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Dates: 09/01/1981 - 05/31/1986

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THE WORLD BANK

Washington, D.C.

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The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: www.worldbank.org

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CLAUSENS; UN Education, Scientific & Cultural Organization (UNESCO)



1632919

A1995-265 Other # 21 Box # 209479B

Clausen Papers - United Nations Educational, Scientific and Cultural Organization (UNESCO) - Correspondence 01

DECLASSIFIED
WBG Archives

May 12, 1986

Dear Mr. M'Bow:

Thank you for your letter of April 24 advising that Mr. Aklilu Habte's term of office as a member of the Governing Board of the International Institute for Educational Planning is due to end on December 1, 1986.

I appreciate your kind words on Mr. Aklilu's contribution to the work of the Institute's Board over the past nine years. I would like him to continue this useful function, and am pleased to renew his mandate for a further period of three years.

Sincerely,



A. W. Clausen

Mr. Amadou-Mahtar M'Bow
Director-General
United Nations Educational,
Scientific and Cultural
Organization
7, place de Fontenoy
75700 Paris
France

bcc: Mr. Husain
Mr. Aklilu

MMcDonald:MH



united nations educational, scientific and cultural organization
organización de las naciones unidas para la educación, la ciencia y la cultura
organisation des nations unies pour l'éducation, la science et la culture

7. place de Fontenoy,
75700 PARIS

telephone: national (1) 568.10.00
international + (33.1) 568.10.00
cables: Unesco Paris
telex : 204461 Paris

The Director-General

reference : DG/1/1.005

24 APR 1986

Dear Mr. Clausen,

On 1 December 1986, Mr. Aklilu Habte will be completing his third term of office as the Bank's designated member of the Governing Board of the International Institute for Educational Planning, in accordance with Article III, paragraph 1 (b) of the IIEP Statutes.

For nine years, Mr. Habte will have offered distinguished services as member of the Institute's Board and thus made an invaluable contribution to its work. The Chairman and all the members have particularly appreciated his in-depth knowledge of the subjects discussed at the meetings, his remarkable interventions and his strong commitment to the Institute's work. I should like to ask you to convey to him my sincere thanks and esteem.

I am writing to invite you to designate a new member of the Institute's Governing Board or to renew Mr. Habte's mandate for a further period of three years.

With warm personal regards,

Yours sincerely,

A handwritten signature in dark ink, appearing to read "A. M. M'Bow".

Amadou-Mahtar M'Bow

Mr. A.W. Clausen
President
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433
U.S.A.

March 4, 1965

Dear Mr. M'Bow:

Thank you for your letter, which I received only a few days after writing to you on February 4. My letter has no doubt reached you by now, enabling you and your colleagues to note the views of the Bank on the major recommendations of the Joint Review. We here in the Bank look forward to learning the reaction of Unesco as soon as convenient.

We are happy to welcome Mr. Jean Knapp, Deputy Director-General of Unesco, to discuss the report and the points raised in my earlier letter. Messrs. Husain and Habte would be pleased to meet him either on April 22-23 or April 29-30.

I am, of course, happy to meet you at a suitable future date, but we could best decide on that following the outcome of Mr. Knapp's meeting with my colleagues.

Warm regards.

Sincerely,



A. W. Clausen

Mr. Amadou-Mahtar M'Bow
Director-General
Unesco
7 Place de Fontenoy
Paris, France

AHabte/VRS:ME

Cleared with sbcc: Mr. Husain

bcc: Messrs. ter Weale
Gomez
MacDonald (IRM)



united nations educational, scientific and cultural organization
organización de las naciones unidas para la educación, la ciencia y la cultura
organisation des nations unies pour l'éducation, la science et la culture

7, place de Fontenoy,
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telephone: national (1) 568.10.00
international + (33.1) 568.10.00
cables: Unesco Paris
telex : 204461 Paris
270602 Paris

The Director-General

7 FEB. 1985

reference : DG/15/85.009

2

Dear Mr Clausen,

We have both received from Mr Sippanondha Ketudat, Chairman of the Steering Committee, two reports : one concerning the Joint Review of the Unesco/World Bank Co-operative Programme, and the other concerning the Joint Study of Technical Assistance in Bank-Financed Education Projects. I am now writing to you in connection with the former (the Joint Review).

This Review has been given due consideration within the Unesco Secretariat. We feel that it gives a thorough and interesting account of the achievements of the Co-operative Programme since its inception, within the framework of the evolving activities of the World Bank and Unesco during the last twenty years. The findings of the report and its recommendations as to the improvements which could be made in order to enhance the value and effect of the Co-operative Programme in the pursuit of development in our common Member States, now call for careful examination by the managements of our two Organizations.

I should therefore be very pleased to meet you in this connection at a suitable date.

With a view to preparing this meeting, I should like to suggest that Mr Jean Knapp, Deputy Director-General of Unesco, discuss with your senior staff, on my behalf, the issues and prospects which the Joint Review has raised. The periods during which Mr Knapp could travel to Washington for such talks, lasting approximately two days, would be either between 18 and 28 March or the last two weeks in April.

If you are agreeable to such discussions, kindly let me know which dates would be most convenient to the World Bank.

I look forward to your reactions to this proposal.

Yours sincerely,

A. M' Bow

Amadou-Mahtar M' Bow

Mr A.W. Clausen
President
World Bank
1818 H. Street, N.W.
Washington, D.C. 20433

February 4, 1985

Mr. Amadou-Mahtar M'Bow
Director General
Unesco
7 Place de Fontenoy
Paris, France

Dear Mr. M'Bow:

My colleagues and I have now reviewed the report of the Joint Review of the Unesco/World Bank Cooperative Program. We find it thorough and reasonable. The Unesco and Bank participants in the Task Force and Steering Committee should be commended for a difficult job well done.

The World Bank values its collaboration with Unesco over the past two decades. Since 1964 the Cooperative Program has provided important help to the educational development of our member countries and to the educational operations of our institution. In view of the changing needs of our member countries and the financial constraints they face, however, the Bank has become increasingly concerned about the efficient use of Cooperative Program resources and the quality of its services. I am sure you will agree with me that the Program needs to be adapted to the changing circumstances and strengthened to meet the present needs of our common developing member countries. The Joint Review gives us an opportunity to accomplish these changes.

