations, in the widest sense, with individual borrowing countries in which it is heavily involved.

In order to make B and C a bit more specific, I have suggested that he should look at particular areas. For developments in project appraisal, I have suggested that he should concentrate on Africa. For developments in relations with borrowing countries, I have suggested he should look at Latin America.

This seems to indicate meetings with the following people, if it can be arranged (if you see reason to amend this list, of course, please do so).

RECEIVED  
NOV 10 1965

ack.  
Dec. 9/65





5 November, 1965

In the field of general studies, and the Bank's "extracurricular activities", the obvious people to see are Irving Friedman and Dick Demuth.

On Latin America, I very much hope that he will have a chance to meet Gerry Alter, who is far more articulate than anybody else I've met in explaining what the Bank is trying to do in this respect. For a specific case history, a meeting with Ray Frost might also be rewarding.

On Africa, the names that occur immediately to me are Munir Benjenk, Nick Horsley and John de Wilde.

I am sure that Dr. Soper ought not to leave Washington without taking the opportunity at least to have a brief conversation with Geoffrey Wilson. He would also like to say hello to Arnold Rivkin, whom he knows of old.

Do you think that you could arrange his schedule along these lines, adding to or subtracting from the list as you see fit? Dr. Soper could then get in touch with ~~someone~~ <sup>you</sup> from Williamsburg, between November 15 and November 18, to confirm the arrangements.

I know that some of these people would be extremely busy, but I am sure that you will agree with me in thinking that a visit of this kind by our Director of Studies will immensely enhance our ability to develop in this country a meaningful debate on the role of multilateral institutions.

Incidentally, you may be interested to know that the role of multilateral institutions was much discussed at this year's Cambridge Conference. What was new about this was the way in which the conversation developed along functional rather than mythological lines, largely, I flatter myself, because of frequent interjections from myself. Partly as a result of this experience, next year's conference is to be primarily on coordination, effective allocation of aid, and suchlike questions.

With best wishes.

Yours ever,



John White

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C.

cc: J. Miller

JW:tr

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL FINANCE  
CORPORATION

Appointments for Mr. Sopper:

November 19, 1965:

10:30	Mr. Hoffman
11:30	Mr. Alter
Luncheon	Mr. Rivkin
2:15	Mr. Williams
3:00	Mr. Wilson
3:30	Mr. Friedman

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL FINANCE  
CORPORATION

Friday 19th

- 160. Jernale
- 8 — Friedman
- 1 — Wilson
- 1A — Alter
- Rinkin
- 2 — Williams

Tom Lopez

Director of  
Studies,  
ODI.

19  
Wilson  
19  
Friedman  
Hoffman  
Williams  
Alter

3 pm  
3:30  
10:30

~~11:30~~  
Lunch  
~~11:30~~  
11:30

Rinkin  
(possibly  
will be in  
Paris)

OVERSEAS DEVELOPMENT INSTITUTE LTD.

160 FICCADILLY  
LONDON W.1

TELEPHONE: HYDE PARK 2654

PROJ/15

5 November, 1965

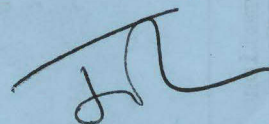
Dear Lars,

Thank you very much for your letter of October 29, with which you enclosed a note on the meeting and coordination of aid which took place at the time of the Bank and Fund meetings.

I had seen the piece in the Financial Times about the UK-Swedish proposal. Obviously, I do not know how accurate it was in the details of the Bank's study, but from gossip that I'd already picked up here and there it seems to have been a moderately accurate account of the controversy that the study has engendered within the Bank. My impression, from the way in which it was written, was that it was a deliberately instigated leak on the part of one of the more conservative members of the Bank staff - i.e. one of those who's very reluctant to see the Bank extend its activities beyond fairly narrowly defined survey and lending operations.

The study, and the discussions which will inevitably surround it, are clearly going to figure prominently in international debate on the role of the World Bank during the coming year, especially since the wording of the UK-Swedish proposal and the developments which have followed it all tend to tie the discussion of compensatory finance to the future of IDA. I'm not doing anything about the piece in the Financial Times at the moment, since the issue appears to be very delicate, and since it would obviously be to the advantage of those who wish to see satisfactory arrangements eventually worked out that the Bank should pick its own moment for initiating an international debate. I should be very grateful, however, if you could keep me in touch with all developments - concerning both the study itself and the controversy surrounding it - since I find that it crops up very frequently in conversation here. At the moment, I am slightly at a loss over the question of how to handle the whole issue.

Yours ever,



John White

Mr. Lars Lind  
Assistant Director of Information  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

ack.  
Dec. 9/65



November 1, 1965.

Mr. John D. Miller  
Director - European Office  
I.B.R.D.  
4 Avenue d'Iena  
Paris 16<sup>e</sup>, France.

Dear Johnnie,

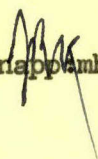
Re your letter of October 27th, I do not think I have any particular subjects to discuss with the Overseas Development Ministry aside from getting acquainted and having a general round-up.

I suppose they will indeed have India and Pakistan at the top of their list but I am not privy to U.S. thinking on these matters (which is going on these days mainly at the L.B.J. ranch) so I do not know how much I shall have to contribute.

With best regards,

Sincerely yours,

J. Burke Knapp

  
JBK:ppamh

October 29, 1965

Dear John:

✓ Thank you for your letter to Harold of October 25 concerning documentation. I shall keep your needs in mind and push your way any material that seems likely to be of use to you; I am starting by sending you a note (confidential) on the General Meeting on Coordination of Aid, held September 28, in which Mr. Woods' remarks are included.

The Bank's staff study on the UK-Swedish proposal for compensatory financing will soon go to UNCTAD and I shall send you a copy as soon as it is available; you have no doubt noticed the FT account, which according to our second-hand reports, seems to be unfortunate and incorrect in both senses of that word.

Sincerely,

Lars J. Lind  
Assistant Director of Information

Encl.

Mr. John White  
OVERSEAS DEVELOPMENT INSTITUTE  
160 Piccadilly  
London, W.1  
England  
*AL*  
LJL/jsw

*acc. 11/5/65*

**OUTGOING WIRE**

TO: INTBAFRAD  
PARIS

277

DATE: OCTOBER 29, 1965

CLASS OF SERVICE: TELEX

COUNTRY: FRANCE

TEXT: 589  
Cable No.:

FOR MILLER STOP YOU HAVE COPY JOHN WHITE ODI LETTER OCTOBER TWENTYFIVE  
TO GRAVES SUGGESTING WOODS ATTEND ODI LUNCH STOP WOODS TIME LONDON  
LIMITED BUT WHAT WOULD YOU RECOMMEND

WISHART

~~INTBAFRAD~~

**NOT TO BE TRANSMITTED**

MESSAGE AUTHORIZED BY:

NAME G. C. Wishart

DEPT. Office of President

SIGNATURE \_\_\_\_\_  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)  
GCWishart:ml

CLEARANCES AND COPY DISTRIBUTION:

For Use by Archives Division

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: \_\_\_\_\_



INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

OUTGOING WIRE

OCTOBER 29, 1952

DATE

INDIANAPOLIS

TO

TELETYPE

CLASS OF  
SERVICE

PARIS

FRANCE

COUNTRY

289

TEXT

Copy No.

FOR MILLER STOP YOU HAVE COPY JOHN WHITE ODI LETTER OCTOBER TWENTYFIVE  
TO GRAVES SUGGESTING WOODS ATEND ODI LUNCH STOP WOODS TIME LONDON  
LIMITED BUT WHAT WOULD YOU RECOMMEND

WISBART

~~XXXXXXXXXX~~

NOT TO BE TRANSMITTED

CLEARANCES AND COPY DISTRIBUTION

MESSAGE AUTHORIZED BY:

OCT 29 10 09 AM 1952

G. C. Wisbart

NAME

Office of President

DEPT.

(SIGNATURE OF INDIVIDUAL AUTHORIZED TO SIGNIFY)

SIGNATURE

G. C. Wisbart

ORIGINAL (file Copy)

(IMPORTANT: See Secretaries Guide for pre-coding form)

Checked for Director

For Use by Archives Division

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL FINANCE  
CORPORATION

OFFICE OF THE PRESIDENT

October 29, 1965

Mr. Woods: *10/30*

You asked me to obtain the views of Mr. Wilson and Mr. Miller on attached letter from John White of ODI. Mr. Wilson's views are below.

Today, Mr. Miller spoke with Mr. Graves on the telephone. He (Miller) had already been in touch with William Clark, the Director-General of ODI. Miller had told Clark that he thought a lunch would not be possible for you and that it would be preferable for you to call in at ODI for a brief chat with Sir Leslie Rowan and Clark and the others, as you did when last in London. Miller undertook to try and fit this into your schedule based on a mutually convenient time.

I think no further action is required here except to watch out for this when Miller's suggestions for your schedule come in.

*GW*  
G. C. Wishart

## OFFICE MEMORANDUM

TO: Mr. G. C. Wishart. *M 2904*

DATE: October 28, 1965.

FROM: G. M. Wilson. *GMW*

SUBJECT:

I am not sure how long Mr. Woods is going to be in London or what his other engagements are. But subject to this I think it would be quite useful for him to go to a meeting convened by the ODI. They are in touch with a wide range of people in London who are interested in development problems and I think it would serve a useful purpose if some of these people could see and hear Mr. Woods in person.

In other words I would not put this at the top of the list of priorities but it would be useful to do it if time permitted.

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT  
ASSOCIATION


INTERNATIONAL FINANCE  
CORPORATION

OFFICE OF THE PRESIDENT

Oct. 27, 1965

Mr. Wilson:

Mr. Woods has seen attached  
and has asked me to find out what  
you and Johnnie Miller recommend.  
He adds that he would rather "skip  
it."

  
G. C. Wilshart

OVERSEAS DEVELOPMENT INSTITUTE  
LIMITED BY GUARANTEE  
160 PICCADILLY LONDON W.1

ODI  
Files

PROJ/15

25 October, 1965

HYDE PARK 2654

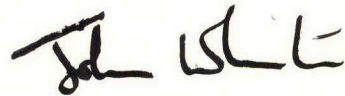
Dear Harold,

I gather that George Woods is to be in London at the end of next month. I am writing to ask, therefore, whether there is any chance of his having time in his schedule - provided he feels it would be worthwhile - to come along to ODI for a luncheon or for a one-hour discussion meeting or some such arrangement. I have in mind selected ODI staff and perhaps an equal number of outsiders of the kind that he might not meet in his ordinary official rounds, but who are interested and influential in those areas in which he is concerned - making perhaps a dozen people altogether.

I used this technique to get Beheiry, of the African Development Bank, to meet a number of people he would not otherwise have seen when he was over here last, and I think the meeting was extremely fruitful and worthwhile. The people we had from outside then were two or three from the Ministry, one from CDC, one or two from the banking world and so on. I would also have in mind one or two specialist journalists whom I am slowly indoctrinating with my current ideas (principally The Economist and The Financial Times).

Best wishes.

Yours sincerely,

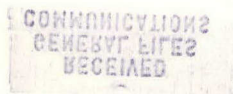


John White

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

JW:tr

1965 OCT 28 PM 8:21



OVERSEAS DEVELOPMENT INSTITUTE

LIMITED BY GUARANTEE

180 PICCADILLY LONDON W.1

071

*File*

HYDE PARK 2824

25 October, 1965

PROJ/15

Dear Harold,

I gather that George Woods is to be in London at the end of next month. I am writing to ask, therefore, whether there is any chance of his having time in his schedule - provided he feels it would be worthwhile - to come along to ODI for a luncheon or for a one-hour discussion meeting or some such arrangement. I have in mind selected ODI staff and perhaps an equal number of outsiders of the kind that he might not meet in his ordinary official rounds, but who are interested and influential in those areas in which he is concerned - making perhaps a dozen people altogether.

I used this technique to get Behery, of the African Development Bank, to meet a number of people he would not otherwise have seen when he was over here last, and I think the meeting was extremely fruitful and worthwhile. The people we had from outside then were two or three from the Ministry, one from CDC, one or two from the banking world and so on. I would also have in mind one or two specialist journalists whom I am slowly indoctrinating with my current ideas (principally The Economist and The Financial Times).

Best wishes.

Yours sincerely,

John White

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

LW:tr

1965 OCT 28 PM 8: 57

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

OVERSEAS DEVELOPMENT INSTITUTE

LIMITED BY GUARANTEE

160 PICCADILLY LONDON W.1

HYDE PARK 2654

PROJ/15

25 October, 1965

Dear Harold,

Thank you very much for your letter of October 11th. I apologise for the delay in replying, which is caused by the fact that I had to go to Berlin for an Anglo-German conference immediately on return from holiday.

I have received the chairman's report on the 7th meeting of the Pakistan Consortium from Lars Lind. Could you thank him for it, please? In view of the difficulty concerning the earlier reports, I shall try to do without for the time being. It seems likely, in any case, with things as they are in Pakistan, that the study of consortia is likely to be delayed, so I may well be over in Washington before I have to sit down to write my final draft, and that would solve the problem.

