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THE WORLD BANK

Washington, D.C.

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The World Bank

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PRESIDENT  
B.B. CONABLE  
CHRON FILES

M-Z

Oct. 1 - Dec. 31, 1988

The World Bank Group  
**Archives**



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

BARBER B. CONABLE  
President

November 9, 1988

Dear John:

Thank you for sending me copies of your recent articles and the table of contents for the volume due out early in 1989. It did make for interesting reading.

I leave tomorrow for two weeks abroad to visit Saudi Arabia and Jordan, and a quick stop in France on the way back. I've done considerable traveling since joining the Bank, but this will be my first visit to Saudi Arabia and Jordan.

Keep up the good work on the domestic front.

Best personal wishes.

Sincerely,



Dr. John H. Makin  
Director  
Fiscal Policy Studies  
American Enterprise Institute for Public Policy Research  
1150 17th Street, N.W.  
Washington, D.C. 20036



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

BARBER B. CONABLE  
President

October 24, 1988

Dear Ms. Martin:

Thank you for sending me your resume and for writing to express your interest in a position at The World Bank.

At this early stage in your enquiries, I believe you would be better served by establishing contact with managers who have direct information about their staffing requirements. I have, therefore, forwarded copies of your package to the Personnel Department, and the Director of Information, Media and Communications (Mr. Frank Vogl) with the request that your experience and qualifications be reviewed in these departments. You will be contacted directly about the prospects for employment.

Thank you for your continued interest in the Bank.

Sincerely,



Ms. Josephine C. Martin  
4238 S. 32nd Street  
Arlington, Virginia, 22206

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

BARBER B. CONABLE  
President

December 9, 1988

Dear Sir:

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

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

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

Sincerely,



Mr. Madhat Abdul Latif Massoud  
Director of Minister's Office  
Ministry of Finance and Petroleum  
P. O. Box 83  
Doha, Qatar



Chion

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

BARBER B. CONABLE  
President

October 11, 1988

Dear Mr. Mayor:

Thank you very much for your letter of September 13 concerning arrangements for further strengthening Unesco-Bank collaboration. This enhanced cooperation is of great importance to a combined attack on some of the key development problems of our member nations.

While Mr. Rajagopalan was unfortunately unable to stop in Paris on his return from Berlin last week due to prior commitments here, I am certain he and Mr. Lourie will soon establish a schedule and framework for discussions of future relations between Unesco and the Bank. I look forward to early agreement on new and fruitful relationships.

With kindest regards.

Sincerely,

*Barber Conable*

Mr. Frederico Mayor  
Director-General  
United Nations Educational,  
Scientific and Cultural Organization  
7, place de Fontenoy  
75700 Paris  
France

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

BARBER B. CONABLE  
President

December 15, 1988

Dear John:

Congratulations on the milestone of maturity you are passing after all these years. I was quietly confident you could do it.

Tinker and I are going to be with our family in Western New York between Christmas and New Years (all four children and their families will be there), and so we cannot join personally in your celebration. But we wanted to send our best wishes.

It's been a long time, John, since you arrived bright-eyed from Vermont, intent on using your planned short exposure to academia to prepare you to save the world by growing chickens. We all are glad your plans expanded somewhat, but that you continue working to save the world. I am quietly confident you can do it.

Our very best to you and Uma on this very solemn but still bright-eyed occasion.

Sincerely,



Dr. John Mellor  
511 Cameron Street  
Alexandria, Virginia



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

BARBER B. CONABLE  
President

December 2, 1988

Dear John:

Thanks very much for the editorial from the Los Angeles Times. I have written for that paper a number of times in the past and consider it a discriminating journal. Congratulations on their editorial support for your optimism. I hope we at the Bank can help justify this optimism.

Best to you and Uma for the Holidays.

Sincerely,



Dr. John W. Mellor  
International Food Policy Research Institute  
1776 Massachusetts Avenue, N.W.  
Washington, D.C. 20036

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

BARBER B. CONABLE  
President

October 11, 1988

Dear Bob:

My heartfelt thanks for your support for the World Bank during the debate on the foreign aid appropriations bill. Your leadership on this issue, and the support you obtained from a significant number of Republicans, was absolutely crucial to final approval of our capital increase legislation.

The passage of this legislation reflects, I believe, a growing recognition that U.S. prosperity is inextricably linked to the achievement of global development. It is also a strong signal of Congressional determination to preserve U.S. leadership in the World Bank.

I am, in a personal sense, particularly grateful for your help. My job will certainly be immeasurably easier now that this issue has been resolved.

With all best wishes.

Sincerely,



The Honorable Robert H. Michel  
House Minority Leader  
H-230 Capitol Building  
Washington, D. C. 20515



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

BARBER B. CONABLE  
President

October 26, 1988

Dear Andre:

You have been a strong voice and an effective representative for Africa on the Board, and I am grateful that you have been re-elected. My sincere congratulations. I am particularly pleased that we will continue to have the benefit of your French presentations to the Board.

I'm looking forward to the opportunity of continued collaboration with you in the years ahead.

Again, my congratulations, and best personal wishes.

Sincerely,



Mr. Andre Milongo  
Executive Director  
The World Bank  
Room E-1341

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

BARBER B. CONABLE  
President

Le 1er décembre 1988

Monsieur François Mitterrand  
Président de la République  
Palais de l'Elysée  
55, rue du Faubourg Saint-Honoré  
75008 Paris  
France

Monsieur le Président de la République,

De retour à Washington, je tenais à vous exprimer sans tarder mes remerciements pour l'amabilité avec laquelle vous avez bien voulu me recevoir à l'occasion de ma récente visite à Paris. J'ai été particulièrement heureux d'avoir l'occasion d'échanger avec vous des vues sur quelques-uns des sujets d'actualité touchant le développement, ainsi que sur le rôle de la Banque mondiale dans le processus de développement.

Je me réjouis tout d'abord de la confiance que la France continue de placer dans les institutions de Bretton Woods et dans la Banque mondiale en particulier, confiance que vous avez bien voulu me réaffirmer au cours de notre entretien. Je ne saurais trop insister sur la valeur que j'attache au soutien apporté à notre institution par l'un de ses pays membres les plus importants et les plus influents, notamment au sein de la Communauté européenne.

Je me félicite également de la très large concordance de vues qui existe entre le Gouvernement français et la Banque mondiale dans des domaines d'importance cruciale pour l'avenir des pays en développement. Il s'agit en premier lieu de la nécessité d'assurer un environnement aussi favorable que possible au commerce international, sans lequel les pays en développement ne pourront pas progresser sur la voie de la croissance économique. J'ai entendu avec beaucoup d'intérêt vos propos en ce sens, et j'aurai bientôt, lors de la Conférence de Montréal, l'occasion de dire combien nous paraît importante une plus grande ouverture des échanges commerciaux aux pays en développement.

Le problème de la dette est un fardeau qui pèse de manière inacceptable sur les perspectives de croissance des pays en développement. Des progrès indéniables ont été accomplis récemment en faveur des pays les plus pauvres de l'Afrique, notamment grâce aux propositions que vous-même avez faites à Toronto. Les nouvelles propositions que vous avez formulées plus récemment encore au sujet des pays à revenu intermédiaire fortement endettés représentent une initiative très constructive qu'il convient d'étudier et d'exploiter sans tarder. Suivant votre suggestion, la venue prochaine à Washington de votre Conseiller spécial, M. Jacques Attali, pour que nous puissions discuter plus en détail les éléments précis de ces propositions, sera particulièrement utile à cet égard.

Monsieur François Mitterrand


Page 2

Le 1er décembre 1988

J'ai pris note de vos observations sur la gravité des inondations affectant le Bangladesh et sur la nécessité d'une approche régionale et à long terme. Nous sommes, pour notre part, prêts à assurer une contribution appropriée de la Banque lorsque les études nécessaires auront été effectuées. Nous devons toutefois réaffirmer notre souci de trouver une solution véritablement régionale et nous serons reconnaissants à la France d'user de son influence auprès des gouvernements intéressés.

Enfin, en ce qui concerne l'Agence multilatérale de garantie des investissements, j'ai pris bonne note de vos préoccupations et des souhaits que vous avez exprimés pour ce qui est de l'usage de la langue française dans le contexte d'accords internationaux. Je peux vous assurer que nous exercerons une extrême vigilance à l'avenir pour veiller au respect des préoccupations légitimes de la France en la matière. L'adhésion de la France à l'AMGI représentera un pas en avant important pour les pays en développement, surtout en Afrique subsaharienne, et pour les entreprises françaises elles-mêmes.

Je vous prie d'agréer, Monsieur le Président de la République, l'expression de mon profond respect.

  
Barber B. Conable  
Président



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

BARBER B. CONABLE  
President

November 10, 1988

Dear Mr. Minister:

The International Bank for Reconstruction and Development (the "Bank") proposes to borrow an aggregate principal amount of JPY 10,000,000,000 through a Euroyen borrowing to be arranged by IBJ International, Limited. The terms and conditions would be for a life of 5 years, an interest rate of 4.75% per annum, payable annually and an issue price of par.

The Government of Japan is hereby requested, in accordance with Section 1(b) of Article IV of the Bank's Articles of Agreement, to approve the proposed borrowing by the Bank. The Government of Japan is further requested to agree, pursuant to the same provision of the Articles of Agreement, that the proceeds of such borrowing may be exchanged for the currency of any other member of the Bank without restriction.

Sincerely,

*Barber B. Conable*

His Excellency  
Kiichi Miyazawa  
Minister of Finance  
Ministry of Finance  
Tokyo, Japan



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

BARBER B. CONABLE  
President

October 17, 1988

Dear Mr. Minister:

The International Bank for Reconstruction and Development (the "Bank") proposes to borrow an aggregate principal amount of up to JPY 50,000,000,000 in markets outside Japan through an issue of bonds denominated in Japanese yen. The maturity, interest rate and the issue price of the bonds have not yet been determined.

The Government of Japan is hereby requested, in accordance with Section 1(b) of Article IV of the Bank's Articles of Agreement, to approve the proposed borrowing by the Bank in an aggregate principal amount of up to JPY 50,000,000,000. The Government of Japan is further requested to agree, pursuant to the same provision of the Articles of Agreement, that the proceeds of such borrowing may be exchanged for the currency of any other member of the Bank without restriction.

Sincerely,

*Barber B. Conable*

His Excellency  
Kiichi Miyazawa  
Minister of Finance  
Ministry of Finance  
Tokyo, Japan

cc: Mr. Mitsukazu Ishikawa, Executive Director

bcc: Messrs. Roth, Eccles, Karsenti (o/r)  
Mrs. Einhorn  
¥ #165

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

BARBER B. CONABLE  
President

October 14, 1988

Dear Mr. Minister:

The International Bank for Reconstruction and Development (the "Bank") proposes to borrow an aggregate principal amount of U.S.\$100 million through a private placement in Japan to be arranged by the Bank of Tokyo, Ltd. The terms and conditions would be for a life of 10 years, an interest rate of 9.04% per annum, payable annually and an issue price of par.

The Government of Japan is hereby requested, in accordance with Section 1 (b) of Article IV of the Bank's Articles of Agreement, to approve the proposed borrowing by the Bank. The Government of Japan is further requested to agree, pursuant to the same provision of the Articles of Agreement, that the proceeds of such borrowing may be exchanged without restriction for the currency of any other member of the Bank or Swiss francs.

Sincerely,



His Excellency  
Kiichi Miyazawa  
Minister of Finance  
Ministry of Finance  
Tokyo, Japan

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

BARBER B. CONABLE  
President

December 9, 1988

Dear Mr. Chairman:

Please find attached my reply to the Memorandum from the African Governors which you presented to me during the 1988 Annual Meetings.

I want to thank you for taking the time to provide your observations and suggestions which I and my staff value greatly. Our exchange of views at the Annual Meetings is always of enormous benefit to the Bank and helps to shape our perspective on development strategies in Africa.

I look forward to seeing you again in Washington next year.

Sincerely,



The Honorable P.S. Mmusi  
Chairman of the African Group  
Minister of Finance & Development Planning  
and Governor of Botswana  
Gaborone, Botswana

Enclosure



## MEMORANDUM

TO: The Chairman of the African Group December 9, 1988

FROM: Barber B. Conable *BB*

SUBJECT: Reply to Your Memorandum Delivered at the 1988 Annual Meetings

1. I was encouraged to note during our meeting in Berlin that the African Governors remain strongly supportive of the World Bank's role in helping all African countries achieve sustainable growth with equity. This support will help to spur us on to even greater efforts as we strive with our African partners to identify workable development strategies for the region.

2. As usual, I greatly appreciated and enjoyed our exchange of views during the meeting of the African Caucus. I have taken the time to reflect upon the memorandum which you gave me at that meeting, and I would now like to comment on the many issues you have raised there.

### Structural Adjustment Programs

3. The observations and recommendations made in paragraphs 3 and 4 of the Governors' Memorandum are well taken. The formulation and implementation of structural adjustment programs must indeed continue, both in terms of widening the process to a number of countries not currently pursuing reform programs, and deepening and sustaining programs in the already-adjusting countries. To this end, we expect in the years ahead to intensify our economic and sectoral policy work as well as to increase substantially the volume of adjustment lending to Africa. New data indicate that the growth performance of African countries under adjustment has surpassed that of countries not pursuing adjustment programs. Successful adjustment in Africa, as elsewhere, will however require long and sustained effort. At the same time, we recognize that we must not neglect the growing need for specific investment projects, especially in view of the depressed investment levels of most African countries. Our judgment as to what constitutes an appropriate balance between adjustment and investment lending is in fact determined on a case-by-case basis in light of our recognition that appropriate macro and sectoral policy frameworks are essential to ensure that individual investment projects will realize their warranted rates of return. I would note in this context, however, that some 60 percent of World Bank lending to Sub-Saharan Africa in FY88 was for investment projects.

4. I agree with the Governors that the conditions attached to adjustment operations should not be overly numerous or ambitious, and also that account needs to be taken of the socio-economic impact of adjustment. It has increasingly become the practice that loan agreements contain only a few conditions that are recognized as being of major importance--generally not more than four to six for each tranche. Steps are being taken to



strengthen this trend, which supports greater discipline in the implementation of conditionality. With regard to the socio-economic impact of adjustment, we are seeking to design programs that minimize the transitional costs of the adjustment process. This is being done on several fronts. For example, individual adjustment operations increasingly contain components which address social issues, as in the more adequate provisioning of budgets for health, education and social services. New kinds of operations with a social focus, such as Ghana's Program of Actions to Mitigate the Social Costs of Adjustment (PAMSCAD), are also being formulated. And some 25 African countries are already participating in the Social Dimensions of Adjustment (SDA) project that we are executing in partnership with African governments, the UNDP, the African Development Bank and other donors. The SDA project is aimed at ensuring that a concern for protecting the poor and helping them participate in the growth process is built into all structural adjustment programs from the very beginning.

#### The Debt Problem

5. In paragraphs 4 and 5 of their Memorandum, the Governors urge the Bank to play a creative and catalytic role in mobilizing the additional resources that Africa needs to accelerate growth, to reduce poverty, and to achieve social development objectives. Particular reference is made to the needs of the highly-indebted countries. We have indeed been making major efforts to address the external resource problem and will continue to do so. I am pleased to observe that there has been excellent progress in the last year on several fronts, most notably in terms of our Special Program of Assistance (SPA) for the low-income debt distressed countries that are pursuing reform programs. This program has resulted in the pledging of \$6.4 billion of donor cofinancing for eligible countries (which numbered 19 as of the semi-annual meeting of SPA donors held most recently in October 1988). I should also mention that in September 1988 our Board approved another initiative whereby part of IDA's repayments or reflows can be used to supplement adjustment credits to IDA-only countries with outstanding IBRD debt which are pursuing adjustment programs.

6. Bank staff at all levels are now working to ensure that the various new commitments of additional resources and debt relief (including under the SPA, the Toronto summit, and in country-specific Consultative Groups and Round Tables) are translated into net disbursements. We are in fact working closely with the Paris Club and are pursuing frequent consultations with bilateral and other multilateral donors to ensure the most rapid possible implementation of these new initiatives. Thus, we now expect that with about 50 percent of SPA pledges already committed, approximately \$1 billion should be disbursed under that program before the end of 1988. It is also gratifying to note that the Paris Club has already begun to grant more liberal debt relief under the "Toronto concessions" (e.g. for Mali and Madagascar in October 1988).