I give below our reaction to the principal recommendations of the Review, namely, the role of the Cooperative Program, its organization and management, programming and budgeting, expanded areas of cooperation, and the Memorandum of Understanding.

We welcome the central recommendation of the Review, that the primary role of the Cooperative Program should be to provide advice and assistance to countries on the actions required to obtain World Bank financing for education projects. We believe that this sharper focus for the Program will enhance the effectiveness of its work. We also support the recommendation that the Cooperative Program emphasize assistance to the least developed member states. To underline the importance of this task, I suggest further that we set for ourselves the goal of directing at least 75 percent of all Program activities toward the least developed countries by the year ending in June 1989.

Noting that organizational arrangements have not kept pace with changes elsewhere, the Joint Review recommended a new internal management structure of the Education Financing Division "...designed to further improve the quality and efficiency of Cooperative Program services provided to member states." We view this recommendation as essential to the future success of the Program, and we assign utmost importance to its execution. We look forward to a full discussion of the steps Unesco intends to take regarding the organization and management of the Education Financing Division which our two organizations jointly finance.

We accept the recommendation that joint Bank/Unesco programming of Cooperative Program work, over a three-year rolling period, be substituted for unilateral programming by the Bank, which has been the practice in the past. The programming exercise which was conducted by our staffs in January of last year demonstrated the feasibility and usefulness of this approach. The continued practice of joint programming promises to make our cooperation more efficient. We propose that joint programming start in early 1985. One essential aspect of this new system, in our view, is the opportunity it will afford us to evaluate work and assess accountability for results during annual meetings. We would hope that this first joint review meeting will take place this September.

We also agree that there are a number of new areas in which cooperation could be introduced gradually for the benefit of our members and for the benefit of both institutions. However, we suggest that exploration of these possibilities be deferred until action is taken to strengthen the Program.

Finally, we should, I believe, make an early start on revising the 1964 Memorandum of Understanding also recommended by the Joint Review. I am prepared to name Bank staff to participate in the proposed joint working group, and I propose that we set a target of 18 months from now for completion of a new text for submission to our governing bodies for their approval. Early agreement on its terms would give evidence of the determination of our organizations to place the Cooperative Program on a new footing.

We would like to reaffirm our support for a strong Cooperative Program. At the same time, the financial difficulties and development needs of our members compel us to link the amount of our support for the Program with actions taken further to improve its quality and efficiency. We believe that effective implementation of the recommendations made in the Joint Review will help to bring this about.

February 4, 1985

I am designating Messrs. S. Shahid Husain, Vice President, Operations Policy, and Aklilu Habte, Director, Education and Training Department, to be in touch with appropriate Unesco officials and staff in regard to these and the several other recommendations of the Review. I have further asked Mr. Husain to inform you of our reaction to the report of the Joint Study of Technical Assistance as soon as we complete our internal review.

Warm regards.

Sincerely,

(Signed) A. W. Clausen

A. W. Clausen
President

Cleared with and cc: Messrs. Husain, van der Tak, OPS
Riley, IRD
Forget, LEG
ter Weele, WAP

cc: Messrs. Stern (o/r)
Knox
Aklilu (o/r), EDT
Loh, EAP
Vergin, TRE
Gomez, EDT
Ms. Schreiber, ASP

Education Division Chiefs

RKJohanson:jpl

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

A. W. CLAUSEN
President

February 4, 1985

Mr. Amadou-Mahtar M'Bow
Director General
Unesco
7 Place de Fontenoy
Paris, France

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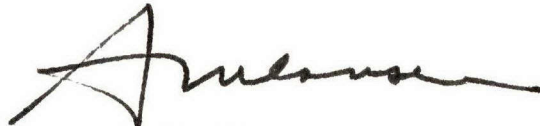
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February 4, 1985

I am designating Messrs. S. Shahid Husain, Vice President, Operations Policy, and Aklilu Habte, Director, Education and Training Department, to be in touch with appropriate Unesco officials and staff in regard to these and the several other recommendations of the Review. I have further asked Mr. Husain to inform you of our reaction to the report of the Joint Study of Technical Assistance as soon as we complete our internal review.

Warm regards.

Sincerely,

A handwritten signature in black ink, appearing to read 'A. W. Clausen', with a long horizontal flourish extending to the right.

A. W. Clausen
President

OFFICE MEMORANDUM

DATE: February 1, 1985

TO: Mr. A.W. Clausen

THROUGH: Mr. A. David Knox, Acting Senior Vice President, Operations

FROM: S. Shahid Husain

EXTENSION: 72283

SUBJECT: Review of the Bank/Unesco Cooperative Program

1. I attach a letter for your signature to Mr. Amadou Mahtar M'Bow, Director General of Unesco. The letter conveys the reactions of Bank management to the recommendations that emerged from a joint staff Review of the Bank/Unesco Cooperative Program. The Review was completed last year.

2. The Bank signed a Memorandum of Understanding with Unesco to establish a Cooperative Program in 1964, shortly after the Bank's first entry into education lending. The original purpose of the Program was to give the Bank access to Unesco's professional expertise in education at a time when the Bank had little of its own. A separate Unit, the Education Financing Division (EFD), was set up with Unesco Secretariat to give assistance to member states and Bank missions. Under the original agreement between the two institutions, the functions of project identification, preparation, and impact evaluation were assigned primarily to Unesco; appraisal and supervision were allocated to the Bank. The Bank finances 75 percent of the direct costs of the Program, which amount to an allocation of \$2.5 million in our FY85 budget.

3. Developments over the last twenty years have made our original agreement with Unesco obsolete. The Bank has become increasingly involved in all stages of the education project cycle, particularly in sector work and policy advice. This development alarms some Unesco officials, who contend that Unesco is the only organization within the UN family with a mandate to give policy advice on education. Moreover, the Bank's experience gained through two decades of education lending and its much larger sector staff, which now outnumbers Cooperative Program staff by six to one, mean that the Bank is no longer heavily dependent on Unesco professional advice and assistance. The main issues, however, have been the uneven quality and high cost of services delivered under the Cooperative Program. These weaknesses can be traced directly to the organization and management of the Program. The organization of the EFD remains the same as in 1964, and there is evidence of weak management over the past several years.