As regards other documentation, I have no immediate problems in any particular area. The really difficult problem is how to keep up with new stuff that comes out over the fairly wide range in which I am interested, which probably includes a number of papers and such-like which I do not even know exist. I think you know by now the kind of questions that I'm likely to ask on any given subject. The most helpful thing I can do, therefore, is simply give you a list of current areas of interest based on the programme outline that you have already had:-

- a. Consortia and consultative groups (particularly any material prepared for or as a result of the recent Bank meeting, in which I gather the President had quite a lot to say about his plans);
- b. Latin American institutions;
- c. regional development banks;
- d. major syndicate operations of the Keban and Kainji type. (Incidentally, what is the present state of play in the dispute over the management of the Keban syndicate?)
- e. UNCTAD studies

For more specific things, I gather that the best way of keeping in touch is to discuss with Johnnie Miller my current problems on his frequent visits here, on which basis he can usually tell me what has been done.

ack. bet. 29/65

H. Graves

- 2 -

25 October, 1965

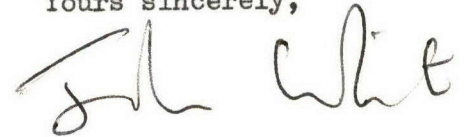
e. ~~UNCTAD studies.~~

I shall let you have an annual report, as suggested, at the end of the calendar year.

I am writing to you separately about another matter.

With best wishes.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "John White".

John White

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

JW:tr



OVERSEAS DEVELOPMENT INSTITUTE LTD.

160 PICCADILLY  
LONDON W.1

Stevens - 001  
*Files*

TELEPHONE: HYDE PARK 2654

PROJ/15

14 October, 1965

Dear Mr. Graves,

John White is on holiday at present. I will hold your letter of October 11th for his return.

Yours sincerely,

*Tevis Rowan*

Tevis Rowan,  
secretary

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

1965 OCT 18 AM 9:19

First fold here

Sender's name and address: OVERSEAS DEVELOPMENT INSTITUTE LTD.

160 PICCADILLY

LONDON W. 1.

ENGLAND

AN AIR LETTER SHOULD NOT CONTAIN ANY  
ENCLOSURE; IF IT DOES IT WILL BE SURCHARGED  
OR SENT BY ORDINARY MAIL.

The 'APSLEY' Air Letter

A John Dickinson Product

Form approved by Postmaster General No.—71995/IZ

Second fold here



Mr. Harold Graves

International Bank for Reconstruction and  
Development

1818 H Street, N.W.

Washington, D.C. 20433

U.S.A.

October 11, 1965

Dear John:

Thank you very much for your note of 7 September. Now that your program is coming more sharply into focus, I would like to get after the problem of supplying you with needed documentation. By this time, I hope, you have gotten the Pakistan reports. What would you like to have next?

It is very kind of you to offer to compose an annual report. If you do indeed choose to carry on with this gallant project, I think the best time for us would be the end of the calendar year. This timing would give us plenty of time to meditate any budget implications that might arise, our own budget hearings usually being conducted in the spring.

Sincerely yours,

Harold Graves

Mr. John White  
Overseas Development Institute Ltd.  
160 Piccadilly  
London, W.1  
England

*HNG*

HNG:ap

*ack. 6 Oct 25/65*

September 22, 1965

Dear John:

I enclose the Chairman's Report of the Meeting of the Pakistan Consortium held June 1-3, 1965. All previous reports exist only in one copy in a master file and there would be considerable difficulties to have them reproduced. If the reports are absolutely essential to you, we shall try to do so, but hope you can do without them.

Sincerely,

Lars J. Lind

Encl.

Mr. John White  
OVERSEAS DEVELOPMENT INSTITUTE LTD.  
160 Piccadilly  
London, W.1  
England

*LJL*  
LJL/jsw

September 21, 1965

Dear John:

The digging up of the summary reports of the Chairman of the Consortia meetings is a little more complicated than we first thought. This is just to tell you that this is now being done and we hope to send them to you shortly.

Regards,

Sincerely yours,



Lars J. Lind

Mr. John White  
OVERSEAS DEVELOPMENT INSTITUTE LTD.  
160 Piccadilly  
London, W.1  
England

*ML*  
LJL/jsw

CROSS REFERENCE SHEET

COMMUNICATION: Memo

DATED: September 17, 1965

TO: Mr. Woods

FROM: Mr. Wilson

FILED UNDER: OECD/DAC

SUMMARY: Notes made by Mr. John White of the DAC Ministerial Meeting  
in July 1965.



001

OVERSEAS DEVELOPMENT INSTITUTE LTD

160 PICCADILLY LONDON W1 HYDE PARK 2654

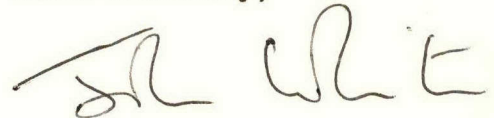
PROJ/15

7 September, 1965

Dear Lars,

Thank you very much for sending me the utilisation reports, which were indeed the ones that I needed most urgently. Of the others that I mentioned, which I hope Harold will be able to let me have when he gets back, the most important is the full set of summary reports of consortium sessions by the chairman.

Yours sincerely,



John White

Mr. Lars J. Lind  
Assistant Director of Information  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

JW:tr

*1) Report of action meeting*

*Antioch:*



RECEIVED  
GENERAL FILES  
COMMUNICATIONS

1965 SEP 13 AM 9:46

TO :

FROM :

DATE :

TIME :

RE :

BY :

INITIALS :

*Stedman - 001*

OVERSEAS DEVELOPMENT INSTITUTE LTD

---

160 PICCADILLY LONDON W1 HYDE PARK 2654

PROJ/15

7 September, 1965

Dear Harold,

Thank you very much for your note of August 29. I am, of course, keeping the documents supplied to me by the World Bank very much to myself. Even in ODI, a habit is growing up by which people come to me when they want to check on a point, rather than my sending the relevant document to them.

You might care to compare this situation with my relationship vis-à-vis the OECD. The OECD, in which the secretariat is essentially in a weak position in relation to the members, is very nervous about releasing documents, even when you can give the precise reference for the document that you require. I have therefore had to look elsewhere and am now in the happy situation of having several complete sets of OECD files dotted about Europe at my disposal. None of these has any embargo on it, of course, though I cannot make over-free use of the material, because it would look a little bit odd if I consistently blew the gaff on OECD while maintaining a discreet delicacy with regard to the World Bank. I find this a small but very interesting illustration of the essential weakness of an organisation which is not in its own right ~~as~~ an operator.

Similarly, we are being fairly cautious in distribution that we give to preliminary papers that I put out. There is no worry about things like articles and broadcasts related to projects in which I am engaged, but some of the other things have to be handled more carefully. On the Turkish consortium, for instance, I shall try to tell the full story (because it really is a scandalous story) in draft, while accepting that much will have to be cut before publication. In other words, I shall be using the draft as a publication in its own right, though for very limited circulation; probably only two or three people in OECD, perhaps one or two of the people whom I think I can trust in Ankara, and people like Geoffrey Wilson, Johnnie Miller, and Mr. Cope. My notes on my impressions of the DAC ministerial meeting, also, were given only to three members of the World Bank delegation, and Barbara Castle. There was a quite specific reason for this. It happened that George Woods and Barbara Castle were the two people who held the initiative at the meeting. I think I got a slightly different perspective on this initiative, outside the meeting, from the view of those inside the conference room, but this only seemed worth discussing with the people responsible. It would have been disastrous, for instance, to show some of these impressions to the OECD secretariat or the Germans.

You now have my revised programme outline. This gave a list of projects;

*ack. 6 Oct 11/65*

7 September, 1965

PROJ/12

Dear Harold,

Thank you very much for your note of August 22. I am, of course, keeping the documents deposited to me by the World Bank very much to myself. Even in ODI, a habit is growing up by which people come to me when they want to check on a point, rather than by sending the relevant document to them.

You might care to compare this situation with my relationship with the ODCD. The ODCD, in which the secretariat is essentially in a weak position in relation to the members, is very nervous about releasing documents, even when you can give the precise reference for the document that you require. I have therefore had to look elsewhere and am now in the happy situation of having several complete sets of ODCD files dotted about Europe at my disposal. None of these has any embargo on it, of course, though I cannot make over-true use of the material, because it would look a little bit odd if I suddenly give the full on ODCD while maintaining a discreet delicacy with regard to the World Bank. I find this a small but very interesting illustration of the essential weakness of an organization which is not in its own rights as an operator.

Similarly, we are being fairly cautious in distribution that we give to preliminary papers that I put out. There is no worry about things like articles and proposals related to projects in which I am engaged, but some of the other things have to be handled more carefully. On the Turkish connection, for instance, I shall try to tell the full story (because it really is a wonderful story) in detail, while accepting that much will have to be cut before publication. In other words, I shall be using the draft as a publication in its own right, though for very limited circulation, probably only two or three people in ODCD, perhaps one or two of the people whom I think I can trust to askers, and people like Geoffrey Wilson, Johnnie Miller, and Mr. Gope. My notes on my impressions of the DAC ministerial meeting, also, were given only to three members of the World Bank delegation, and Barbara Castle. There was a quite specific reason for this. It happened that George Woods and Barbara Castle were the two people who held the initiative at the meeting. I think I got a slightly different perspective on this initiative outside the meeting, from the view of those inside the conference room, but this only seemed worth discussing with the people responsible. It would have been disastrous, for instance, to show some of these impressions to the ODCD secretariat or the Germans.

You now have 13 SEP 13 AM 9:30 1965. This gave a list of projects.

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

7 September, 1965

but it occurs to me that it possibly did not give a picture of the more diffuse byproducts of the programme - i.e. various articles, broadcasts, and, above all, the very peculiar and special role that I seem to be evolving as an inter-institutional messenger boy. In addition, I am very anxious to start a regular seminar-type group here in the autumn, when people start assembling again, but before planning this I have to wait for a clearer picture to emerge of ODI's general action programme, which is at present being revised in the light of the government's White Paper. Would it be helpful to you - and, indeed, to the Treasurer - if I tried to put all these together at some time in the form of an annual report? If so, what would be the best time - end of calendar year, British financial year or U.S. fiscal year?

Yours sincerely,



John White

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

JW:tr

September 2, 1965


Dear William:

Thanks very much for giving Dr. Felder my new address. It was good to hear from you and I am delighted to know that you will be over here towards the end of September and in Washington around mid-October. You can reach me here at the Bank by calling DU 1-2320, or at my apartment (Apt. 803, 2800 Wisconsin Avenue, N.W., D.C.) by calling 363-9258.

I was sorry to have arrived just as John White returned to London. I was hoping we might have had the chance to chat together.

Life is good here and I am well pleased with my new appointment. Give my regards to Adrian, and I look forward to seeing you next month.

Yours ever,



Julian Grenfell

Mr. William D. Clark  
Overseas Development Institute Ltd.  
160 Piccadilly  
London W.1  
ENGLAND

JG:cr

August 30, 1965

Dear John:

In the absence of Harold Graves, who is in Europe, I am sending you the reports on the Utilization of Aid by Pakistan. For the rest of the documentation you will have to await Harold's return, but I gather from your letter the enclosed reports were the most urgently needed.

Sincerely,

Lars J. Lind  
Assistant Director of Information

*Encls. 6 & 7<sup>th</sup> statements*  
Mr. John White  
OVERSEAS DEVELOPMENT INSTITUTE LTD.  
160 Piccadilly  
London, W1  
England  
*LJL*  
LJL/jsw

1965 AUG 31 10 31 AM

COMMUNICATIONS  
SECTION  
RECEIVED

August 30, 1965

Dear John:

In the absence of Harold Graves, who is in Europe, I am sending you the reports on the Utilization of Aid by Pakistan. For the rest of the documentation you will have to wait Harold's return, but I gather from your letter the enclosed reports were the most urgently needed.

Sincerely,

James J. Lind  
Assistant Director of Information

*John White*  
Mr. John White  
OVERSEAS DEVELOPMENT INSTITUTE LTD.  
100 Piccadilly  
London, W1  
England  
*JW*

1965 AUG 31 PM 3:06

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

OVERSEAS DEVELOPMENT INSTITUTE LTD

160 PICCADILLY LONDON W1 HYDE PARK 2654

PROJ/15

24 August, 1965

Dear Harold,

Another long silence, I'm afraid, which does not by any means indicate that I have at last obtained that peace that I require in order to write my sketch of the Bank. This is really a newsletter, bringing you up to date.

I recently spent a certain amount of time in Paris getting to know the structure and operations of the OECD secretariat. In the course of this, I hovered around the DAC ministerial meeting (like any journalist!), principally in order to get a live impression of how it actually goes on. In the course of this, I had a number of conversations with the various people that George Woods brought over with him, as a result of which I am gradually building up a far clearer picture of the Bank's projected and potential role, additional to its lending activities, as an intermediary. The phrase that occurred to me in the course of the meeting to describe the role that George Woods is trying to give the Bank, was "management consultant to the world aid business". After that, I went to Turkey for a fortnight, to collect the additional material that I needed for the Turkey chapter in my study of consortia. I now have all of this, and am in the middle of putting the chapter together. I had better let you have the draft of this study, chapter by chapter as it comes out.