7. With regard to the eligibility criteria, these vary by modality. For both the SPA and the Paris Club, eligibility for assistance requires that a country be pursuing a program of economic adjustment in the context



of a realistic macroeconomic framework and a feasible financing plan. I do not envisage any change in these criteria. This is because, as noted above in my comments on structural adjustment, experience has shown that aid effectiveness is itself critically dependent upon the recipient's having in place an appropriate policy framework. However, the IDA eligibility criteria do in fact provide for accommodating countries whose per capita income decline may take them out of the middle-income bracket. With regard to those countries which remain middle-income but are highly indebted or otherwise resource-constrained, we shall, as urged by the Governors, seek to identify new ways and means by which the resources available to these countries can be enhanced and their debt burdens lightened.

8. I would only wish to add, as I indicated during the Annual Meetings, that Africa's debt problem is far from being resolved. It is a continuing problem which will call for continued attention from the international community and for a protracted commitment to adjustment in the countries themselves--supported with additional resources over a long period. We must be realistic in recognizing that Africa's problems are so deep-seated that, despite the progress made in identifying resources, we must be prepared for many years of coordinated, concerted, patient work.

#### General Capital Increase

9. As is noted in the Governors' Memorandum, the negotiations on the General Capital Increase (GCI) reached a successful conclusion in 1988. Approval of the GCI is the strongest possible endorsement of the Bank by its shareholder governments and this will certainly encourage us in our future efforts. With the expansion of the capital base to \$171 billion, the Bank will have the capacity to steadily increase its lending over the next five to six years--and thus be even more responsive to the needs of our member countries.

#### IDA

10. As I indicated in my response to the African Governors last year, every effort will be made for the share of Sub-Saharan African countries in IDA8 allocations to be 50 percent, provided that appropriate progress is made in their economic adjustment programs. We will, therefore, continue to concentrate IDA resources on those countries that are making determined adjustment efforts.

11. The decision to retain all of the Bank's net income for use in the Bank until reserves and surplus reach satisfactory levels was taken by the Executive Directors to ensure the financial soundness of the Bank during a period when it is facing increasing levels of loans in non-accrual status and experiencing exchange rate volatilities. As you can appreciate, maintaining this sound financial base is critical to the development role of the Bank, as well as IDA. I would again note, however, that a significant amount of IDA reflows will be available to help augment current IDA resources.



12. We are starting negotiations on the replenishment of IDA9 with a view to increasing its resources for the period FY91-93. At a preliminary meeting of IDA9 Deputies held in Berlin at the time of the Annual Meetings, a number of Deputies expressed interest in, at a minimum, maintaining the real value of IDA8 over the IDA9 period.

#### African Representation on the Board

13. You have again drawn attention to the erosion of the voting power of smaller member countries, particularly those in Sub-Saharan Africa, which results from a pro-rata allocation of shares whenever the General Capital of the Bank is increased. Many Executive Directors and I share your concerns. Consequently, during consideration of the last General Capital Increase, the Board recommended the establishment of a working group to consider how this question might be addressed. The Ad Hoc Committee on the Voting Power of Smaller Members, which was set up on February 19, 1988 has undertaken a number of preliminary studies and expects to present a progress report to the Board early in 1989, with a final report before the end of this fiscal year.

14. As we all know, voting power is very important for maintaining representation on the Board. In this context, you are aware that since the 1979 General Capital Increase, previous Boards of Executive Directors have expressed a firm view that the present pattern of geographic representation in the Board must be preserved. This view was reconfirmed in the General Capital Increase and again last August in the report of the Executive Directors to the Governors recommending approval of the 1988 Rules for the Election of Executive Directors. If the current pattern of representation appeared to be threatened during any election, I would be willing to recommend corrective action to the Board. However, it is my hope that before the next election of Executive Directors, the Ad Hoc Committee will have made proposals that provide a lasting solution.

#### IBRD and IDA Operations

15. During FY88, World Bank commitments to Sub-Saharan Africa exceeded \$3 billion, including \$725 million from the IBRD, \$2.2 billion from IDA, and \$113 million from the Special Facility for Africa. The FY88 total is a substantial increase over the \$2.5 billion committed in FY87. There was a particularly large increase in our concessional lending to Sub-Saharan Africa. Indeed, as is noted in the Governors' Memorandum, nearly 50 percent of IDA commitments went to the region. In addition, the Bank virtually tripled the level of cofinancing resources attracted to the region--from half-a-billion dollars in FY87 to \$1.5 billion in FY88. We expect this upward trend to continue in FY89.

16. As the Governors observe, it is gratifying that Africa's share in total Bank Group commitments rose in FY88. Again, we expect this trend to continue. In particular, we plan to seek opportunities to expand IBRD lending in eligible countries by working with those countries to develop appropriate reform programs which can support IBRD investment lending.



International Finance Corporation (IFC)

17. As noted by the Governors, IFC is making a major effort to strengthen the private sector in Sub-Saharan Africa. Total investment approvals as well as equity investments in the region increased 68 percent during FY88 over the previous year. In addition, IFC is expanding the range of services it is providing to the private sector in Sub-Saharan Africa through the African Enterprise Fund which was approved in July of this year. This Fund will permit IFC to directly invest in small and medium-scale enterprises in the region--and will supplement IFC's other special initiatives in Sub-Saharan Africa, particularly the Africa Project Development Facility (APDF), and the African Management Services Co. (AMSCO).

18. Wherever possible, IFC is also encouraging debt to equity conversion programs in member countries, which can be helpful in relieving the foreign debt burden. The success of such programs, however, is dependent on the economic environment in the countries involved being sufficiently attractive for potential investors to wish to take equity positions.

Policy Framework Papers (PFP)

19. The Governors' section on Policy Framework Papers calls upon the Bank to use these documents as instruments for aid mobilization, to avoid cross-conditionality between IMF and Bank operations, and to seek to improve the PFP process, in particular by incorporating effective government input.

20. During the past year, Bank and Fund staff and managements, the Boards of both institutions, interested donors and African government representatives have given considerable attention to the question of how the PFP (both as a product and as process) could be strengthened. Two high-level seminars were held, the first limited to Bank and Fund staff, the second including donor and African government representatives. In general, there was a consensus that there remains scope for improvement to make the PFP a succinct statement of a country's objectives and priorities, to "internalize" the process of PFP preparation and create a greater sense of government "ownership" of the program, and to strengthen Bank-Fund collaboration in the process.

21. With regard to the use of the PFP for aid mobilization, the document can and does serve a useful purpose in setting forth, in aggregate terms, a country's external financing requirements. In general, however, it will be necessary to provide to Consultative Groups, Round Tables, SPA meetings and other such aid-mobilization forums more detailed and updated analyses of macroeconomic and sectoral performance and aid requirements than will be possible or appropriate for PFPs to include. We must be careful, therefore not to try to make the PFP serve too many purposes at the same time. I would like to emphasize one other point: there is no



cross-conditionality involved in the PFP process. Approval of a PFP by the Fund's Board has been an integral part of the IMF's Structural Adjustment Facility (SAF) process, but the Bank has in fact approved various adjustment operations (including to IDA-only countries) in the absence of a previously-approved PFP. In addition, PFPs are not prepared for creditworthy countries. This is not, however, to deny that reform programs deemed worthy of Bank and/or IDA support must contain adequate stabilization and demand-management components.

22. Finally, with regard to achieving more effective government inputs into the PFP process, we are trying to achieve this objective through various technical assistance projects, institutional and capacity-building initiatives, and co-sponsorship of a new African Economic Research Consortium. Relevant changes in the internal management of the PFP process are also under consideration.

#### Human Resources

23. As you know, I placed the World Bank's commitment to poverty reduction at the center of my Annual Address in Berlin. We can never forget that success or failure in the development effort can only be properly measured in human terms. Accordingly, the Bank is giving increasingly high priority to human resource development, through its lending and sector work in education, population, health and nutrition.

24. The Bank's effort in the education sector may be summarized as follow-up to the implementation of the policy paper, Education in Sub-Saharan Africa: Policies for Adjustment, Revitalization and Expansion (published in early 1988). Over the coming five years, the Bank has firm plans for lending \$1.2 billion for education through 39 operations. The lending operations now being designed focus on measures such as provision of textbooks and other instructional materials, cost-effective upgrading, and training of teachers to rehabilitate the quality of basic education. In these lending operations, emphasis is being placed on revising education budget allocation patterns to ensure that non-salary items, such as textbook provision and maintenance, are adequately provided. In addition, the Bank has taken the lead in seeking collaboration among the donors to African education. In January 1988, at a meeting in Paris of 25 donors and 12 African Ministers of Education, it was agreed to institutionalize the process of donor collaboration. A task force of the donors to African education met in London in June 1988 to identify concrete next steps by which to translate the consensus on the need for collaboration into action. In addition to a decision to establish a secretariat and a donors' information exchange system, seven working groups were established to focus on specific priority topics such as the book sector, school examination systems, and seed money and a pool of technical assistance for countries preparing national education strategies. The objective of these activities is to increase the flow of coordinated donor aid to African education within the context of national education strategies prepared by each country.



25. In population, health and nutrition (PHN), the Bank is presently assisting 22 African countries with projects amounting to \$382 million. During the next five years, lending operations in Africa will increase to include 38 projects totalling about one billion dollars. This is in line with my previously-made commitment to more than double lending to Sub-Saharan Africa for population, health and nutrition programs by 1990. To maintain the quality and effectiveness of our PHN lending, the Bank has undertaken studies in health financing giving particular attention to cost recovery efforts, health services, and a strategy for dealing with AIDS. The Bank has also recently undertaken an initiative to identify factors necessary for translating population policies into effective population programs.

26. To date, Bank lending in the nutrition sector has been limited to support for the inclusion of nutrition components within maternal and child health services. It is anticipated, however, that nutrition will receive greater focus in the future both with the implementation of the Food Security Initiative and the proposed development of a regional strategy for nutrition. In this regard, I would like to note that the Bank's new report on food security (The Challenge of Hunger in Africa: A Call to Action) was published during the Annual Meetings. It recommends a broad framework of actions to tackle the problem of hunger over the long term.

#### Environment

27. The Bank agrees entirely that both rural and urban poverty cause substantial pressures on environmental protection and sound natural resource management in Africa. Drought, desertification and dryland management are focal points of a special internal task force led by the Environment Department of the Africa Region, and these issues are becoming increasingly important in our operational work. We have also begun discussions on how to obtain better information for monitoring environmental change in Africa, including meteorological and dryland issues. Cyclone damage has been addressed in several projects in recent years, and we will continue to be alert to the need to alleviate threats of this kind. Together with several other major international organizations, the Bank continues to be active in coordination of locust control measures. This topic is also included in our expanded work on Integrated Pest Management, which has been a component of several recent agricultural operations throughout the region. Marine pollution and urban degradation are problems addressed in both project work and also in our support for a new series of country environmental action plans, for example, in Madagascar and Mauritius.

28. Toxic waste dumping in Africa--or any other part of the developing world--is a subject on which I have already made a strong public statement. As far as the World Bank is concerned, neither the oceans nor any developing country should be put at risk through dumping, transshipment or disposal of toxic or hazardous wastes produced in one country and transported to another. The Bank will not finance any projects that



involve disposal of such wastes from another country. In July 1988, at the Heads of UN agencies' Meeting in Oslo, we raised the urgent need for better control of trans-boundary toxic waste disposal. Efforts are now under way to work out new international agreements on this important topic, and the Bank is playing an active role in these deliberations. The Environment Division in the Bank's Africa Region is also working closely with our Resident Representatives, particularly in coastal countries in Western Africa, to gather the most instant and reliable information on this matter on a continuing basis in order to monitor this carefully.

#### Multilateral Investment Guarantee Agency (MIGA)

29. I fully share your appreciation of foreign private investment as a source of development financing which needs to be further developed. MIGA has now become operational to complement the activities of the World Bank Group in this area and to assist developing member governments in attracting foreign investment. The MIGA Convention specifically provides that MIGA may only support investments that fully comply with host countries' laws, regulations, development objectives and priorities. The requirement that every MIGA guarantee be approved by the host government further reinforces member governments' sovereign control over MIGA's activities in their territories. I sincerely hope that all African countries will soon join MIGA in order to avail themselves of the opportunities offered by this new facility.

#### Regional Integration

30. We fully support the objectives of promoting regional economic integration in Africa by creating conditions conducive to the expansion of intra-African trade and the enhancement of cooperation among African countries. We are encouraged by signs of growing commitment by African governments to the cause of integration which is indispensable for the success of these efforts. With such a commitment, there are many practical steps that can be taken to facilitate regional cooperation and we have been increasingly aware of this dimension in our lending for national investment projects in infrastructure and other sectors.

31. Few of Africa's problems, however, are likely to find a lasting regional solution unless sound economic policies are established and maintained at the national level. In parallel to continuing support to structural adjustment in many African countries, we are working with regional organizations to find complementary ways of accelerating the process of recovery and growth through coordinated regional action. To be effective, this should involve far-reaching liberalization measures creating integration opportunities for the private sector through the elimination of barriers to the free flow of not only goods but also factors of production across African boundaries. Provision must be made, for example, for the acquisitions, mergers and joint ventures that are essential for dynamic and competitive African firms to emerge from the restructuring of the productive sectors. The World Bank stands ready to



support concrete measures that will help bring about effective, enhanced regional economic cooperation and integration.

#### African Staff

32. As the Governors' Memorandum points out, there is a great need within the World Bank and other multilateral development institutions to increase their levels of African expertise, experience and staff. Over the past year, we have made a concentrated effort to bring more of an African perspective to our work. The establishment of the Council of African Advisors, for example, allows us to benefit on a regular basis from the insights of 15 highly respected African development thinkers and practitioners. I have met with all of these African Advisors and I am delighted to note that the Bank is already beginning to gain from their wisdom and counsel.

33. The need to involve more African consultants in the Bank's project and macroeconomic work is another priority. Accordingly, the Africa Region of the Bank sponsored two special seminars this past year--one in Abidjan and one in Nairobi--to help identify and draw up a roster of local professionals who can be used in future development operations. In addition, as I announced during my remarks to the African Caucus, the Bank is working toward an initiative that will help build up African capacities in economic policy analysis and management--indigenous capacities that both African governments and international donors will be able to draw upon as a source of local expertise in the years ahead.

34. As far as the Bank's specific recruitment of Africans is concerned, under our new decentralized personnel arrangements we are beginning to see some results. Roughly one out of every three new people hired in the Africa Region of the World Bank is from Africa, more than double the combined recruits from the United States and the United Kingdom. Within the Bank's operations complex in general, we are also seeing a significant improvement in the employment of Africans vis-a-vis other nationality groupings.

35. The issue of promotion is an altogether different problem and one that for the first time is affecting everyone in the Bank--of all nationalities. The facts are that there will be few opportunities for managerial promotion in the near future because of the relatively young age of our current managers and the consequent low attrition rate we expect from within our managerial ranks; the elimination of several layers of management during the reorganization; and the absence of new opportunities as a result of our zero-growth strategy. I would, however, like to assure you that African candidates will be given most active consideration for even those few managerial promotion opportunities that do arise in the future.

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

BARBER B. CONABLE  
President

December 12, 1988

Dear Joe:

Thank you for letting me know about Mr. Liv's interest in employment at The World Bank.

I have forwarded his resume to the Personnel Office with the request that his experience and qualifications be assessed against the Bank's requirements and possible vacancies. He will be contacted directly by the Personnel Department about the prospects for employment at the Bank in the systems and computing fields.

I appreciate your bringing this individual to my attention, and thank you for your interest in the Bank's work.

Sincerely,



The Honorable John Joseph Moakley  
House of Representatives  
Washington, D.C., 20515-6270

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

BARBER B. CONABLE  
President

October 27, 1988

Dear Mr. Morales:

Congratulations on your election as an Executive Director of The World Bank and its affiliates.

You are coming to the Bank at a time when the challenges have never been greater. As we face the monumental task of supporting sustained economic development and poverty reduction in your member countries, your experience and new perspectives will enrich our deliberations.

My colleagues and I look forward to welcoming you to the Board. I hope you will find the years ahead personally stimulating and rewarding.

Very best wishes.

Sincerely,

*Barber Conable*

Mr. Raymundo Morales  
Executive Director  
The World Bank  
Room F-1115  
Washington, D.C.



