

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: Research Policy Council [RPC] - Agenda and Minutes - 1983 - 1987

Folder ID: 1546734

Series: Minutes, Agenda, and Other Records of the Research Policy Council (RPC) and the Bank Research Advisory Group (BRAG)

Dates: 08/25/1983 – 12/03/1987

Subfonds: Records of the Economics and Research Staff (ERS)

Fonds: Records of the Office of the Chief Economist

ISAD Reference Code: WB IBRD/IDA DEC-02-09

Digitized: 04/01/2025

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

PUBLIC DISCLOSURE AUTHORIZED

RPC (Agenda and Minutes)

1984-1987


Archives

R1999-083 Other #: 1 Box #: 205207B
Research Policy Council [RPC] - Agenda and Minutes - 1983 - 1987

DECLASSIFIED

WBG Archives

THE WORLD BANK INTERNATIONAL FINANCE CORPORATION
OFFICE MEMORANDUM

DATE February 2, 1987

TO Research Policy Council Members

FROM Deepak Lal, VPERS 

EXTENSION 33481

SUBJECT Agenda for RPC Meeting

A meeting of the Research Policy Council will be held on Friday, February 6, 1987 at 3:30 p.m. in Room S-9023.

The agenda for the meeting is as follows:

1. Report from REPAC
2. Appointment of new REPAC members
3. Evaluation of Graham Pyatt's research projects

Distribution: Messrs. B. King
J. Botafogo
D. Knox
S. Husain
J. Wood

OFFICE MEMORANDUM

DATE March 6, 1986

TO RPC Members

FROM Anne O. Krueger *AK*

EXTENSION 33774

SUBJECT Agenda for RPC Meeting

A meeting of the Research Policy Council will be held on March 12, 1986 at 4 p.m. in Room S-9023

- (1) Report from REPAC (attached).
- (2) Comparative study on Macroeconomic Adjustment and Long Run Growth (Review Board's recommendation attached).
- (3) Constitution of Research Coordination Committee of Chief Economists.
- (4) Appointment of New Members to REPAC.
- (5) Any other business.

OFFICE MEMORANDUM

DATE October 29, 1985

TO RPC Members

FROM Anne O. Krueger *ioh*

EXTENSION 33774

SUBJECT Agenda for the RPC Meeting on November 4

The RPC will meet on November 4 at 3:30 p.m. in Room S-9023 to discuss:

- (a) Report from REPAC (Attachment 1).
- (b) Report from the Review Committee on the Reorganized Research Administration (Attachment 2).
- (c) Draft report on "Setting Research Priorities for Sub-Saharan Africa" (Attachment 3).
- (d) Draft Annual Report on Research (Attachment 4).
- (e) The Comparative Studies Program - Regional Coordination (Attachment 5).
- (f) Other Business.

Distribution: Messrs. J. Botafogo
 D. Knox
 S. Husain
 J. Wood

DL:lt

THE WORLD BANK INTERNATIONAL FINANCIAL CORPORATION
OFFICE MEMORANDUM

~~CONFIDENTIAL~~
DECLASSIFIED

FEB 25 2025

WBG ARCHIVES

DATE May 17, 1985
TO RPC Members
FROM Deepak Lal 
EXTENSION 69011
SUBJECT Agenda for the RPC Meeting on 23rd May, 1985

A meeting of the Research Policy Council will be held on May 23, 1985 at 3 p.m. in Room I8-200.

The agenda for the meeting is:

- (1). Report from (REPAC) - attached.
- (2). Panel Report on the Comparative Study of "Poverty, Equity and Growth" - attached together with the full research proposal.
- (3). Appointment of replacement for G. Tidrick on REPAC - correspondence attached.
- (4). Other Business.

OFFICE MEMORANDUM

DECLASSIFIED

FEB 25 2025

WBG ARCHIVES

DATE March 14, 1985
TO RPC Members
FROM Deepak Lal, Secretary, RPC *DL*
EXTENSION 69011
SUBJECT RPC Meeting on Monday, March 18

Highly Confidential

The meeting of the RPC postponed from February 7 will be held on March 18 at 2:30 p.m. in Room 18-200. The agenda for the meeting is attached.

As regards item (1) on the agenda an updated version of REPAC's decisions on proposals is enclosed as Attachment 2.

In order to expedite implementation of the dissemination initiatives as summarised in item (3) of the agenda, individual clearance has been obtained from RPC members. However, there are a few outstanding questions raised by members which still need to be discussed:

- (1) The composition of the editorial advisory board for the Review - the suggested membership is listed in Attachment 3.
- (2) It has been suggested that the Bulletin be published biannually, and the new News bimonthly.
- (3) The titles of the replacements for Research News might need to be changed; it might complicate media relations if free lance journalists are used on the News.
- (4) That costs of funding these new initiatives be borne by an increase in the annual discretionary budget of VPERS, to be matched by an equivalent reduction in the Research Support Budget.

Attachments:

DLR:lt

OFFICE MEMORANDUM

DATE February 5, 1985

TO RPC Members

FROM Anne O. Krueger

EXTENSION 69001

SUBJECT Agenda for the RPC Meeting on February 7, 1985

Highly Confidential

DECLASSIFIED

FEB 25 2025

WBG ARCHIVES

The RPC will meet on February 7 at 3 p.m. in Room I8-200.

The agenda for the meeting is:

- (1) Report from REPAC (attached).
- (2) Comparative Studies Program:
 - (a) Agricultural Pricing (full proposal) and full panel recommendations (attached);
 - (b) Macroeconomic Crisis and Long Term Growth (pre-project brief) - summary of the brief and internal panel recommendations (attached).
- (3) Report on Dissemination Initiatives (attached).
- (4) Research organization review.
- (5) Any other business.

OFFICE MEMORANDUM

DATE November 9, 1984
TO RPC Members
FROM Anne O. Krueger *AOK*
EXTENSION 69001
SUBJECT RPC Meeting - November 12, 1984

~~CONFIDENTIAL~~
DECLASSIFIED

FEB 25 2025

WBG ARCHIVES

A meeting of the Research Policy Council will be held on Monday, November 12, 1984 at 4:30 p.m. in Room 18-200.

The agenda for the meeting is as follows:

- (1) Annual Report on Research
- (2) Report from REPAC (attached)
- (3) Minutes of BRAG meeting (attached)
- (4) Dissemination of Bank Research - An In-House Journal
(note attached).
- (5) Any other business.

OFFICE MEMORANDUM

DATE: September 10, 1984

TO: RPC Members

FROM: Anne O. Krueger *AK*

EXTENSION: 69001

SUBJECT: Research Policy Council Meeting - September 13, 1984

The meeting of the Research Policy Council will be held on September 13 at 3 p.m. in Room I8-200.

The agenda for the meeting is as follows:

- (1) Report from REPAC (attached).
- (2) Comparative Studies Program (panel reviews attached).
- (3) Report of the Modelling Committee (memorandum from Chairman of the Committee).
- (4) Research Priorities (note attached).
- (5) Changing the name of the External Research Budget (note attached).
- (6) Evaluation Procedures (note and memorandum attached).
- (7) Budget (Note from PBD attached).

Distribution: Messrs. S. Husain
D. Knox
J. Wood

DL:lt

THE WORLD BANK INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

DATE June 19, 1984

TO Research Policy Council Members

FROM Anne O. Krueger *AOH*

EXTENSION 69001

SUBJECT Agenda for RPC Meeting on June 22, 1984

A meeting of the Research Policy Council will be held on Friday, June 22 at 2:30 p.m. in Room 18-200.

The agenda for the meeting is as follows:

1. Report from REPAC (attached).
2. Report on BRAG meeting (attached).
3. Publication of the Lindbeck report and setting Research Priorities.
4. Comparative Studies Program.
5. Budgetary Procedures for ERB.
6. Other Business.

Distribution: Messrs. M. Benjenk
S. Husain
D. Knox
J. Wood

DL:lt

OFFICE MEMORANDUM

DATE March 30, 1984
TO Members of RPC
FROM Mrs. Anne O. Krueger *AOK(m)*
EXTENSION 69001
SUBJECT Agenda for RPC Meeting on April 2, 1984

The agenda for the meeting is as follows:

1. Report on REPAC (see attached memo).
2. Comparative Studies (see attached note).
3. OPS and ERS Work Programs (attached).
4. Other Business.

cc. Mr. D. Lal

OFFICE MEMORANDUM

TO: Research Policy Council Members

DATE: January 13, 1984

FROM: Anne O. Krueger *AK*

SUBJECT: RPC Meeting, January 18, 1984

A meeting of the Research Policy Council meeting will be held on January 18, at 11:00 a.m., in Room E-1023. The agenda for the meeting will be:

- (1) Constitution of a new Research Projects Approval Committee and Bank Research Advisory Group (background notes are attached).
- (2) The Comparative Studies Program (background note is attached).
- (3) Preliminary draft of the Lindbeck report (enclosed).
- (4) Other business.