I am enclosing herewith a memorandum I did for William Clark, giving the latest state of play. The first and second projects are more or less as originally outlined, and remain firm. The third project I have already mentioned, but its form is changing slightly in the light of more recent impressions. In particular, the ADB - IBRD axis is taking on a large significance in my perspective.

The fourth project replaces my original plan for a vast world map polarised on OECD and UNCTAD with the World Bank and all the others strung around the equator. This, my original idea of the destination of this programme, is clearly too sprawly and woolly to be manageable. Anyway, the outline that I'm now thinking of, listed as the fourth project, is neater, more specific, and probably of far more practical value. Even so, it lies very much in the future, and I do not yet regard it as firm.

I'm wondering what has happened about all the documents you were going to clear for me. In particular, I now urgently need a full set of reports of the chairman of the Pakistan consortium, together with pledging



H. Graves


- 2 -

24 August, 1965

figures, and if possible utilisation reports. Can you help, please -  
please?

With best wishes.

Yours sincerely,

A handwritten signature in dark ink, appearing to be 'JW', written in a cursive style.

John White

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

Enc. 1

JW:tr

*Ständnis - 001*

OVERSEAS DEVELOPMENT INSTITUTE  
LIMITED BY GUARANTEE  
160 PICCADILLY LONDON W.1

PROJ/15A

23rd July, 1965.

HYDE PARK 2654

Dear Mr. Reamy,

Thank you very much for your letter of 20th July forwarding a cheque for £2,197-18-7 which will help things along. I shall be on holiday in August but in September I shall write again to ask for funds to cover salaries and overheads for the period 1st October - 31st March next, and I shall send you details of expenditure incurred on a visit by Mr. White to Paris and Geneva recently, and of a longer trip he is at present away on, taking him to Paris, Geneva and Ankara.

Yours sincerely,

*David Wauton*

DAVID WAUTON

Secretary

Mr. Joseph C. Reamy,  
Chief,  
Administrative Expense Section,  
International Bank for Reconstruction  
and Development,  
1818 H Street, N.W.,  
Washington, D.C. 20433,  
U.S.A.

*Please inform  
Mr. Graves*

*J 7/26*

1882 007 SE WN 8:20

COMMUNICATIONS  
GENERAL LIFE  
RECEIVED

DHW/NML

*Gen. Files*

July 16, 1965

Dear John:

I must apologize for having been such a poor correspondent for the past couple of months. Let me confess that I had been contenting myself with the thought that once your essay on the Bank had appeared, but not before, there would be an outburst of correspondence and a new flow of documentation. In the meantime, I am afraid, I have been resting not on my ears but on my anatomy.

I have dredged up from my desk, however, one interesting document that you might not have seen. It deals (of all things) with the coordination of aid, and it is sent with this letter. Thank you very much for your letter and for the interesting pieces which you did for the FT and the Cambridge Conference.

Sincerely yours,

Harold Graves

Enclosure

Mr. John White  
Overseas Development Institute  
160 Piccadilly  
London, W.1  
England

*HNG*  
HNG:ap

OVERSEAS DEVELOPMENT INSTITUTE LTD

160 PICCADILLY LONDON W1 HYDE PARK 2654

*London files*  
*Studies - 001*

PROJ/15

15 July, 1965

Dear Harold,

I have just returned from a whistle-stop tour of Europe, the chief purpose of which was to make contact with as many people as possible in various institutions relevant to our programme of studies, particularly in OECD and the OECD Development Centre. It seemed to me high time that I poked my head out from inside the World Bank's pocket, and I must say that this highly compressed view of such widely differing approaches to problems of coordination was very instructive, if not particularly encouraging.

*(i.e. OECD, UN, etc.)*

I also had a meeting with de Seyens and various other people in Geneva, which really was very enlightening indeed. One thing that has emerged from this, and which I had perhaps previously not sufficiently taken into account in the planning of my programme, was the role of regional development banks, especially in the context of putting instruments of development within reach of U.N. regional commissions and other such bodies. It is now obvious to me that this is going to be a key area of study. The World Bank, for instance, has already acknowledged the need for close working relations with the African Development Bank, a situation which is likely to raise some fairly obvious functional problems. As for the proposed Asian Development Bank, the situation at present looks even spikier to me. Anyway, I'm writing to you to ask whether, in addition to all the other material with which I hope you are making progress, you know of any detailed work within the Bank on the role of regional development banks. If you can find any such, I should be most interested to hear of it.

I am going back to Paris next week to hover in the lobbies of the DAC ministerial meeting, principally with a view to getting a firsthand impression of the behaviour of national delegations in action on occasions of this sort. I shall stay on for the Technical Cooperation Committee before going on to Turkey to look at the functioning of the Turkish Consortium from that end of the line. Suddenly I seem to have got caught up in a whirl of activity. I only hope it will turn out to be productive. When I was in Paris, I mentioned to Karasz that I would be doing this, and suggested that he might mention it when he was in Washington. The reason for this is that I'm going to have a slight problem about my auspices as I hang about the lobbies of the Chateau de la Muette, and it would be useful if I can at least buttonhole some member of the Bank delegation without embarrassment.



15 July, 1965

One other point. People here are wondering whether the Treasurer has come to a decision about method of payment. You will appreciate that under present circumstances in this country, one is reluctant to withdraw funds at call if other funds are in fact due and available. I have suggested to David Wauton, the Secretary, that he prepare an account for you so that you have a piece of paper to work on. Could you, in any case, jog people's memory, do you think, please?

The twins flourish. We occasionally see people from the Bank as they pass through London, and indeed this continuing form of contact is probably one of the most valuable results of my visit to Washington.

With best wishes.

Yours sincerely,



John White

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

JW:tr

\* Now sent  
jw

July 15, 1965

Dear Mr. Wauton:

Thank you very much for the accounting which arrived in the Bank today. We will send you a check for the amount of your claim (£2,200), plus an additional small amount representing the difference between our first payment and the expenses shown in your statement.

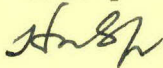
Sincerely yours,

Harold N. Graves, Jr.  
Director of Information

Mr. D. H. Wauton  
Secretary  
Overseas Development Institute  
160 Piccadilly  
London, W.1  
England

cc: Mr. John White

HNG:ap



OVERSEAS DEVELOPMENT INSTITUTE

LIMITED BY GUARANTEE

160 PICCADILLY LONDON W.1

PROJ/15

29 June, 1965

HYDE PARK 2654

Dear Harold,

For the past few weeks, I have been worried by the fact that a variety of small jobs that had to be got out of the way seemed to be holding up my main work in the programme of studies on multilateral institutions. Most of these jobs, however, had landed on my desk because they seemed to be connected with this programme, and I now suddenly find that I have got well into the main work almost without realising it.

I am at present concentrating on the Pakistan and Turkey consortia, and reckon to be going to Turkey after the DAC ministerial meeting, and to Pakistan sometime in September or October. I am enclosing a piece that I wrote on the relationship of the donors to Pakistan for The Financial Times. I did this specifically as a preparatory exercise for a much more detailed account of the Pakistan consortium. In ~~the~~ event, it had to be cut by about a third, but I am sending you the original because what went, of course, were the points of detail, and these are precisely what I hope to expand later on.

I am also enclosing a not very serious paper that I have written on the problems of bilateralism for a conference in Cambridge in the autumn. This remains mildly confidential, of course, until the conference has taken place. My purpose in sending it to you is to give you an idea of how I see the pattern and the faults in it which are probably the most important conditioning factors in the big bilateral donors' attitude to multilateral and multinational organisms of one kind and another.

I have still not written down the extensive version of my thoughts on the World Bank as an institution, because I need a few days of peace and quiet to do this - something that I have not yet had. My idea now is definitely to do this as a paper for limited distribution to a few officials, academic economists, financial journalists and the like, in order to stimulate a rather more thoroughgoing approach to the role of institutions such as the World Bank.

With best wishes.

Yours sincerely,

  
John White

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433  
JW:tr



OVERSEAS DEVELOPMENT INSTITUTE

LIMITED BY GUARANTEE

160 PICCADILLY LONDON W.1

HYDE PARK 2824

29 June, 1965

PROJ/15

Dear Harold,

For the past few weeks, I have been worried by the fact that a variety of small jobs that had to be got out of the way seemed to be holding up my main work in the programme of studies on multilateral institutions. Most of these jobs, however, had landed on my desk because they seemed to be connected with this programme, and I now suddenly find that I have got well into the main work almost without realising it.

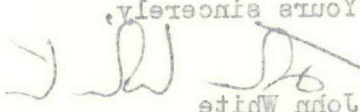
I am at present concentrating on the Pakistan and Turkey consortia, and reckon to be going to Turkey after the DAC ministerial meeting, and to Pakistan sometime in September or October. I am enclosing a piece that I wrote on the relationship of the donors to Pakistan for The Financial Times. I did this specifically as a preparatory exercise for a much more detailed account of the Pakistan consortium. In the event, it had to be cut by about a third, but I am sending you the original because what went, of course, were the points of detail, and these are precisely what I hope to expand later on.

I am also enclosing a not very serious paper that I have written on the problems of bilateralism for a conference in Cambridge in the autumn. This remains mildly confidential, of course, until the conference has taken place. My purpose in sending it to you is to give you an idea of how I see the pattern and the faults in it which are probably the most important conditioning factors in the big bilateral donors' attitude to multilateral and multinational organisations of one kind and another.

I have still not written down the extensive version of my thoughts on the World Bank as an institution, because I need a few days of peace and quiet to do this - something that I have not yet had. My idea now is definitely to do this as a paper for limited distribution to a few officials, academic economists, financial journalists and the like, in order to stimulate a rather more thoroughgoing approach to the role of institutions such as the World Bank.

With best wishes.

Yours sincerely,

  
John White

1965 JUL - 2 AM 10:19

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433  
J.W.t

OVERSEAS DEVELOPMENT INSTITUTE

LIMITED BY GUARANTEE

160 PICCADILLY LONDON W.1

D

21st June 1965

HYDE PARK 2654

Dear Dick,

Thank you very much for your letter of June 17th. ✓

Let us talk this over when I see you in early October. I now expect fairly definitely to be in Washington on 14th and 15th October, and hope we can meet.

*also*  
Annoyingly I am going to have some minor surgery, on my knee, in early November, but that shouldn't prevent you from seeing all the people you want to while here.

Best wishes anyway for your own back-breaking operation.

Yours ever,

William Clark

*Recd*  
Richard H. Demuth, Esq.,  
International Bank for Reconstruction and Development,  
1818 H Street, N.W.,  
Washington, D.C. 20433,  
U.S.A.

JEM

00:00 AM 23 JUL 1965

COMMUNICATIONS  
GENERAL LINES  
RECEIVED

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

1965 JUN 23 AM 9:00

MEM

D.S.V.  
Washington, D.C. 20542  
1818 H Street, N.W.  
International Bank for Reconstruction and Development  
Washington, D.C.

WILLIAM CLARK



LOUIS EVEL

Dear Madam: I am writing you about my bank-preserving operation.

I am writing you the people you want to write here.  
My name is in early November, but that is not the present you  
are looking for I am looking to make some money here, on  
and I am looking for you to see me.  
I now expect to be in Washington on 14th  
let us talk this over when I see you in early October.

Thank you very much for your letter of June 14th.

Dear Dick,

14th June 1965

MADE BY BK 3824

D

180 PICCADILLY LONDON W.1  
LIMITED BY GUARANTEE  
OVERSEAS DEVELOPMENT INSTITUTE



June 17, 1965

Mr. William Clark, Director  
Overseas Development Institute  
160 Piccadilly  
London W.1, England

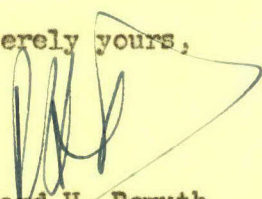
Dear Bill:

Thank you for your note of June 10 concerning my promise to spend some time with you both in the Institute and at some of the universities next fall.

Unfortunately, I must undergo surgery in mid-August for a back ailment that I have had for many years. The doctors tell me that this will keep me out of the Bank for about six weeks and will preclude any travelling for about three months after the operation. I will therefore not be able to carry out my earlier plan of coming over to England in October. In the absence of unforeseen developments here, however, I think I could plan to come over around the middle of November. Unless you have to make arrangements further in advance, could we leave plans in that tentative stage until we have an opportunity for further discussion when you are in Washington in early October?

With best regards,

Sincerely yours,



Richard H. Demuth  
Director  
Development Services Department

RHD:tf

1965 JUN 18 10 51 AM

COMMUNICATIONS  
GENERAL FILES  
RECEIVED

ack. June 21/65



OVERSEAS DEVELOPMENT INSTITUTE  
LIMITED BY GUARANTEE  
160 PICCADILLY LONDON W.1

D

10th June 1965

HYDE PARK 2654

Dear Dick,

I wonder if you have got any nearer to formalising your plans for the autumn? We do very much look forward to seeing you here, both in the Institute and at some of our Universities.