OUTGOING MESSAGE FOR ELECTRONIC COMMUNICATION

TEXTNAME: Moi-Telex

PAGE 1 OF 1

WDIAL  
.AF2CO  
OINFO

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-SUBJECT: INVITATION TO ATTEND KENYA'S 25TH ANNIVERSARY OF  
- INDEPENDENCE

-DRAFTED BY: DAVID T. HATENDI, AF2CO EXT:34159  
-AUTHORIZED BY: MR. BARBER CONABLE, EXC  
-CC: MESSRS. QURESHI, JAYCOX, MADAVO, AMOAKO, EIGEN.  
-----

-963 22003 =  
-HIS EXCELLENCY DANIEL T. ARAP MOI  
-PRESIDENT OF THE REPUBLIC OF KENYA  
-STATE HOUSE  
-NAIROBI, KENYA

BT

WASHINGTON DC - NOVEMBER 18, 1988

~~ON ACCOUNT OF A PRIOR COMMITMENT~~, I AM REGRETFULLY UNABLE TO  
ACCEPT YOUR INVITATION TO JOIN IN THE CELEBRATIONS ON THE 25TH  
ANNIVERSARY OF KENYA'S INDEPENDENCE. NEVERTHELESS, ON BEHALF OF  
THE WORLD BANK, I AM VERY HONOURED TO HAVE RECEIVED YOUR  
INVITATION TO ATTEND THE FORTHCOMING CELEBRATION. THIS WILL  
INDEED BE AN AUSPICIOUS OCCASION FOR THE PEOPLE OF KENYA AND YOU  
AS WELL AS YOUR GOVERNMENT MUST BE CONGRATULATED FOR THE ABLE  
LEADERSHIP THAT HAS PRESIDED OVER KENYA'S CONTINUING GROWTH AND  
DEVELOPMENT OVER THE YEARS.

I WISH TO ASSURE YOU THAT WE IN THE WORLD BANK VALUE GREATLY OUR  
STRONG PARTNERSHIP WITH THE GOVERNMENT OF KENYA AND LOOK FORWARD  
TO CONTINUING PROGRESS IN YOUR GOVERNMENT'S EFFORTS TO IMPROVE  
THE WELFARE OF ALL KENYANS. IT IS IN THIS SPIRIT THAT I HAVE  
ASKED MR. PETER EIGEN, THE DIRECTOR OF THE REGIONAL MISSION IN  
EASTERN AFRICA, KENYA TO REPRESENT ME ON THIS HAPPY OCCASION.

PLEASE ACCEPT MY VERY BEST WISHES FOR YOU AND THE PEOPLE OF  
KENYA.

BARBER CONABLE  
PRESIDENT  
WORLD BANK

SIGNATURES:

DRAFTED BY: David T. Hatendi

AUTHORIZED BY: Mr. Barber Conable

READY FOR

TRANSMISSION: \_\_\_\_\_  
(Inputter's Initials)

TRANSMITTED BY: \_\_\_\_\_

DATE: \_\_\_\_\_

DELIVERY NOTICES RECEIVED? \_\_\_\_\_



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

BARBER B. CONABLE  
President

December 2, 1988

Honorable Daniel Patrick Moynihan  
454 Senate Russell Office Bldg.  
U.S. Senate  
Washington, DC 20510

Dear Pat:

Open trading is of extreme importance to the Bank's work for economic development, and I have been granted time on the agenda at Montreal next week to emphasize that relationship to the Ministers. I am enclosing a copy of the text which will serve as the basis for my less extensive remarks; it contains some striking material on trade and development.

Best regards,

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

November 28, 1988

Dear Minister:

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

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

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

Sincerely,



The Honourable  
Winston Murray, C.C.H.  
Minister of Trade and Tourism  
Ministry of Trade and Tourism  
Main and Urquhart Streets  
Georgetown, Guyana

Mc

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

BARBER B. CONABLE  
President

December 12, 1988

Dear Bill:

Thank you for sending me Jonathan Pedersen's resume. I appreciate having your assessment of his qualifications and I was glad to talk with you about his interest in working at the Bank.

I have forwarded your letter to Mr. Cosgrove, Vice President of Personnel, with the request that a careful evaluation be made of Mr. Pedersen's qualifications and experience to determine whether a suitable position can be identified for him at the Bank. Mr. Pedersen will hear directly from Mr. Cosgrove.

I enjoy the opportunity to maintain contact with my friends and former colleagues in the SOS group and would be pleased to speak at one of the breakfast meetings next year. Our staff can work out the details.

In the meantime, I send every good wish for the Holidays and a wonderful year. Best personal wishes.

Sincerely,

*B. Conable*

The Honorable Bill McCollum  
House of Representatives  
Washington, D.C. 20515

bcc: Mr. Cosgrove (with attachments)



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

BARBER B. CONABLE  
President

October 26, 1988

Gentlemen:

Thank you very much for your recent letter. Please accept our best wishes for the 16th annual World Hello Day on November 21. We congratulate you on your efforts to advance the cause of peace through improved communications and understanding among all the nations of the world.

We send our sincere good wishes for the continued success of your work.

Sincerely,



Mr. Brian McCormack  
Mr. Michael McCormack  
World Hello Day  
P.O. Box 993  
Omaha, Nebraska 68101

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

December 9, 1988

Mr. John McGillicuddy  
Chairman and Chief Executive Officer  
Manufacturers Hanover Corporation  
270 Park Avenue  
New York, NY 10017

Dear Mr. McGillicuddy:


The role which the World Bank and the International Monetary Fund play in development and international monetary affairs requires that we recruit and retain staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for our staff is, therefore, an important matter. We are asking for the assistance of your organization in providing the compensation information we require to meet this critical need.


Data from the Hay Management Consultants' ACCESS data base, provide a basis for our compensation information. However, for our two organizations to base imminent and future pay decisions on the most relevant market data, we would appreciate your continuing participation in a special supplemental survey in a few key functional areas. We also believe that the survey information will be directly relevant and useful to your organization. Any information provided by your institution will be kept strictly confidential.

Hay Management Consultants is conducting this survey and Mr. Lee McCullough of their New York Office [tel. (212) 486-6300] will be contacting your Human Resources specialists shortly. Our immediate needs are somewhat urgent as data will be required by late January 1989. We would, therefore, greatly appreciate your institution's cooperation in providing relevant data.

We very much hope that you will be able to assist us in this important endeavor.

Yours truly,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

cc: Mr. Edward McGann  
Vice President, Compensation  
320 Park Avenue  
New York, NY 10022

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

BARBER B. CONABLE  
President

October 11, 1988

Dear Matt:

I want to express my heartfelt thanks for your support of the World Bank during consideration of the foreign aid appropriations bill. There is no question that your leadership on this issue was a significant factor in securing Congressional approval for our capital increase legislation.

The passage of this legislation reflects, I believe, a growing recognition that U.S. prosperity is inextricably linked to the achievement of global development. It is also a strong signal of Congressional determination to preserve U.S. leadership in the World Bank.

Matt, you have been a strong and unfailing friend of the Bank for many, many years. Once again, we are greatly in your debt. I am, in a personal sense, particularly grateful for your help. My job will certainly be immeasurably easier now that this issue has been resolved.

With all best wishes.

Sincerely,



The Honorable Matt McHugh  
House of Representatives  
2335 Rayburn House Office Building  
Washington, D.C. 20515



INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 30, 1988

The Honorable Ann McLaughlin  
Secretary of Labor  
Department of Labor  
Frances Perkins Building  
200 Constitution Avenue, N.W.  
Suite S2018  
Washington, DC 20210

Dear Madam Secretary:

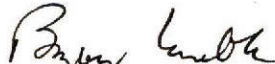
The World Bank and the International Monetary Fund are in the process of developing an appropriate compensation system for their higher level and support level staff in Washington, DC. As you are aware we need to recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. We are writing to you to seek your cooperation in a limited study of the US Federal Civil Service which is one of our comparator sectors.


Following an initial survey, using OPM data, which was intended to be the basis for our future system, we have had some problems in validating our grading equivalences with those of OPM. We wish, therefore, to check our conclusions with a stratified sample within a selected number of US Federal Civil Service Agencies so as to ensure a proper grade matching of Bank and Fund grade levels with those of the USFCS, thereby enabling us to use OPM data in the future.

Hay Management Consultants have been retained by us to conduct this study and Mr. Abe Zwany of their Washington, DC office will be responsible for contacting the relevant office in your organization in due course.

We hope very much you will help us in this important study.

Yours sincerely,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

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

BARBER B. CONABLE  
President

October 11, 1988

Dear Alex:


I want to express my heartfelt thanks for your statement of support for the World Bank during the debate on the foreign aid appropriations bill. I know that your support, and that of other internationally-minded Republicans, was a key factor in securing Congressional approval for our capital increase legislation.

The passage of this legislation reflects, I believe, a growing recognition that U.S. prosperity is inextricably linked to the achievement of global development. It is also a strong signal of Congressional determination to preserve U.S. leadership in the World Bank.

I am, in a personal sense, particularly grateful for your help. My job will certainly be immeasurably easier now that this issue has been resolved.

With all best wishes.

Sincerely,



The Honorable Alex McMillan  
House of Representatives  
401 Cannon House Office Building  
Washington, D.C. 20515





INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 29, 1988

Herrn Dr. Dietrich Natus  
Vorsitzender des Vorstandes  
Metallgesellschaft AG  
Reuterweg 14  
6000 Frankfurt am Main 1  
Federal Republic of Germany

Dear Dr. Natus:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's continued help in providing information concerning the compensation of your staff, for comparative purposes.


Following an initial survey which was intended to develop a new system and which will be the basis for future pay determination in the two organizations, we now have a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential.

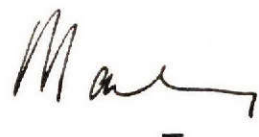
Hay Management Consultants have, again, been retained to carry out this survey. Mr. Volker Buring of their Germany office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (Lyoner Stern, HahnstraBe 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) of your willingness to participate in this survey and the name of the person you would wish Mr. Buring to contact.

A German translation of this letter is attached for your convenience.

We hope very much that you will help us again in this important endeavor. Thank you.

Yours truly,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

Attachment

TRANSLATION/ÜBERSETZUNG

Herrn Dr. Dietrich Natus  
Vorsitzender des Vorstandes  
Metallgesellschaft AG  
Reuterweg 14  
6000 Frankfurt am Main 1  
Federal Republic of Germany

Sehr geehrter

Die Rolle unserer Institutionen auf dem Gebiet Entwicklung und internationale Geldangelegenheiten erfordert einen multinationalen Mitarbeiterstab von hoher Qualität und mit einem breiten Spektrum an Fertigkeiten. Die Festlegung angemessener Gehälter für einen solchen Mitarbeiterstab ist eine Angelegenheit von grosser Tragweite, und wir wenden uns daher erneut mit der Bitte um Unterstützung an Ihre Institution. Wir wären Ihnen dankbar, wenn Sie uns zu Vergleichszwecken Informationen über die Besoldung ihrer Mitarbeiter zur Verfügung stellen würden.

Aufgrund einer ersten Umfrage, an der Ihr Unternehmen freundlicherweise teilnahm, verfügen wir jetzt über einen Erhebungsansatz, von dem wir hoffen, dass er Ihnen Informationen zurückvermittelt, die für Ihre Organisation direkt relevant und nützlich sind. Alle von Ihnen verfügbar gemachten Informationen werden streng vertraulich behandelt.

Das Beratungsunternehmen Hay Management Consultants ist erneut mit der Durchführung der diesjährigen Erhebung betraut worden. Herr Volker Buring, der verantwortliche Hay-Berater, wird demnächst mit Ihrem Büro in Verbindung treten. In diesem Zusammenhang wären wir Ihnen sehr verbunden, wenn Ihr Unternehmen Hay Associates (Lyoner Stern, Hahnstraße 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) ihre Bereitschaft zur Teilnahme an dieser Erhebung sowie den Namen der Person mitteilen würde, mit der Herr Buring sich in Verbindung setzen sollte.

Wir hoffen, dass Sie uns in dieser wichtigen Angelegenheit erneut behilflich sein können und danken Ihnen für Ihre Mühe.

Hochachtungsvoll

Barber B. Conable  
Präsident  
Die Weltbank

Michel Camdessus  
Geschäftsführer  
Internationaler Währungsfonds

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

BARBER B. CONABLE  
President

November 30, 1988

Dear Wally:

I wish to acknowledge receipt of the copy of your book, "The Endangered Sector", for transmittal to someone in the Bush Administration. As you know, the team is being assembled slowly and will not be in place until after January, and so I will hold the book here until the new Presidential office of liaison with the non-profit sector is functioning.

I hope things are under control with respect to the Museum. I remain ready to do legwork here in Washington, but the direction of progress is sufficiently uncertain that I am currently uninstructed.

Best to you for the Holiday Season and the coming year.

Sincerely,

*Barber Conable*

Mr. Waldemar A. Nielsen  
Waldemar A. Nielsen, Inc.  
250 Park Avenue, South  
Suite 5000-A  
New York, New York 10003



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

BARBER B. CONABLE  
President

November 9, 1988

Dear Mr. Director General:

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

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

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

Sincerely,

*Barber Conable*

Son Excellence  
Monsieur Gerard Niyibigira  
Ministre des Finances  
B. P. 1830  
Bujumbura, Burundi

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

BARBER B. CONABLE  
President

October 26, 1988

Dear Mr. Nizami:

Thank you for letting me know about your interest in working for the Bank during your stay in the United States.

At this early stage of your enquiry, I believe you would be better served to establish contact with managers who have direct information about their staffing requirements. I have, therefore, forwarded copies of your package to the Personnel Department, the Consultant's Unit (Mr. Rothschild), and the Technical Department of the Europe, Middle East and North Africa Region (Mr. Harbison). Your extensive experience and qualifications will be reviewed in these departments and you will be contacted directly about the prospects for employment.

Thank you for your continued interest in the Bank.

Sincerely,



Mr. Z.A. Nizami  
13233 Pleasant Glen Court  
Herndon, Va., 22071





INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 29, 1988

Monsieur François Xavier Ortoli  
Président  
Compagnie Française des Pétroles  
5, rue Michel Ange  
75781 Paris CEDEX 16, France

Dear Mr. Ortoli:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's continued help in providing information concerning the compensation of your staff, for comparative purposes.

Following an initial survey which was intended to develop a new system and which will be the basis for future pay determination in the two organizations, we now have a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential.

Hay Management Consultants have, again, been retained to carry out this survey. Mr. Olivier Garcin de Mayes of their France office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (34, rue Kleber, 92300 Levallois, tel. (1) 47.58.45.45, fax. (1) 47.58.47.92) of your willingness to participate in this survey and the name of the person you would wish Mr. Garcin de Mayes to contact.

A French translation of this letter is attached for your convenience.

We hope very much that you will help us again in this important endeavor.  
Thank you.

Yours truly,

*Un grand merci et à bientôt*

*Michel*

*Barber Conable*

Barber Conable  
President  
The World Bank

Michel Camdessus  
Managing Director  
International Monetary Fund

Attachment

cc: Mr. Jean Marie Moreau, Human Resources Department

TRANSLATION/TRADUCTION

Monsieur François Xavier Ortoli  
Président  
Compagnie Française des Pétroles  
5, rue Michel Ange  
75781 Paris CEDEX 16, France

Cher

Le rôle que jouent nos deux institutions dans le développement et les questions monétaires internationales nous impose de recruter un personnel international hautement compétent dans les domaines financier, économique et technique, et l'importance que revêt pour nous la question de savoir comment rémunérer de manière appropriée un tel personnel nous conduit à nous adresser périodiquement à vous pour obtenir, aux fins de comparaison, des renseignements concernant la rémunération de votre personnel.

A la suite d'une enquête initiale qui avait pour objet la mise au point d'un nouveau système et qui servira de base désormais à la détermination des salaires dans nos deux institutions, nous disposons maintenant d'un instrument d'enquête dont nous espérons que vous pourrez vous-même à votre tour tirer des informations directement applicables et utiles à votre organisation. Toute information que vous voudrez bien nous communiquer sera tenue strictement confidentielle.

Nous avons, cette fois encore, fait appel, pour l'exécution de cette enquête, aux services de la firme Hay Management Consultants. M. Olivier Garcin de Mayes, de leur bureau de France, se mettra le moment venu en rapport avec votre bureau. Nous vous serions obligés, à cet égard, de bien vouloir faire savoir à Hay Associates (34, rue Kleber, 92300 Levallois, tel. (1) 47.58.45.45, fax. (1) 47.58.47.92) que vous acceptez de participer à cette enquête et d'indiquer le nom de la personne avec laquelle vous souhaiteriez que M. Garcin de Mayes prenne contact.