OFFICE MEMORANDUM

Mr. Lal o/r

~~CONFIDENTIAL~~
DECLASSIFIED

DATE: December 15, 1983

TO: Members of the RPC

FROM: Anne O. Krueger *AK*

FEB 25 2025

WBG ARCHIVES

SUBJECT: Research Policy Council Meeting

A meeting of the Research Policy Council will be held on Tuesday, December 20, at 3:00 p.m., in Room E-823.

The agenda for the meeting is as follows:

1. Comparative Studies Program
2. Research Report to the Board and Information on the Research Program
3. Other business.

Distribution: Messrs. Benjenk (VPE)
Chaufournier (EMNVP)
Husain (OPSVP)
Wood (FPBVP)

OFFICE MEMORANDUM

DATE September 30, 1983

TO Distribution

FROM Anne O. Krueger, VPERS *ask*

EXTENSION 69001

SUBJECT Research Policy Council Meeting

A meeting of the Research Policy Council will be held on Tuesday, October 4, at 4:00 p.m. in Room I8-200.

The agenda for the meeting is as follows:

1. The Research Committee: Its Role and Functions (please see attached Issues Paper).
2. Secretariat for the Council.
3. Discussion of the Organization Planning Department (OPD) study on the Management of Bank Research (Mr. Richard Lynn and Ms. Victoria Pierce of OPD will be present to answer questions relating to the study and on research management outside the Bank).
4. Other business.

Distribution:

Messrs. M. Benjenk, VPE
R. Chauffournier, EMNVP
S. Husain, OPSVP
J. Wood, FPA

Attachment

OFFICE MEMORANDUM

DATE: August 15, 1983

TO: Distribution below

FROM: Anne O. Krueger *AK*

SUBJECT: Research Policy Council Meeting

The first meeting of the Council will be held in Room 18-100 at 4:00 p.m. on Thursday, August 25, 1983. The following is a tentative agenda:

1. Discussion of overall objectives.
2. Background to the Operations Planning Department's study on research management.

Distribution: Messrs. M. Benjenk
R. Chauffournier
S. Husain
J. Wood

SR/tsa

OFFICE MEMORANDUM

File

DATE: December 3, 1987

TO: Mrs. Phi Anh Plesch, PPRRA

FROM: James Feather, EXTDR *James Feather*

EXTENSION: 37516

SUBJECT: Minutes of November 19 meeting of the RPPC

Thank you for sending me the draft minutes. I have two suggestions, as follows:

1. Delete penultimate paragraph on page seven. (I do not recall this being said, but even if it were it does not seem very useful to minute it.)
2. Add: "It was agreed that the editorial committee should discuss the question of criteria for publishing nonformal (facsimile) publications and that Mr. Feather would bring recommendations to the RPPC."

✓ cc: Mr. de Tray

JF:acm

*Phi Anh -
I assume you
took his suggestions.
E*

OFFICE MEMORANDUM

DECLASSIFIED

File

FEB 25 2025

Draft

WBG ARCHIVES Confidential

DATE: November 30, 1987

TO: RPPC Members

FROM: Dennis de Tray and James Feather

EXTENSION:

SUBJECT: Minutes of the November 19, 1987 Meeting of the RPPC

The Research and Publications Policy Council (RPPC) held its first meeting on November 19, 1987. All members were present, namely Messrs. D. Hopper, Chairman, S. Fischer, A. Karaosmanoglu, V. Rajagopalan, J. Wood, R. Richardson, A. Shakow, J. Feather, and D. de Tray.

After having the agenda adopted, Mr. Hopper indicated that in order to get things started the RPPC will meet initially on a quarterly basis. Eventually, the meetings will be spaced at six-month intervals. The next meeting will take place sometime at the end of January.

Item 1: New Research and Publications Committee structure. A member noted with approval that in the proposed structure, the Research Committee's (RC) role would simply be an advisory one, as the final decision would rest with the Chairman. But he said that it was not clear to him whether the same structure would apply to the Editorial Committee. Another member, while agreeing with that structure, insisted that the Committee's advice should, in all instances, be well founded and guided by clearly established rules and that the integrity of the process be ensured. Mr. Hopper pointed out that with a committee such as the RC,

one should expect many contending conflicts among members and thus it was necessary and logical to place the locus of decision with the chair.

Questions were raised about the \$100,000 limit placed on submissions subject to final decision by the Research Administrator. Mr. de Tray answered that that limit was negotiable, but in order to encourage a core of medium-size projects, one needed a quick mechanism to deal with them without imposing an undue burden on the full Committee. A member said it would be useful to have statistics showing changes in the proposal pipeline over the past several years and to be used as benchmarks to monitor future changes.

Regarding the composition of the RPPC, one member noted that with only one regional member on the Council, the operational complex seemed to be weakly represented and wondered whether this representation should not be raised to strengthen the operational relevance of research. Mr. Hopper responded that he would discuss the matter with Mr. Qureshi.

Members then moved to approve the Research and Publications Committee structure as proposed.

Item 2: Nominations for Research and Editorial Committees. A member suggested that the RC might benefit from having members with disciplinary perspectives other than economics to bring alternative views to its deliberations. Mr. Hopper said it was a good point as he felt that "economists need be reminded from time to time about the real world."

Another member questioned the principle guiding the choice of nominees for the Research Committee: was it their technical

qualification, their institutional representation, or a combination of both. He asked this because he noted the absence of any chief economist among the nominees and wondered whether this would adversely reflect on the image of a highly visible committee such as the RC. Mr. de Tray responded that individual qualification was a primary consideration, but efforts were also made to ensure a good representation of the operational complex in the Committee structure. He indicated that Messrs. Selowsky and O'Brien had served on the former REPAC but had asked to be relieved of their REPAC duties because of their heavy workload as chief economists. But the grade criterion (25-28), he said, did not preclude chief economists from serving on the Research Committee. He indicated his intention to draw chief economists in the research process in several other ways.

Regarding the Editorial Committee (EC), a member questioned the necessity to include outside consultants. Mr. Feather agreed that there was in principle no such necessity but asked that exception be made to retain the membership of a former staff, Mr. E. Bennathan, whose contribution was extremely valued.

The nomination of Mr. Churchill to both the RC and EC raised some concern because of the demand on his time. It was agreed that he should serve on only one committee but the choice should be left to him.

With the above issues settled, Council members approved the list of nominations for the Research and Editorial Committees. Research

Item 3: Small Grants Program. Mr. de Tray asked the Council's permission to set up a Small Grants Program (SGP) to be administered by both him and Mr. Fischer at their discretion. The program would provide

them with flexibility to respond quickly to requests for assistance in proposal preparation and to actively promote research in areas deemed important to the Bank but which are not currently served by ongoing or planned research. Mr. Fischer added that in discussions with staff and managers he had been made aware of a great concern around the Bank that under REPAC help for research preparation did not come easily compared to "old days." A member said it was not clear to him which objective the SGP would serve: to assist staff in research preparation undertakings or to promote new initiatives. He indicated that he was personally more attracted to the first objective but the written outline appeared to him to point to the second. Mr. Fischer replied that there should be room for both. Another member, noting that some departments had consultant budgets precisely for all the purposes described above, asked whether the SGP was a complement to those budgets or there had been changes in the rules of allocating departmental funds. He also asked whether staff simply administer research done by outside consultants or conduct research themselves. The reply to the latter question was both. Mr. de Tray pointed out that regional departments do not have budgets nor staff to develop good ideas into research proposals. This prompted the question whether the SGP would be restricted only to the regional complex. Mr. de Tray answered that the SGP should be available to all departments Bank-wide. Adjudication of requests from PPR research units will have to be made on a case-by-case basis.

A member expressed his view that based on past experience, members of the Research Committee should be precluded from submitting

research applications to the Committee to avoid conflicts of interest. As others opposed this overall restriction, he suggested that it apply only to the Small Grants Program. This idea was accepted.

Mr. Hopper concluded by asking that Messrs. Fischer and de Tray prepare for the January meeting a complete set of procedural suggestions for RPPC's consideration and approval.

Item 4: Evaluation procedures. Mr. de Tray noted that past experience with current evaluation procedures has not been successful. For one thing, results from individual project evaluation have not fed into decisionmaking. In view of the legal obligation to undertake evaluation of centrally funded projects, his office is exploring an alternate approach to evaluation that aims at improving its value to the institution. Under this approach, groups of projects in selected areas instead of individual projects would be evaluated. Detailed procedures will be prepared for RPPC's consideration at the next meeting.

Item 5: Appeals. The new structure will require some avenue for appeals. Rules and procedures governing the appeal process will be presented at the next meeting for the RPPC's consideration.

Item 6: Annual Report on Research. Mr. de Tray indicated that this year's report will not be a conventional one because many units which provided the input no longer exist. The report will focus briefly on Fiscal 1987 research activities and will mention emerging priorities only in passing, mostly based on the President's speeches. Next year's report will be more comprehensive in this respect. The thrust of the present report, he said, would be the rebuilding of the administrative system and structure based on a taking stock of the past and would

reflect mostly his own philosophy in this regard. Given the tight deadline for submission to the Board, the report will be circulated to the RPPC members for their comment towards the end of December.