4. Several attempts have been made to improve the Program. A major review was conducted in 1977, but Unesco never responded formally to the recommendations and no improvements resulted in structure or quality. The present Review was initiated in FY83, after two years of delay in agreeing

on terms of reference. The final report concludes that the Cooperative Program continues to provide a valuable service to our members, but recommends important changes in the role and scope of the Program, in the internal structure of the EFD, in programming and budgeting, and an amendment of the Memorandum of Understanding. These recommendations were discussed and approved by the Operational Vice Presidents on January 9, 1985. The only recommendation not accepted was to divorce Unesco budget resources from our regional education budgets. It was felt such a move could erode cost control and might lead to outright grant financing. The consensus of operational management was that the Bank should focus its attention on the organization and management issues and link the level of our future support for the Program to improvements in the quality and efficiency of its services.

5. As you know, Unesco is under pressure from its Western membership to make fundamental changes in its policy orientation and use of resources. At the moment, it is difficult to gauge the chances of achieving better management of the Program. The process of amending the Memorandum of Understanding, in particular, could become lengthy and time-consuming. I plan to follow up the letter proposed for your signature with direct discussions with Unesco officials in Paris. I plan to convey two messages in these meetings: (i) that the Bank intends to give increasing emphasis to dialogue and advice with our members in education as in other sectors, and (ii) that the Bank would need to reconsider the level of its involvement in the Cooperative Program if more effective management of EFD is not achieved in the next two years.

Attachment

cc: Messrs. Stern (o/r)
Aklilu (o/r), EDT

Cleared with and cc: Messrs. van der Tak, OPS
Riley, IRD
Forget, LEG
ter Weele, WAP

✓ RKJohanson:jpl

November 7, 1983

Dear Mr. M'Bow:

Thank you for your letter of October 21 advising that Mr. Aklilu Habte's term of office as a member of the Governing Board of the International Institute for Educational Planning is due to end on December 1, 1983.

I appreciate your kind words on Mr. Aklilu's contribution over the last three years. I would like him to continue this useful function, and am pleased to renew Mr. Aklilu's mandate for a further period of three years.

With best personal regards,

Sincerely,

A handwritten signature consisting of a stylized, bold letter 'A' with a horizontal line extending to the right and a diagonal line crossing the top of the 'A'.

A. W. Clausen

Mr. Amadou-Mahtar M'Bow
Director-General
United Nations Educational, Scientific
and Cultural Organization
7, place de Fontenoy
75700 Paris
France

Cleared with & cc: Mr. Husain
Cleared in substance with & cc: Mr. Aklilu

MMcDonald



united nations educational, scientific and cultural organization
organización de las naciones unidas para la educación, la ciencia y la cultura
organisation des nations unies pour l'éducation, la science et la culture

7, place de Fontenoy,
75700 PARIS

telephone: national (1) 568.10.00
international + (33.1) 568.10.00
cables: Unesco Paris
telex : 204461 Paris

The Director-General

reference : DG/1373

21 OCT. 1983

Dear Mr Clausen,

In his letter of 3 December 1980, your predecessor informed me that the Bank had designated Mr Aklilu Habte to continue to serve as a member of the Governing Board of the International Institute for Educational Planning for a term of three years, in accordance with Article III, paragraph 1(b) of the Institute's Statutes.

Mr Habte's term of office is due to end on 1 December 1983, and I am writing to invite you to designate a new member of the Institute's Governing Board or to renew Mr Habte's mandate for a further period of three years.

I also wish to take this opportunity to express my gratitude for the invaluable contribution which Mr Habte has made to the successful development of the International Institute for Educational Planning as a member of the Institute's Board during the past three years.

With best personal regards,

Yours sincerely,

Amadou-Mahtar M'Bow

Mr A.W. Clausen
President
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433
U.S.A.

RECEIVED NY 17 1983
OCT 28 11 30
SECRETARIAT

U.S.A.
Washington, D.C. 20540
1818 N Street
The World Bank
President
Mr. A.M. Cizacov

RECEIVED
1983 OCT 28 PM 3:50
MAIL UNIT

Washington, D.C.

A.M. Cizacov

Dear Mr. Cizacov,

With best personal regards,

I am writing to you regarding the Board of Directors of the International Institute for Educational Planning (IIEP) as a member of the Board. I am writing to you regarding the necessary development of the International Institute for Educational Planning (IIEP) as a member of the Board. I am writing to you regarding the necessary development of the International Institute for Educational Planning (IIEP) as a member of the Board.

Mr. Harter, a member of the Board of Directors of the International Institute for Educational Planning (IIEP) as a member of the Board. I am writing to you regarding the necessary development of the International Institute for Educational Planning (IIEP) as a member of the Board.

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Best regards,

Director-General

5 OCT 1983

The Director-General

1818 N Street
Washington, D.C.

U.S. GOVERNMENT PRINTING OFFICE: 1983 O 282-100



International Institute for Educational Planning (IIEP) is a scientific and cultural organization of the United Nations system. It is a specialized agency of the United Nations system, established in 1963. Its main objective is to assist developing countries in the field of education, science and culture.

unesco

April 6, 1983

Dear Mr. Kobayashi:

Thank you for the fine gift of French chocolates which you brought to the office last week.

It is good to know that you found our meeting last year to be useful, and I hope that your visit to the Bank this week was productive.

Sincerely,



A.W. Clausen

Mr. T. Kobayashi
Director
Educational Financing Division
Unesco
7, place de Fontenoy
75700 Paris, France

Rec'd. Fri, Apr. 1

Box of chocolates in
File room.

RI

Mr. Clausen

14
D.H. Long

About a year ago I met you
through the introduction of
Mr. Ingersoll, former Ambassador to Japan.
The discussion I had with you
was very useful. I wish to thank
you again for taking the time off.

I am still with Unesco, Paris,
and visiting the Bank again.

Attached with this note is a
box of French chocolate, which
I brought from Paris for you
as a token appreciation for meeting
me.

T. Kobayashi
758061

In Educ. Projs
Fil Wed - April 6th

bi
415

May 17, 1982

DECLASSIFIED

Personal

MAY 11 2023

WBG ARCHIVES

Dear Mr. Kobayashi:

Thank you for your letter of April 27, indicating your concern about the Bank/Unesco Cooperative Program.

As you may know, I have recently written to Mr. M'Bow about our budgetary constraints, and the need to review the Bank's current procedures so as to achieve greater efficiency, as I have to other institutions with which the Bank has cooperative programs. As for next year's budget, Mr. Aklilu Habte will be contacting you shortly on details of the FY83 work program needs.