Dans l'espoir que vous voudrez bien, cette fois encore, nous apporter votre concours pour l'exécution de cette importante tâche, nous vous prions de bien vouloir agréer, avec nos remerciements anticipés, les assurances de notre considération distinguée.

Barber Conable  
Président  
Banque mondiale

Michel Camdessus  
Directeur général  
Fonds monétaire international

cc: Mr. Jean Marie Moreau, Human Resources Department

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

BARBER B. CONABLE  
President

November 29, 1988

Dear Mr. Osipuk:

Thank you for letting me know that you will be visiting China next year.

I have forwarded your letter to Mr. Lim, with the request that his office provide appropriate assistance to you in obtaining an insight into the Bank's role in China's economic development.

Best wishes for a successful stay in Beijing.

Sincerely,



Mr. Neil J. Osipuk  
24 Crest Road  
Framingham, Massachusetts, 01701



WDIAL  
.AF1CO  
OINFO

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-SUBJECT: ALASSANE OUATTARA  
-DRAFTED BY: JACQUES DANIEL  
-EXT: 35079  
-AUTHORIZED BY: BARBER CONABLE *BB Conable*  
-CC: MESSRS. QURESHI, JAYCOX, SERAGELDIN, DIV.CHIEFS AF1  
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962 21597 =  
-BCEAO  
-DAKAR, SENEGAL  
-ATTN: MR. ALASSANE OUATTARA, GOUVERNEUR  
BT

WASHINGTON DC - DECEMBER 14, 1988

JE VOUS REMERCIE TRES SINCEREMENT POUR VOTRE INVITATION A PARTICIPER A LA CEREMONIE DU 22 DECEMBRE. ETANT DANS L'IMPOSSIBILITE D'ASSISTER PERSONNELLEMENT, J'AI DESIGNE M. ISMAIL SERAGELDIN, DIRECTEUR DU DEPARTEMENT AFRIQUE OCCIDENTALE ET CENTRALE POUR ME REPRESENTER EN CETTE CIRCONSTANCE. PERMETTEZ MOI DE VOUS RENOUVELER PERSONNELLEMENT ET AU NOM DE TOUS LES AMIS DE LONGUE DATE ET COLLEGUES DE LA BANQUE MONDIALE, NOS PLUS SINCERES FELICITATIONS A L'OCCASION DE VOTRE NOMINATION AU POSTE DE GOUVERNEUR DE LA BCEAO. NOUS VOUS SOUHAITONS PLEIN SUCCES DANS VOTRE ENTREPRISE AU MOMENT OU VOS PAYS DOIVENT RELEVER DE GRANDS DEFIS.  
HAUTE ET AMICALE CONSIDERATION. BARBER CONABLE.

Chun

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

BARBER B. CONABLE  
President

His Excellency Turgut Ozal  
Prime Minister  
Republic of Turkey  
Ankara, Turkey

Dear Prime Minister Ozal:

I am writing to express my appreciation for having had the opportunity to meet you during your very busy visit to Washington in December. I have long been an admirer of Turkey's successful development experience over the past decade. It was a great pleasure to personally meet with you in order to receive firsthand your own impressions of the current situation. Having worked in the political arena myself, I very much appreciate the multiple pressures which you face and particularly how you have managed to provide effective leadership during a critical period in your country's history.

It is within this context that I wish to follow up our discussion of the Turkish economy and the World Bank's support for the Government's adjustment program.

As you know, Turkey's macroeconomic performance during 1988 has been a cause of concern. The Government's difficulties in achieving its targets as presented in the Government's 1988 Statement of Macroeconomic Policies have undermined confidence in the country's ability to continue to meet its external obligations. While an excellent agricultural harvest and record-level tourism revenues in 1988 have made positive contributions to growth and the external account, the Government's inability to reduce public deficits has added to growing inflation which brings both economic and political risks. Managing to balance growth with stabilization is essential if the country is to continue to follow the successful development path you set out in 1980.

We at the World Bank have been proud of our support to Turkey since that time. We believe that Turkey's record of growth and adjustment has demonstrated the effectiveness of sound policy and sustained economic management. Our strong support in 1988, especially through the vehicle of the Second Financial Sector Adjustment Loan and support for Japanese cofinancing, was based on our expectation that the Government would be able to fulfill its 1988 commitments. As I indicated to you, we are consequently concerned with the results at the end of 1988 and particularly with their potential implications for the future.

In order to seek to restore a solid, credible foundation for Bank support in 1989 and beyond, we had agreed that Mr. Wilfried Thalwitz, Vice President for the EMENA Region, would visit Turkey in mid-January 1989 to meet with you and your colleagues to discuss the Government's agenda of actions intended to restore macroeconomic balances. Mr. Thalwitz will visit Turkey during the period of January 17-22 and will bring the World Bank's view of what we believe is needed to bring the economic situation gradually under control. He will be preceded by Mr. Stanley Fischer, Vice President for Economic Policy, and Mr. Hans-Eberhard Köpp, Director of the Turkey-Pakistan Country Department who will be meeting with officials in Treasury, SPO, the Central Bank, and other agencies. I would hope that these discussions would be carefully prepared on the Government side, as they are being done here in Washington and through our Resident Mission, in order to have constructive, positive results.

As you know, the World Bank has a deep commitment to the long-term development of Turkey and to the well-being of your people. We are hopeful that we can work together towards those goals.

Sincerely,

A handwritten signature in dark ink, appearing to read "Barber B. Conable". The signature is fluid and cursive, with the first name "Barber" being more prominent than the last name "Conable".

Barber B. Conable  
President



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

BARBER B. CONABLE  
President

December 1, 1988

Dear Mr. Minister:

Just a note to express my appreciation for the beautiful Turkish rug you presented to me during our recent meeting in Washington. Needless to say, it is a most attractive addition to my offices here at the World Bank.

Sincerely,



His Excellency  
Yusuf Bozkurt Ozal  
Minister of State  
Basbakanlik  
Hazine ve Dis Ticaret Mustesarligi  
Vekaletler Cad. No. 3  
Ankara, Turkey



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

BARBER B. CONABLE  
President

December 2, 1988

Dear Nancy:

Thank you for your most thoughtful note. I share your conviction that increased attention must be given to population growth in the developing world. Given the magnitude and severity of the problem, it is unfortunate that many governments have failed to implement sensible population policies. It is also distressing that international assistance for population programs has declined.

A vital part of the Bank's work involves development activities that have a strong impact on population. I can assure you that these programs will be given greater emphasis in the next several years. We welcome your interest in the Bank's efforts, and I look forward to working with you and with other Members on these issues.

All best wishes.

Sincerely,

*Barber Conable*

The Honorable Nancy Pelosi  
House of Representatives  
Washington, D. C. 20515



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

BARBER B. CONABLE  
President

December 13, 1988

His Excellency  
Mr. Jacques Pelletier  
Minister of Cooperation and Development  
20, rue Monsieur  
Paris, 75700  
France

Dear Mr. Minister:

I very much appreciate the opportunity I had to meet with you during my recent visit to Paris.

In response to your letter of November 18, 1988, I have asked Mr. William J. Cosgrove, Vice President, Personnel to pursue, in coordination with senior managers of the Operations Complex of the Bank, the possibility of further mutual exchanges of staff between the World Bank and the Ministry of Cooperation. Once we have determined the specifics of such a proposal, we will be in further contact with the Ministry.

Thank you again for your hospitality and cooperation during my visit.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

Le 13 décembre 1988

Monsieur Jacques Pelletier  
Ministre de la Coopération et du Développement  
20, rue Monsieur  
75700 Paris  
France

Monsieur le Ministre:

Je vous suis très reconnaissant d'avoir bien voulu m'accorder un entretien lors de ma visite à Paris.

En réponse à votre lettre du 18 novembre 1988, j'ai chargé M. William J. Cosgrove, Vice Président du Personnel, en coopération avec les hauts gestionnaires du complexe opérationnel de la Banque, d'étudier les possibilités de poursuivre les échanges mutuels de personnel entre la Banque mondiale et le Ministère de la Coopération et du Développement. Dès que nous aurons analysé les détails de votre proposition nous nous mettrons en contact avec votre ministère.

Je tiens à vous exprimer mes plus sincères remerciements pour votre hospitalité et votre coopération lors de ma visite.

Veillez agréer, Monsieur le Ministre, l'assurance de ma plus profonde considération.

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

BARBER B. CONABLE  
President

Le 1er décembre 1988

Monsieur le Ministre,

De retour à Washington, je tenais à vous écrire sans tarder pour vous remercier de l'amabilité avec laquelle vous avez bien voulu me recevoir à l'occasion de ma récente visite à Paris. Faisant suite à l'entretien que nous avons eu à Berlin avec le Ministre d'Etat, Monsieur Bérégovoy, et vous-même, cette nouvelle rencontre à Paris a permis de confirmer l'excellent état des relations entre la Banque mondiale et le Ministère de la coopération. Je me réjouis de la grande concordance de vues existant entre la Banque et le Gouvernement français sur les grands thèmes qui intéressent plus particulièrement les pays africains. Il s'agit, bien sûr, de la situation de la dette dans les pays les plus pauvres comme dans les pays à revenu intermédiaire, du vaste problème des échanges commerciaux internationaux, des risques créés par le protectionnisme dans les pays industrialisés et de leur incidence possible sur les pays en développement.

Nous avons pris bonne note des observations et des préoccupations que vous avez exprimées sur différents pays. Comme j'ai eu l'occasion de le mentionner à Monsieur le Président de la République, ainsi qu'au Premier Ministre et au Ministre d'Etat, le soutien de la France est indispensable à la poursuite de l'ajustement de leur économie. Je pense particulièrement au cas de la Côte d'Ivoire, du Cameroun et de l'Algérie. La Banque mondiale est prête à jouer le rôle qui lui revient en coopération étroite avec le Fonds monétaire international.

J'ai retenu également votre souhait de vous rendre à Washington dans un avenir que j'espère proche. J'aurai très grand plaisir à vous y rencontrer et je puis vous assurer de toute la coopération de la Banque mondiale au cours de votre visite.

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



Monsieur Jacques Pelletier  
Ministre de la coopération  
et du développement  
20, rue Monsieur  
75700 Paris  
France



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

BARBER B. CONABLE  
President

November 9, 1988

Dear Mr. Pennant-Rea:

Just a note to thank you for "The Economist" diary. You can be sure it will be put to good use here, and it was thoughtful of you to send it.

Please accept my best wishes for the coming year.

Sincerely,

*Barb Conable*

Mr. Rupert Pennant-Rea  
Editor  
The Economist  
25 St. James's Street  
London, SW1A 1HG  
England

WDIAL  
.LA3C1  
OINFO

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-SUBJECT: CONGRATULATORY MESSAGE - MR. CONABLE - VEN PRESIDENT  
-DRAFTED BY: J. CULAGOVSKI:HJA EXT: 30133  
-AUTHORIZED BY: BARBER CONABLE, PRESIDENT WORLD BANK  
-CLEARED WITH AND CC: K. MARSHALL, CHIEF LA3C1  
-CC: MESSRS. J. PINTO, EDS, QURESHI, BAUDON, HUSAIN, LOH O/R,  
-MIOVIC, LYSY, HANSEN LA3C1  
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369 27445 =

-CAPVC  
-CARACAS, VENEZUELA  
-ATTENTION MR. CARLOS ANDRES PEREZ, PRESIDENT-ELECT  
-REPUBLIC OF VENEZUELA

BT

WASHINGTON DC - DECEMBER 16 - 1988

ADDRESSED TO MR. CARLOS ANDRES PEREZ, PRESIDENT-ELECT, CARACAS, VENEZUELA. IT IS WITH GREAT PLEASURE THAT I OFFER YOU MY WARMEST CONGRATULATIONS ON YOUR ELECTION AS PRESIDENT OF VENEZUELA. I AM SURE THAT THE EXTRAORDINARY LEADERSHIP QUALITIES THAT YOU HAVE SHOWN IN THE PAST WILL AGAIN GUIDE YOUR COUNTRY TOWARD PROSPERITY. THE WORLD BANK IS READY TO SUPPORT YOUR EFFORTS IN THE AREAS THAT IN YOUR VIEW AND IN THAT OF YOUR ADVISORS MAY NEED OUR COOPERATION. VERY BEST WISHES, BARBER CONABLE, PRESIDENT WORLD BANK.

*Barber B Conable*

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

BARBER B. CONABLE  
President

December 1, 1988

Dear Mr. Phipps:

I truly appreciate your continued efforts to have me address the Rochester Patent Law Association's Annual Inventors Day Award Dinner.

The fact is, since joining the World Bank, I have done very little public speaking, and virtually none in Western New York since I only get to my home there on an occasional weekend which is always an important family time for me.

The Bank has 151 member countries, and I'm doing considerably more traveling than I ever did before. My travel schedule is determined by the Bank's member country governments and is not under my control. This kind of scheduling uncertainty is not conducive to making commitments for speaking engagements, as you can see.

I'm sorry not to be able to make a commitment to speak at your Dinner in February of 1990. Thank you, once again, for the invitation.

Sincerely,



Mr. Robert M. Phipps  
Vice President  
Rochester Patent Law Association, Inc.  
1118 Whalen Road  
Penfield, New York 14526



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

BARBER B. CONABLE  
President

December 20, 1988

Dear Joe:

It was nice to hear from you. Dick and Bee Call are dear friends, and I'm sure they enjoyed their visit to your greenhouse. I will keep your invitation in mind, in the event I am over that way on one of my trips home to New York, though most of my time is spent in Washington since I joined the World Bank.

I've asked the External Affairs unit of the Bank to send you any available publications on agriculture or environmental issues that may be of interest to you.

Best wishes for the Holidays and a successful year ahead.

Sincerely,



Mr. Joseph H. Pinchbeck  
87 Old South Salem Road  
Ridgefield, Connecticut 06877

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

BARBER B. CONABLE  
President

December 20, 1988

His Excellency  
Dr. Modesto Frietes Pinate  
Minister of State  
Head of CORDIPLAN  
Avenida Lecuna, Parque Central  
Torre Oeste, Piso 26  
Caracas, Venezuela

Dear Mr. Minister:

Thank you for letting me know of Mr. Roberto Guarnieri's interest in employment possibilities at the World Bank.

I have forwarded his resume to the Personnel Vice Presidency with the request that his experience and qualifications be assessed against the Bank's requirements and suitable vacancies. He will be contacted directly regarding the prospects for employment at the Bank.

I appreciate your bringing Mr. Guarnieri's candidacy to my attention, and thank you for your interest in the Bank's work.

Sincerely,

*Barber Conable*

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

December 9, 1988

Mr. Joseph Pinola  
Chairman and Chief Executive Officer  
First Interstate Bancorp  
707 Wilshire Boulevard  
Los Angeles, CA 90017

Dear Mr. Pinola:


The role which the World Bank and the International Monetary Fund play in development and international monetary affairs requires that we recruit and retain staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for our staff is, therefore, an important matter. We are asking for the assistance of your organization in providing the compensation information we require to meet this critical need.


Data from the Hay Management Consultants' ACCESS data base, provide a basis for our compensation information. However, for our two organizations to base imminent and future pay decisions on the most relevant market data, we would appreciate your continuing participation in a special supplemental survey in a few key functional areas. We also believe that the survey information will be directly relevant and useful to your organization. Any information provided by your institution will be kept strictly confidential.

Hay Management Consultants is conducting this survey and Mr. Rich Semler of their Los Angeles Office [tel. (213) 629-3921] will be contacting your Human Resources specialists shortly. Our immediate needs are somewhat urgent as data will be required by late January 1989. We would, therefore, greatly appreciate your institution's cooperation in providing relevant data.

We very much hope that you will be able to assist us in this important endeavor.

Yours truly,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

cc: Ms. Judy Sutter  
Vice President, Compensation



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

BARBER B. CONABLE  
President

October 4, 1988

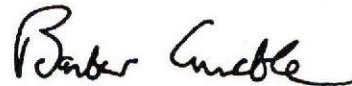
Dear Mr. Poehl:

A word of thanks to you and your colleagues for the splendid lunch at your offices in Frankfurt before the Annual Meetings of the World Bank Group and the International Monetary Fund. I am grateful that you took the time before the Berlin Conference to get acquainted and to discuss issues of mutual interest and concern. I hope we can continue such dialogue in Frankfurt or during one of your visits to Washington.

On behalf of the World Bank Group, I also want to thank you for the tremendous effort, organization and stimulus provided by the Government and people of the Federal Republic of Germany to make the Joint Annual Meetings a success. The public and private dialogue on development issues in Berlin will have lasting benefits for the kind of committed international cooperation Germany has come to exemplify and to promote.