Item 7: Publications. Mr. Feather put forward for discussion the issue of whether Bank staff can publish their books through publishers of their choice or whether they should submit them first to the Bank so it can exercise the right of first refusal. Practical and legal considerations need to be taken into account in establishing whether the Bank has the right of first refusal. A member offered his strong view that there was no question the Bank has that right. Mr. Hopper agreed but thought that the exercise of that right should be restricted to a reasonable time span. This raised the remark from another member that imposing a specific time limit could create complications, especially in situations where people are asked to revise their submissions. He noted that in past such situations involving individual cases, individual arrangements needed to be negotiated and at times the process was not easy. These remarks notwithstanding, there was unanimous agreement among members that the principle of the Bank's right of first refusal should be the governing principle. Arrangements can be worked out to deal with specific problem cases and if there is evidence of a certain pattern, it should be brought to the attention of the RPPC.

Mr. Feather then brought up the second issue, the budget. He expressed his frustration that decisions on matters of publications were made regardless of budgetary considerations, that at present there was no mechanism to ensure proper connections between demand for

publications and budget decisions. He indicated that the publication budget has been seriously squeezed this year. Mr. Hopper suggested that Messrs. Feather and Fischer should together determine whether and when publication is part of research dissemination and thus when its financing could be drawn from the Research Support Budget. To inform discussion on this issue, he asked that the necessary background information and materials be prepared. Mr. de Tray indicated that he and Mr. Feather will prepare a joint note on research publications for the January meeting.

*Add
Feather's
4 2 7
memo*

~~Mr. Feather asked what general criteria should guide publication activities. But the issue was not discussed for lack of time. A member simply offered: "Excellence and marketing effectiveness."~~

Mr. Hopper concluded the meeting by instructing that Messrs. Fischer and Feather prepare for the January meeting a report on their respective committees as well as documentation on all outstanding issues. The reports should place emphasis on broad policy issues rather than on details. They should be circulated to all members well before the meeting.

~~PAP~~lesch/EA

PAP/ea

OFFICE MEMORANDUM

DATE: February 24, 1987

TO: RPC Members

FROM: Deepak Lal, Secretary, RPC 

EXTENSION: 33481

SUBJECT: Minutes of RPC Meeting held on February 6, 1987

DECLASSIFIED

FEB 25 2025

WBG ARCHIVES

CONFIDENTIAL

The RPC met on February 6 with Mr. King Acting Vice President, ERS in the chair, and Messrs. Knox, Husain and Wood and Mr. Feather representing Mr. Botafogo present.

The RPC noted the report from REPAC, on which it did not have any questions.

It agreed to invite Vittorio Corbo, Economic Adviser, DRD, and Lynn Squire, Senior Economist, WAL, to REPAC to replace Mohsin Khan who had left the Bank, and Kemal Dervis who had resigned due to the pressure of other duties.

The third item on its agenda was the evaluation of Graham Pyatt's research projects. A member asked what was the issue before the RPC. The Chairman replied that it was whether OED should be asked to look at the evaluation procedures in general in the light of the specific case concerning Pyatt.

A number of members questioned whether it was appropriate for OED to examine procedures set by the Council. OED was not an investigative body for procedures; nor should it be asked to look at one case.

Members also noted that questions concerning the dismissal of Graham Pyatt including the manner in which it was done were not of relevance for the Council, whose job was not to look at issues concerning personnel administration in ERS but to determine whether reasonable procedures were in place for the evaluation of research projects. Because the Council had some doubts, it had asked Professor Srinivasan to examine whether a fair and professional evaluation had been conducted. Professor Srinivasan had concluded that the reviews were professionally sound and despite some avoidable administrative lapses the integrity of the process had not been impaired. The matter should rest there.

All members agreed with and approved the measures recommended by REPAC as its meeting of September 4, 1986 and February 5, 1987, for

strengthening the evaluation procedures by having an appeals procedure and the joint clearance by REPAC of referees. With this tightening of the procedures the RPC had taken action on the administrative lessons to be learnt from this case.

The Acting VPERS disagreed and said that in saying that the general question of the manner of Pyatt's severance from the Bank were not its concern the Council was ducking the problem. He believed that, in the circumstances, it would have been wiser, if, as Chairman of the panel evaluating Pyatt's projects, the Research Administrator had handed the evaluation over to someone else in October 1985. The Acting VPERS moreover said to his mind the simplest form of dealing with the complaint would be to hand the matter over to OED.

The Research Administrator intervened to say that he had handed over the evaluation of Pyatt's projects to REPAC once his integrity had been impugned. Furthermore, he wished to inform the Council that REPAC had also discussed the matter. One REPAC member had rightly noted that the so called Chairman's reports of evaluations were not supposed to be mere summaries of the reviewers reports. They were also supposed to contain the Chairman's own judgments. A member of the RPC concurred. Hence the textual exegesis of the Chairman's reports on Pyatt's projects contained in the Acting VPERS memorandum was not relevant. Secondly, two REPAC members noted that the final official summary of the evaluations contained in the Annual Report for the Board could be said to be biased in so far it was less critical than the reviews. Thirdly, REPAC felt that it would be wrong to ask for a review of procedures purely on the basis of the misperception of an aggrieved researcher, as it was always possible to perceive some conspiracy behind an evaluation one did not like.

The Council then voted 4 to 1, (a) to accept Professor Srinivasan's report; (b) not to ask OED for a review of this specific case or of the evaluation procedures in general.

Distribution: Messrs. B.B. King
J. Botafogo
D. Knox
S. Husain
J. Wood



January 28, 1987

Ben:

I attach (1) a draft of the agenda for the RPC meeting and (2) a draft of a covering memorandum for Item 3. It is an expanded version of your draft.

I also attach a draft memorandum from me to the RPC, which puts your and my earlier draft memos in perspective, as I did not have time to write a completely new memorandum.

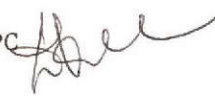
If these are all ok, I'll send this out on Monday when I return from Chile.

Deepak

OFFICE MEMORANDUM

DATE December 22, 1986

TO RPC Members

FROM Deepak Lal, Secretary, RPC 

EXTENSION 3-3481

SUBJECT Minutes of the RPC Meeting held on November 24, 1986

The RPC met on November 24 with all members present.

Following the presentation of the report from REPAC there was some discussion of the recent ruling by REPAC to disallow research preparation grants to research producing departments. It was agreed that in order to deal with the problem of incentives, rather than a blanket ban some form of cost-sharing with the departments seeking research preparation funds should be devised.

The new REPAC policy on funding only the research components of conferences was approved.

There was a discussion of the draft guidelines for The World Bank Economic Review and The World Bank Research Observer.

It was agreed that the clause concerning the first right of refusal of the article length output produced by the Bank would be restricted to that arising from research projects supported by the RSB. Subject to this clause being rewritten the guidelines were approved.

On the discussion of the guidelines for The Observer, it was agreed that a new paragraph would be added emphasizing that the Observer would publish mainly commissioned articles. It was also agreed that the clause giving the external members of the Board the right to veto articles deemed unsuitable for the Observer would be deleted.

As this was Mrs. Krueger's last meeting as Chairperson of the RPC, the members thanked her for her part in guiding Bank research into fruitful new directions.

OFFICE MEMORANDUM

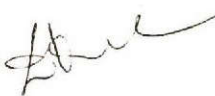
DECLASSIFIED

FEB 25 2025

WBG ARCHIVES
CONFIDENTIAL

DATE March 21, 1986

TO RPC Members

FROM Deepak Lal, Secretary, RPC 

EXTENSION 33481

SUBJECT Minutes of the RPC Meeting held on March 12, 1986

1. The RPC met on March 12 with all members present.
2. It noted the report from REPAC.
3. There was considerable discussion about the research proposal for the comparative study on "Macroeconomic Policies, Crisis and Growth in the Long Run".
4. The following worries were expressed. First, that the scope of the project seemed too vast. Second, that it covered too many countries. Third, there was already considerable literature on the subject for some of the countries to be studied which needed to be absorbed before another study on the same country was launched. Fourth, that for policy purposes the most important question was the third one outlined in the proposal: the link between shortrun macroeconomic policies and long term growth. The proposal seemed to put less emphasis on this question than the others which were concerned with providing a form of economic history. Fifth, there was a danger that without a further focusing of the country studies the synthesis will only confirm the commonplace.
5. Whilst recognizing these worries other members noted that the proposal dealt with a question of central institutional importance - the political economy of economic management. This necessarily made it an ambitious, high cost and high risk enterprise. To hedge against this risk, phasing of the project would be inappropriate; the only available hedge was to get the best possible people to undertake the project, knowing that as reputable researchers they themselves would be bearing a large part of the risks in designing and conducting the project. The project was run by some of the best researchers in the field. It was argued that in order for robust inductive inferences to be drawn in an area where theory itself was not of much use, a large sample of countries from different regions and with different structures was desirable. But whether this number was 18 or 25 was a matter of judgment, which should be left to the researchers, particularly as the marginal cost of adding another country to the sample were relatively low, when compared with the fixed costs of managing a large comparative study, and finding good principal authors.