I shall be in New York for the last week of September, and probably in Washington either on the 8th of October or a little later. I hope I'll get to see you then.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'W. Clark', written in a cursive style.

William Clark

Mr. Richard Demuth,  
International Bank for Reconstruction & Development,  
1818 H Street NW,  
Washington 25, D.C.,  
U.S.A.

JEM

*ack. June 17/65*

## OFFICE MEMORANDUM

TO: Mr. Harold Graves

FROM: Francis R. Poore *FRP*

SUBJECT: Overseas Development Institute

DATE: May 12, 1965

✓

This is in reply to your memorandum of May 11 on the subject of arrangements for payments to O.D.I.

You will recall that we made a payment of £ 815 in March for estimated expenses through March 30, 1965. We are to receive an accounting of actual expenditures through that date by June 15.

The budget for this program for the year beginning April 1, 1965 amounts to £ 6759. As agreed with you at your recent budget review, we propose to pay at this time 1/4 of this amount for the period April through June. Payment of the remaining 3/4 was to be made next fiscal year, presumably in advance at three months intervals, beginning next July 1, as proposed in Mr. Miller's letter of January 22, 1965 to Mr. William Clark. We would have no objection to making payment of the entire balance soon after the beginning of the next fiscal year since this apparently would solve Mr. White's problem.

You will recall that at the budget review you agreed that we should make provision for continuing this program by including the amount of \$20,000 for this expense in the new budget to cover the entire fiscal year.

I assume you will let us know when you want us to make the payment for the current quarter and whether we should pay the remainder of the £ 6759 immediately after we start the next fiscal year.

*D. H. Wanta*

*See 7*

*160 Pinder*

*w.l.*

Mr. Poore

May 11, 1965

Harold Graves

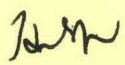
Overseas Development Institute

About a week before the end of this past March, you were kind enough to make a payment to the Overseas Development Institute at my request. For the purposes of that payment, you had a statement from the Secretary of the ODI, outlining a year's budget for a project which is being financed by the Bank.

We were not at all clear at that time about how the remaining payments were to be made, and I now have another letter on this subject from John White, the individual who is carrying out the project in question. White's letter seems to me to confuse the issue still further. He says "One small point about the method of payment. There seems to be some confusion here about how this is to be effected. From the Institute's point of view, of course, the most convenient method would be to have an overall advance payment once a year in April, with the balance to be carried over or a deficit to be made good with a supplementary payment, at the end of the year. But this may not fit in with your system. One particular difficulty that arises is that of overseas travel in connection with the programme. My immediate impression is that the programme is going to involve more frequent foreign travel, for shorter periods, than I had originally envisaged. There is, for instance, the question that we discussed of regular visits to Paris for two or three days at a time. I wonder whether, in the light of this difficulty, it might not be more practical to have an annual grant for those items in the original estimate listed under "salaries and research fees", and "administrative overheads", and to indent separately for travel either on a quarterly basis or on a trip-by-trip basis. May I perhaps leave you to inquire concerning the most suitable method for your own people and to let us know in due course how you would prefer to do it."

Will you consider this question and tell me how you intend to handle these payments from now on? I would propose to furnish this information to ODI.

HNG:ap





Anastasia

May 11, 1965

Dear John:

Congratulations on the arrival of your twins! I hope you were insured -- the Bank, needless to say, finds it a bit awkward to deal with clients who underestimate their production by as much as 100%.

I, too, am baffled by the question of how we should make our payments to ODI. I am referring this question to our Treasurer, and will let you know as soon as I have their reaction.

I have started the process of clearing for your use the many documents in which you expressed an interest. This will take some time, and I imagine that the first things to arrive may be the operational memoranda, which can be cleared all in one lump by Geoffrey Wilson. For the rest, I will be approaching the departments concerned, and saying to them that "we have the right to correct factual errors and to protect ourselves from disclosures that would embarrass the Bank with borrowers, member governments or outside organizations with which we have an operational relationship."

Sincerely yours,

Harold Graves

Mr. John White  
Overseas Development Institute  
160 Piccadilly  
London W.1  
England



HNG:ap

OVERSEAS DEVELOPMENT INSTITUTE

LIMITED BY GUARANTEE

160 PICCADILLY LONDON W.1

HYDE PARK 2654

PROJ/15

23rd April, 1965

Dear Harold,

The primary purpose of this letter is to thank you for the patient and unfailing assistance that you gave me, in many and varied forms, during my visit to Washington. It must have seemed to you at times that my requests were unreasonable, and evinced an immense fuzziness of mind, but that was perhaps inevitable in these early stages. Be that as it may, such clarity as I now have in my view of the Bank is largely due to the administrative help provided by you and members of your staff.

Within the next week or two, I shall try to write a 5-6000 word portrait of the Bank as seen by an outsider on the inside. I shall be doing this largely as a discipline for myself, in order to distill my impressions of the past few weeks. But there is a strong impression here that the product may have value as an article in one of the Bank journals or one of the international quarterlies. We shall think about that when the piece is written.

Also in the next few weeks I hope to get hold of some of the people in this country who have been responsible for perpetuating some of the more absurd myths about the Bank in order to try to disseminate a more accurate perception of the Bank's functional problems as they are today.

A further thing that I shall probably be doing in the very near future is to map out in some detail the way in which I now see this programme of studies and related activities developing, with particular reference to the succession of projects which it will entail and the nature of the publications which will fulfil the educational objective of the programme. As soon as I have this down on paper, I shall send you a copy for your general information.

The vast parcel of documents which I left behind have now arrived, and are being cleared through Customs. When I asked you to "ship them", I did literally mean "ship". Still, it is very useful to have had them with the extra speed made possible by air freight, and I am most grateful to you for having sent them in this way. Now I know what you mean when you say one of the Bank's problems is how to spend its profits.

acc. May, 11, 1965

One small point about the method of payment. There seems to be some confusion here about how this is to be effected. From the Institute's point of view, of course, the most convenient method would be to have an overall advance payment once a year in April, with the balance to be carried over or a deficit to be made good with a supplementary payment, at the end of the year. But this may not fit in with your system. One particular difficulty that arises is that of overseas travel in connection with the programme. My immediate impression is that the programme is going to involve more frequent foreign travel, for shorter periods, than I had originally envisaged. There is, for instance, the question that we discussed of regular visits to Paris for two or three days at a time. I wonder whether, in the light of this difficulty, it might not be more practical to have an annual grant for those items in the original estimate listed under "salaries and research fees", and "administrative overheads", and to indent separately for travel either on a quarterly basis or on a trip-by-trip basis. May I perhaps leave you to inquire concerning the most suitable method for your own people and to let us know in due course how you would prefer to do it. "

Once again, very many thanks indeed for all your help. I look forward to seeing you soon, but long before then you will have heard from me again concerning the progress of this project. I have asked Johnny Miller to let me know who is coming through London from time to time, but it would be helpful if you would also keep in touch in this respect, since selective use of ODI's platform by middle level Bank staff could, I think, be one of the most valuable outcomes of the relationship into which we have entered.

With best wishes.

Yours sincerely,



John White

Mr. Harold Graves  
IBRD  
1818 H Street, N.W.  
Washington, D.C. 20433

JW:tr

PS. Since drafting this I have unexpectedly become the father of four boys. Do you think that my performance criteria was qualifying as credit-worthy for a Bank loan, preferably for a project that will increase employment and develop new technical skills.

COMM. DIV.  
GENERAL LIT.  
RECORDED

One small point about the method of payment. There seems to be some confusion here about how this is to be effected. From the Institute's point of view, of course, the most convenient method would be to have an overall advance payment once a year in April, with the balance to be carried over or a deficit to be made good with a supplementary payment, at the end of the year. But this may not fit in with your system. One particular difficulty that arises is that of overseas travel in connection with the programme. My immediate impression is that the programme is going to involve more frequent foreign travel, for shorter periods, than I had originally envisaged. There is, for instance, the question that we discussed of regular visits to Paris for two or three days at a time. I wonder whether, in the light of this difficulty, it might not be more practical to have an annual grant for those items in the original estimate listed under "salaries and research fees", and "administrative overheads", and to indent separately for travel either on a quarterly basis or on a trip-by-trip basis. May I perhaps leave you to inquire concerning the most suitable method for your own people and to let us know in due course how you would prefer to do it. //

Once again, very many thanks indeed for all your help. I look forward to seeing you soon, but long before then you will have heard from me again concerning the progress of this project. I have asked Johnny Miller to let me know who is coming through London from time to time, but it would be helpful if you would also keep in touch in this respect, since selective use of ODI's platform by middle level bank staff could, I think, be one of the most valuable outcomes of the relationship into which we have entered.

With best wishes.

Yours sincerely,



John White

Mr. Harold Graves  
 IARD  
 1418 H Street, N.W.  
 Washington, D.C. 20433

JWT:tr

1966 APR 29 AM 10 21

RECEIVED  
 GENERAL FILES  
 COMMUNICATIONS

*Handwritten notes:*  
 Proposed for a project that will involve  
 on credit-control for a bank loan  
 information which was passed  
 to you this week  
 was expected because the future of  
 the bank is at stake  
 I have

Mr. Poore

March 24, 1965

Harold Graves

Payment to Overseas Development Institute

John White of the Overseas Development Institute has presented the attached request for payment under the World Bank/ODI study program, and also has kindly provided a copy of a letter from Johnnie Miller to ODI, outlining arrangements for payment. The latter is attached, and you may wish to put it in an appropriate file. A copy of the full budget for one year also is attached.

I request that payment of £815 be made, in sterling, to ODI. You will note that they would appreciate receiving payment on or before March 31.

Attachments

cc: Mr. Lejeune

HNG:ap

*John*

*M. E. Evans*

*all*

# OFFICE MEMORANDUM

*file*

TO: Assistant Directors

DATE: March 23, 1965

FROM: H. B. Ripman  
(signed) H. B. Ripman

SUBJECT: Overseas Development Institute Study

*2407* *let's p/letter Jan. 22/65*

Mr. John White was recently introduced to me from Mr. Graves' office. He is engaged on a study, the terms of reference for which are attached (Annex A). He is now in Washington working on this study, in the stage where he is both trying to find the right questions to ask, and to get the answers.

I have done my best to help him to formulate the kinds of question he wants to investigate in discussions in the Projects Department. Attached at Annex B is the result. Annex C appears to be Mr. White's formulation of what the questions in Annex B really boil down to.

Mr. White will be getting in touch with you in order to pursue his discussions. I hope the attachments will avoid some waste of time.

*Mr. Courbois*  
*Takahashi & myself saw Mr. White for about one hour Tuesday 30<sup>th</sup> March. The OSDI is a small U.K. organization with a research staff of about 12. He compared their function in relation to multilateral aid with that of Brookings in the field of transportation.*  
*The discussion was very general on the philosophy & policy & practical problems in Bank aid to less cultures. He may return later with more specific questions.*

c.c.--Mr. Alderfeld  
Mr. Chadenet

HB Ripman:pen

*all*  
*11-30-65*

ODI/IBRD Study Project - John White

Note for discussions in Projects Department.

n.b. The following headings are intended as indications of areas of interest, rather than precisely delimited questions. The purpose of the current visit to the Bank is partly to determine future lines of inquiry, i.e. to determine what are the correct delimited questions to put.

#### AGRICULTURE

1. The Bank proposes to expand its lending operations in this field. On the face of it, however, agriculture would appear ~~as difficult sector~~ to be a sector in which it is not easy to find projects suitable for financing of the kind traditionally made available by the Bank. What kind of projects is the Bank looking for in this sector? To what extent is an attempt being made to depart from the definable project - irrigation schemes, roads, etc. - into more diffuse lending operations such as farmers' credit, and what special difficulties would such a departure raise for the Bank's operations?
2. One especial difficulty would appear to be that of channelling resources to the final beneficiary, i.e. the farmer. What kind of borrowing agency has to be set up, and does this problem have a special character in the agricultural sector? *Pierre*
3. The agricultural sector would appear to be one in which it is especially difficult to control the "environment" of a project by the insertion of special requirements into the loan agreement. How, in project appraisal, are such factors as the social structure, the effect of urban labour market conditions, the existence of disguised unemployment on the land, etc. incorporated in the general assessment of the project's viability?
4. How much weight is to be put on estimates of the rate of return on a project, particularly in view of the violence of price fluctuations? *Biff*
5. Relations with FAO.
6. Does the Bank have to take a more flexible attitude on local costs in this sector? *—*

#### EDUCATION

1. What are the approximate criteria for quantifying the return on an educational project? If, as may be suspected, there is a tacit assumption that the needs are so great that almost any well planned and properly implemented educational project will be of value (Is this not a tautology?), to what extent can one depart from a strict project approach in order to weigh relative merits?
2. What is counted as a capital cost?
3. Since this is a sector in which the implementation of a concerted national programme is of especial importance, what measures are taken in project appraisal to relate the project to the programme as a whole? Possible dangers in this respect might be diversion and excessive concentration of teachers, diversion and excessive concentration of resources from local education budget, etc. (cf AID school at Tororo, Uganda)
4. What measures are taken in project appraisal to assess the appropriateness of the entire system within which the project is to be placed (dangers of excessive reliance on past colonial power's teaching methods etc.), and is the impact of a project in bringing about structural change within the educational system taken into account?
5. As with agriculture, there would appear to be obvious limitations on the range of the Bank's activities in this sector. How severe are these limitations, and to what extent do they render it desirable for the Bank to cooperate with ~~other sources of aid~~

other, bilateral, sources of aid, particularly for technical assistance?