I look forward very much to meeting you again in the near future.

Sincerely yours,



Mr. Karl Otto Poehl  
Chairman  
Deutsche Bundesbank  
Wilhelm-Epstein-Str. 14  
6000 Frankfurt/Main  
Federal Republic of Germany

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 29, 1988

Herrn Karl Otto Pöhl  
Präsident  
Deutsche Bundesbank  
Wilhelm-Epstein-Straße 14  
6000 Frankfurt am Main 50  
Federal Republic of Germany

Dear Mr. Governor:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's continued help in providing information concerning the compensation of your staff, for comparative purposes.

Following an initial survey which was intended to develop a new system and which will be the basis for future pay determination in the two organizations, we now have a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential.

Hay Management Consultants have, again, been retained to carry out this survey. Mr. Volker Buring of their Germany office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (Lyoner Stern, Hahnstraße 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) of your willingness to participate in this survey and the name of the person you would wish Mr. Buring to contact.

A German translation of this letter is attached for your convenience.

We hope very much that you will help us again in this important endeavor. Thank you.

Yours truly,

*Barber Conable*

Barber Conable  
President  
The World Bank

*Michel Camdessus*

Michel Camdessus  
Managing Director  
International Monetary Fund

Attachment

*But personal  
funds. My recent visit in Frankfurt  
is still a most pleasant memory  
B.C.*



## TRANSLATION/ÜBERSETZUNG

Herrn Karl Otto Pöhl  
Präsident  
Deutsche Bundesbank  
Wilhelm-Epstein-Straße 14  
6000 Frankfurt am Main 50  
Federal Republic of Germany

Sehr geehrter

Die Rolle unserer Institutionen auf dem Gebiet Entwicklung und internationale Geldangelegenheiten erfordert einen multinationalen Mitarbeiterstab von hoher Qualität und mit einem breiten Spektrum an Fertigkeiten. Die Festlegung angemessener Gehälter für einen solchen Mitarbeiterstab ist eine Angelegenheit von grosser Tragweite, und wir wenden uns daher erneut mit der Bitte um Unterstützung an Ihre Institution. Wir wären Ihnen dankbar, wenn Sie uns zu Vergleichszwecken Informationen über die Besoldung ihrer Mitarbeiter zur Verfügung stellen würden.

Aufgrund einer ersten Umfrage, an der Ihr Unternehmen freundlicherweise teilnahm, verfügen wir jetzt über einen Erhebungsansatz, von dem wir hoffen, dass er Ihnen Informationen zurückvermittelt, die für Ihre Organisation direkt relevant und nützlich sind. Alle von Ihnen verfügbar gemachten Informationen werden streng vertraulich behandelt.

Das Beratungsunternehmen Hay Management Consultants ist erneut mit der Durchführung der diesjährigen Erhebung betraut worden. Herr Volker Buring, der verantwortliche Hay-Berater, wird demnächst mit Ihrem Büro in Verbindung treten. In diesem Zusammenhang wären wir Ihnen sehr verbunden, wenn Ihr Unternehmen Hay Associates (Lyoner Stern, Hahnstraße 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) ihre Bereitschaft zur Teilnahme an dieser Erhebung sowie den Namen der Person mitteilen würde, mit der Herr Buring sich in Verbindung setzen sollte.

Wir hoffen, dass Sie uns in dieser wichtigen Angelegenheit erneut behilflich sein können und danken Ihnen für Ihre Mühe.

Hochachtungsvoll

Barber B. Conable  
Präsident  
Die Weltbank

Michel Camdessus  
Geschäftsführer  
Internationaler Währungsfonds



BARBER B. CONABLE  
1818 H Street, N.W.  
Washington, D.C. 20433

November 9, 1988

Dear Mr. Pohrt:

I would be pleased to have you come to my home to see what is left of my collection of American Indian tomahawks. On your suggestion of sometime next spring, I will have my assistant, Linda McLaughlin, call you next March to schedule a mutually convenient time when you might come to Alexander.

Thank you for your interest.

Sincerely,

*Barber Conable*

Mr. Richard A. Pohrt  
1407 West Paterson  
Flint, Michigan 48504

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

BARBER B. CONABLE  
President

October 4, 1988


Dear Mr. Polizeipräsident:

Please accept my sincere thanks to you and the Police Force of Berlin for the excellent protection provided for the Joint Annual Meetings of the World Bank Group and the International Monetary Fund. All of us, the officials of the Bretton Woods institutions and the delegates of our 153 member countries are grateful for your support. Without the quiet, thoughtful planning and decisive action taken by your staff, the meetings could not have been such a success.

Allow me, as well, to add a special word of thanks for the personal support and protection given to me and my wife in Berlin. I was particularly impressed with the professional manner in which POR Scholz and PM Dagmar Schanz managed their assignments. Congratulations and many thanks to both of them and their teams.

Mr. President, I am aware of the tremendous responsibility the Annual Meetings of the World Bank Group and the IMF put on you, your staff and the city of Berlin. You and your staff should be as proud of the results as I am grateful for the work that produced them.

Sincerely yours,



Mr. George Schertz  
Polizeipräsident  
Platz der Luftbrücke 1-6  
1000 Berlin 42  
Federal Republic of Germany

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

BARBER B. CONABLE  
President

November 30, 1988

The Honorable John Porter  
House of Representatives  
Washington, D.C. 20515

Dear John:

Thank you for your letter of November 10, 1988, concerning World Bank participation in the Caazapa Area Development Project in Paraguay.

In recent weeks I have received many letters on this subject from concerned individuals and organizations around the world. I certainly share their concern for the future of the indigenous peoples in the Caazapa region. In replying to these letters, we have provided a background brief on the history of the project, the role of the World Bank, and the efforts we have made to safeguard the welfare of the indigenous peoples. This brief is enclosed for your reference.

I would like to emphasize two important points. First, the activities financed by the Bank under the project do not have any direct impact on the indigenous communities, either through new settlement or through the construction of infrastructure in the areas occupied by the indigenous peoples. The threat to the communities results from the activities of private companies and individuals to whom the land was parcelled out long before the project was ever conceived. Second, from the beginning the Bank has attempted, through its loan covenants, to ensure that measures are taken to protect the indigenous communities from this threat. In this regard, a decision by the Bank to extend the closing date of our loan is entirely contingent on satisfactory progress on this issue.

A World Bank mission to Paraguay recently returned with encouraging news. The Paraguayan Congress has now approved funds in the 1989 budget for land acquisition for resident indigenous communities (in accordance with recommendations made by consultants to an interministerial commission, which was set up to meet World Bank conditions). In addition, the Government presented to the Bank an action plan for implementing the program of land acquisition and titling, and also proposed a detailed program of social and economic assistance for the indigenous communities. Our staff have reviewed these programs and consider them to be a major step



November 30, 1988

in the direction of protecting the indigenous communities. These proposals would establish a legal basis for expropriating the needed lands within three months, should negotiated purchase fail.

We believe that this progress is impressive. Extension of World Bank participation in the project still remains contingent on final approval by the Paraguayan Congress of the funds for the social and economic assistance program and on ministerial ratification of the proposed action plans. Should these requirements be met, it is important that the World Bank participate in the implementation of these plans; we believe that this participation would establish an important legal and political precedent for similar action to protect other threatened communities in Paraguay.

I believe that the World Bank has a special responsibility to help developing nations better integrate the management of natural resources into development planning and investment. Likewise, we have an obligation to protect the indigenous people who are often directly affected by development efforts. These principles will certainly guide our decision on the extension of the Caazapa project.

Sincerely,



Barber B. Conable

Enclosure

# Caazapa Area Development Project

## Project Overview and Amerindian Protection Measures

### History and Purpose of the Project

1. In January 1982 the Executive Directors of the World Bank approved a US\$31 million loan to help finance a rural development project in the Caazapa area located in the southeastern part of Paraguay. The Caazapa area contains about 8,000 smallholder families who have been settled in the area for many years. The project aims to enhance the well-being of these established residents through improvement of the road network, access to credit and development of rural health care facilities. Although the project originally aimed to resettle about 200 families from lands which were subject to erosion, neither this settlement nor any other has ever been carried out. The project does, however, provide for land titling for at least 1,600 of these established residents who have never received legal titles to their land. Lack of proper collateral, such as titled land, historically has made them ineligible for certain types of credit to increase the productivity of their land.

### The Amerindian Communities

2. In the northern part of the Caazapa area there are about 20 Amerindian communities containing about 860 families who live quite separate and remote from the farming communities benefitting from the project. No infrastructure or other investments were planned in these forested zones under the project. However, forest clearing has been carried out, mainly by logging companies whose concessions had been granted long before the Caazapa Area Development Project was conceived. This land clearing indeed threatens the habitat of the indigenous peoples and their culture, and for this reason the Loan Agreement between the World Bank and the Government of Paraguay contains legal covenants stipulating that the Government demarcate and acquire land for resident indigenous communities and grant them land titles. Also, the Government undertook to carry out a program of social and technical services for their benefit.

### Implementation

3. The project had a slow start. Although the Loan Agreement between the Government and the Bank was signed in 1982, the agency in charge of coordinating the project was only established in 1983, the same year in which the Government made its first budgetary allocation for the project. Startup of implementation in 1984 was subsequently interrupted by a cessation of disbursements for local expenditures, which affected all projects assisted by the World Bank in Paraguay. This cessation lasted from mid-1985 to the end of 1986. Following this hiatus, an effort was made by the Bank in 1987 to renew momentum for successful implementation, including the actions concerning the protection of the threatened indigenous communities. The early 1980's had produced a rapid acceleration of forest-clearing activities in the area, which posed a growing threat to the Amerindian communities of the Caazapa area.



4. An action program to comply with the conditions for protecting the Amerindian communities was drawn up by consultants in 1987. This program includes land acquisition, demarcation and titling, and it promises to be an acceptable basis for resolving the issue of land allocation and title for resident indigenous communities. The proposed program was reviewed and accepted by an interministerial commission of the Government in mid-1988.

#### Future Action

5. The loan closing date arrived on June 30, 1988 with minimal works carried out and only about 15% of World Bank loan funds disbursed. The Government has requested a one-year extension of the closing date of the loan in order to press ahead with investments in the settled lands. Compliance with the loan conditions safeguarding the territorial claims of Amerindian communities in the Department of Caazapa is necessary for World Bank consideration of an extension to the project. Recently, at the World Bank-IMF annual meetings in Berlin, the Government indicated its commitment to meet these conditions. The World Bank has already sent staff to Paraguay to review the proposed action program, its timetable and the budgetary allocation for this purpose. Following this review, a decision will be made by the World Bank management on whether to extend the closing date and to authorize further withdrawals from the loan account. Thereafter, progress in the land allocation program, and in the program of social and technical services for the benefit of the Amerindian communities, would be monitored carefully to determine continued compliance with the conditions of the Loan Agreement.

November 15, 1988



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

BARBER B. CONABLE  
President

October 11, 1988

Dear John:

I want to express my heartfelt thanks for your statement of support for the World Bank during the debate on the foreign aid appropriations bill. I know that your support, and that of other internationally-minded Republicans, was a key factor in securing Congressional approval for our capital increase legislation.

The passage of this legislation reflects, I believe, a growing recognition that U.S. prosperity is inextricably linked to the achievement of global development. It is also a strong signal of Congressional determination to preserve U.S. leadership in the World Bank.

I am, in a personal sense, particularly grateful for your help. My job will certainly be immeasurably easier now that this issue has been resolved. One final note, Bill Ryrie and I very much appreciated your special efforts on behalf of IFC. We hope to keep in touch on this in the year ahead.

With all best wishes.

Sincerely,

*Barber Conable*

The Honorable John Edward Porter  
House of Representatives  
1501 Longworth House Office Building  
Washington, D.C. 20515



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Dec 2, 1988	<b>Document Type</b> Note			
<b>Correspondents / Participants</b> To : Mr. N. F. Potter From : Barber B. Conable				
<b>Subject / Title</b> Reappointment of an additional two-year term				
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b>				
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td>Withdrawn by Chandra Kumar</td><td>Date Aug 8, 2014</td></tr></table>	Withdrawn by Chandra Kumar	Date Aug 8, 2014
Withdrawn by Chandra Kumar	Date Aug 8, 2014			



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Nov 21, 1988	<b>Document Type</b> Letter with attachments			
<b>Correspondents / Participants</b> To: Frank Potter, Executive Director From: Barber Conable, President				
<b>Subject / Title</b> Re: Your Memorandum on Poverty Alleviation (attachment: Memorandum from Frank Potter to Barber B. Conable November 11, 1988)				
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b>				
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> Aug 8, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014			



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

BARBER B. CONABLE  
President

October 12, 1988

Dear Mr. Minister:

Thank you very much for your letter of September 1, 1988 regarding the Bank's policies for handling projects affecting international waterways, which arrived here while I was away at the Annual Meetings. I understand that you discussed the subject in your meeting with Mr. Qureshi in Berlin, and I fully understand the importance of this subject to your country. As Mr. Qureshi indicated to you at that time, we will respond as soon as possible.

With my best personal regards,

Sincerely,



The Honorable Bharat B. Pradhan  
Minister of Finance  
His Majesty's Government of Nepal  
Kathmandu, Nepal

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

BARBER B. CONABLE  
President

November 29, 1988

Dear Ed:

Thanks for the copy of the speech you sent with your letter of October 26th. It's a good one.

I will pass on your comments about Argentina to the appropriate staff member. Most of our dealings with Argentina involve much more basic international issues than intellectual property -- i.e., price fixing, subsidies, deficit reduction, basic trade liberalization, exchange rate policy, etc. But there is no harm in adding intellectual property protection to the list.

I hope things are going well with the company and the Pfizer pfamily.

Sincerely,



Mr. Edmund T. Pratt, Jr.  
Chairman of the Board  
Pfizer Inc.  
235 East 42nd Street  
New York, New York 10017

ROUTING SLIP		DATE: 12/23/88	
NAME		ROOM NO.	
Mrs. Marianne Haug			
<i>Im gave verbal approval</i>			
<i>to</i>			
APPROPRIATE DISPOSITION		NOTE AND RETURN	
APPROVAL		NOTE AND SEND ON	
CLEARANCE		PER OUR CONVERSATION	
COMMENT		PER YOUR REQUEST	
FOR ACTION		PREPARE REPLY	
INFORMATION		RECOMMENDATION	
INITIAL		SIGNATURE	
NOTE AND FILE		URGENT	
REMARKS:			
<p>Following Mr. Zagha's conversation last Wednesday, may we send the attached telex to Mr. Premadasa, the winner of Sri Lanka's recent Presidential elections, to be sworn in on January 2, 1989?</p> <p>For your information, Mr. Camdessus is also sending a congratulatory telex.</p>			
FROM: <i>[Signature]</i> David Groves, Actg. Dir.		ROOM NO.:	EXTENSION:
			75437

*Bagai*

*75474*



WDIAL  
.ASICO  
OINFO

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-SUBJECT: SRI LANKA ELECTIONS  
-DRAFTED BY: R. ZAGHA EXT: 78049  
-FILENAME: PREMADASA  
-AUTHORIZED BY: ARNOLD CLIFT  
-CW AND CC: MESSRS. CLIFT, HUANG, AGGARWAL  
-CC: MR. ASANUMA  
-----

*OK - BBC*

954 21416 =  
-MINISTRY OF LOCAL GOVERNMENT, HOUSING AND CONSTRUCTION  
-COLOMBO, SRI LANKA  
-MR. R. PREMADASA, PRIME MINISTER

BT

WASHINGTON, DC - -DEC-88

MAY I CONGRATULATE YOU ON THE RESULTS OF THE RECENT PRESIDENTIAL ELECTIONS. HERE AT THE WORLD BANK, WE ARE AWARE OF THE DIFFICULT CHALLENGES YOUR COUNTRY IS NOW FACING. I WOULD LIKE TO ASSURE YOU THAT THE WORLD BANK STANDS READY TO DO ALL WE CAN TO SUPPORT YOUR EFFORTS TO ACHIEVE FURTHER ECONOMIC DEVELOPMENT AND TO IMPROVE LIVING STANDARDS OF ALL SRI LANKANS.

WARM PERSONAL REGARDS, BARBER CONABLE.

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

December 9, 1988

Mr. Lewis Preston  
Chairman  
Morgan Guaranty Trust Company of New York  
23 Wall Street  
New York, NY 10015

Dear Mr. Preston:


The role which the World Bank and the International Monetary Fund play in development and international monetary affairs requires that we recruit and retain staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for our staff is, therefore, an important matter. We are asking for the assistance of your organization in providing the compensation information we require to meet this critical need.