Sincerely,



A. W. Clausen

Mr. T. Kobayashi
Director
Educational Financing
Division
Unesco
7, place de Fontenoy
75700 Paris, France

AkliluHabte/WCbaum/hl

MAY 06 1982

| | |
|---------------------|---------------------|
| ROUTING SLIP | Date May 5, 1982 |
|---------------------|---------------------|

OFFICE OF THE PRESIDENT

| Name | Room No. |
|---------------------|----------|
| Mr. Baum | |
| <i>Aklilu Habte</i> | |
| | |
| | |
| | |

| | | | |
|--------------------------|-------------------------|-------------------------------------|----------------------|
| <input type="checkbox"/> | To Handle | <input type="checkbox"/> | Note and File |
| <input type="checkbox"/> | Appropriate Disposition | <input type="checkbox"/> | Note and Return |
| <input type="checkbox"/> | Approval | <input checked="" type="checkbox"/> | Prepare Reply |
| <input type="checkbox"/> | Comment | <input type="checkbox"/> | Per Our Conversation |
| <input type="checkbox"/> | Full Report | <input type="checkbox"/> | Recommendation |
| <input type="checkbox"/> | Information | <input type="checkbox"/> | Signature |
| <input type="checkbox"/> | Initial | <input type="checkbox"/> | Send On |

Remarks

2) We need to think out a new approach to UNESCO, since I can't meet Mr. BOW on 27th. Should I visit to CP anyhow. **Olivier Lafourcade** free about
W.B.S.

From

2891



united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

7, place de Fontenoy, 75700 PARIS

téléphone : national (1) 577 16 10
international + 33 1 577 16 10
télégrammes : Unesco Paris
télex : 204461 Paris

27 April 1982

référence :

P E R S O N A L

DECLASSIFIED

MAY 11 2023

WBG ARCHIVES

Dear Mr. Clausen,

It was a great pleasure to meet you in March. Thank you again for making the time available.

Recently it was informally indicated to us that the World Bank is going to reduce its budget for the Unesco/World Bank Co-operative Programme, the implementation of which is one of the main tasks of our Division. We understand that Mr. W.C. Baum, Vice-President in charge of Projects Staff, may visit Unesco in May to discuss the anticipated budgetary curtailment. Although I recognize that a budgetary reduction may be unavoidable at the present time, I wish personally to appeal to you against imposing on us a proportionately greater reduction than what is expected to take place within the Bank. Such a disproportionate reduction has been indicated to us informally.

Before you make any final decision on savings affecting our Programme, I would very much hope that our past performance is given appropriate consideration. In my view, the Programme has brought significant benefits to the Bank and our Member States.

With kind regards,

Yours sincerely,

T. Kobayashi
Director
Educational Financing Division

Mr. A.W. Clausen
President
The World Bank
1818 H Street, N.W.
WASHINGTON, D.C. 20433
U. S. A.

OFFICE OF THE DIRECTOR

1982 MAY -3 6M 11:30

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1982 MAY -3 PM 4: 20
OFFICE OF THE PRESIDENT

RECEIVED

1982 MAY -3 PM 4: 20

OFFICE OF THE PRESIDENT

SECRETARY AND FINANCIAL STATEMENT
OF THE PRESIDENT
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WASHINGTON, D.C. 20503

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MVB ARCHIVES

MAY 11 1983

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WASHINGTON, D.C. 20503

2695

I

Spare

ROBERT S. INGERSOLL
SUITE 2530
ONE FIRST NATIONAL PLAZA
CHICAGO, ILLINOIS 60603
(312) 782-5189

February 17, 1982

Dear Tom:

A close friend of mine, Dr. Sidney P. Marland, formerly Superintendent of Schools at Winnetka, Illinois, when I was on the board, and Assistant Secretary of Education in the Nixon Administration, has called to tell me that the Dean of Faculties of Ashiya University in Japan, Tatsuo Kobayashi, now at UNESCO in France doing research concerning the Japanese economy, would like to pay you a visit between March 15 and March 25, when he will be in Washington, D.C. Dr. Marland assures me that Dean Kobayashi is an outstanding academician and recommends him highly.

I understand you are going to be attending the dinner of our "Wise Men" group at the Smithsonian Institution on Wednesday, February 24. You might look at your schedule to see if you could see Dean Kobayashi while he is in Washington or, if you are not available, make a suggestion as to who in your organization would be the proper person for him to see--and let me know when we are together on the 24th. I look forward to seeing you at that time.

Very best regards.

Sincerely,

Bob (JP)

Mr. A. W. Clausen
President
International Bank for
Reconstruction and Development
Washington, D.C. 20433

cc: Dr. S. P. Marland

December 16, 1982

Dear Mr. M'Bow:

I thank you for sending me the text of the Harare Declaration adopted by the Conference of African Ministers of Education in July 1982.

As you know, the Director of the Bank's Education Department, Mr. Aklilu Habte, attended the conference. The World Bank's particular emphasis, from a regional standpoint, on assistance to its members in Sub-Saharan Africa is a clear indication that it will seek to contribute, to the maximum extent possible, to the development of education in Africa in light of the priorities set by African governments and of the objectives listed in the Harare Declaration. As the underdevelopment of human resources continues to be a major constraining factor for overall economic development in Africa, we look forward to our continuing relationship with you and your colleagues in our intensified efforts to assist the governments and countries of Africa.

Sincerely,

A.W. Clausen

Mr. Amadou-Mahtar M'Bow
Director-General
United Nations Educational, Scientific
and Cultural Organization (Unesco)
7, place de Fontenoy
75700 Paris.

Cleared in subst. & cc: Mr. Aklilu
cc: Mr. Clausen's office (2) Re log no. 5233

LPChatenay/AkliluH/sh

August 9, 1982

Mr. Amadou-Mahtar M'Bow
Director-General
United Nations Educational,
Scientific and Cultural Organization
7, Place de Fontenoy
75700 Paris, France:

Dear Mr. M'Bow:

After receiving your further letter on the Cooperative Program, I asked Mr. Ernest Stern, our Senior Vice President, Operations, to call on you during his recent visit to Paris, since the cooperative programs are part of the operational work program and budget. I do agree that it is not very satisfactory or easy to deal by correspondence with the complex and sensitive issues raised by the regrettable necessity imposed on the Bank of reducing CP budgets. That is why Mr. Warren Baum, Vice President, Operations Policy, tried to meet with you last May when he was in Paris. Mr. Stern was disappointed to find that you were not in Paris but, as you will have learned, he had an opportunity to meet with Mr. Tanguiane and they were able to discuss the matter thoroughly.