6. It was agreed that though some risk would have to be borne in undertaking such an ambitious innovative study, the recommendations of the review Board should be strengthened by conveying the Council's worries to the principal authors. In particular at the pre-launch conference the Council would like the Review Board to ensure that there is a greater focus to the study by sharpening and narrowing the issues that country authors will be asked to address; that the country guidelines place more emphasis on the third question concerning the effects of macroeconomic policies undertaken to deal with crises on long term growth, that in order to avoid duplication of effort the country authors in their preliminary outlines provide a bibliography of relevant work already done in their countries. The authors were also asked to reconsider the coverage of countries to be studied. Furthermore it was agreed that the internal board would be strengthened with two other members to be added. One of these it was accepted would be Vinod Dubey. VPERS and VPOPS would appoint the second additional member. Finally it was agreed that the project would go ahead unless the Review Board reported after the pre-launch conference that the above conditions had not been met and the study should be aborted.

7. Herman van der Tak from OPS, Vittorio Corbo from ERS and Harinder Kohli from EIS were appointed to the Research Coordination Committee of Chief Economists.

8. Rolf Gusten was appointed as a new member of REPAC. VPOPS and VPERS would nominate one other new regional member to REPAC. VPERS would replace one or two of the ERS members on REPAC to meet the new rules concerning rotation of REPAC membership.

9. The Council considered a report from the Managing Editor of the World Bank Economic Review and approved the first issue to launch the new journal in July. At the request of the Editorial Board it replaced Anandarup Ray - who has not been able to attend to the Board's work because of the pressure of other business - with John Holsen.

10. A member suggested that it was necessary at some time in the future to consider how the Council could assure itself that non-RSB funded research was being planned, programmed and monitored so as to be consistent with the research priorities advocated for the Bank in the Annual Report on Research. It was agreed that VPERS and VPOPS would consider the plans for future research in the two major research producing parts of the Bank and apprise the Council of the adequacy of planning and monitoring mechanisms currently in force.

11. Finally VPERS reported on the satisfactory resolution of the desire of the Executive Directors to be briefed about the Research Program. VPERS would be meeting informally with interested EDs periodically for such briefings.

cleared with: RPC Members

OFFICE MEMORANDUM

DATE December 12, 1985

HIGHLY CONFIDENTIAL

DECLASSIFIED

TO RPC Members

FROM *f*Deepak Lal *al*

FEB 25 2025

EXTENSION 33481

WBG ARCHIVESSUBJECT Minutes of the RPC Meeting held on November 4, 1985

The RPC met on November 4 with all members present. It reviewed the draft annual report on research for the Board which was on the whole considered to be good. Various suggestions were made for changes. The draft was found to rely too much on familiarity with last year's report. It was agreed to add a more substantive introduction, as many members of the Board were new and would not be familiar with last year's report. It was decided that the draft report on "Setting Research Priorities for Sub-Saharan Africa" would not be included as Part II of the Annual Report. A summary would be provided in the main text (Part I). Nor would the list of external and internal reviewers for REPAC proposals and evaluations be included. The section on the comparative studies, particularly on trade liberalisation was to be expanded. Also the section on the research program was found to be rather bewildering and it was suggested that there could be more distillation of research results by further eliminating details of particular projects.

Next the Council considered the report of the Review Committee on the Reorganisation of Research Administration, with its two internal members Messrs. D. Turnham and A. Choksi present. It commended the Committee for producing an excellent report. The RPC accepted the Committee's recommendations (i) to (iii) on the reviewing process. It however did not agree with the recommendations on improving the transparency of the system as they would merely add to the large volume of paper flowing through the Bank. Whilst agreeing with the objective of improving the system's transparency, the Council felt existing avenues of disseminating information should be used. It was also suggested that an indication of the openness of the system could be provided by soliciting suggestions for the names of external referees to be added to the roster maintained in the Research Administrator's office. The Council, however, accepted recommendations (vii) and (viii) which would mitigate some of the frustrations felt by researchers whose proposals were turned down.

The RPC also accepted recommendation (ix) to convert the existing consultative committee on Comparative Studies into a Research

Coordination Committee, but with the addition of a few members from OPS and ERS.

The RPC accepted the Committee's recommendations (x) and (xi) to expand and rotate members of REPAC.

There was some discussion concerning the Committee's recommendations (xii) on expanding REPAC's mandate to cover the operational relevance of research proposals. Though it was recognised that REPAC could not help passing at least an implicit judgment on the operational relevance of research proposals, nevertheless members wanted the distinction between the responsibilities for technical and operational relevance aspects of proposals to be maintained. It was agreed that by reiterating that part of REPAC's technical mandate was to ensure that research projects conformed to RPC priorities, the necessary extension of REPAC's mandate could be established without removing the primary responsibility for ensuring the operational relevance of research proposals from line managers.

The Committee agreed to abolish BRAG (recommendation xiii) and to replace it by the new Research Coordination Committee. It asked the Research Administrator to suggest if there were any suitable topics on which the Council might solicit the views of special 'ad hoc' groups as recommended by the Review Committee.

On the recommendation on the comparative studies program, the Council accepted recommendations (xiv) and (xvi) but thought (xv) was premature. It was argued that the conclusions of at least the first study in the program needed to be reviewed before other new studies in the program were considered. Thus if and when a second phase in the program was undertaken the Review Committee's recommendation (xv) could be reconsidered.

The Council had to postpone discussion of the other items on the agenda (items (a), (c) and (e)) to its next meeting, at which, a member suggested the use of RSB funding of conferences should also be on the agenda.

Distribution: Mrs. A.O. Krueger
 Messrs. J. Botafogo
 D. Knox
 S. Husain
 J. Wood

DL:lt

OFFICE MEMORANDUM

DECLASSIFIED

APR 01 2025

WBG ARCHIVES

DATE: June 19, 1985

TO: RPC Members

FROM: Deepak Lal, Secretary, RPC 

EXTENSION: 69011

SUBJECT: Minutes of the RPC meeting held on May 23, 1985

HIGHLY CONFIDENTIAL

The RPC met on May 23, 1985. Mr. Knox was absent but had communicated his views on the items on the agenda to the Secretary of the Council.

Following the presentation of the report from REPAC there was some discussion of the financing of the comparative studies program. It was noted that the studies currently in or proposed for the program could be financed comfortably from the Research Support Budget (RSB), though there might be financial constraints on including future studies in FY87. However, it was pointed out that some external donors had shown interest in co-financing the program, and if good ideas and people to research them were available, it should not prove difficult to get money from outside sources.

It was also noted that sponsors of projects in the comparative studies program were consulting with regional economists about the choice of countries and consultants. It was suggested that a presentation on the program should be made to the regional Vice Presidents to keep them informed and to elicit their support. This suggestion was endorsed by the Council.

There was also a general discussion about the dissemination of the outputs of the program. As most of the studies would have an important political economy component they might be controversial, which might make them unsuitable for publication by the Bank. Against this it was argued that whilst there were risks associated with any new research in what for the Bank was uncharted territory a systematic understanding of the political dynamics underlying policies in developing countries was now vital for the Bank's role as a policy advisor. As the studies were not concerned with individual political personalities but with analyses of group dynamics they should not be too controversial. But it was agreed that the studies would have to be carefully drafted.

The comparative study on "Poverty, Equity and Growth" was then approved, but the panel board's recommendations on including two more 'twins' - Singapore, Hongkong or Malta and Argentina and Australia - was

not accepted. Nor was their recommendation to include a political scientist on the board of the study deemed necessary.

The Council next considered a replacement for Gene Tidrick who had to resign from REPAC on account of the pressure of his operational work on China. It was decided to appoint Johannes Linn, Senior Economist in AEADR to REPAC.

Finally, a memorandum from the Managing Editor of the World Bank Economic Review [WBER] (attached) was discussed. It was decided to appoint a third external member to the editorial board of WBER. It was decided that Professor J. Stiglitz of Princeton should be approached and if he was willing to serve should be appointed to the Board.

Distribution: Mrs. A.O. Krueger
 Messrs. J. Botafogo
 S. Husain
 D. Knox
 J. Wood

DL:lt

OFFICE MEMORANDUM

DATE May 21, 1985

~~CONFIDENTIAL~~

FEB 25 2025

WBG ARCHIVES

TO Mrs. Anne Krueger
Thru: Deepak Lal
FROM Mark Leiserson *ML*

EXTENSION 61220

SUBJECT Third External Member of WBER Editorial Board

700
1. Since accepting the position of WBER managing editor, I have had a growing feeling that it would be desirable to have at least, one more external member of the Editorial Board. Both the present external members have expressed a similar opinion. In addition to broadening and strengthening the close contacts the Review needs to maintain with the development research community at large, an additional external member of the stature of T.N. and Assar would help in making clear the commitment of the Review to maintain high and independent professional standards.