6. Relations with Unesco.

7. Local costs.

#### INDUSTRY

1. The bulk of the Bank's lending has gone to infrastructure projects, and there appear to be certain reservations about the appropriateness of the Bank as a lending agency for industry - e.g. the difficulties created by the Bank's requirement of a government guarantee, coupled with past reluctance to finance governmental industrial undertakings. Do these reservations really exist, beyond the formal problem posed by the Bank's Articles, and if so what are they? In other words, is there some special feature, apart from the availability of a guarantee, about those projects which the Bank has financed in industry, which has made them more suitable for Bank lending? Is there currently any reconsideration of this question?

2. Have the <sup>management</sup> clauses inserted into loan agreements involved the Bank indirectly in continuing management ~~involvement~~ decisions?

3. In this sector, there would appear to be no especial difficulty in quantifying the rate of return, but a high return may disguise other more damaging features, such as the diversion of resources. It may also require conditions, e.g. import restriction, which are undesirable on other grounds. Is this a real problem in the evaluation of industrial projects, and how is it handled?

4. One of the grounds for approval of development banks is that they serve to mobilize domestic resources. What is the experience of the Bank in this ~~respect~~ respect? Has it had to modify to a significant extent the estimates contained in its original project appraisals for loan operations?

#### POWER & TRANSPORTATION

1. Projects in these sectors tend to be fairly large, with a key position in the overall development of the economy. To what extent is an assessment of the proposed projects relevance to the attainment of these overall objectives taken into account in project appraisal. In other words, is there some sort of dividing line between project appraisal and general economic appraisal, and what is it?

2. Key projects of this kind depend on other projects or developments for their fruition (e.g. the need for the ~~hydro~~ aluminium smelter as a rationale for the Volta River project). To what extent can requirements of this kind be built into the project agreement, and subsequently kept under surveillance, without increasing involvement in a wider and wider area of the borrower's ~~policy-planning~~ policy-planning?

3. It appears that there is a greater likelihood in these sectors, particularly power, that large-scale finance will have to be provided by a group of lenders. What is the Bank's general appraisal of its operational experience of cooperative exercises of this kind?

4. Does the Bank still regard these areas as its most suitable main areas of operation?

5. What is the Bank's experience concerning terms and conditions of loans for projects in these sectors, especially for ~~projects~~ road projects, (a) in respect of interest rates (these projects being financed by most donors at rates lower than 5.5 %), and (b) in respect of local costs, which tend to be ~~high~~ high (a problem of particular relevance to Africa.)

6. Project appraisals contain an estimate of rate of return. In these sectors, in which a precise rate of return may be hard to determine, has the Bank modified its reliance on such estimates in the light of experience?



GENERAL QUESTIONS

1. Relationship of project appraisal to general economic appraisal, and to appraisal of
2. Erosion of Bank's function as a pure lending agency /needs in other sectors.
3. Validity of the concept of quantifiable return
4. General attitude towards programme aid
5. General attitude towards the Bank as a source of development services with loan operations as the base (planning appraisal, project appraisal for other donors, financial coordinator, etc.)
- 6.

OUTGOING WIRE

TO: Miller  
INTBAFRAD  
PARIS

DATE: March 23, 1965

CLASS OF  
SERVICE: Telex

COUNTRY: FRANCE

TEXT: 177  
Cable No.: John White of ODI about to claim reimbursement for expenses and anxious to have this payment to ODI from the Bank before March 31, which ends ODI's financial year. Am perfectly willing to authorize payment, but want your assurance that this is consistent with whatever financial understanding you have with ODI. My impression was that we simply <sup>pay</sup> ~~paid~~ ODI an annual sum, out of which they <sup>pay</sup> ~~paid~~ expenses. If so, what we should ~~now~~ do is to either transfer all the annual payment now or some proportionate part of it. Please advise.

Regards

Graves

NOT TO BE TRANSMITTED

MESSAGE AUTHORIZED BY:

NAME Harold N. Graves, Jr.

DEPT. Office of Information

SIGNATURE *Harold N. Graves, Jr.*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

HNG:ap

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

For Use by Archives Division

Checked for Dispatch: *R*

OUTGOING WIRE

DATE: March 23, 1965

CLASS OF SERVICE: Telex

TO: Miller  
INTBRAD  
PARIS

COUNTRY: FRANCE

John White of ODI about to claim reimbursement for expenses and anxious to have this payment to ODI from the Bank before March 31, which ends ODI's financial year. Am perfectly willing to authorize payment, but want your assurance that this is consistent with whatever financial understanding you have with ODI. My impression was that we simply paid ODI an annual sum out of which they paid expenses. If so, what we should do is to either transfer all the annual payment now or some proportionate part of it. Please advise.

Regards  
Graves

NOT TO BE TRANSMITTED

CLEARANCES AND COPY DISTRIBUTION

MAR 23 10 41 AM 1965

For use by Graves Division

Checked for Dispatch

MESSAGE AUTHORIZED BY

NAME: Harold N. Graves, Jr.  
DEPT: Office of Information

SIGNATURE: *[Signature]*

HWG:ap

ORIGINAL FILE COPY

REPORT AND THE SECRETARIAT GUIDE FOR DISPATCHING

OVERSEAS DEVELOPMENT INSTITUTE  
LIMITED BY GUARANTEE  
160 PICCADILLY LONDON W.1

*Map*

INST/21

15th March 1965

HYDE PARK 2654

Dear Dick,

✓  
Thank you very much for your letter of March 9th. I think the second half of October would be an admirable time for you to come. Our University terms begin about the 14th October, so I hope it will not be earlier than that. In fact, the last week of October would be better than the third week, as the first week of term is always rather hectic at Universities.

I hope myself to be in America for a bit during late September and early October, and will perhaps get a chance to see you then.

You may have received this message already via Ken Berrill, with whom I had lunch in Cambridge on Saturday.

Yours ever,

*William Clark*

William Clark

*your letter  
just received.  
Will write Cal-ajer*

Mr. Richard H. Demuth,  
Director,  
Development Services Department,  
International Bank for Reconstruction &  
Development,  
1818 H Street, N.W.,  
Washington, D.C. 20433,  
U.S.A.

JEM

LEM

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

U.S.A.  
Washington, D.C. 1966  
1818 H Street, N.W.  
Development  
International Bank for Reconstruction &  
Development Services Department  
Director  
Mr. Richard H. Denton

*Handwritten note:*  
This is a copy of the letter from the U.S.A. to the U.S.A. dated 18 AM 8:42

WILLIAM CLARK

*Handwritten signature:*  
W. Clark

YOURS SINCERELY

Sincerely,

Ken Bellamy, with whom I had lunch in Cambridge on  
you may have received this message already via

a chance to see you then.

late September and early October, and will perhaps see  
I hope myself to be in America for a bit during

rather hectic at universities.

than the third week, as the first week of term is always  
that. In fact, the last week of October would be better  
the 14th October, so I hope it will not be earlier than  
time for you to come. Our university terms begin soon  
I think the second half of October would be an admirable  
Thank you very much for your letter of March 29th.

Best Dick

MADE MARK 2224

INST/ST

12th March 1962

100 BICCADILLY LONDON W.1

LIMITED BY GUARANTEE

OVERSEAS DEVELOPMENT INSTITUTE

*Handwritten signature:*  
W. Clark

I N C O M I N G W I R E

DATE OF WIRE: MARCH 11, 1965 1540  
 LOG NO.: RC 22  
 TO: INTBAFRAD WILSON  
 FROM: LONDON

R O U T I N G	
ACTION COPY:	MR. WILSON
INFORMATION COPY:	
DECODED BY:	

TEXT:

AUSTIN ROBINSON AWAITS YOU ARTS THEATRE  
 RESTAURANT CAMBRIDGE SATURDAY 1 OCLOCK  
 WILLIAM CLARK



INCOMING WIRE

DATE OF WIRE: MARCH 9, 1965 1145  
 LOG NO.: RC 16  
 TO: WILSON INTBAFRAD  
 FROM: LONDON

ROUTING	
ACTION COPY:	MR. WILSON
INFORMATION COPY:	
DECODED BY:	

TEXT:

DINNER ST ANTHONYS SATURDAY 20TH MORNING DRINKS DON MAUD 21ST  
 AND LUNCH IN COUNTRY WITH ME. ALL BREAKABLE IF NECESSARY

WILLIAM CLARK — ODI

NA





March 9, 1965

Mr. William Clark, Director  
Overseas Development Institute  
160 Piccadilly  
London W.1, England

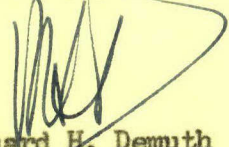
Dear Bill:

I have not forgotten our conversation a few months ago in which you asked me to arrange to spend three or four days in the United Kingdom with you visiting universities and otherwise placing myself at the disposal of ODI. I have not communicated with you about this before because my work program has been very full. Moreover, I am leaving in 10 days' time to head a mission to Turkey which is likely to keep me busy until mid-summer.

If it meets your convenience, however, I would be glad to arrange to come to London in the second half of October for the purposes we discussed. I am also committed to speak to the Patronat Francais in Paris and I would make the fulfillment of that commitment and of my commitment to you the occasion for a special trip. Please let me know whether this fits your book and whether there are any particular dates that would be better or worse from your standpoint.

With best regards,

Sincerely yours,



Richard H. Demuth  
Director  
Development Services Department

RHD:tf

1682 10010 ON 10 25

ack. Mar. 15, 1965

March 9, 1965

Mr. William Clark, Director  
Overseas Development Institute  
160 Piccadilly  
London W.1, England

Dear Bill:

I have not forgotten our conversation a few months ago in which you asked me to arrange to spend three or four days in the United Kingdom with you visiting universities and otherwise placing myself at the disposal of ODI. I have not communicated with you about this before because my work program has been very full. Moreover, I am leaving in 10 days' time to head a mission to Turkey which is likely to keep me busy until mid-summer.

If it meets your convenience, however, I would be glad to arrange to come to London in the second half of October for the purposes we discussed. I am also committed to speak to the Francoist Exposé in Paris and I would make the fulfillment of that commitment and of my commitment to you the occasion for a special trip. Please let me know whether this fits your book and whether there are any particular dates that would be better or worse from your standpoint.

With best regards,

Sincerely yours,



Richard H. Denton  
Director  
Development Services Department

RHD:tf

1965 MAR 10 PM 4:52

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

**OUTGOING WIRE**

TO: OVERSEAS DEVELOPMENT INSTITUTE  
160 PICCADILLY  
LONDON, W. 1

DATE: MARCH 5, 1965

CLASS OF  
SERVICE: NL

*Handwritten initials*

COUNTRY: ENGLAND

TEXT:  
Cable No.:

FOR WILLIAM CLARK STOP PLEASE CABLE WHETHER YOU HAVE FIXED ANYTHING AT  
OXFORD FOR MARCH NINETEENTH WEEKEND STOP REGARDS

WILSON

**NOT TO BE TRANSMITTED**

MESSAGE AUTHORIZED BY:

NAME G.M. Wilson

DEPT. Vice President

SIGNATURE *G.M. Wilson*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

GMWilson/hd

CLEARANCES AND COPY DISTRIBUTION:

For Use by Archives Division

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: *de*



*Gen Files*

March 1, 1965

Dear Bill :

Both Johnnie Miller and Harry Curran are away, so it becomes my pleasant privilege to answer your note of February 25 concerning an announcement of the Bank grant to ODI.

Let me start by offering the opinion that any announcement made ought to come from your side and be your announcement. Then let me add that on the Bank side, we would not be eager to call attention to the grant in any special way. Focussing on it individually, I think, would tend to encourage requests for assistance to other studies that we would not be prepared to support. Highlighting the news, even in the case of such an invincibly reputable organization as ODI, might also cast some shadow of a bar sinister across the objectivity of the work being assisted -- as has happened once or twice to the work of the Brookings Institution in Washington.

If you yourself do not have strong feelings about publicity, let me suggest that ODI mention the grant in its Annual Report in whatever way it thinks proper, and that you call suitable attention to the grant (presumably in consultation with Johnnie Miller) as part of disseminating the news about your Report in general. We agree, naturally, that your Council and its Executive Committee should know about the grant as soon as you have an opportunity to tell them.

We are looking forward to having John White with us from March 8. If you would care to let me know about his arrival plans, I would be delighted to meet his plane in Washington (although this is sometimes difficult because of uncertainties about connecting flights from New York.) A cable would reach me at the Bank on Friday, March 5, and would be telephoned to me at home if it came on the following day.