We regret, of course, that we have to reduce our contributions to the cooperative programs. But, as you know, the World Bank lending program has had to be reduced below previously planned levels as a result, primarily, of a substantial shortfall in IDA resources. And finally, we have had to help meet the urgent requirements of our members in reducing their dependence on imported energy and in adjusting their economies to the changed economic circumstances of the 1980s. This has

OFFICIAL FILE COPY

August 9, 1982

meant that energy lending and non-project lending have risen to 35% of the total, compared with an average of 23% for the period FY77-81. Inevitably the shares of other sectors declined.

The result of these factors has led to changes in the composition of our operational staff and its size. It is not possible to accommodate these shifts without also affecting the cooperative programs. As I said in my earlier letter, all the cooperative programs have been cut, some more severely than others; the program with Unesco is neither the most nor the least adversely affected. In addition to the reduction of loanable funds below planned levels we have had to absorb programs for new borrowers, some very substantial, without additional resources. This has meant a reduction in planned programs for established borrowers. These reductions, in turn, have caused a re-examination of priorities by our borrowers.

Of course we recognize that any reduction in the work programs must have unwelcome consequences for staffing of the cooperative programs. However, in the case of Unesco, we felt that these were to some extent offset by the fact that, coincidentally, the number of positions by which the size of the Educational Financing Division would have to be reduced -- five -- corresponds to the number of positions which have been unfilled for many months.

We would like to be able to agree to your suggestion that the staffing of the Division be kept at its present level until the review of the Cooperative Program has been completed, thus enabling any or all of the existing vacancies to be filled. But as Mr. Stern said to Mr. Tanguiane, that would not be practicable. As you know, the review has not yet been launched. Unesco's revision of the draft terms of reference which the Bank submitted at the end of February was received here on August 2. We have not yet been able to review it carefully. A quick reading makes plain that there are several significant new aspects which we shall need to consider and react to. While we expect to do so promptly, it will no doubt take some time before the work can actually be started, and perhaps 5-6 months will be required to complete it. Moreover, when the technical review is completed both of us, and our senior colleagues, will need to take some time to consider the conclusions and agree on future courses of action. The budgetary savings contemplated for our FY83, which

Mr. Amadou-Mahtar M'Bow

- 3 -

August 9, 1982

began on July 1, are essential, and the longer reductions are delayed, the larger the cuts will have to be. We therefore cannot agree to an increase in staff beyond a total of 24 for the present.

I am sorry that before you and I have had the opportunity to become acquainted we have had to correspond in so negative a vein, and that financial realities prevent the Bank's being as accommodating as it would wish. We certainly share your conviction that human resource development is the foundation of economic and social progress and requires increasing efforts and the highest priority. We hope not only that the review will place the Program on a sound and satisfactory footing, and that the close collaboration between our institutions will become even more productive, but also that the difficulties we currently face will be temporary.

Sincerely,



A. W. Clausen
President

cc: Mr. Stern, Mr. Baum
Mr. Aklilu/Mr. Hultin
Mr. de Lusignan, Mr. Burney

SEBoskey/eb

OFFICIAL FILE COPY

3577



united nations educational, scientific and cultural organization
organización de las naciones unidas para la educación, la ciencia y la cultura
organisation des nations unies pour l'éducation, la science et la culture

7, place de Fontenoy, 75700 PARIS

telephone: *national* (1) 577.16.10
international + 33-1-577.16.10
cables: Unesco Paris
telex: 204461 Paris

The Director-General

13 JUL 1982

reference: DG/1.3/8050/2/9731

Dear Mr Clausen,

Thank you for your letter of 7 June 1982, concerning the Unesco/World Bank Co-operative Programme. I am pleased to note that we have similar views about the need for a careful review of this programme in present circumstances. I naturally appreciate the difficulties stemming from the reduction of IDA funds.

You will nevertheless allow me to come back to the question of your planned reduction in the Co-operative Programme budget for FY83. The Bank's decision in such an important matter as staffing would affect the very nature of the activities carried out under the Co-operative Programme, and it should therefore be the subject of mutual consultation in keeping with the spirit and the letter of the Memorandum of Understanding between our two Organizations. Any unilateral decision on this matter would be contrary to the Memorandum which stipulates clearly in its paragraph 3 : "Unesco and the Bank will agree from time to time on the appropriate size of the Educational Financing Division and on the types and classifications of positions to be included within the Division". You will therefore understand, I am sure, that it would be difficult for me to accept such a decision and I would welcome an early opportunity for a full discussion of this matter.

I trust that you will understand my insistence that the present level of co-operation between our two Organizations be maintained until we have reviewed the programme. I take note of your indication to the effect that the educational staff in the World Bank has not been increased.

The Educational Financing Division is transmitting to your Education Department Unesco's proposals as regards the terms of reference for the review. I consider this review to be important to both our Organizations, as well as to the countries we serve. After eighteen years of close collaboration, I am confident that the outcome of the review cannot but strengthen our co-operation with a view to meeting the pressing educational needs of so many of our Member States.

Yours sincerely,

A. M. Bow

Amadou-Mahtar M'Bow

Mr A. W. Clausen
President
The World Bank
1818 Street, NW
Washington, D.C. 20433
U.S.A.

JUL 20 1967
5 p.m.

ROUTING SLIP

Date
July 19

OFFICE OF THE PRESIDENT

| Name | Room No. |
|-------------|----------|
| Mrs. Boskey | E 823 |
| | |
| | |
| | |
| | |

| | | |
|-------------------------|----|----------------------|
| To Handle | | Note and File |
| Appropriate Disposition | | Note and Return |
| Approval | XX | Prepare Reply |
| Comment | | Per Our Conversation |
| Full Report | | Recommendation |
| Information | | Signature |
| Initial | | Send On |

Remarks

We would like to have a reply prepared for Mr. Clausen's signature by July 27 if possible.