2. Would it be possible to ask the Research Policy Council at their next meeting for authorization of an additional external Board member, subject of course to RPC approval of the particular individual to be offered appointment. As to possible candidates, Joe Stiglitz would be the outstanding choice if he could be persuaded to accept the burden involved.

ML:ih

OFFICE MEMORANDUM

DATE April 18, 1985

TO RPC Members

FROM Deepak Lal, Secretary, RPC 

EXTENSION 69011

SUBJECT Minutes of the RPC meeting, March 18, 1985

CONFIDENTIAL
DECLASSIFIED

FEB 25 2025

WBG ARCHIVES

The RPC met on March 18. Mr. Knox was absent but had communicated his views on the items on the agenda.

(1) It was noted that the pattern of research proposals now seemed to fit the new research directions laid down by the Council; proposals were no longer as biased towards data intensive exercises, were for shorter durations and except for a few cases did seem to deal with topics in the new research areas suggested by the Council.

It was suggested that at a future meeting a statement should be presented by the secretariat on the likely evolution of future research expenditures taking account of the costs of the comparative studies program.

(2) The comparative study on the political economy of agricultural pricing was approved for full financing. It was noted that a full time administrator for the study would be appointed to ensure its proper management. The emphasis on the political economy aspect of this study was particularly commended and members wished to have it on record that the researchers should be further encouraged to make this aspect the principal focus of the study.

(3) The preproject brief on "Macroeconomic Policies and Long-term Growth" was approved. After some discussion, it was agreed that the three external collaborators on the study represented one of the best teams that could have been put together on a subject of great importance to the Bank and developing countries. It was agreed to include the study in the comparative studies program, and to provide the sponsors with the requested research preparation funds to develop a full proposal.

(4) There was a discussion of the functions and proposed membership of the advisory board of the Review. The function of the advisory board would be to help the editors in both refereeing and suggesting referees for articles, and in advising on general policies concerning the scope and content of the journal. There was some discussion about the membership of the Board and whether it provided a

sufficient balance of differing views on development issues. It was noted that Board members should be chosen for their professional competence; also, the proposed Board did reflect a variety of approaches as well as providing adequate regional representation. It was agreed that the members of the Board would be appointed for terms of 3 years, but with rotation to start after the second year, so that some persons in the initial group would have longer terms.

(5) The dissemination initiatives proposed were approved, with the following changes:

- (i) Herman van der Tak would be the OPS member on the Advisory Board of the Review.
- (ii) The Proposed Bulletin would have another more appropriate name. It would appear biannually.
- (iii) The new News would appear bimonthly.
- (iv) If journalists were used for copy editing the News or Bulletin, their editors' permission would be sought.
- (v) The suggested budgets for the editorial costs of the new publications was approved. They would be funded by an annual addition to the discretionary budget of VPERS to be off set by an equivalent reduction in the Research Support Budget.

(6) A general discussion ensued about setting priorities for research work to be published by the Bank. It was suggested that the Council should set these priorities which the Publications Committee could then implement. As the Council set priorities for research funding it should also set these for funding the publication of the resulting output. Against the argument that each Research project should have money set aside in its funding for publication it was argued that this could militate against quality control, and reinforce an author driven publication process. An important prior question was what should be a Bank publication. Much of the research output if it was any good should be able to meet the market test of being publishable commercially. But relying solely on commercial publishers would not ensure that Bank publications reached the desired audience, nor that the Bank received appropriate credit. It was agreed that these issues would be further discussed at a future meeting of the Council when - with a clearer view of the emerging shape of the research programme - a plan for the use of resources for disseminating research output (particularly that of the comparative studies program) could be discussed.

(7) On the proposed review of the research reorganization, it was agreed that VPERS would present a report to the Council reviewing

the functioning of the new research organisation at a meeting over the summer.

(8) Finally, it was suggested that VPERS might find some way of communicating the new research directions and their endorsement by the Board more widely both within and outside the Bank.

Distribution: Mrs. A.O. Krueger
 Messrs. J. Botafogo
 S. Husain
 D. Knox
 J. Wood

DL:lt

OFFICE MEMORANDUM

DATE December 19, 1984

TO RPC Members

FROM Deepak Lal, Secretary, RPC 

EXTENSION 69011

SUBJECT Minutes of the RPC Meeting, November 12, 1985

I attach the cleared minutes of the last RPC meeting for your records.

Attachment

Distribution: Mr. Knox
Mr. Husain
Mr. Wood
Mrs. A. O. Krueger

OFFICE MEMORANDUM

DATE December 19, 1984

TO RPC Members

FROM Deepak Lal, Secretary, RPC 

EXTENSION 69011

SUBJECT Minutes of the RPC Meeting, November 12, 1984

The Research Policy Council met on November 12th with all members present.

It reviewed the draft Annual Report on Research, and apart from a few minor drafting changes approved it for submission to the Managing Committee.

It reviewed the report from REPAC. It was agreed that in future the listing of research proposals submitted to REPAC would be a running list containing the date of submission and the date on which the REPAC decision was made.

Following the reports from REPAC and BRAG on dissemination issues, the recommendation to publish an in-house policy-related journal to consolidate the best of the non-book length output of the research program was discussed. VPERS summarized the arguments for and against the journal: the journal (a) by ensuring quick publication would provide researchers an incentive to work on more policy-relevant issues than was the case with current incentives to publish articles in academic journals, and (b) would provide a consolidated and focal point for the Bank's non-book length research output. Against these, an in-house journal (a) would increase the work involved in disseminating research output, and (b) might lead to different parts of the Bank believing that they had a right to get their outputs into the journal. To prevent this, strong external refereeing of articles would be required.

In the ensuing discussion the following points were made: (i) an in-house journal would provide a useful screening of the research output, provide a readers guide to the more relevant research studies, and through its synthesizing role could help consumers in absorbing the most useful part of the research output; (ii) the journal would have limited internal dissemination benefits but could provide greater coherence in dissemination; (iii) the journal could have some of its issues modelled on the Brookings Papers in which researchers from both within the Bank and outside experts discussed a particular theme or topic; (iv) the journal could also play a seminal role in moving other more academic development journals towards publishing more useful policy-relevant articles; (v) it would provide a mechanism for discriminating amongst the current

highly variable output published as Staff Working Papers. Some questions were raised, however, as to the relative priority to be given to the establishment of an in-house journal and steps to strengthen the internal dissemination of research results. It was noted that the two issues were separate. But as a major problem facing Bank staff was the sheer volume of written material that passes over their desks, an in-house journal, though not primarily aimed to solve the internal dissemination problem, could also provide Bank staff a discriminating readers guide to the most important of the non-book length output of the research program.

Thus, without prejudice to future decisions to strengthen the mechanisms for internal dissemination it was unanimously agreed that:

- (1) subject to the budgetary resources being available, an in-house journal should be established;
- (2) the Staff Working Papers should shed their false aura of being final outputs of the research program, and should clearly become intermediate outputs like the other discussion paper series in the Bank. It might be desirable to consolidate all Bankwide discussion papers into an umbrella Bank Discussion Paper series.

Finally, there was some discussion of future subjects for discussion by the Council. It was agreed that the new changes in research administration would be reviewed in February; and that after the backlog of completed research projects had been evaluated, an overall assessment of the research program would be made by the Council.

Distribution: Messrs. D. Knox
 S. Husain
 J. Wood
 Mrs. A. O. Krueger

DL:

OFFICE MEMORANDUM

DATE November 7, 1984

TO RPC Members

FROM Deepak Lal, Secretary, RPC 

EXTENSION 69011

SUBJECT Minutes of the Research Policy Council Meeting
September 13, 1984

The Research Policy Council met on September 13, 1984 with all members present.

The first item on the agenda was a report from REPAC summarizing the actions taken to deal with Problem Projects. The Council discussed REPAC's recommendations on reimbursements of overspending on research projects. It was agreed that departments should be asked to reimburse the overspent amounts, but this request should be placed in the context of the new budgetary procedures to be introduced which would make it easier for research projects managers to monitor and thus avoid inadvertently overspending their authorization in the future.

The second item on the agenda was the panel reviews and summaries of the pre-project briefs of two proposals for the comparative studies program. All members enthusiastically supported the panel's recommendation to allow the study on "poverty, equity and growth" to proceed to the development of a full research proposal. The research preparation funds requested for this pre-project should therefore be granted. The summary of the pre-project brief for the study of "Government Interventions in the Labour Markets of Developing Countries" was not however considered to be adequate in explaining and justifying the study and it was agreed that it should be sent back to the sponsors for further elaboration.

The third item on the agenda was the report of the Modeling Committee. Its conclusions were presented by the Chairman (Guy Pfeffermann) and Secretary (Alan Gelb) to the Committee. There was some debate about whether the Council should endorse the Committee's recommendation that the Research Support Budget of the Bank "no longer be available to finance country models except in very exceptional circumstances where advances in research are involved". It was noted that it would not be appropriate for the Council to rule out research proposals in any field of research and REPAC should judge all proposals on their merits. But against this, it was stated that the Council was responsible for providing guidance to REPAC, and it would not be inappropriate for the Council to state that simply calibrating a CGE

model for another country would no longer be considered to be research, whilst any proposals for methodological innovations in modeling were allowed to be considered as research in the Committee's recommendations. It was then agreed that the Council would endorse the Committee's recommendations.