Sincerely yours,

Mr. William Clark, Director,  
Overseas Development Institute Ltd.,  
160 Piccadilly,  
LONDON, W.1.

Harold Graves

*Harold Graves*

CC: Mr. Miller  
Mr. Christensen  
Mr. Graves

**OUTGOING WIRE**

TO: OVERSEAS DEVELOPMENT INSTITUTE  
160 PICCADILLY  
LONDON, W. 1

DATE: FEBRUARY 23, 1965

CLASS OF  
SERVICE: NL

*IT*

COUNTRY: ENGLAND

TEXT:  
Cable No.:

FOR WILLIAM CLARK STOP CONFIRM LUNCH CAMBRIDGE MARCH THIRTEENTH STOP REGARDS

WILSON  
INTBAFRAD

**NOT TO BE TRANSMITTED**

MESSAGE AUTHORIZED BY:

NAME G. M. Wilson

DEPT. Vice President

SIGNATURE *G. M. Wilson*  
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

GMWilson/hd

**ORIGINAL (File Copy)**

(IMPORTANT: See Secretaries Guide for preparing form)

CLEARANCES AND COPY DISTRIBUTION:

For Use by Archives Division

Checked for Dispatch: *[Signature]*

INTERNATIONAL FINANCE  
CORPORATION

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

OUTGOING WIRE

FEBRUARY 23, 1965

DATE:

OVERSEAS DEVELOPMENT INSTITUTE

TO

180 PICCADILLY  
LONDON, W. 1

CLASS OF  
SERVICE: NI

COUNTRY: ENGLAND

TEXT  
Cable

FOR WILLIAM CLARK STOP CONGRAT LUNCH CAMBRIDGE MARCH THIRTEENTH STOP REGARDS

WILSON  
INTBRAD

NOT TO BE TRANSMITTED

CLEARANCES AND COPY DISTRIBUTION

MESSAGE AUTHORIZED BY:

NAME: G. M. Wilson

DEPT: Vice President

SIGNATURE

ESTIMATE OF INDIVIDUAL AUTHORIZED TO APPROVE

FEB 23 9 21 PM '65

For Use by Archives Division

G.M. Wilson/h3

ORIGINAL (File Copy)

Checked for Dispatch:

IMPORTANT: See Secretariat's Guide for preparing forms



*Fries*

February 5, 1965

Dear Leslie:

I have your letter of January 22. ✓

As far as the estimated expense for one year is concerned, this is quite acceptable.

As far as the study program itself is concerned, I have no particular comments. All of the items you list are worthwhile and thought provoking in the general area of IBRD-IDA-IFC activities. In my mind the basic precept of our relationship with ODI must be that you operate with maximum flexibility within a general program which you conceive as being best suited to the broad purview of the ODI program.

Having said this, I would like to add that I am asking Johnnie Miller to communicate to you directly any reactions he may have with respect to the study program which you outline.

Warm regards.

Cordially,

(Signed) George D. Woods

George D. Woods

Sir Leslie Rowan  
Overseas Development Institute Ltd.  
160 Piccadilly  
London, W. 1, England

GDWoods/s

cc: Messrs. Miller (Paris)  
Graves

660

## OFFICE MEMORANDUM

TO: Mr. Woods *2/4*

DATE: February 4, 1965

FROM: Harold Graves *HG*SUBJECT: Overseas Development Institute - letter from Sir Leslie Rowan

The study program attached to Sir Leslie's letter of January 22<sup>✓</sup> was sent by Johnnie Miller to Geoffrey Wilson and me early in January. Geoffrey talked with Johnnie about it by telephone along about January 12 or 13. He said that in his opinion the three topics suggested in the three paragraphs at the top of page 2 of the study outline did not really belong in the study.

I wrote Johnnie on January 15<sup>✓</sup>, indicating that I knew of Geoffrey's comment, and adding that it seemed to me that the term make-weight, as used in paragraph 3 of the study outline and in paragraph 5 b) did not properly describe the role of the Bank in consortium arrangements.

Johnnie was in London for the first four days of this week, and I presume that he has passed some or all of these comments along to Sir Leslie or to William Clarke, the executive head of ODI.

In so far as cost arrangements are concerned, what is said in Sir Leslie's letter reflects Geoffrey's wishes with respect to budgeting.

Attachment

HNG:ap

PROJ/15

22 January, 1965

*Asa George.*

I am writing to you in order to set down on paper our understanding of the programme of work that the Overseas Development Institute is to undertake with the support of the I.B.R.D.

I enclose an outline of the fields of study which O.D.I. at present proposes to include in the programme, together with an estimate of expenses for the first twelve months, from the beginning of work -- that is, for a period which will stretch into the beginning of 1966.

The outline of studies which we have drawn up is tentative. I think it is understood between us that within the general framework of "multilateral financial assistance" there has to be considerable flexibility in the terms of reference. Already, in discussions that have taken place in O.D.I., additional subjects have been proposed for inclusion. My feeling is that within the general programme we shall find that projects occur in a natural sequence as we come to them.

The estimate of costs has been revised to include all expenses for the first twelve months, in particular John White's proposed familiarization visit to Washington, which he is now planning in conjunction with Mr. Miller. India has been taken as the base for an estimate of costs because our present thinking is that the programme could best begin with an examination of the Consortium for India. Again, there has to be some flexibility. It is almost certain, for instance, that we shall have to undertake a project in Latin America, the cost of which is likely to be higher than the figure given here.

I look forward to receiving your acceptance of this programme, with any alterations you care to suggest. John White would then complete his arrangements for a visit to Washington, and would start work on the programme immediately after his return to London.

Yours sincerely,

*Leslie Rowan*

Leslie Rowan,  
Chairman

INTERNATIONAL DEVELOPMENT RESEARCH INSTITUTE LTD

21 January, 1965

Page 12

I am writing to you in order to set out on paper our understanding of the programme of work that the Overseas Development Institute is to undertake with the support of the I.D.R.I.

I enclose an outline of the fields of study which I.D.R.I. is proposing to include in the programme. It is an outline of a programme of work -- that is, for a period which will stretch into the beginning of 1966.

The outline of studies which we have drawn up is tentative. I think it is understood between us that within the general framework of "International Financial Institutions" there has to be considerable flexibility in the scope of reference. Already, in discussions that have taken place in I.D.R.I., various subjects have been proposed for inclusion. It is clear that within the general programme we shall find that projects should be a natural response as an aim to them.

The outline of work has been revised to include all expenses for the first twelve months. In particular, John White's proposed limitation visit to Washington, which he is now planning in conjunction with his return to the Institute, has been taken as the basis for an estimate of costs because our thinking is that the programme could best begin with an examination of the situation in Washington. Again, there has to be some flexibility. It is clear, for instance, that we shall have to undertake a project in Latin America, the cost of which is likely to be higher than the figure given here.

I look forward to receiving your acceptance of this programme, and any suggestions you may wish to suggest. John White will, when convenient, be arranging for a visit to Washington, and would want to see you in London immediately after his return to London.

Yours sincerely,

John White

1965 FEB -1 AM 8:55

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

IBRD/ODI STUDY PROGRAMME

1. It is proposed to undertake a series of studies with the object of promoting a fuller understanding of the role and function of multilateral aid.
2. These studies will be concerned with those multilateral development agencies which deal with the financing of aid - not those whose prime concern is with technical assistance - and thus will concentrate on the operations of the World Bank and its affiliates (the IDA and IFC), the Inter-American Bank, the European Investment Bank, the Special Development Fund of the EEC. Particular attention will be paid to their place in the total world aid programme and their relationship with bilateral aid agencies.
3. It is not intended in these enquiries to argue the case for or against bilateral aid. The intention is to assess what can be or ought to be the functions of multilateral institutions in a world aid programme which is predominantly bilateral; to work out to what extent multilateral agencies can increase their own effectiveness and how they can act as a lead in, as a focus, or a make-weight for bilateral programmes; and by so doing increase the effectiveness of bilateral aid.
4. This entails study projects, leading to publication in the form of articles and books, and also associated activities such as discussion meetings, lectures and the stimulation of interest in appropriate bodies.
5. Three kinds of project are proposed:

a) Coordination

An examination of two consortia - preferably one IBRD and one OECD - their functioning and purpose. In particular we should look at what donors and recipients expect of a consortium and the extent to which these expectations have been fulfilled. The following questions may be borne in mind:

- i) Can a consortium take responsibility for an entire development plan?
- ii) What is the function of a consortium in relation to the recipient's balance of payments?
- iii) Does the view of existing consortia as hat-passing sessions correspond to the facts; if so, is this acceptable?
- iv) Can or should a consortium avoid the label of a "donor's club" by blurring the distinction between donor and recipient (e.g. by relating several different consortia within a single administrative framework)?

The potential of other neo-consortia such as the working groups that the IBRD is now sponsoring, e.g. in Nigeria, should also be examined.

The role of IBRD regional offices now being set up in Africa involves a new departure of particular interest and will be the object of study.

An examination should also be made of the problem of the external debt of developing countries with particular reference to the re-financing of loans that developing countries have received from donors.

The role of multilateral organisations such as the World Bank in solving the debt problem that is developing between donor and recipient countries on a bilateral basis is a matter of great concern, which will be examined.

b) Multilateral Finance

There should be an individual examination of multilateral finance projects or groups of projects, with a view to determining the role of multilateral institutions in the other two respects mentioned above, as a lead-in for additional resources and as a make-weight, or complementary source of aid. For this purpose, it might be best to look at single large projects, or to look at a range of activities over an area.

Two questions would have to be borne in mind:

- i) To what extent has IBRD finance brought other resources in its train - other multilateral, official bilateral, external private, and domestic?
- ii) Does experience in the area concerned lead to conclusions concerning the proper division of functions between multilateral institutions and other resources?

c) The Scope of Multilateral Institutions

In the course of undertaking the studies already outlined, it will be possible to build up a picture of the nature and scope of multilateral financial institutions. This should include an analysis of the different types of multilateral institution: the World Bank, the Inter-American Bank, the European Investment Bank and the Special Development Fund of the EEC, and also a detailed consideration of the proper relationship between the various members of the World Bank family. It should also include an examination of the extent to which the Bank can depart from strict banking activities and move in the direction of extra-curricular operations such as compensatory finance schemes, investment guarantees and arbitration, etc.

Estimate of Costs - 1965/66 (one year)

Salaries and Research Fees

£

1 Research Officer	£2,500	2,500
1 Research Secretary	£15 p.w.	780
Luncheon Vouchers for Secretary		40
National Health Insurance and graduated Subscriptions		80
Fees for external research assistance, use of other ODI research staff, etc.		<u>300</u>

T O T A L Salaries and Fees 3,700 p.a.

Projects Costs (assuming two main projects, each involving one five week visit)

Two first-class return air fares at, say, £410 (taking fare to India as base)		820
Overseas expenses approx. £9 (£25) a day		630
Publications: Production and Distribution	800	
Less sales (allowing for between one-quarter and one-third complimentary)	<u>600</u>	
		<u>200</u>

T O T A L Project Costs 1,650 p.a.

Familiarization Visit to Washington

1 first-class return air fare London-Washington		270
Overseas expenses at £9 a day for one 3-week visit		<u>189</u>

T O T A L Visit to Washington 459

Administrative Overheads

(Calculated at rates varying between marginal overheads and average overheads - i.e., one-twelfth of total overheads - according to nature of expenditure)

Rent and Rates		450
Postage and Telephones		60
Stationery		60
Office and General Expenses (inc. study groups and discussion group facilities, etc.)		80
Depreciation on leasehold, library and office equipment		100
Library costs (inc. time of library staff)		100
Administrative staff		<u>100</u>

T O T A L Administrative Overheads 950

T O T A L C O S T

£ 6,759

January 15, 1965

Mr. John D. Miller  
 European Office  
 IBRD  
 4, Avenue d'Iena  
 Paris 16e  
 France

Dear Johnnie:

Thanks very much for having sent me a copy of your letter to Geoffrey on the ODI project. I gather that Geoffrey was able to talk with you on the telephone about this, and he agreed with your comments, as do I. Debt reorganization certainly is a separate topic, and the African regional offices are not very relevant, either (quite apart from the fact that the universal experience of the specialized agencies with regional offices up to now has been utterly disappointing). One other thought that may be worth keeping in mind as the Study develops is that it probably is not very accurate to think of the Bank as "a make-weight for bilateral programmes"; indeed, as you know, the complaint very often is that the Bank has picked off the best project in a country -- so that if anybody is making weight, it is the bilateral lenders.

I was glad to learn from Geoffrey that you were interested in the idea of having a movie produced as one of the things that would help us with non-financial audiences. Documentary films swam back into our ken recently when UN's Office of Public Information screened for us a very low-key documentary on the Paz del Rio steel mill in Colombia and the changes that it was beginning to bring about in the area of the mill. While it was certainly not a good film, it was not a bad one; and it could have been much better if the Bank had known that such a film was going to be made, and had had a chance to participate directly in the briefing of the film crew.