Spoke to Southworth, explained that Stern should be seeing M Bow and wanted reply held until his return

From

Roy Southworth

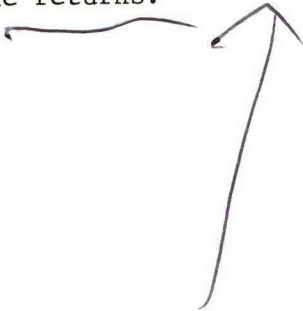
Office of the President

July 26, 1982

Mr. Clausen:

We sent Mr. M'Bow's response to your June 7 letter to Shirley Boskey for reply. She felt that another round of letter writing would be unproductive. Instead she sent the letter to Jane Pratt suggesting that Ernie Stern, who was in Paris last week, try to meet with Mr. M'Bow.

The text of the letter was telexed to Ernie but Mr. M'Bow wasn't in town. Ernie did meet with Mr. M'Bow's deputy and tried to explain our reasons for the reduction in the Co-operative Programme budget. After the meeting he called Jane Pratt and suggested that we hold off on a reply to Mr. M'Bow until he returns.



Roy

O/C
7-26-82
D

Roy follow
let's follow
up through

June 7, 1982

Mr. Amadou-Mahtar M'Bow
Director-General
United Nations Educational,
Scientific and Cultural
Organization
7, Place de Fontenoy
75007 Paris, France

Dear Mr. M'Bow:

Thank you for your letter about the Cooperative Program, written in response to mine.

I think we must make a distinction between the nature of the activities carried out by the Cooperative Program and the volume of work to be done. I entirely agree that any proposed development or change in the Program should be carefully considered and thoroughly discussed by Unesco and the Bank, together, before decisions are taken. That would be done through the review which our organizations last year agreed to undertake, and for which proposed terms of reference and a suggested timetable were submitted to Unesco at the end of February '82. We hope to have Unesco's reaction soon, so that the review can be launched.

As for the volume of work under the Program, we very much regret the circumstances, primarily the cutback in IDA funding, which have led to a reduction in the number of staff years of Cooperative Program support foreseen to be required during FY83, as the Director of our Education Department has informed Mr. Kobayashi. These circumstances have had similar consequences for the other CPs, all of which are being reduced. Staffing for the CP is of course a reflection of the work program. The lower level of support implies fewer CP staff than were authorized in the light of earlier work level requirements or expectations. Fortunately, since five of these positions have been vacant and for some months, there is no question of actual reduction of staff in charge of implementation of the CP. The Bank has not, by the way, increased its own education staff. There have been some shifts as a result of organizational changes in other parts of the Bank, but that is all. Overall, the staff in the operations complex is being reduced.

June 7, 1982

It is too bad that it did not prove feasible for you and Mr. Baum, the Bank's Vice President, Operations Policy, to meet last month. He would have sought to reassure you, as I do now, of our wish, within the constraints to which I have alluded, to continue our useful collaboration in the interests of our common members.

I too look forward to an occasion for the two of us to meet.

Sincerely,



A. W. Clausen
President

Cleared with and cc to: Mr. Baum
Mr. Aklilu

cc: Mr. Clausen's Office (2)

SEBoskey:di

THE WORLD BANK

ROUTING SLIP

Date
June 2, 1982

OFFICE OF THE PRESIDENT

Name

Room No.

Mr. Benjenk ✓

cc: Messrs. Stern, Baum, Aklilu
for information

Mr. Boskey

XX

To Handle

Note and File

Appropriate Disposition

Note and Return

Approval

Prepare Reply

Comment

Per Our Conversation

Full Report

Recommendation

Information

Signature

Initial

Send On

Remarks

*Mr. Boskey: Is this not
one for Warren Baum to deal
with? ✓*

Olivier Lafourcade

From



united nations educational, scientific and cultural organization
organización de las naciones unidas para la educación, la ciencia y la cultura
organisation des nations unies pour l'éducation, la science et la culture

7, place de Fontenoy, 75700 PARIS

telephone: *national* (1) 577.16.10
international + 33-1-577.16.10
cables: Unesco Paris
telex: 204461 Paris

The Director-General

reference: DG/1.3/8050/2/9693

2 5 MAY 1982

Dear Mr. Clausen,

Thank you for your letter of 30 April 1982 concerning the Unesco/World Bank Co-operative Programme. I consider that the co-operation between Unesco and the World Bank has been fruitful during the past eighteen years and has certainly benefited Member States. The distinctive character of the Co-operative Programme is that it is based on the principle of equal partnership. This, in my view, and I hope very much in yours too, implies that any new development or change in the Co-operative Programme should be very carefully discussed by both parties before any decision is taken, and certainly no decision can be taken by one party without the agreement of the other.

In considering any changes, I think that due attention should be given to past experience and to the respective competence of both Organizations and, most important of all, to the interests of the Member States that we are called upon to serve. In this connection it seems to be essential that the appropriate balance between staff resources in our two Organizations involved in the implementation of the Co-operative Programme should be ensured, bearing in mind that, within the United Nations system, Unesco is the competent Agency which has the constitutional responsibility for the field of education. It would seem to me difficult to justify reduction of the Unesco staff in charge of the implementation of the Co-operative Programme, while the Bank's staff dealing with education remains of the same size or even increases.

Taking into account the evolution observed in Member States, in particular in their needs and also their increased capacity in the field of education, I have agreed to a joint review being undertaken of the Unesco/World Bank Co-operative Programme. On the basis of the discussions between the competent services of our two Organizations, the terms of reference and a calendar of the review will shortly be drawn up. I think that only when this review is completed can the question of the staffing of the Educational Financing Division be examined. In this connection I wish to

.../...

Mr. A. W. Clausen
President
The World Bank
1818 H Street, N.W.
WASHINGTON, D.C. 20433
U.S.A.

recall the terms of Section 3 of the Memorandum of Understanding signed in 1964 by Unesco and the World Bank: "Unesco and the Bank will agree from time to time on the appropriate size of the Educational Financing Division and on the types and classification of positions to be included within the Division".

I very much hope that you will share my view and I look forward to discussing this and other matters of mutual interest.

Yours sincerely,

A. M' Bow

Amadou-Mahtar M' Bow

OFFICE OF THE PRESIDENT
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RECEIVED
1982 JUN -2 AM 2:52
OFFICE OF THE PRESIDENT

William M. Sullivan

W.M.S.