Data from the Hay Management Consultants' ACCESS data base, provide a basis for our compensation information. However, for our two organizations to base imminent and future pay decisions on the most relevant market data, we would appreciate your continuing participation in a special supplemental survey in a few key functional areas. We also believe that the survey information will be directly relevant and useful to your organization. Any information provided by your institution will be kept strictly confidential.

Hay Management Consultants is conducting this survey and Mr. Lee McCullough of their New York Office [tel. (212) 486-6300] will be contacting your Human Resources specialists shortly. Our immediate needs are somewhat urgent as data will be required by late January 1989. We would, therefore, greatly appreciate your institution's cooperation in providing relevant data.

We very much hope that you will be able to assist us in this important endeavor.

Yours truly,



Barber Conable  
President  
The World Bank



Michel Camdessus  
Managing Director  
International Monetary Fund

cc: Mr. William Meacham  
Vice President, Compensation

Q



THE WORLD BANK

Office of the President

December 22, 1988

Mr. Moeen A. Qureshi

Moeen:

After my return on January 3, I would like to meet with you and some members of the President's Council to review the content and conditionality proposed for the Mexican loan package.

Issuance of notice to negotiate should await our review.

*Barbara Conable*

MOEEN A. QURESHI  
Senior Vice President, Operations

December 15, 1988

TO : Regional Vice Presidents  
Directors of Country Departments - Operations

Treatment of the Programs of Special Emphasis in  
Country Strategy Papers


I have noticed that Country Strategy Papers do not always reflect adequately the extent to which the Programs of Special Emphasis (in particular poverty, environment, women in development and human resource development) constitute an integral part of our operational strategy. I would therefore like to see a more explicit treatment of these programs in Country Strategy Papers. Specifically, I expect you to highlight in the CSP the importance given to these programs in the particular country context and to describe how they are being translated in the design of our operational activities.

Please note that I am interested in the substantive aspects of integrating PSE priorities in our country dialogue and lending program and not in a "pro forma" listing of various Programs of Special Emphasis. Therefore, you should aim at providing a clear sense of the relevance of particular programs in the country context, of the relative priorities among them, and identify the tasks and operations that will make a predominant contribution to the achievement of these programs' objectives.



Moeen -

I note you have not mentioned the economic reports, but only country strategy papers. Substantive treatment in the economic reports would be more extensive than CSP's, and so I hope they also will reflect a more serious approach to these special emphases. How will you get this word to Reg. V. P.'s?



~~Handwritten signature~~  
~~Handwritten signature~~  
THE WORLD BANK

December 15, 1988

Mr. Conable

I would like you to know  
that I sent the attached to my  
managers.

~~Handwritten signature~~  
MOEEN A. QURESHI  
Senior Vice President, Operations



Chen

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

BARBER B. CONABLE  
President

December 15, 1988

Mr. Moeen A. Qureshi

Re: Yugoslavia CSP

This is a carefully conceived and clearly written CSP which presents in a lucid way the challenge of structural reform of the Yugoslav economic system. It also provides an informative examination of the significant political uncertainties which surround the implementation of economic reform.

The emphasis placed on the structural transformation of the economy through enterprise, banking sector and foreign exchange transaction reform is appropriate, and the CSP provides an adequate strategy for pursuing this key objective. The step-by-step approach suggested by the Region is appropriate within the significant political uncertainties surrounding economic reform and the country record of hesitant policy implementation. In this context, the definition of clear monitoring criteria and the ability to examine the actual results of formal regulatory changes represent crucial aspects of the Bank work program in a country with such a complex and heterogeneous decision-making structure.

In light of the discussion at the President's Council, the following points should be taken into consideration:

- (a) Considering the key importance of the SAL II to the future development of the Yugoslavia program, I wish to review this operation and the situation in Yugoslavia before the start of negotiations;
- (b) In the event of satisfactory progress on the broader reform front, the sector and investment lending program should be geared to provide maximum support to structural reform;
- (c) I agree with the recommendation that the next CSP be prepared in two years due to the need for close monitoring of the impacts of reform and the significant level of structural adjustment lending proposed for the outer years (FY91-93);

- (d) I appreciated the substantial treatment of the 'Bank Group Support for Expansion of Private Sector Activity' and the good collaboration between the Bank and IFC on this issue. A more thorough treatment of the environment and reference to other areas of special emphasis such as poverty, women in development, population and education would be desirable in the context of the CSP.



Barber B. Conable

cc: Members, President's Council  
Mr. Thalwitz  
Mr. Dubey  
Mr. Vergin

3BC chun

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

BARBER B. CONABLE  
President

December 14, 1988

Mr. Moeen Qureshi

Re: FY90 Budget Framework

1. You know that I am deeply concerned about ensuring budget transparency, full managerial responsibility for the budget process and acceptance of budget limits by all parts of the Bank. Much of the staff's discontent, frustration and morale problems emanates from faulty budget perception and management.

During the FY90 Budget cycle, we must strengthen the approach to the budget process and ensure managerial responsibility for unit budgets. Accordingly:

- In the context of FY90 Budget construction, I expect to agree with you on major OPS objectives, activities, and outputs within the parameters set out below.

- I wish managers at all levels to "own", implement, adjust and monitor their programs based on agreed budget limits and performance: all Bank managers will be evaluated on the basis of their ability to produce quality work and deliver results within their budget envelopes.

2. We must collaborate very closely to improve our budget systems, respect budget limits and use resources in the best manner. I appreciate your constructive attitude and I have asked Mr. Picciotto to work very closely with you and your staff to design institutional budget processes which intermesh with those of your Complex.

3. I do not relish the prospect of having to explain to the Board that we had over-projected our IBRD/IDA medium-term planning assumptions by about US\$3.4 billion and 85 projects. I find this embarrassing, as I had relied on your estimates in the context of the rationale that we had put forward for the CGI.

The time has come to be realistic. If we go with these lower expectations, as you now feel we must, to fail to achieve the lower goals would be disastrous -- for me, for you and for your managers.

4. We must adopt lending targets which are consistent with prudent portfolio risk management, the implementation capacity of our borrowers and the management capabilities of OPS. But we also must be responsive to the concerns of the Board regarding supervision, the lending pipeline and the




effectiveness of our processes. Assuming that the Lending Allocation Review confirms a volume of lending of:

	<u>1990</u>	<u>1990-92</u>
IBRD (\$b)	18.0	57.0
IDA (SDR b)	4.4	13.4

I wish to set the FY90 budget parameters, and priorities for Operations as a whole, as follows:

- (a) a budget envelope of US\$297.9 million as set out in the base guidelines;
- (b) commitment to:
  - lend US\$22.4 billion through about 250 projects in FY90;
  - strengthen the pipeline to achieve a ratio of 95-100% by the end of FY90;
  - increase the manpower allocated to supervision to at least 480-485 staff years in FY90;
  - deliver not less than 290 PCRs in FY90 including all completed adjustment operations;
- (c) highest priority to sectors of special emphasis (poverty, environment, private sector, women, and education) not only in staff year terms, but also in tangible results such as lending and development impact, a topic I will wish to revisit in the course of FY90 Budget construction.

5. I trust that the above parameters are sufficiently broad to allow you and your senior managers to exercise managerial discretion. As soon as the budget framework has been reviewed by the Committee of the Whole and you have set more detailed priorities within your Complex, I will wish to examine with you the major operational program objectives and budgets proposed for each Region. Accordingly, the FY90 Budget guidelines will be elaborated in consultation with you to provide us with an appropriate basis for my review in line with the need to improve budget transparency and to enhance priority setting of the Bank's operating programs in the institutional interest.

  
Barber B. Conable

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

BARBER B. CONABLE  
President

December 13, 1988

Mr. Qureshi:

re: Executive Development Program

Moeen, I have been asked to attend a lunch on January 20 for Division Chiefs who will be participating in the Bank's Executive Development Program.

I will not be able to participate that day and I would be grateful if you could attend. Please let my office know so that the appropriate arrangements can be made.

*Barber Conable*

1) cc: Mr. Paez

2) MAGGIE MCBRIDE

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

BARBER B. CONABLE  
President

December 2, 1988

Mr. Moeen A. Qureshi

Re: Private Sector Development: Action Program

Attached, please find the note I sent to Stan Fischer following our meeting on Wednesday.

I have asked the present group to revise the paper in order to give you, Messrs. Hopper, Ryrle and Terasawa a better starting point. As part of your review process, I would like to ask you, your Vice Presidents and Directors to incorporate the Operational focus needed "the paper must delineate the priorities for the World Bank as a whole and represent an action plan your managers are committed to."

I count on your collaboration and that of your senior managers and hope we can review a meaningful program in the President's Council Meeting on January 4, 1989.

Can we please discuss?

*Barb Conable*

Attachment



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

BARBER B. CONABLE  
President

November 22, 1988

Mr. Moeen Qureshi

Moeen:

I wish to commend you for the completion and the candor of your Operations Apex Report. Your report is the "lynchpin" of the Apex Reporting System and I have reviewed it with interest.

While first quarter results are always difficult to interpret, I note that outputs remain relatively low to date: (loans/credits, economic/sector reports, and completion reports). Given the weakness of the lending program, I would like to discuss with you more often the progress made and likely problems.

As to future Apex Reports, I would like you to cover more specifically and in more detail:

- (a) the objectives and work progress by Operations on the areas of special emphasis. In particular, I wish to see a quarterly (quantitative and qualitative) review on:
  - environment;
  - population;
  - women in development; and
  - poverty;
- (b) year-to-date (quarterly) expenditures and output achieved by Department (as compared to the budget and prior year comparisons).

*Barber Conable*

BBc Chnew

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

BARBER B. CONABLE  
President

November 10, 1988

Mr. Moeen A. Qureshi

Moeen:

Re: Mexico

Following our meeting yesterday and our subsequent talks, I believe the mission in the field should go ahead and firm up the specifics of reforms the Mexican Authorities are willing to take as a basis for substantial policy lending by the Bank during the coming six months.

I do not want the mission to feel under time pressure, but focus on realistic, substantive reforms which we could support through lending and present to our Board within a six month time frame.

When reviewing the matter with the Mexican Authorities, I expect the mission to be clear on the following points:

- (a) IMF involvement is vital - at least in the form of a CFF.
- (b) Any macro-economic and sector policy program must be judged in the context of agreement and clear understanding on how the Mexican Government will proceed on:
  - (i) exchange rate adjustment/the Pacto;
  - (ii) the overall financing package.

The Mexicans should be aware that up-front action and/or an agreed program is needed before we go to the Board.

- (b) Discussions on the overall financing package for FY89/90 should proceed in parallel to our own appraisal. I do not wish to be totally up-front on these loans, as in Argentina, but believe that we should bring in the financial community at large. Could you and your staff please proceed with the appropriate discussions with the Mexicans and the Banking Community.
- (c) I would like to keep open both the amount of lending as well as the question whether one of the three policy loans will actually be a SAL. My final decision will be influenced by the substance of the macro-economic and sector reforms, evidence of broad international support and, if possible, the presence of the IMF.

  
Barber B. Conable

cc: Messrs. Hopper, Shihata, Stern, Thahane & Steckhan



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

BARBER B. CONABLE  
President

November 10, 1988

Mr. Moeen A. Qureshi

Moeen:

Re: Brazil Power Loan

I fully support the line you are planning to take during the negotiation of the above Loan.

I believe it is important that we keep the Advisory Committee informed about the difficulties we face, as soon as possible, to avoid last-minute pressures and also give the signal to the Brazilians.

In case you feel the need to deviate in a major way from the discussed conditionality, in particular, on macro-economic performance, nuclear investments, and environmental protection, I would like to discuss these matters with you.

*Barber Conable*

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

BARBER B. CONABLE  
President

November 2, 1988

Mr. Moeen A. Qureshi

Moeen:

Upon your return, I would like to talk to you  
about the appropriate way to respond to Mr. Arlman's  
concerns.

*Barber Conable*

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

BARBER B. CONABLE  
President

November 2, 1988

Dear Paul:

Thank you for your memorandum of October 19th continuing the discussion on the procurement of consultants without competitive bidding. I am confident that these procedures are being employed judiciously by Bank management, but I understand and appreciate your concerns.

I have asked Moeen Qureshi to follow-up with you on your concerns.

Sincerely,



Mr. Paul Arlman  
Executive Director  
The World Bank  
Room F-1306



7/7/7

WORLD BANK OTS SYSTEM  
OFFICE OF THE PRESIDENT

CORRESPONDENCE DATE : 88/10/19 DUE DATE : 88/11/03  
LOG NUMBER : 881020007 FROM : Paul Arlman  
SUBJECT : Memo - Procurement of Consultants.

OFFICE ASSIGNED TO FOR ACTION : Mr. M. Qureshi (E-1241)

ACTION:

_____	APPROVED	
_____	PLEASE HANDLE	
_____	FOR YOUR INFORMATION	
_____	FOR YOUR REVIEW AND RECOMMENDATION	
_____	FOR THE FILES	
_____	PLEASE DISCUSS WITH _____	
✓ _____	PLEASE PREPARE RESPONSE FOR <u>BBC's</u>	SIGNATURE
_____	AS WE DISCUSSED	
_____	RETURN TO _____	

COMMENTS :Attn. David Bock

(Copy given to BBC, per MH.)

EXPEDITE

# OFFICE MEMORANDUM

DATE: October 19, 1988

TO: Mr. Barber Conable, President

FROM: Paul Arlman

EXTENSION: 75286

SUBJECT: Procurement of Consultants

2253/88

With reference to yesterday's discussion on the subject of procurement of consultants without competitive bidding; as I said, the case I alluded to did not have any relationship with the reorganization. I meant the Conover/McNamara Study on attitudes of commercial banks. The argument given for the uniqueness of their capabilities (senior former administration officials at very high levels) is one that, if used more broadly, could make a total mockery of the Bank's procurement system. I would therefore feel that cases of non-competitive procurement should be decided only at the level of senior Vice President or the President himself and secondly that such cases should be brought automatically to the attention of the Board.

Incidentally I have not seen nor heard about results from the McNamara/Conover study and would hope to be informed in due course. Some aspects of their coverage gave me already at such early stage reason for concern.

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

BARBER B. CONABLE  
President

October 28, 1988

Mr. Moeen A. Qureshi

Re: Allocation of IDA Reflows

The guiding principles must remain that:

- (a) the framework negotiated under IDA-8 also governs reflows. They must be considered an integral part of the overall allocation of IDA resources. Accordingly, any linkage between IDA repayment and reflow allocation is inappropriate.
- (b) final allocation decisions continue to be based on management's judgement of performance and IDA requirements.

Based on the above, I approve in principle the suggested allocation of IDA reflows for the remaining two years of IDA-8.

*Barber Conable*

cc: Members, President's Council



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

BARBER B. CONABLE  
President

October 27, 1988

Mr. Moeen A. Qureshi

Re: CHILE: Second Tranche Release

I understand that a mission is in Chile to consider the SAL III Tranche Release Conditions and Compliance. Before deciding to release the Tranche, I would appreciate reviewing with you the compliance and specific situation the mission has found to establish the evidence that the borrower's program of external finance will continue to be adequate.

Please let me know when your staff is ready to consider the matter.

Thank you.

*Barber Conable*

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

BARBER B. CONABLE  
President

October 21, 1988

Mr. Moeen A. Qureshi

Moeen:

I found the attached note which dates back to pre-Annual Meeting days.

In the interest of keeping things in good order, I want you to know that, in principle, I have no objection. However, as we do not know when the Costa Ricans will pass the law, I believe we should take stock of the financing plan at that time.

*Barber Conable*

~~DMH~~

~~BBB~~

*Mr. Conable*

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION

# OFFICE MEMORANDUM

DATE: September 14, 1988

TO: Mr. Moeen A. Qureshi

THROUGH: Mr. S. Shahid Husain

FROM: Rainer B. Steckhan, Director, LA2

EXTENSION: 38074

SUBJECT: COSTA RICA - SAL II Processing

*Mr. Qureshi*

*I agree to*

*Steckhan*

*I believe we should proceed but I wanted you to be aware of this.*

*9/14*

1. On September 12, 1988, Mr. Martinez and I met with Mr. Ulrich Merten of Bank of America. Mr. Merten briefed us on the progress reached between Costa Rica and its Advisory Committee of Banks in relation to a financial package for 1988-1990. From the brief, we concluded that the term sheet drafted at the mid-August meeting in San Francisco (see my attached memo dated August 31) had not been accepted by at least one major bank (CITICORP), which proposed as an alternative a debt-buy-back scheme. A new meeting to discuss this proposal is now scheduled for late October. It is not clear whether the Banks will reach a consensus at that time.