Next, VPERS explained that the Secretariat Note on Research Priorities was an attempt to concretize a statement which was now urgently needed for inclusion on the Annual Report on Research to the Board. Members felt that whilst they agreed with the priorities as set out in the note in general they needed to consult their staffs to see if any changes or amendments were required.

The fifth item was changing the name of the External Research Budget as it had led to constant confusion with the Board and outside researchers. It was agreed that the name should be changed to the Research Support Budget.

The sixth item discussed was the question of issuing a clarifying note on the procedures for evaluation recently issued by the Council. Mr. Babson of Personnel briefed the Council on how the objectives of the new procedure in providing a feedback to researchers and their managers of their performance on research projects could be accommodated within the existing PPR system. Supplemental assessments could be sent to the researchers line managers to be discussed with the individual concerned and it was agreed that personnel would provide a draft to be included in the clarifying note, explaining how these new evaluation procedures would be incorporated into the PPR system.

Finally, Ms. D. Farrell (ACTDR), explained the proposed new accounting procedures for the RSB. It was agreed in principle that PBD would review the full range of accounting and budgeting issues related to RSB in order to correct any misincentive related to annual accountability for matching exactly overall RSB expense with budget for this program in any given year. (PBD staff have since met with Deepak Lal and have agreed on a "capital budget like" programming and accountability framework for RSB, detail of which will be confirmed shortly in a note.) A monitoring system would be developed whereby research project managers would provide periodic status reports on their expenditures which would allow controls to prevent inadvertent overspending on individual projects.

DL:lt

Distribution: Messrs. D. Knox
S. Husain
J. Wood
Mrs. A.O. Krueger

OFFICE MEMORANDUM

DATE October 12, 1984

TO RPC Members

FROM Deepak Lal, Secretary, RPC 

EXTENSION 69011

SUBJECT Minutes of the RPC Meeting Held on June 22, 1984

The RPC met on June 22 with all members present.

The recommendations from REPAC on the evaluation of completed research projects were accepted with two provisos. First, that, failure to file a completion report should not lead the project to be judged a failure, but that the recommendation that the researcher would not be allowed to submit new proposals to REPAC should stand. Furthermore, REPAC should also take account of the evaluation of a researcher's past research work when reviewing project proposals. It was also suggested that in addition, the evaluations of the research should be entered on the personnel files of the researchers. It was agreed that a memorandum setting out the evaluation procedures would be issued by VPERS.

Following the discussion of the Lindbeck report by BRAG, it was agreed that the report should be circulated widely. The report would then be issued in grey cover as an appendix to the Annual Report on Research.

The Secretary reported that pre-project briefs on proposed comparative studies, in the areas of (i) government interventions in urban labor markets and (ii) the political economy of equity and growth were being reviewed by internal panels, and their recommendations would be communicated to the Council as soon as these were received. Mrs. Krueger informed the Council that both the Swedish and Canadian aid agencies were interested in co-financing some of the comparative studies which should be welcomed given the current pressures on the research budget.

There was some discussion of the budgetary procedures for the External Research Budgets. It was noted that this matter was now being considered by PBD, who have been very helpful and it was hoped that there would be a satisfactory resolution of the problems.

Distribution: Mrs. A.O. Krueger
Messrs. D. Knox
S. Husain
J. Wood

DL:jmm

OFFICE MEMORANDUM

DATE April 10, 1984

TO RPC Members

FROM Deepak Lal 

EXTENSION 61031

SUBJECT Minutes of the Research Policy Council Meeting
Held on April 2, 1984

The RPC met on April 2 1984. Mr. David Knox has replaced Mr. Chaufournier on the RPC. Mr. Knox was absent, and the secretary of the RPC was asked to brief him about the past and current business of the Council.

In the discussion of the report on REPAC's first two months of functioning, and the rules and procedures recommended by REPAC for its operations the following points were made and decisions taken:

- (1) A list of all the research projects approved and rejected by REPAC should be circulated to members of the Council prior to each Council meeting.
- (2) After project sponsors in consultation with Controllers have verified the facts about their problem projects, these should be closed. Project managers would be requested to arrange for the reimbursement to the ERB of any overspending or underspending as recommended by REPAC.
- (3) In the external review process as widely representative a body of reviewers as possible should be sought. Special efforts should be made to include external reviewers from developing country research institutes, even if this meant that REPAC's review of research proposals might take a bit longer.
- (4) REPAC's rules and procedures should include an explicit rule that normally research proposals extending over 3 years will not be considered. Exceptional cases where the subject matter of the research required a longer time period for completion should be reported to the Council. This rule would not apply to the comparative studies program.
- (5) For research projects which were rejected by REPAC, VPERS could ask REPAC to reconsider its decision, but

REPAC's final recommendations on research proposals that are rejected should not be overruled.

- (6) The recommendations on external collaboration on ERB funded research should be expanded to allow departments to outline research topics to REPAC on which outside collaboration would be useful. If REPAC concurred these topics should then be sent out to a number of research institutes around the world selected in consultation with REPAC, to obtain research proposals on the topics. REPAC in consultation with the concerned departments would review them, and choose the best external collaborators for the particular topic.
- (7) It was noted that the current rules and procedures concern the initiation and approval of research projects. It was also necessary to develop rules and procedures for the monitoring and evaluation of research outputs in the near future.
- (8) The rules and procedures for REPAC with the above amendments were approved. These rules and procedures will be reviewed after a year's experience with their operation.

The second topic discussed was the program of comparative studies. Members agreed that all the three suggested areas of study were important. Some doubts, however, were expressed on the operational usefulness to the Bank's lending operations and policy dialogue of the comparative studies on 'Wage Distortions' and 'Poverty, Equity and Growth'. These were deemed to be too political and raised issues which had not been part of the Bank's policy dialogue in the past. Against this it was argued that (i) an understanding of the political determinants of policy was now vital for any policy dialogue; (ii) the issue of the general effects of wage policies on development was likely to become an important policy issue in the late 1980s; (iii) in doing research on a particular topic of general importance it could not be decided in advance whether the Bank could use the results directly as a form of conditionality. But the results of the research may nevertheless influence both policy makers' perception of the effects of policies hitherto deemed to be helpful or at least harmless leading to an improvement in their decision making, and may indirectly be useful in the general policy dialogue with countries, (iv) a study on poverty, equity and growth was required to look at the still important policy questions (a) whether growth has alleviated poverty, (b) whether public policies and programs undertaken for poverty redressing purposes have aided either growth or reduced poverty.

It was agreed that:

- (1) the study on agricultural policy should now proceed to the stage of formulating a full proposal; and
- (2) the pre-project briefs being prepared for the 'wage distortions' and 'poverty, equity and growth' studies outlining more sharply the general questions to be answered and the nature of the research to be undertaken in these studies be presented to the Council for approval before these proceed to the stage of formulating a full proposal.

The third item on the agenda was the research programs of OPS and ERS. VP(OPS) presenting the OPS program noted that much of OPS research fell within a spectrum consisting of pure research on the one side and operational review and advice on the other. But taking account of the expected claims on ERB funds and OPS responsibility for administering various UNDP research programs, research was the biggest activity of OPS. There were three major themes of the OPS research program:

- (i) it was concerned with policies but even more with the process of policy change, e.g. trade liberalization;
- (ii) it concentrated on the link between microeconomic and macroeconomic issues, e.g. issues of cost recovery and resource mobilization at the project, sector and country level;
- (iii) questions concerning institutional economic management.

There was some discussion of the need for thinking about mechanisms for the quality control and management of research. The hierarchical organizational model was not appropriate for these tasks. The professional quality and operational significance of the research was perhaps best monitored and evaluated through a panel review consisting of internal and external reviewers.

VPERS in introducing the ERS program noted that the emphasis was increasingly on comparative macroeconomic and global aspects of development policy. Thus the newly formed international economics division was concentrating on global trade issues and international capital flows, whilst the work program of the development strategy division had been revamped and shifted from its concentration on macro modelling - particularly of the computable general equilibrium sort - towards issues such as aid effectiveness, and a comparative study of African agricultural development and management. The Living Standards Measurement study now looked promising after the recruitment of a new head for the unit, whilst the Employment and Income Distribution division was planning a comparative study on labor markets. There was

still a problem in shifting the public economics division away from its past concentration on theoretical issues concerning optimal taxation towards more applied analyses of public expenditure programs, the role of the public sector in development, and government interventions in the capital market. The productivity division had the residual capacity within DRD for macro-modelling. A task force was looking into the uses of such macro models to determine to what extent Bank research should allocate research resources on computable general equilibrium and other types of country models. There was a general feeling in the Council that the past concentration on such models was excessive but that a complete neglect of them may not be desirable. But it was felt that the tendency for every country to demand a CGE needed to be resisted. Though some modelling was required, and clearly the RIMSIM models were too simple, it was an open question to what extent the DRD's resources should be devoted to the development of CGE's.