Director

to discuss this and other matters of mutual interest.

I very much hope that you will spare my time and I look forward

within the duration.

duration and on the types and classification of positions to be included
from time to time on the appropriate size of the Educational Financing
in 1984 by UNESCO and the World Bank: "UNESCO and the Bank will agree
recall the terms of Section 2 of the Memorandum of Understanding signed

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

A. W. CLAUSEN
President

April 30, 1982


Dear Mr. M'Bow:

I am pleased to know of the valuable cooperative relationship our agencies have had for more than a decade. The Bank/UNESCO Cooperative Program has been a useful vehicle for enabling its parent agencies to work together in helping define countries' education priorities and helping design projects responsive to them.

As you know, our IDA funds in Fiscal Year 1983 will be less than previously anticipated and our administrative budget will be tighter than in prior years. Within the Bank, as you may also know, we have been reviewing our procedures, practices and internal budgets, as well as all the cooperative programs, with a view to achieving greater efficiency. Concurrently, I understand that our Education Department and your Educational Financing Division have been considering a special joint review of the role of The World Bank/UNESCO Cooperative Program in view of current priorities and funding realities, with vacant positions in the program likely to remain unfilled until the uncertainties have been resolved. We doubtless will have to make some difficult choices in the next few months but I wish to assure you that they reflect no diminution whatever in the importance we in the Bank attach to education as a sector vital to economic development.

I hope we shall meet in person some time in the future to discuss these and other concerns of mutual interest. Meanwhile, I am pleased to learn that you and Warren Baum, Vice President, Operations Policy, will meet on May 27 to discuss these and related matters. Both our organizations have a clear interest in continuing the Cooperative Program as an efficient and effective means of collaboration in our efforts to help our client countries develop their education sectors.

Sincerely,



Mr. Amadou-Mahtar M'Bow
Director General
United Nations Educational
Scientific and Cultural Organization
7 Place de Fontenoy
75700 Paris, France

BC: Mrs. Boskey
JCPRichardson/WCBAum/mp

OFFICE MEMORANDUM

TO: Mr. A. W. Clausen, President
(Through Mr. Ernest Stern) *ED*

FROM: Warren C. Baum, Vice President, OPS
WCB

SUBJECT: Letter to Mr. M'Bow, Director-General, UNESCO

DATE: April 28, 1982

Please sign the attached letter to Mr. M'Bow, Director-General, UNESCO.

We are having trouble inducing them to agree to the joint review of the Bank/UNESCO Cooperative Program and they will, moreover, need to be "prepared" for our forthcoming budget-related reduction of five positions (from 29 to 24) in that program.

cc and cleared with: Mrs. Boskey

RECEIVED
1982 APR 29 PM 5:32
OFFICE OF THE PRESIDENT

2891



united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

7, place de Fontenoy, 75700 PARIS

téléphone : national (1) 577 16 10
international + 33 1 577 16 10
télégrammes : Unesco Paris
télèx : 204461 Paris

27 April 1982

référence :

PERSONAL

DECLASSIFIED

MAY 11 2023

WBG ARCHIVES

*Original to Mr. Baum
to prepare a reply
or 5/4*

Dear Mr. Clausen,

It was a great pleasure to meet you in March. Thank you again for making the time available.

Recently it was informally indicated to us that ~~the World Bank is going to reduce its budget for the Unesco/World Bank Co-operative Programme~~, the implementation of which is one of the main tasks of our Division. We understand that Mr. W.C. Baum, Vice-President in charge of Projects Staff, may visit Unesco in May to discuss the anticipated budgetary curtailment. Although I recognize that a budgetary reduction may be unavoidable at the present time, ~~I wish personally to appeal to you against imposing on us a proportionately greater reduction than what is expected to take place within the Bank.~~ Such a disproportionate reduction has been indicated to us informally.

Before you make any final decision on savings affecting our Programme, I would very much hope that our past performance is given appropriate consideration. In my view, the Programme has brought significant benefits to the Bank and our Member States.

With kind regards,

Yours sincerely,

T. Kobayashi
Director
Educational Financing Division

Mr. A.W. Clausen
President
The World Bank
1818 H Street, N.W.
WASHINGTON, D.C. 20433
U. S. A.



united nations educational, scientific and cultural organization
organisation des nations unies pour l'éducation, la science et la culture

7, place de Fontenoy, 75700 PARIS

téléphone : national (1) 577 16 10
international + 33 1 577 16 10
télégrammes : Unesco Paris
télex : 204461 Paris

référence : Personal

9 April 1982

DECLASSIFIED

MAY 19 2023

WBG ARCHIVES

Dear Mr Clausen,

I wish to thank you again for taking the time to meet me on March 24 while I was visiting the World Bank to discuss the current and future programs we are jointly conducting under the Cooperative Program.

The meeting was extremely useful to me, and I hope that we can meet again soon.

Sincerely yours,

T. Kobayashi
Director
Educational Financing Division

Mr A.W. Clausen
President
The World Bank
1818 H Street, N.W.
WASHINGTON, D.C. 20433
U.S.A.

OFFICE OF THE PRESIDENT

1982 APR 12 PM 2:01

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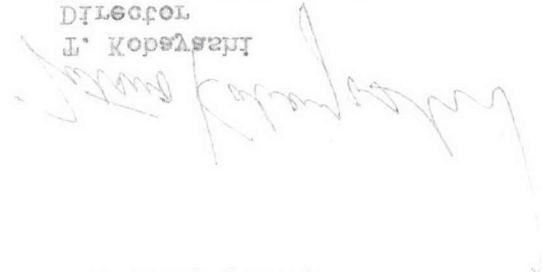
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1982 APR 16 PM 5:07

OFFICE OF THE PRESIDENT

U.S.A.
WASHINGTON, D.C. 20522
1818 H Street, N.W.
The World Bank
President
Mr. A.M. Clausen

Educational Financing Division
Director
L. Kopyanski



Sincerely yours,

can meet again soon.