What was in my mind when I wrote for Geoffrey the paper which you saw was the possibility of having OPI produce another such low-key film, on the basis of a better briefing, exploiting more fully the story potential. I had thought, too, that the film ought to be about an IDA, rather than a Bank project; and that it probably would have to be made in Swaziland or the Sudan -- these being the only two places where work has been going on long enough to produce filmable results. As produced by the UN, the film would not particularly highlight IDA; so that either we would have to have a different narration for our own showing, or the film would have to be used



- 2 -

within a larger program, in which a speaker or speakers could put it in the broader context of IDA and the need for lending on concessional terms.

Before we go any further, we ought to have your ideas on at least two points. First, can one film cater effectively to audiences both in the United States and in Europe? Second, in any case, what kind of a film would you like to see produced for Europe?

Sincerely yours,

Harold Graves

HNG:ap

*HNG*

January 15, 1965

Dear Johnnie,

I telephoned you the other day about your letter of January 5 on the subject of the ODI programme. As I told you, on the substance of the programme I agree with your comments and I hope you have been able to persuade them to omit the first three paragraphs on page two of the synopsis.

I asked Cavanaugh for his comments on the accounting side and I enclose a copy of his note, some of which concerns you and the ODI, some of which concerns me here. I agree with him on the travel costs -- I think it is much better that they should budget for these. I doubt if the other points in his note raise any difficulty.

I suppose the next step in this is for Clark to write formally to you (or Woods) and for him to reply to Leslie Rowan. Or have you any other suggestion?

*G. M. Wilson*

(Signed) G. M. Wilson

G.M. Wilson

Mr. John Duncan Miller  
Director - European Office  
I.B.R.D.  
4 Avenue d'Iena  
Paris (16<sup>e</sup>), France

cc: Mr. Graves (with copy of Mr. Cavanaugh's note of January 14)

GMWilson/hd

## OFFICE MEMORANDUM

*+ Admin - Donations*

TO: Mr. Geoffrey M. Wilson

DATE: January 14, 1965

FROM: Robert W. Cavanaugh *RWC*

SUBJECT:

You asked for our comments on the letter <sup>Jan 5</sup> from John Miller in regard to the studies to be made by the Overseas Development Institute in London and referred to in Mr. Wishart's note of December 29.

1. The estimated annual costs, page 3 of the paper on IERD/ODI study program are reasonable - perhaps conservative.
2. We disagree with paragraph 2 of Johnnie's letter of January 5, 1965, in which he states that he told William Clark of ODI "not to estimate for trips to Washington as we would absorb them in our own travel budget" and "We could do the same for any trips they take in other places to make the budget look £1,000 less". We believe the annual budget should provide for all costs including all travel. We should not absorb these travel costs in the regular travel item of the Board's budget. We should have a full estimate of costs for the study and not try to make its budget appear to be less than actually planned.
3. We would propose to use Sterling for the payments to ODI.
4. Would ODI like us to advance funds on a quarterly or semi-annual basis? Or would they like the entire annual estimated cost advanced, subject to annual accounting and adjustment?
5. About May 31 and sometime before the close of our fiscal year (June 30, 1965), we would like an accounting for actual expenditures in the same detail as shown in the budget. If this presents a burden on ODI, we would be prepared to work out something on the basis of latest estimates.
6. The annual budget assumes 2 main projects a year. If there should be more we can adjust, but we believe that for the present we should budget on the basis of 2 main projects a year.
7. As you know, no provision was made in the budget for this expenditure. At most it looks as though we would not be required to spend more than \$10,000 this fiscal year, and probably less. We assume that the Executive Directors will be informed as to this arrangement so that it may be included in a request for a further supplement to the Bank's current administrative budget if this becomes necessary.
8. We assume that a contractual arrangement will be made with ODI, and not with individual members of its staff, thus avoiding questions with respect to travel accident insurance coverage, expense accounts, etc.

## OFFICE MEMORANDUM

TO: Mr. Robert W. Cavanaugh

DATE: January 12, 1965

FROM: G.M. Wilson

SUBJECT: Overseas Development Institute in London

Please see the attached letter to me from Mr. Miller.

As you will also see from Mr. Wishart's note of December 29 (attached) the policy on this has already been settled. I want to talk to Mr. Miller by Thursday and I shall be grateful for any comments you would like to make so far as accounting is concerned.

G.M.W.

HEADQUARTERS:  
WASHINGTON 25, D.C.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

CABLE ADDRESS-INTBAFRAD



INTERNATIONAL DEVELOPMENT ASSOCIATION

CABLE ADDRESS-INDEVAS



EUROPEAN OFFICE:  
4, AVENUE D'IÉNA  
PARIS (16<sup>e</sup>) - FRANCE  
TELEPHONE: KLEBER 25-10

January 5, 1965

Mr. Geoffrey M. Wilson, Vice President  
International Bank for Reconstruction  
and Development  
Washington, D.C.

Dear Geoffrey:

I enclose the paper sent by William Clark as an outline of the programme they would suggest and an annual budget.

I told him not to estimate for trips to Washington as we would absorb them in our own travel budget. We could do the same any trips they take to other places and make the budget look £1000 less.

It is never easy to guess from such an outline what the final result will be. Whether it is good or bad depends less on the programme than on who carries it out. So I also enclose copies of the first three chapters of the first draft of their report on "German Aid". (The whole thing at present runs to 185 pages but these chapters will give you the flavour as well as providing an interesting guide to the Bonn jungle.) This seems to me to show a considerable amount of research and a good and original mind at work.

My only doubt about the outline would be as to the relevance of the first three paragraphs of page 2 (African offices and debt rescheduling - the latter almost a separate study in itself) to the particular subject. But we can find out what they mean in conversation.

I shall be in London next week on Thursday and Friday (14th and 15th) and am seeing William Clark on the morning of the 15th. Any comments or decisions by then would be welcome.

Yours ever,

Encls.

1965 JAN 10 6 11 PM

COMMUNICATIONS  
GENERAL LINES  
RECEIVED

*John Duncan Miller*  
John Duncan Miller

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

CABLE ADDRESS-INTBAFRAD

INTERNATIONAL DEVELOPMENT ASSOCIATION

CABLE ADDRESS-INDEVA5



EUROPEAN OFFICE:  
4, AVENUE D'ENNA  
PARIS (16<sup>e</sup>) - FRANCE  
TELEPHONE: KLEBER 58-10

January 5, 1965

Mr. Geoffrey M. Wilson, Vice President  
International Bank for Reconstruction  
and Development  
Washington, D.C.

Dear Geoffrey:

I enclose the paper sent by William Clark as an outline of  
the programme they would suggest and an annual budget.

I told him not to estimate for trips to Washington as we  
would absorb them in our own travel budget. We could do the  
same any trips they take to other places and make the budget  
look \$100 less.

It is never easy to guess from such an outline what the  
final result will be. Whether it is good or bad depends less  
on the programme than on who carries it out. So I also enclose  
copies of the first three chapters of the first draft of their  
report on "German Aid". (The whole thing at present runs to  
185 pages but these chapters will give you the flavour as well  
as providing an interesting guide to the Bonn jungle.) This  
seems to me to show a considerable amount of research and a good  
and original mind at work.

My only doubt about the outline would be as to the relevance  
of the first three paragraphs of page 2 (African offices and  
debt rescheduling - the latter almost a separate study in itself)  
to the particular subject. But we can find out what they mean in  
conversation.

I shall be in London next week on Thursday and Friday (11th  
and 12th) and am seeing William Clark on the morning of the 12th.  
Any comments or decisions by then would be welcome.

Yours ever,

1965 JAN 10 PM 2:22  
RECEIVED JOHN DUNGAN MILLER  
GENERAL FILES  
COMMUNICATIONS

Encls.

## IBRD/ODI STUDY PROGRAMME

1. It is proposed to undertake a series of studies with the object of promoting a fuller understanding of the role and function of multilateral aid.
2. These studies will be concerned with those multilateral development agencies which deal with the financing of aid - not those whose prime concern is with technical assistance - and thus will concentrate on the operations of the World Bank and its affiliates (the IDA and IFC), the Inter-American Bank, the European Investment Bank, the Special Development Fund of the EEC. Particular attention will be paid to their place in the total world aid programme and their relationship with bilateral aid agencies.
3. It is not intended in these enquiries to argue the case for or against bilateral aid. The intention is to assess what can be or ought to be the functions of multilateral institutions in a world aid programme which is predominantly bilateral; to work out to what extent multilateral agencies can increase their own effectiveness and how they can act as a lead in, as a focus, or a make-weight for bilateral programmes; and by so doing increase the effectiveness of bilateral aid.
4. This entails study projects, leading to publication in the form of articles and books, and also associated activities such as discussion meetings, lectures and the stimulation of interest in appropriate bodies.
5. Three kinds of project are proposed:
  - a) Coordination

An examination of two consortia - preferably one IBRD and one OECD - their functioning and purpose. In particular we should look at what donors and recipients expect of a consortium and the extent to which these expectations have been fulfilled. The following questions may be borne in mind:

    - i) Can a consortium take responsibility for an entire development plan?
    - ii) What is the function of a consortium in relation to the recipient's balance of payments?
    - iii) Does the view of existing consortia as hat-passing sessions correspond to the facts; if so, is this acceptable?
    - iv) Can or should a consortium avoid the label of a "donor's club" by blurring the distinction between donor and recipient (e.g. by relating several different consortia within a single administrative framework)?

The potential of other neo-consortia such as the working groups that the IBRD is now sponsoring, e.g. in Nigeria, should also be examined.

The role of IBRD regional offices now being set up in Africa involves a new departure of particular interest and will be the object of study.

An examination should also be made of the problem of the external debt of developing countries with particular reference to the re-financing of loans that developing countries have received from donors.

The role of multilateral organisations such as the World Bank in solving the debt problem that is developing between donor and recipient countries on a bilateral basis is a matter of great concern, which will be examined.

b) Multilateral Finance

There should be an individual examination of multilateral finance projects or groups of projects, with a view to determining the role of multilateral institutions in the other two respects mentioned above, as a lead-in for additional resources and as a make-weight, or complementary source of aid. For this purpose, it might be best to look at single large projects, or to look at a range of activities over an area.

Two questions would have to be borne in mind:

- i) To what extent has IBRD finance brought other resources in its train - other multilateral, official bilateral, external private, and domestic?
- ii) Does experience in the area concerned lead to conclusions concerning the proper division of functions between multilateral institutions and other resources?

c) The Scope of Multilateral Institutions

In the course of undertaking the studies already outlined, it will be possible to build up a picture of the nature and scope of multilateral financial institutions. This should include an analysis of the different types of multilateral institution: the World Bank, the Inter-American Bank, the European Investment Bank and the Special Development Fund of the EEC, and also a detailed consideration of the proper relationship between the various members of the World Bank family. It should also include an examination of the extent to which the Bank can depart from strict banking activities and move in the direction of extra-curricular operations such as compensatory finance schemes, investment guarantees and arbitration, etc.



Estimate of Annual Costs

(This estimate does not include ad hoc expenses such as visits to Washington which may be required once a year)

Salaries and Research Fees

£

1 Research Officer	£2,500 p.a.	2,500
1 Research Secretary	£15 p.w.	780
Luncheon Vouchers for Secretary		40
National Health Insurance and graduated subscriptions		80
Fees for external research assistance, use of other ODI research staff, etc.		<u>300</u>

T O T A L Salaries and Fees 3,700 p.a.

Projects Costs (assuming two main projects a year)

Return air fares	say, £250	500
Overseas expenses	approx £7 a day for two five-week visits	500
Publications: Production and Distribution	800	
Less Sales (allowing for between one-quarter and one-third complimentary)	<u>600</u>	
		<u>200</u>

T O T A L Project Costs 1,200 p.a.

Administrative Overheads

(calculated at rates varying between marginal overheads and average overheads - i.e., one-twelfth of total overheads - according to nature of expenditure)

Rent and Rates	450
Postage and Telephones	60
Stationery	60
Office and General Expenses (inc. study groups and discussion group facilities etc)	80
Depreciation on leasehold, library and office equipment	100
Library costs (inc. time of library staff)	100
Administrative staff	<u>100</u>

T O T A L Administrative Overheads 950

T O T A L C O S T

£ 5,850

TS/DA  
1st January 1965

PROJ/15

## OFFICE MEMORANDUM

TO: Files

DATE: December 29, 1964

FROM: G. C. Wishart

SUBJECT: London--Overseas Development Institute

Mr. Woods called at the Overseas Development Institute (ODI), London, at 9:30 a.m., on December 10, 1964, and met with Sir Leslie Rowan, Chairman. In the absence of Mr. William Clark, Director of ODI, Sir Leslie was accompanied by Drs. T. Soper and John White who both undertake research studies on behalf of ODI. Mr. Miller and I accompanied Mr. Woods.

Sir Leslie welcomed Mr. Woods and explained that he had asked for the meeting at the ODI offices so that Mr. Woods could see the premises they occupied. Sir Leslie also explained the role of the ODI and referred to the literature produced by ODI. Mr. Woods said that he had picked up a booklet "Aid and Africa" on his way through, and also referred to the publication "World III" which he had found helpful and interesting. Sir Leslie asked Mr. Woods how ODI could be of assistance to the Bank.