The Energy and Industry Departments should send in their future research programs, and the secretary was asked to obtain this and circulate it to Council members.

The final topic of discussion was the budgetary implications of the two research programs, which added up to a total which was 50% greater than the funds currently projected as being available to the ERB over the next three years. There was some discussion about the current budgetary procedures for the ERB. It was decided that these procedures as well as needed changes be discussed at the next council meeting.

The issue of dissemination of Bank research would also be discussed at that meeting, after BRAG's views had been solicited on the subject.

Finally, I attach the cleared minutes of the January 18 RPC meeting for your records.

cleared with RPC Members

DL:lt

FEB 25 2025

STRICTLY CONFIDENTIAL
DL:eoc; January 23, 1984

WEB ARCHIVES

Minutes of the Research Policy Council Meeting

January 18, 1984

The Research Policy Council met on January 18th, 1984 with all members present.

There was a general discussion of the need for and the form of the changes required in the process for funding research projects from the External Research Budget. The concerns voiced by a group of old Research Committee members were discussed. It was felt that the new structure proposed for setting research priorities and the appraisal of research proposals to be funded from the External Research Budget would meet most of these concerns. Moreover, the proposed changes were likely to ensure that future research was more demand determined. Whilst good at maintaining some quality control, the existing procedures were not cost-effective and tended to reflect the research interests of the researchers more than those of the institution. The lack of any ERB funded research since 1966 on the institutionally vital issue of international capital flows was cited as an instance.

It was agreed that:

- (1) The Research Policy Council would set research priorities.
Research managers would be responsible for ensuring that

together with operational relevance these research priorities were adhered to in the design of their research proposals.

- (ii) A new Research Projects Approval Committee (REPAC) would be formed to undertake technical reviews of research proposals to be recommended for funding from the ERB. It would consist of nine members appointed by the RPC on the recommendation of VPERS. The new REPAC was then constituted by the Council (list of names attached), and its terms of reference and the procedures it would follow (attached) were approved.
- (iii) VPERS and VPOPS would in consultation with OPD make recommendations to the RPC on new procedures for the monitoring, evaluation and dissemination of research in the near future.
- (iv) VPERS and VPOPS would meet to clear the backlog of research proposals which would have been presented to the old Research Committee at its January meeting.
- (v) The Council also constituted a new Bank Research Advisory Group (BRAG), consisting of 20 high level Bank staff, (list of names is attached), to provide a forum for a wide representation of views on research within the Bank, and assist the RPC in formulating institutionally relevant research priorities (see the attached note).

The second topic of discussion was the Lindbeck report. It was generally agreed that this was an important report and that it should be reviewed by BRAG. It was argued that whilst the report provided lots of ideas for new research it was necessary for the RPC to set clear priorities for

future Bank research to avoid fragmentation of the research efforts. BRAG's views on what these priorities should be would be sought.

Finally there was a brief discussion of the background note on the comparative studies program. The suggested procedures for developing and approving research proposals under the program were endorsed. It was decided that before the program was launched BRAG should be asked for its views on the suggested areas in which comparative studies will be developed.

DECLASSIFIED

FEB 25 2025

STRICTLY CONFIDENTIAL

January 23, 1984

WBG ARCHIVES

Members of the Research Projects Approval Committee (REPAC)

- D. Lal, Economic Advisor, Development Research Department,
Secretary, RPC - Chairman
- A. Choksi, Chief Country Strategy and Trade Policy Division,
Country Policy Department
- K. Dervis, Chief, Industrial Strategy and Policy Division,
Energy & Industry Staff.
- D. De Tray, Chief, Living Standards and Measurement Study Unit,
Development Research Department
- U. J. Lele, Chief, Development Strategy Division, Development
Research Department
- F. S. O'Brien, Chief Economist, West Africa Regional Office
- G. P. Pfeiffermann, Chief Economist, Latin American and Caribbean
Regional Office
- M. Selowsky, Research Advisor, Operations Policy Staff
- G. Tidrick, Senior Economist, East Asia and Pacific Regional office

DECLASSIFIED

FEB 25 2025

WBG ARCHIVES STRICTLY CONFIDENTIAL
January 23, 1984THE RESEARCH PROJECT APPROVAL COMMITTEE (REPAC)

The Research Policy Council has replaced the existing Research Committee with a new Research Project Approval Committee (REPAC). It will be responsible as described below for reviewing requests for support from the External Research Budget. It is expected that line managers will be responsible for the substantive interest of all proposals and for ensuring that research priorities accord with those laid down by the RPC. REPAC's primary responsibility is to evaluate the technical quality of proposals although its judgments as to whether the research proposals it receives are relevant and in keeping with the research priorities laid down by the RPC will be recorded. It will have the following terms of reference and composition.

1. REPAC will be a technical committee. Its primary function will be to evaluate and recommend individual research projects for funding from the External Research Budget. Its evaluation will need to assure that projects are technically sound, cost-effective and conform to the institutional research priorities laid down by the Research Policy Council.
2. The Committee will consist of nine members, appointed by the Research Policy Council on the recommendation of VPERS. They will be chosen among Bank staff with suitable technical expertise, from a wide range of Departments to ensure a balanced representation of perspectives on research and technical skills.

3. To maintain links with the RPC and to ensure that research projects recommended for REPAC funding are consistent with the program priorities laid down by the Research Policy Council, the Secretary of the Research Policy Council will be the Chairman of REPAC.
4. The full Committee will be responsible for reviewing and recommending for approval to the VPERS all research proposals with a total External Budget cost of above \$125,000.
5. To ensure the technical quality of these research projects, the Committee will obtain at least two high quality external reviews of every research proposal. For this purpose a panel of external referees will be constituted by REPAC.
6. In order to be assisted in its internal review of individual projects, the Committee may, as appropriate, constitute 'ad hoc' subcommittees consisting of REPAC members and other Bank staff with the relevant expertise.
7. Funding of research proposals of less than \$125,000 would be subject to a review by the Chairman of REPAC in consultation with an 'ad hoc' subcommittee of REPAC and, if required, external and/or internal reviewers, depending upon the subject matter of the proposal. Their recommendation will be subject to the approval of VPERS.
8. Funding of research proposals of less than \$50,000 would be subject to approval by the Chairman of the REPAC after a review in consultation with appropriate members of REPAC.
9. It will be expected that departments initiating research proposals will arrange informal consultations with other researchers and potential users of the research output before submitting the proposal to REPAC for its consideration. The project proponents may request the assistance of REPAC in

setting up a Bankwide workshop to discuss a research proposal if they consider it useful. Such workshops would not, however, be a mandatory stage in the REPAC approval procedures.

10. The existing procedure for obtaining regional approval of research to be conducted in particular countries and regions will continue. The REPAC will review all other existing research approval procedures, and recommend desired alterations to RPC.

Attachment:

DECLASSIFIED

FEB 25 2025

STRICTLY CONFIDENTIAL
January 23, 1984

WBG ARCHIVES

Members of the Bank Research Advisory Group (BRAGD)

- A. O. Krueger, Vice President, ERS, Chairperson
- B. Alisbah, Director, Country Programs Department, WA
- B. Balassa, Consultant, Development Research Department, ERS
- J. Baneth, Director, Economic Analysis and Projections Department, ERS
- S. J. Burki, Director, International Relations Department, EXT
- A. A. Churchill, Director, Water Supply and Urban Development Department, OPS
- R. Gulhati, Chief Economist, South Asia Regional Office
- J. A. Holsen, Chief Economist, South Asia Regional Office
- G. K. Ingram, Director, Development Research Department, ERS
- E. V. K. Jaycox, Director, Country Program Department, East Asia and Pacific Region
- B. G. Kavalasky, Assistant Director, Country Policy Department, OPS
- H. S. Kohli, Assistant Director Policy, Industry Department, EIS
- D. Lal, Economic Advisor, Development Research Department, ERS
- E. Lerdaу, Director, Country Programs Department II, LCNVP
- C. Michalopolous, Director, ERS
- R. Picciotto, Director, Projects Department, EMENA
- D. C. Rao, Assistant Director, Energy Policy and Assessment, EIS
- H. van der Tak, Director, Operations Policy, OPS
- H. Vergin, Director, Planning and Budgetary Department, FPB
- Director, Agriculture Department OPS

DECLASSIFIED

FEB 25 2025

WBG ARCHIVES

STRICTLY CONFIDENTIAL

SR:rm; 1/23/84

The Bank Research Advisory Group (BRAG)

In order to obtain the benefits of a wide range of Bank views on Bank research, the RPC has established a high level Bank Research Advisory Group (BRAG). This group would advise RPC on perspectives on research of various Bank units, the dissemination and utilization of Bank research, and other matters suggested by the RPC. The VPERS will chair BRAG and will appoint its members after consultation with the RPC. The BRAG will have a membership of 20 senior Bank staff (usually Director or Assistant Director level) chosen so as to ensure a wide representation of perspectives and will include staff from the Regions, OPS, ERS, EIS, External Relations and the Finance Complex. The Secretary of the RPC will be an ex-officio member.