The meeting was extremely useful to me, and I hope that we

program.

and future programs we are jointly conducting under the Cooperative
March 5th while I was visiting the World Bank to discuss the current

I wish to thank you again for taking the time to meet me on

Dear Mr. Clausen,

MBG ARCHIVES

MAY 18 2003

DECLASSIFIED



reference : PERSONAL

2 APR 11 1985

telex : 504481 Paris
telegrams : Unesco Paris
telephone : international + 33 1 221 18 10
national (1) 221 18 10

7, place de Fontenay, 75200 PARIS

5383



organisation des nations unies pour l'éducation, la science et la culture
united nations educational, scientific and cultural organization

593

OFFICE MEMORANDUM

TO: Mr. A. W. Clausen
(Through Mr. David Knox, Acting SVPOP)
FROM: Nicolas Ardito Barletta

DATE: November 12, 1981

SUBJECT: Visit of Mr. Felipe Herrera on Friday, November 13, 1981

1. At 3:00 p.m. on Friday, November 13, you will meet with Mr. Felipe Herrera, former President of the Inter-American Development Bank and now President of UNESCO's Fund for the Promotion of Culture. Mr. Herrera's visit is primarily a courtesy call. He may also wish to reiterate an invitation already extended to the Bank to participate in a seminar on the financing of cultural programs to be held during March 1982 in Madrid and sponsored by the Fund for the Promotion of Culture.

2. The Seminar will explore ways to preserve and promote the cultural identity and heritage of developing countries by creating or strengthening institutions, training specialists, distributing cultural goods, promoting cultural exchanges and encounters and sponsoring research. In September, the Bank declined the invitation because the subject of the Seminar was considered to be outside the Bank's fields of activity and expertise.

3. I am attaching a bio-sketch of Mr. Herrera and copies of the invitation to the Seminar and our response.

cc.Mr.Stern o/r

Attachments

Cleared with and cc. Ms. Boskey, IRD

cc. Messrs. Lari, LAC1
Aguirre-Sacasa, LAC1D

MShirley,gw

SEARCHED
SERIALIZED
INDEXED

RECEIVED

1981 NOV 12 PM 2: 34

OFFICE OF THE PRESIDENT

[Faint, mostly illegible text, possibly bleed-through from the reverse side of the page]

[Faint text at the bottom of the page, including what appears to be a signature and date]

Felipe Herrera

Consultant and President of

International Fund for Promotion of Culture
(UNESCO)

1. Age 59. Held a number of top positions in Chilean Government (Manager of Central Bank, Minister of Finance) before becoming first President of the Inter-American Development Bank (IDB) in 1960. Re-elected for two more terms. After leaving IDB in 1972, was consultant for Brookings (1973-74) and is now private consultant in Chile and permanent consultant to IDB and ECIEL (Programa de Estudios Conjuntos para la Integración Económica de América Latina). President of UNESCO's International Fund for Promotion of Culture and active in a number of international entities, including Club of Rome, International Development Research Center (Canada), Third World Foundation (England), International Institute on Environmental Affairs, etc. Permanent Visiting Professor of School of Public Administration of Getulio Vargas Foundation (Brazil).
2. Has law degree from University of Chile and post-graduate studies at the London School of Economics. Widely published in economics and Latin American development. Speaks English.

November, 1981

September 23, 1981

Dear Mr. Herrera:

I refer to your letter of August 12 (CC/IFPC/2421) to Mr. Clausen, inviting the World Bank to participate in the International Seminar on the Financing of Culture, to be held in Madrid, Spain, from March 22 to 24, 1982.

I thank you for your kind invitation but must inform you that the Bank will be unable to accept your offer to participate in this Seminar.

Sincerely,

Shirley Boskey
Director
International Relations Department

Mr. Felipe Herrera
Chairman of the Administrative Council
International Fund for the Promotion of Culture
c/o UNESCO
7, place de Fontenoy
75700 Paris
France

Files with incoming letter

MMcDonald



RECEIVED

1981 SEP 14 PM 3:36

for the Promotion of Culture
Office of the President

CC/IFPC/2421

12 August 1981

Mr. A.W. Clausen
President
World Bank
1818 H Street, N.W.
WASHINGTON D.C. 20433

Dear Mr. Clausen,

Experience over the last few years has clearly shown that the cultural values of communities and individuals must be carefully considered in formulating and implementing development programmes and projects. Preservation and promotion of cultural identity and the need to give an authentic cultural dimension to the development process are thus ideas which are being promoted vigorously in a great many different places.

It is for these reasons that the Administrative Council of the International Fund for the Promotion of Culture, over which I have the honour to preside, and the Centre for European and Intercontinental Cultural Cooperation of the European Cultural Foundation, which has entrusted me with the coordination of its programme of activities, wish to organize an INTERNATIONAL SEMINAR ON THE FINANCING OF CULTURE in Madrid, Spain, from 22 to 24 March 1982.

This seminar will examine the relationships which exist between culture and development, and identify methods and mechanisms which could be used at the international, regional and sub-regional level to ensure more adequate multilateral financing for the promotion of cultural values and the establishment of a real dialogue of cultures in the contemporary world.

Participants could examine, among other things, the following activities: the setting-up or strengthening of institutions, structures and mechanisms to assist cultural action and artistic creation; the training of technicians and specialists; the improvement of production and distribution of cultural goods and services; the organization of exchanges and encounters; and theoretical and practical research on cultural development.

The seminar will bring together representatives and observers from multilateral institutions providing aid for development in Africa, Latin America and the Caribbean, Asia, the Arab countries and Europe. It is also directly related to the preparatory work of the Second World Conference on Cultural Policies which is being organized by Unesco and scheduled to take place in July 1982, an event whose importance needs no underlining.

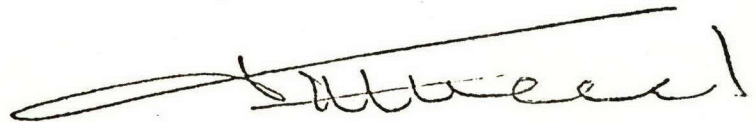
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I am convinced that the wide exchange of viewpoints and experiences which will result from the seminar - the first of its kind at the multilateral and interregional level - will enable us to add to our knowledge of various problems and to identify measures and criteria which will help all of us to respond to the real "cultural challenge" arising from the evolution of contemporary societies.

I should be pleased to learn if your Institution would be interested in participating in the seminar in question. In the event of a positive reply, I will send you full details regarding the organization of this event.

I hope that we may count upon having the privilege of the participation of your Institution.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "Felipe Herrera", with a long horizontal flourish extending to the left.

Felipe Herrera
Chairman of the
Administrative Council