Mr. Woods referred to the changing roles of the Bank since it came into existence in 1946. To begin with, the Bank had functioned as a bond investment house and its activities had been entirely directed to the financing of projects. The role of the Bank had now become wider; to some extent, the Bank was used as a "father confessor" by the less developed countries and the Bank was active in advisory and technical assistance roles. It was doubtful whether this change in the Bank's work was fully understood by the citizens of the major countries which support the World Bank and IDA, in particular the citizens of the seven Part I countries which contribute most of the funds for IDA. The Bank believed it would be useful for well-informed bodies, such as ODI, to assist in educating their fellow citizens and would be grateful for any assistance which ODI could give to that end.

Sir Leslie said that ODI supported fully the concept of multilateral aid. He with Drs. Soper and White had been considering the studies which ODI might undertake to assist in generating public interest on these questions with which the Bank and IDA are intimately concerned.

Dr. Soper said he would propose that a study be prepared on "The Role of Multilateral Aid within the Bilateral Concept." Dr. White said that this would have to be studied from the following aspects:-

- (a) the coordination of multilateral aid;
- (b) an analysis of actual projects financed by multilateral aid and bilateral aid; and
- (c) a study on the Bank/IDA.

Mr. Miller said that such studies by ODI would be useful and would provoke thinking. As the studies appeared, correspondence and debate on their conclusions should follow in the more informed newspapers and journals which would be stimulating and helpful.

Mr. Woods drew attention to some of the other aspects of the work of the Bank group, such as the work on conciliation and arbitration, debt reorganization, consortia and consultative groups.

Mr. Woods then asked how ODI met its expenses and added that the Bank would want to pay its way and take care of any expenses involved in connection with the studies referred to above. Sir Leslie explained that ODI has three main sources of finance: the Ford Foundation, the Nuffield Trust and contributions from private enterprise. He suggested that Dr. White should work out a costing for the work proposed and let Mr. Woods know.

Mr. Woods said this would be excellent and that as soon as ODI had worked out its costing and its plan to proceed, Sir Leslie or Dr. White should sit down with Mr. Miller to discuss the matter again. He could give an assurance on Bank support over at least the next three years. He particularly asked that ODI should move quickly on this matter.

cc: Mr. Woods  
Mr. Knapp  
Mr. Wilson  
Mr. Aldewereld  
Mr. Broches  
Mr. Demuth  
Mr. Friedman  
Mr. Miller

December 1, 1964

Mr. William Clark  
Overseas Development Institute Ltd  
160 Piccadilly  
London W.1, England


Dear William,

Thank you for your letter of 24th November informing me of your forthcoming arrival in America. Unfortunately, I shall be leaving Washington on the very day that you will be arriving here and will be in Europe for the next month or so.

I am very sorry to miss you and hope it will be possible to meet in Europe. I may be coming to England just after New Year, but I am not sure yet.

Yours ever,

Munir P. Benjenk

  
MPB:fph

cc. Miss Falardeau

ROUTING SLIP

Date

December 22

OFFICE OF THE PRESIDENT

Name

Room No.

Mr. Knapp

Mr. Mendel <sup>MB</sup>

~~Mr. Cope~~

~~W. Fontenay~~ *W.F.*

Action

Note and File

Approval

Note and Return

Comment

Prepare Reply

Full Report

Previous Papers

Information

Recommendation

Initial

Signature

Remarks

G.M. Wilson

0 D 1

HEADQUARTERS:  
WASHINGTON 25, D. C.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

CABLE ADDRESS-INTBAFRAD



INTERNATIONAL DEVELOPMENT ASSOCIATION

CABLE ADDRESS-INDEVAS



EUROPEAN OFFICE:  
4, AVENUE D'ÏÉNA  
PARIS (16<sup>E</sup>) - FRANCE  
TELEPHONE: KLEBER 25-10

December 18, 1964

*Mr. Knapp*  
*Mr. Mondak* <sup>2</sup> *one taken - 22 Dec '64*  
*Mr. Cope* *one taken*  
*Ray 10 65*

Mr. Geoffrey M. Wilson, Vice President  
International Bank for Reconstruction  
and Development  
Washington, D.C.

Dear Geoffrey:

I enclose a few copies of the Overseas Develop-  
ment chart.

Yours ever,

John Duncan Miller

(Encls. 5)

1964 DEC 31 04:10:33

COMMUNICATIONS  
GENERAL LINES  
RECEIVED

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

CABLE ADDRESS-INTBARAD

INTERNATIONAL DEVELOPMENT ASSOCIATION

CABLE ADDRESS-INDEVA5

EUROPEAN OFFICE:  
4, AVENUE D'ENNA  
PARIS (8<sup>e</sup>) - FRANCE  
TELEPHONE: KLEBER 28-10



December 18, 1964

Mr. Geoffrey M. Wilson, Vice President  
International Bank for Reconstruction  
and Development  
Washington, D.C.

Dear Geoffrey:

I enclose a few copies of the Overseas Develop-

ment chart.

Yours ever,

John Duncan Miller

(Encls. 5)

1964 DEC 21 AM 10: 37

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

*Mr. Wilson  
Mr. [unclear]  
Mr. [unclear]  
25 Dec 64  
one to [unclear]  
[unclear]*

MINISTRY OF OVERSEAS DEVELOPMENT

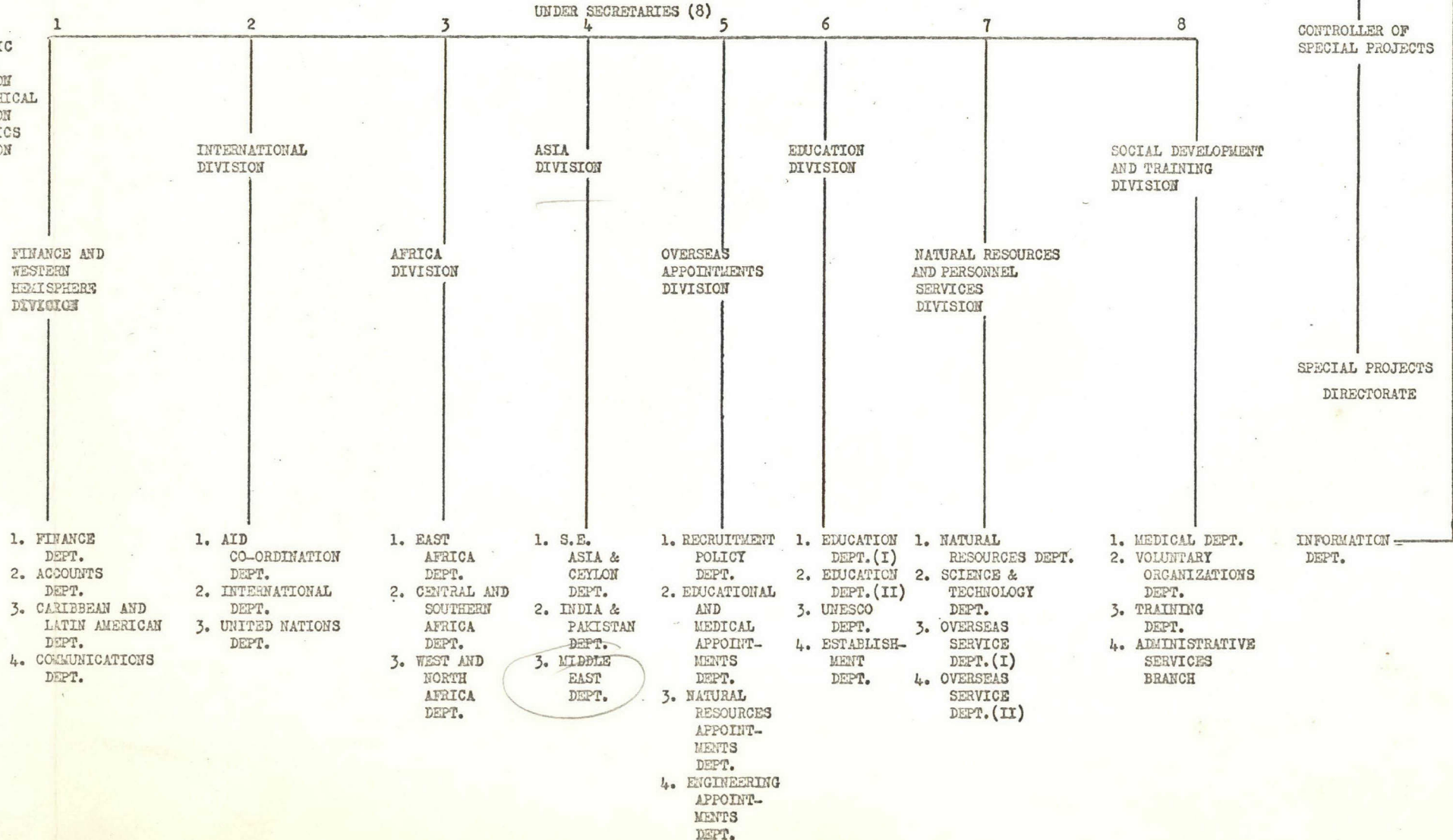
PERMANENT SECRETARY

DEPUTY SECRETARY

(Divisions to be supervised to be decided later)

DIRECTOR  
GENERAL OF  
ECONOMIC  
PLANNING

1. WORLD ECONOMIC TRENDS DIVISION
2. GEOGRAPHICAL DIVISION
3. STATISTICS DIVISION





Mr. Woods

November 27, 1964

Harold Graves

Assistance to the Overseas Development Institute  
(Attached letter from Mr. Miller)

Certainly there is no harm in attaching our ODI contribution to a research project into the advantages and disadvantages of multilateral aid. But perhaps ODI could ponder the matter further and make a number of moderately detailed suggestions about other possible activities.

It might very well be more helpful, for instance, if ODI took up another question mentioned in Johnnie Miller's letter -- namely, the question of the problem presented by the debt burden of the underdeveloped countries. The argument for IDA has to begin with establishing the problem of the debt burden (you only go on to the question of multilateral aid as the second step in the argument); this is a problem, as Johnnie implies, which is very little understood; and we could give ODI's research people controlled access to Irving Friedman's studies, which would be one way, and a good way, of getting the results of these studies to the public. We could make a unique contribution to such a study, whereas the virtues of bilateral versus multilateral action have been argued and studied for almost all of the 20 years since UNRRA and the first drafts of the U. N. charter.

Attachment

*HNG*  
HNG:ap

*Mr. Wood*

November 24, 1964

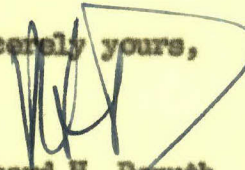
Dear Bill:

Thank you for your note of November 19. ✓

I expect to be here for all of December, with the possible exception of one or two days in New York, and would be delighted to have a chance for a long talk with you. So do let me know when your plans are firm and I shall try to arrange my schedule accordingly.

With best regards,

Sincerely yours,

  
Richard H. Demuth  
Director

Development Services Department

Mr. William Clark  
The Overseas Development  
Institute Ltd.  
160 Piccadilly  
London W.1, England

RHD:tf

THE OVERSEAS DEVELOPMENT INSTITUTE LTD.,  
160 PICCADILLY,  
LONDON, W.1

Tel. : HYDe Park 2654

WILLIAM CLARK

D.6. ALBANY,  
PICCADILLY,  
LONDON, W.1

Tel. : REGent 0545

PERS/WDC

19th November 1964

Dear Dick,

\* I look like being in Washington for most of the week beginning December 7th, though I am not absolutely sure which days I may have to go out to talk to the Council on Foreign Relations.

I am most anxious to see you this time and to have, if I can, a fairly long talk about recruitment, and a few other topics of mutual interest.

This letter is just an advance warning, and I will write to you as soon as I know a more detailed programme. I hope you can find time to see me in that week. If by any chance you are going to be away part of that time, perhaps you could let me know at once and I would try and coincide with your dates in Washington.

Yours sincerely,

*Will*

William Clark

Mr. Richard Demuth  
I.B.R.D.  
1818 H Street  
Washington 25  
D.C.  
U.S.A.

\* Run into staff group woods  
will be here. I was delayed  
so as to see him.

ME

ack. Nov. 24, 1964

← To open cut here →

Sender's name and address: William Clark  
Overseas Development Institute  
160 Piccadilly  
London, W1

AN AIR LETTER SHOULD NOT CONTAIN ANY  
ENCLOSURE; IF IT DOES IT WILL BE SURCHARGED  
OR SENT BY ORDINARY MAIL.

The 'APSLEY' Air Letter

A John Dickinson Product

Form approved by Postmaster General No.—71995/1Z

← Second fold here →

↑ First fold here ↓

RECEIVED  
GENERAL FILES  
COMMUNICATIONS

1964 NOV 23 AM 9:56



Mr. Richard Demuth

I.B.R.D.

1818 H Street NW

Washington 25

D.C.

U.S.A.

ask. Nov. 24, 1964