DECLASSIFIED

FEB 25 2025

WBG ARCHIVES

STRICTLY CONFIDENTIAL

DLal:rm:rpc

1/18/84

Minutes of the Research Policy Council Meeting

December 20, 1983

The Research Policy Council met on ^{December 20}~~October 4~~, 1983 with all members present.

VPERS summarized the discussion by the Managing Committee of the proposed comparative studies program. The objectives of the proposal were approved by the Managing Committee. It had decided that the program should be managed by VPERS, under the general guidance of the RPC. While the Managing Committee had provided a clear mandate to proceed with the program, there remained some issues about funding. It had recommended that the first two studies on trade liberalization and the political economy of agricultural pricing policy should proceed in the current fiscal year by suitable deployment of the resources from the External Research Budget (ERB). The program would compete in the normal way for funds in the 1985 budget. In addition, external funding for parts of the program should also be sought.

There was some discussion by the RPC of the procedures which would need to be set up for the governance of these studies. It was argued that the procedures for approving and managing these studies should be integrated into those to be established for funding other research projects from the ERB. Against this was the consideration that unlike most existing research projects these studies would be (i) more managerially intensive; (ii) require a common and detailed methodology to be applied in a large sample of countries, which

would have to be codified in a research manual and (iii) a group of internal and external advisors to supervise each study. This might require different procedures for this program to be appraised and managed than those for other research proposals. It was agreed that:

(1) (VPERS) would present recommendations on the procedure for these as well as for other research proposals to be funded from the ERB as part of a general plan for restructuring research management, at the next meeting of the RPC.

(2) There was some discussion on the status of current research proposals, which would have gone before the existing Research Committee in January. These include a comparative study of trade liberalization. This had been vetted by both an internal panel and external reviewers and also by VPERS. Given the priority to be attached to the comparative studies program, it was decided that this project be allowed to proceed. But, till the new research management structure and procedures were in place, no commitments should be made for any other study. The proposed meeting of the existing Research Committee should be cancelled and decisions on the other research proposals before it deferred, till the new approval procedures had been sanctioned at the next meeting of the RPC.

The second item discussed was the formal dissemination of the Bank's research program. It was felt that the existing instruments--the Annual Report to the Board; Research Abstracts; and Research News--needed review to determine if information about the Bank research program could be improved. It was decided that VPERS would appoint a small group drawn from within and

outside the Bank which would recommend more appropriate means of dissemination.

Finally, there was some discussion of the role of research in the Bank and its budgetary implications. It was noted that there was some support for the view, though no Bankwide consensus that, the Bank's research output was not merely an intermediate output in its lending program, but should be considered as a "core" output in its own right, particularly as the Bank was viewed as a professional international institution with a strong leadership role in the international development community because of its research output.

DECLASSIFIED

FEB 25 2025

STRICTLY CONFIDENTIAL

October 7, 1983

WBG ARCHIVES

MINUTES OF THE RESEARCH POLICY COUNCIL MEETING

October 5, 1983

The Research Policy Council met on October 4, 1983 with all members present.

Much of the meeting was concerned with an elaboration and clarification by the authors of the OPD report on the management of Bank Research, of various points raised by Council members.

The OPD team also presented the results of its informal survey of the management of research in other organizations. The setting of priorities in most of the organizations studied was often "ad hoc" and ^{emerged from} staff decision. The major exception was NASA, which deliberately planned its priorities for a decade with a committee of outside experts. The rewards system in most organizations was monetary, through some form of merit pay. Only NASA used a form of competition for its internal researchers, whereby both external and internal researchers competed for research funds. The external proposals were elicited by sending out requests for proposals in the planned priority areas.

The meeting also heard the OPD team's assessment of the shortcomings in the existing Research Committee procedures for funding research projects. It was noted that:

(i) The current system of mandatory informal workshops had ceased to act as an informal testing ground for research proposals, nor did it provide an additional forum for Bankwide consultations on the project, as this was done in most cases before the proposal reached the workshop stage. Whilst the

idea of a workshop was to provide a forum for challenging the methodological or other basis of a proposal, in practice it was unclear if any substantive modification to research proposals emerged from this stage. Given the diverse responses at workshops, attempts by project sponsors to incorporate all the concerns expressed often led to the proposals becoming unfocused, with researchers offering to cover more than could be delivered.

(ii) The internal review panel procedure also had various shortcomings, one of which was the danger that, without any external refereeing of proposals, the integrity of the quality control function of the review process was not always assured.

(iii) With the setting up of the Research Policy Council, the broad composition of the research program should be set by RPC. The Research Committee would no longer have the task of setting the research priorities for Bank research. Its task would be to assure the quality of the research projects to be funded within the broad program areas laid down by the RPC.

(iv) It was agreed that the size of the Research Committee should be reduced.

(v) It was also agreed that the cut-off sum for research projects should be raised, so that (a) there was more fungibility and flexibility in the use of the ERB; and (b) there were fewer incentives for researchers to propose long-duration, highly data intensive and expensive research projects. But it was pointed out that care would have to be taken that, under the new procedures, researchers did not systematically attempt to circumvent the Research Committee by piling up a number of linked projects upto the upper limit of the minimum required for Research Committee approval.

It was agreed that VPERS would present recommendations for a new

Research Committee procedure at the next meeting of the Council.

VPERS was also authorized to set up the requisite secretariat for the Research Policy Council.

DECLASSIFIED

FEB 25 2025

DRAFT/DLal:nr
October 4, 1983
CONFIDENTIAL

WBG ARCHIVES

MINUTES OF THE RESEARCH POLICY COUNCIL MEETING

August 25, 1983

The first meeting of the Research Council was held on August 25, 1983, with all the members present.

The Council agreed that its initial tasks would concern issues falling into three broad categories:

- (i) outlining the major objectives of the research program and setting research priorities;
- (ii) the management of research, including the uses of the external research budget (ERB), and the role and composition of the Research Committee;
- (iii) delineating procedures for the evaluation of Bank research, and on dissemination.

There was some preliminary discussion about the problems concerning the first two of these areas. On the objectives of the Research program, it was pointed out that:

- (a) The objectives of the research program as laid out in the 1983 Report of the Research Program were much too broad.
- (b) It was essential to get an interaction between researchers and those involved in the Bank's operations, in delineating a research program. But this was difficult, as at present, despite some concern by those in operations, not much thought had been given by them to the content of

relevant research.

- (c) Research objectives should be defined in terms of the usefulness of the output in terms of the Bank's own operations, its policy advice to member countries, and on its pronouncements as a leading development institution in the international community. It was also stressed that the Bank had a commitment to the international research community, and that there were substantive indirect benefits to the Bank from the external reputation of its research program, in particular amongst academics, as this made it easier to hire high quality staff.
- (d) The types of research appropriate for universities should be distinguished from those appropriate for the Bank to pursue. But this was difficult, in part because the distinction between basic and applied research was hazy in the social sciences. Furthermore, it was essential to maintain at least a small core of highly proficient academic researchers, in order to secure the technical quality of the Bank's research; to maintain ties with the academic community so as to ensure that the research program was not falling behind the frontiers of research in various fields; and to provide a lively intellectual environment for research.
- (e) The design of the research program could not be set completely independently of the existing supply of researchers in the Bank. As in many areas researchers on the permanent staff had specialized skills, they could not readily be diverted to research projects which required different research specializations.
- (f) The Bank should have a particular interest in promoting comparative country studies of particular researchable development issues.

On the management of research, it was pointed out that:

- (a) It would be important to delineate the role of the Research Council vis a vis the Research Committee.
- (b) A recommendation of the procedures for planning and the review of research would be required.
- (c) It was necessary to determine some method of providing incentives to researchers to meet given research priorities. In the past there was little follow-up of research projects (RPOs) after they had been funded by the External Research Budget (ERB). An RPO, which was not being monitored, was considered by researchers as providing them with independence from management.
- (d) It might be useful to consider how social science research was managed by other institutions.

It was agreed that the Council would meet in December, when:

- (i) The three vice-presidencies presently involved with research (ERS, OPS, EIS) would present an outline of their proposed research programs for the next three years.
- (ii) A report commissioned by VPERS from an independent expert would be presented on what appear to be important and fruitful areas of future Bank research.

There will also be two meetings before late November. At these:

- (i) The VPERS would present some specific issues concerning proposed studies of comparative country experience.
- (ii) The question of country modeling, and the research resources to be devoted to them would be discussed.
- (iii) OPD would be asked to make a presentation on their report,

particularly concerning the management of research. In this presentation they would also be asked to provide a survey of how other institutions such as Brookings, NBER, etc., managed their research.

(iv) The role of the Research Committee vis a vis the Research Council would be considered, and a fresh mandate would be provided for the Research Committee.

(v) The establishment of a secretariat for the Council would be considered.