2. Yesterday, we were also informed by Mr. Naranjo, Costa Rica's Minister of Finance, that Costa Rica's Congress is "about to approve" the financial sector law -- the remaining condition for Board consideration of the second SAL. Costa Rica has been negotiating in good faith for over a year with its commercial banks. However, despite its good efforts a Term Sheet has not yet been agreed (because of the opposition of Citibank) and the outlook for an agreement in late October is not good.

3. As you are aware, the Costa Rican Government has already implemented some of the actions included in the SAL II program. We, therefore, would like to be ready for the distribution of the SAL II documents to our Board upon approval of the financial law, since a strong case can be made that Costa Rica has exhausted its efforts to reach an agreement with its commercial creditors. Moreover, early approval of the SAL II would permit the implementation of many of the policy actions contemplated under the program before the advent of the election year in Costa Rica --1989.

4. It is therefore of crucial importance for the success of the adjustment program that we do not hold presentation of the project to our Board hostage to the actions taken by one single bank. We would like your approval of this strategy.

cc: Messrs. Bock  
Dubey  
Martinez  
Derbez  
Yuravivlker  
Ms. Augusto



Handwritten notes, possibly including "Mr. Jones" and "19. 10. 12".

RECEIVED  
88 SEP 14 PM 5:37  
OFFICE OF THE  
SVPDP

*W. Montenegro*

The World Bank/International Finance Corporation  
O F F I C E M E M O R A N D U M

DATE: 31-Aug-1988 02:14pm

TO: Moeen A. Qureshi ( MOEEN QURESHI )

FROM: Rainer Steckhan, LA2DR ( RAINER STECKHAN )

EXT.: 38074

SUBJECT: Costa Rica - Commercial Banks

Now that we are trying to get ready to present the Second SAL to the Board, you may be interested in a summary of where the commercial banks stand with Costa Rica.

Following the San Francisco meeting around mid-August of the Advisory Group for Costa Rica, a draft term sheet has been circulated among banks for approval, which we have not yet seen.

I understand this term sheet has four options:

a) Debt buy back with public funds. Bank of America allegedly estimates that around \$100 million worth of public funds would be available for a straight debt buy back (market value of Costa Rica debt should be around 13 cents on the dollar, but could go up to 20 if a massive debt buy back materialized). I personally doubt that anything near that figure will be available. In fact, at present we only know of about \$5 million worth of funds from Holland that may be available for debt buy back.

b) Exit bonds (probably with 25 years maturity and at a 4 percent interest rate).

c) Debt defeasance - with funds to be put up by the commercial banks to secure the stock of debt with a zero coupon with a 20 year maturity (I have not heard of any "enhancement" of the interest, which allegedly would be below market rates).

d) For the remainder, a straight MYRA, including capitalization of interest.

Last week, commercial banks received letters dated July 25 advising them that ICIRC, in its June 13 meeting, had decided to increase reserve requirements for Costa Rica debt from 15 percent to 40 percent (I also heard that at the working level ICIRC staff insisted on reserve requirements for countries such as Argentina and Ecuador, but were overruled at the highest level).

It appears that for the first time the commercial banks are making determined efforts to reach a common position. Some feel that the ICIRC ruling will help. I also hear that some

banks may drop out of the Advisory Group and that, hopefully, will make the Group more coherent and manageable despite weak leadership from Bank of America.

CC: S. Shahid Husain	( S. SHAHID HUSAIN )
CC: David R. Bock	( DAVID BOCK )
CC: MIGUEL MARTINEZ	( PAPER MAIL )
CC: LUIS ERNESTO DERBEZ	( PAPER MAIL )



WORLD BANK OTS SYSTEM  
OFFICE OF THE PRESIDENT

CORRESPONDANCE DATE : 88/09/02

LOG NUMBER : 880902018

SUBJECT : COSTA RICA - Structural Adjustment Lending.

DUE DATE : ~~88/09/07~~ 9/15/88

FROM : Mercedes Rubio

OFFICE ASSIGNED TO FOR ACTION : Mr. M. Qureshi (E-1241)

ACTION:

APPROVED

PLEASE HANDLE

FOR YOUR INFORMATION

FOR YOUR REVIEW AND RECOMMENDATION

FOR THE FILES

PLEASE DISCUSS WITH

PLEASE PREPARE RESPONSE FOR BBC'S SIGNATURE

AS WE DISCUSSED

RETURN TO

COMMENTS : Mr. Conable would like to sign a response prior to his departure from Washington. He will be out of the office Sept 8 & 9.

444  
Chitra - MH saw -  
B saw - orig  
went to MAQ  
9/2 - This is  
your copy  
for follow -  
up purposes.

L -

EXPEDITE



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Sep 2, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To : Mr. Barber B. Conable From : Mercedes Rubio, ED				
<b>Subject / Title</b> Costa Rica - Structural Adjustment Lending				
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b>				
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> Aug 8, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014			

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

BARBER B. CONABLE  
President

October 17, 1988

Mr. Qureshi

Re: Executive Development Program

Moeen, I have been asked to attend a lunch on November 18 for Directors who will be participating in the Bank's Executive Development Program.

Unfortunately, I cannot accept on that day. I would be grateful if you could participate. Please let my office know so that the arrangements can be made.

*Barber Conable*

Attachment (note dated June 16, 1988)

cc: Mr. Paez



ARBER B. CONABLE  
President

June 16, 1988

Senior Vice Presidents

Re: Executive Development Program

I have been very impressed by the Executive Development Program and the effect it appears to have on managers and team spirit of senior staff across Complexes.

I am wondering how we can build on this positive experience and use these training courses more widely within the Bank. I would like to get your reaction and discuss the matter with you at Monday's President's Council meeting.

In the past, I have attended the luncheon for participating managers on the Friday before their course commences in Hidden Valley. I think this participation sets a signal about senior management's concern for the success and importance of this Program. In cases where I will not be available to attend such lunches, I shall ask the Senior Vice Presidents to attend on my behalf. I count on your support.

*Arber B. Conable*

THE WORLD BANK

Office of the President

October 12, 1988

Mr. Moeen Qureshi

Moeen:

I share David's concerns and hope we  
can follow the established procedures.



Barber B. Conable

Attachment

WORLD BANK OTS SYSTEM  
OFFICE OF THE PRESIDENT

CORRESPONDENCE DATE : 88/10/11 DUE DATE : 00/00/00  
LOG NUMBER : 881011001 FROM : WD Hopper  
SUBJECT : Memo--- Re-establishment of Normal Procedures for Reviewing  
Structural Adjustment Proposals.  
OFFICE ASSIGNED TO FOR ACTION : Mr. B. Conable (E-1227)

ACTION:

\_\_\_\_ APPROVED  
\_\_\_\_ PLEASE HANDLE  
\_\_\_\_ FOR YOUR INFORMATION  
*XL* \_\_\_\_ FOR YOUR REVIEW AND RECOMMENDATION  
\_\_\_\_ FOR THE FILES  
*XL* \_\_\_\_ PLEASE DISCUSS WITH BBC  
\_\_\_\_ PLEASE PREPARE RESPONSE FOR \_\_\_\_\_ SIGNATURE  
\_\_\_\_ AS WE DISCUSSED  
\_\_\_\_ RETURN TO \_\_\_\_\_

COMMENTS :



# OFFICE MEMORANDUM

DATE: October 11, 1988

TO: Mr. Barber B. Conable, EXC

FROM: W. David Hopper, SVPR

EXT: 75678

SUBJECT: Re-establishment of Normal Procedures for Reviewing  
Structural Adjustment Proposals

1. I was disquieted, and my staff shared my disquiet, at the lapse from the normal procedures for reviewing structural adjustment proposals that occurred in Berlin. The usual practice for reviewing these actions is to have a detailed document setting forth the proposed conditions and expected course of negotiations that is discussed in the Operations Committee, with the attendance from all the relevant Bank units. If considered necessary, an appropriately amended paper is then sent to the President's Council for review with you. This procedure has worked well in the past. Mr. Qureshi has given strong and fair leadership to the Operations Committee and has opened a full opportunity for all Bank units to place on record their concerns with the structural adjustment proposals.

2. My disquiet arises because these procedures were not followed in Berlin. The final outcome of our previous discussions on Argentina differed in substantial measure from the assurances members of the President's Council received in our earlier review of the Argentinian action. [For example, we have been informed that the Bank would not commit to Argentina until the commercial banks agreed to be full partners. In Berlin, I learned that this important condition was being dropped because it would give the commercial Banks veto power over our actions--hardly a convincing reason for ignoring an important condition of our lending.] In the case of Mexico, there were no discussions and, to my knowledge, no paper detailing the proposals. I also learned in Berlin that a Moroccan adjustment loan was to go forward without an Operations Committee meeting or review by the President's Council.

3. With the pressure of the Berlin meetings now behind us, I hope it will be possible to return the discipline of our normal procedures. In other words, let us not make what occurred in Berlin a precedent for future structural adjustment approvals.



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

BARBER B. CONABLE  
President

November 9, 1988

Dear Mr. Rachlin:

Thank you for once again extending an invitation to me to address the Annual Meeting of the New York State Bar Association in New York City on Wednesday, January 18, 1989.

I regret that it will not be possible for me to come to New York to speak at your luncheon because of my responsibilities and prior commitments here in Washington. Your efforts to include me are most appreciated, and I send my best wishes for another successful gathering.

Sincerely,

*Barber Conable*

Lauren D. Rachlin, Esquire  
International Law and Practice Section  
New York State Bar Association  
120 Delaware Avenue  
Buffalo, New York 14202





# Record Removal Notice

The World Bank Group  
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<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Oct 25, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To : Mr. Abraham A. Raizen From : Barber B. Conable				
<b>Subject / Title</b> Appointment as a member of the Pension Finance Committee				
<b>Exception No(s).</b> <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b> Personal Information				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td>Withdrawn by Chandra Kumar</td><td>Date Aug 8, 2014</td></tr></table>	Withdrawn by Chandra Kumar	Date Aug 8, 2014
Withdrawn by Chandra Kumar	Date Aug 8, 2014			



# Record Removal Notice

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<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Oct 31, 1988	<b>Document Type</b> Letter			
<b>Correspondents / Participants</b> To : Mr. Mohd. Ramli Wajib From : Barber B. Conable				
<b>Subject / Title</b> Management of Country Debt				
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b>				
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> Aug 8, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014			

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

BARBER B. CONABLE  
President

October 26, 1988

Dear Secretary General:

Thank you very much for your letter of September 23 and the enclosed communique of Commonwealth Finance Ministers and the Secretariat's report on mobilizing capital for development. I greatly value the support given in the communique to the work of the World Bank. As you know, many of the issues of concern to Commonwealth Finance Ministers were also reflected in the communique of the Development Committee.

As you mention in your letter, the particular problems faced by those low-income borrowers, now only eligible for IDA, but previously IBRD borrowers, are a matter for concern. We are particularly pleased that, just after the Commonwealth Finance Ministers' meeting, our Board decided that a part of future IDA reflows and investment income would be used to supplement adjustment credits to these countries. These supplementary credits will be allocated in proportion to the interest paid by these countries to IBRD during the year. Some bilateral donors have indicated that they are considering cofinancing these supplementary credits.

The recent natural disasters in Bangladesh and Jamaica, and some other countries, have indeed grievously hurt their economies. Emergency relief and their rehabilitation is an urgent task, and we are working with the UNDP and other donors in this important effort.

The report on mobilizing capital contains many useful ideas on how private flows to the developing countries can be stimulated. As you know, this is an area that is receiving close attention in the Bank and IFC. I have passed on the report to my staff for a careful review of the Report's recommendations.

With best regards.

Sincerely,



Mr. Shridath S. Ramphal  
Secretary-General  
Commonwealth Secretariat  
Marlborough House  
Pall Mall  
London SW1Y 5HX



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

BARBER B. CONABLE  
President

November 2, 1988

Dear Mr. Ramuglia:

On your retirement from the World Bank after sixteen and a half years of service, I want to express the appreciation of management for the important contribution you have made to the Bank's operations.

You have earned the respect and admiration of your colleagues and associates for your professional expertise, keen analytical skills and cordial personality. Your dedication and commitment to quality performance will be greatly missed.

Thank you for your service to the Bank over the years, and best wishes for good health and happiness in the future.

Sincerely,

*Barber Conable*

Mr. Anthony Ramuglia  
850 Seneca Road  
Great Falls, VA 22066



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

BARBER B. CONABLE  
President

October 14, 1988

Dear Mr. Ambassador:

I wish to thank you for your letter dated September 26, 1988, in which you informed us of the termination of your mission as Ambassador Extraordinary and Plenipotentiary of Finland to the United States of America.

We have enjoyed our association with you and wish you much success in your future endeavors.

We look forward to working with your successor and to continuing the good relationship that has existed between your country and the World Bank.

With kind regards,

Sincerely,



His Excellency  
Paavo Rantanen  
Ambassador of Finland  
to the United States  
Embassy of Finland  
3216 New Mexico Avenue, N.W.  
Washington, D.C. 20016



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Oct 26, 1988	<b>Document Type</b> Note			
<b>Correspondents / Participants</b> To : Mr.C. R. K. Rao Sahib, Executive Director From : Barber B. Conable				
<b>Subject / Title</b> Congratulations for getting re-elected to the Board of Executive Directors				
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b>				
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> Aug 8, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014			

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

BARBER B. CONABLE  
President

November 10, 1988

Dear Mike:

Bill Stanton has informed me of his discussion with you last Friday. I very much appreciate your interest to provide consulting services to me, specifically on debt and trade issues.

You may be aware that I have engaged Paul Volcker to provide outside counsel for me and the Bank in these and other matters. Obviously, the Bank has its own reservoir of debt and trade expertise as well. In fact, last week I was impressed by the briefing I received from Bank staff on the forthcoming GATT discussions taking place in Montreal in December.

Mike, I am well aware of your expertise in this area and I am pleased that you have offered to make it available to the Bank. If I am to call on you, however, it will have to be in connection with specific Bank needs which are not otherwise available to us. Such a request will have to await developments.

Best personal wishes.

Sincerely,

*Barber Conable*

Mr. Myer Rashish  
Rashish Associates  
Suite 715  
600 New Hampshire Avenue NW  
Washington D.C. 20037



INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

December 9, 1988

Mr. John Reed  
Chairman  
Citibank, N.A.  
399 Park Avenue  
New York, NY 10043

Dear Mr. Reed:


The role which the World Bank and the International Monetary Fund play in development and international monetary affairs requires that we recruit and retain staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for our staff is, therefore, an important matter. We are asking for the assistance of your organization in providing the compensation information we require to meet this critical need.


Data from the Hay Management Consultants' ACCESS data base, provide a basis for our compensation information. However, for our two organizations to base imminent and future pay decisions on the most relevant market data, we would appreciate your continuing participation in a special supplemental survey in a few key functional areas. We also believe that the survey information will be directly relevant and useful to your organization. Any information provided by your institution will be kept strictly confidential.

Hay Management Consultants is conducting this survey and Mr. Lee McCullough of their New York Office [tel. (212) 486-6300] will be contacting your Human Resources specialists shortly. Our immediate needs are somewhat urgent as data will be required by late January 1989. We would, therefore, greatly appreciate your institution's cooperation in providing relevant data.

We very much hope that you will be able to assist us in this important endeavor.

Yours truly,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

cc: Mr. Richard Berke, Sr. Human Resources Officer - NAFG  
Ms. Sally Bott, Sr. Human Resources Officer - NAIB



INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

December 9, 1988

Mr. Carl Reichardt  
Chairman and Chief Executive Officer  
Wells Fargo Bank & Company  
420 Montgomery Street  
San Francisco, CA 94163

Dear Mr. Reichardt:


The role which the World Bank and the International Monetary Fund play in development and international monetary affairs requires that we recruit and retain staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for our staff is, therefore, an important matter. We are asking for the assistance of your organization in providing the compensation information we require to meet this critical need.


Data from the Hay Management Consultants' ACCESS data base, provide a basis for our compensation information. However, for our two organizations to base imminent and future pay decisions on the most relevant market data, we would appreciate your continuing participation in a special supplemental survey in a few key functional areas. We also believe that the survey information will be directly relevant and useful to your organization. Any information provided by your institution will be kept strictly confidential.

Hay Management Consultants is conducting this survey and Mr. Rich Semler of their Los Angeles Office [tel. (213) 629-3921] will be contacting your Human Resources specialists shortly. Our immediate needs are somewhat urgent as data will be required by late January 1989. We would, therefore, greatly appreciate your institution's cooperation in providing relevant data.

We very much hope that you will be able to assist us in this important endeavor.

Yours truly,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

cc: Ms. Anne Roher  
Vice President, Direct Compensation

BARBER B. CONABLE

1818 H Street, N.W.  
Washington, D.C. 20433

December 7, 1988

Dear Mr. Relihan:

In response to your letter of November 29th relative to the University's investment policy regarding companies doing business in South Africa, I wish to advise you that I am the President of an international organization which includes among its membership South Africa. This country has been inactive and unrepresented on our Executive Board for approximately 10 years, but it still is one of the 151 member countries of the World Bank.

I will be glad to furnish further information if you believe this to be relevant to the discussion of divestiture pending in the University's Board.

Sincerely,



Walter J. Relihan, Jr., Esq.  
Cornell University  
Office of the University Counsel  
Edmund Ezra Day Hall  
Ithaca, New York 14853-2801

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

BARBER B. CONABLE  
President

October 5, 1988

Dear Dr. Rexrodt:


It is a particular pleasure for me to thank you for the effort and responsibility you shouldered as Senator for Finance for Berlin in the preparation and conduct of the Joint Annual Meetings of the World Bank Group and the International Monetary Fund in Berlin (West).

The staff of the World Bank join me in expressing our admiration and gratitude to you for making this Meeting such a success. All of us felt that the international atmosphere and commitment to international cooperation that Berlin itself symbolizes helped us to focus better on the development issues of today.

My warmest thanks to you and the many helpers you so kindly made available for preparing and supporting this important Meeting.

With best wishes.

Sincerely yours,



Dr. Gunther Rexrodt  
Senator for Finance  
Nurnberger Strasse 53-55  
1000 Berlin 30  
Federal Republic of Germany

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

BARBER B. CONABLE  
President

December 9, 1988

Dear Minister:

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

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

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

Sincerely,



The Honourable  
Albert Reynolds  
Minister for Finance  
Department of Finance  
Government Buildings  
Upper Merrion Street  
Dublin 2, Ireland



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

BARBER B. CONABLE  
President

November 9, 1988

Dear Governor:

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

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

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

Sincerely,

*Barber Conable*

Son Excellence  
Monsieur Ernest Ricot  
Gouverneur  
Banque de la Republique d'Haiti  
B. P. 1750  
Rue des Miracles  
Port-au-Prince, Haiti

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

BARBER B. CONABLE  
President

December 9, 1988

Dear Mr. Minister:

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

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

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

Sincerely,



Su Excelencia  
Senor Oscar Pineda Robles  
Ministro de Economia  
Palacio Nacional  
Ciudad de Guatemala  
Guatemala

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

BARBER B. CONABLE  
President

Le 1er décembre 1988

Monsieur le Premier Ministre,

De retour à Washington, je tenais à vous remercier sans tarder de l'amabilité avec laquelle vous avez bien voulu me recevoir à l'occasion de ma récente visite à Paris, en dépit de votre programme très chargé. Faisant suite aux entretiens que j'avais pu avoir au cours de cette même visite avec le Président de la République, avec le Ministre de l'économie et des finances et avec le Ministre de la coopération, cette première rencontre avec vous m'a permis de confirmer l'intérêt du Gouvernement français pour les questions de développement et son soutien aux institutions internationales, en particulier à la Banque mondiale.

J'ai beaucoup apprécié l'échange de vues que nous avons eu sur plusieurs questions, notamment sur les problèmes relatifs aux échanges commerciaux. Comme vous le savez, ces problèmes nous préoccupent tout spécialement, surtout pour les pays pauvres d'Afrique subsaharienne. J'ai été fort intéressé par vos observations sur les difficultés que soulèvent les négociations multilatérales sur le commerce et, plus précisément, les échanges commerciaux agricoles entre pays industrialisés. J'ai également écouté avec beaucoup d'attention vos commentaires sur les problèmes de la dette. Il conviendra à cet égard d'examiner plus en détail les propositions relatives aux pays à revenu intermédiaire présentées par le Président de la République.

Nous avons pris bonne note de vos observations à propos de certains pays, tels que la Côte d'Ivoire et l'Algérie. Le soutien de la France sera important pour la poursuite des efforts d'ajustement indispensables de leur économie. La Banque mondiale, pour sa part, est prête à jouer le rôle qui lui revient pour aider ces pays, en étroite coopération avec le Fonds monétaire international.

Je me félicite et remercie votre Gouvernement des excellentes relations qui existent entre la France et la Banque mondiale. Je n'ai pas besoin d'insister sur l'importance que présente votre pays dans nos institutions, notamment en raison de sa position au sein de la Communauté économique européenne.

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



Monsieur Michel Rocard  
Premier Ministre  
Hôtel Matignon  
57-58, rue de Varenne  
75700 Paris  
France



INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 29, 1988

Herrn Dr. Wolfgang Rölller  
Sprecher des Vorstandes  
Dresdner Bank  
Aktiengesellschaft  
Jörgen-Ponto-Platz 1  
6000 Frankfurt Am Main 11  
Federal Republic of Germany

Dear Dr. Rölller:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's continued help in providing information concerning the compensation of your staff, for comparative purposes.


Following an initial survey which was intended to develop a new system and which will be the basis for future pay determination in the two organizations, we now have a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential.


Hay Management Consultants have, again, been retained to carry out this survey. Mr. Volker Buring of their Germany office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (Lyoner Stern, HahnstraBe 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) of your willingness to participate in this survey and the name of the person you would wish Mr. Buring to contact.

A German translation of this letter is attached for your convenience.

We hope very much that you will help us again in this important endeavor. Thank you.

Yours truly,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

Attachment



TRANSLATION/ÜBERSETZUNG

Herrn Dr. Wolfgang Röllner  
Sprecher des Vorstandes  
Dresdner Bank  
Aktiengesellschaft  
Jörgen-Ponto-Platz 1  
6000 Frankfurt Am Main 11  
Federal Republic of Germany

Sehr geehrter

Die Rolle unserer Institutionen auf dem Gebiet Entwicklung und internationale Geldangelegenheiten erfordert einen multinationalen Mitarbeiterstab von hoher Qualität und mit einem breiten Spektrum an Fertigkeiten. Die Festlegung angemessener Gehälter für einen solchen Mitarbeiterstab ist eine Angelegenheit von grosser Tragweite, und wir wenden uns daher erneut mit der Bitte um Unterstützung an Ihre Institution. Wir wären Ihnen dankbar, wenn Sie uns zu Vergleichszwecken Informationen über die Besoldung ihrer Mitarbeiter zur Verfügung stellen würden.

Aufgrund einer ersten Umfrage, an der Ihr Unternehmen freundlicherweise teilnahm, verfügen wir jetzt über einen Erhebungsansatz, von dem wir hoffen, dass er Ihnen Informationen zurückvermittelt, die für Ihre Organisation direkt relevant und nützlich sind. Alle von Ihnen verfügbar gemachten Informationen werden streng vertraulich behandelt.

Das Beratungsunternehmen Hay Management Consultants ist erneut mit der Durchführung der diesjährigen Erhebung betraut worden. Herr Volker Buring, der verantwortliche Hay-Berater, wird demnächst mit Ihrem Büro in Verbindung treten. In diesem Zusammenhang wären wir Ihnen sehr verbunden, wenn Ihr Unternehmen Hay Associates (Lyoner Stern, Hahnstraße 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) ihre Bereitschaft zur Teilnahme an dieser Erhebung sowie den Namen der Person mitteilen würde, mit der Herr Buring sich in Verbindung setzen sollte.

Wir hoffen, dass Sie uns in dieser wichtigen Angelegenheit erneut behilflich sein können und danken Ihnen für Ihre Mühe.

Hochachtungsvoll

Barber B. Conable  
Präsident  
Die Weltbank

Michel Camdessus  
Geschäftsführer  
Internationaler Währungsfonds

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 29, 1988

Monsieur Yves Rolland-Billecart  
Directeur Général  
Caisse Centrale de Coopération Economique  
35/37, rue Boissy d'Anglas  
75379 Paris CEDEX 08, France

Dear Mr. Rolland-Billecart:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's continued help in providing information concerning the compensation of your staff, for comparative purposes.

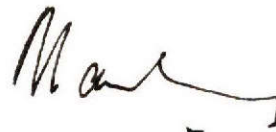
Following an initial survey which was intended to develop a new system and which will be the basis for future pay determination in the two organizations, we now have a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential.


Hay Management Consultants have, again, been retained to carry out this survey. Mr. Olivier Garcin de Mayes of their France office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (34, rue Kleber, 92300 Levallois, tel. (1) 47.58.45.45, fax. (1) 47.58.47.92) of your willingness to participate in this survey and the name of the person you would wish Mr. Garcin de Mayes to contact.

A French translation of this letter is attached for your convenience.

We hope very much that you will help us again in this important endeavor.  
Thank you.

Yours truly, *à grand merci et amitiés*



  
Barber Conable  
President  
The World Bank

Michel Camdessus  
Managing Director  
International Monetary Fund

Attachment

cc: Mr. Vico, Human Resources Manager



TRANSLATION/TRADUCTION

Monsieur Yves Rolland-Billecart  
Directeur Général  
Caisse Centrale de Coopération Economique  
35/37, rue Boissy d'Anglas  
75379 Paris CEDEX 08, France

Cher

Le rôle que jouent nos deux institutions dans le développement et les questions monétaires internationales nous impose de recruter un personnel international hautement compétent dans les domaines financier, économique et technique, et l'importance que revêt pour nous la question de savoir comment rémunérer de manière appropriée un tel personnel nous conduit à nous adresser périodiquement à vous pour obtenir, aux fins de comparaison, des renseignements concernant la rémunération de votre personnel.

A la suite d'une enquête initiale qui avait pour objet la mise au point d'un nouveau système et qui servira de base désormais à la détermination des salaires dans nos deux institutions, nous disposons maintenant d'un instrument d'enquête dont nous espérons que vous pourrez vous-même à votre tour tirer des informations directement applicables et utiles à votre organisation. Toute information que vous voudrez bien nous communiquer sera tenue strictement confidentielle.

Nous avons, cette fois encore, fait appel, pour l'exécution de cette enquête, aux services de la firme Hay Management Consultants. M. Olivier Garcin de Mayes, de leur bureau de France, se mettra le moment venu en rapport avec votre bureau. Nous vous serions obligés, à cet égard, de bien vouloir faire savoir à Hay Associates (34, rue Kleber, 92300 Levallois, tel. (1) 47.58.45.45, fax. (1) 47.58.47.92) que vous acceptez de participer à cette enquête et d'indiquer le nom de la personne avec laquelle vous souhaiteriez que M. Garcin de Mayes prenne contact.

Dans l'espoir que vous voudrez bien, cette fois encore, nous apporter votre concours pour l'exécution de cette importante tâche, nous vous prions de bien vouloir agréer, avec nos remerciements anticipés, les assurances de notre considération distinguée.

Barber Conable  
Président  
Banque mondiale

Michel Camdessus  
Directeur général  
Fonds monétaire international

cc: Mr. Vico, Human Resources Manager

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

BARBER B. CONABLE  
President

October 27, 1988

Dear Dick:

Thank you for your letter renewing this year the invitation for me to attend the Hobart and William Smith Colleges Commencement on June 11, 1989 to accept an Honorary Degree.

As much as I'd like to be able to make such a commitment, it just is not possible. Currently under discussion with the governments involved is a trip in late May/early June to several of the Bank's member countries, including Turkey and Morocco. The timing for my trips abroad is at the discretion of the governments and the leaders of the countries.

As you can see, my schedule really is not my own and the uncertainty on the timing of my visits to the Bank's member countries makes it difficult, if not impossible, to make important commitments such as the one you are suggesting. I greatly appreciate the interest of President Brewster and his Board of Trustees to honor me in this way and regret not being able to attend. Please extend my thanks to them and my sincere best wishes for another meaningful and successful Commencement.

Sincerely,



The Honorable Richard M. Rosenbaum  
Lincoln First Tower  
P.O. Box 1051  
Rochester, New York 14603



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

BARBER B. CONABLE  
President

October 11, 1988

Dear Marge:

I want to express my heartfelt thanks for your statement of support for the World Bank during the debate on the foreign aid appropriations bill. I know that your support, and that of other internationally-minded Republicans, was a key factor in securing Congressional approval for our capital increase legislation.

The passage of this legislation reflects, I believe, a growing recognition that U.S. prosperity is inextricably linked to the achievement of global development. It is also a strong signal of Congressional determination to preserve U.S. leadership in the World Bank.

I am, in a personal sense, particularly grateful for your help. My job will certainly be immeasurably easier now that this issue has been resolved.

With all best wishes.

Sincerely,



The Honorable Marge Roukema  
House of Representatives  
303 Cannon House Office Building  
Washington, D.C. 20515

Rowe

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

BARBER B. CONABLE  
President

Dec 2, 1988

Dear Roger & Jean,

Charlotte and I both want to thank you  
for your efficient guidance and warm hospitality  
while we were visiting Riyadh. From one  
point of view, the trip was a fine success, but  
it was due in no small part to your planning  
and your willingness to extend yourselves in our  
behalf. We are most grateful to you, dear  
friends; and we send you our best for the  
Holiday Season -

Sincerely  
Barber

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

BARBER B. CONABLE  
President

December 21, 1988

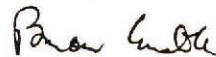
Dear Congressman Rowland:

Thank you for your letter of November 30, on behalf of Mr. and Mrs. Michael Hopkins of Meriden, Connecticut. I asked my staff to review the documents you forwarded from Mr. Hopkins in order to ascertain what role if any the World Bank may have played in the services provided by Mr. Hopkins.

After reviewing our records on Nigeria, I regret that we are unable to find any connection between the activities of Mr. Hopkins and our lending and economic work on Nigeria. However, as these activities go back as far as five years ago, my staff contacted Mr. Hopkins directly in order to enquire whether he had made any contact with the Bank which was more specific than the very general references indicated in the documents that were attached to your letter. Although Mr. Hopkins was not able to identify any direct contacts with the Bank, he expressed a desire to review his other documents in order to identify in more detail any specific references to or allegations of involvement of the World Bank. My staff assured Mr. Hopkins that upon receipt of any further documentation we would be prepared to review this matter again.

I hope this addresses your concern with respect to the World Bank's involvement in this matter.

Sincerely,



The Honorable John G. Rowland  
Congress of the United States  
House of Representatives  
Washington, DC 20515



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

BARBER B. CONABLE  
President

November 21, 1988

Dear Mr. Roy:

Thank you for letting me know about your interest in Bank employment.

Since all personnel matters are handled initially by the Personnel Department, I have forwarded your letter to that office. In the meantime, please send a copy of your up-to-date resume to:

Ms. N. Ruivivar  
International Recruitment Unit  
The Personnel Department  
The World Bank  
1818 H Street, NW Room A3119  
Washington D.C., 20433

She will assess your qualifications and experience against current openings and you will be contacted directly about the prospects in your area of expertise.

Sincerely,

*Barber Conable*

Mr. Asok Kumar Roy  
6500 Mainz 62  
Falkensteinerstrasse 1  
Postbox 3504  
West Germany

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

BARBER B. CONABLE  
President

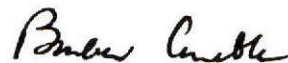
November 9, 1988

Dear Mr. Ruberti:

This has reference to your letter of October 21, 1988 and our meeting on the same day. As I told you then, we would welcome an opportunity to explore with you and the small group which you have formed, ways in which the Bank, the Export Credit Agencies and the DFCs could work together to make more export credit flows available to private sector investors, particularly in the highly-indebted countries. We believe that these countries will be relying increasingly on private initiatives for future economic growth. The proposals of Dr. Fisher provide a good basis for a start. There are obviously several limitations on the extent to which the World Bank (and other MDBs) can mitigate the risks of other creditors; but clearly within these constraints the Bank has an interest in associating its lending with that of other creditors in ways which will help mobilize larger resource flows for its developing country members on a sustained basis.

I therefore greatly appreciate your initiative and hope that our further deliberations will be fruitful. I am asking Mr. Dubey to be in touch with you for further steps to pursue the discussion.

Sincerely,



Mr. Roberto Ruberti  
President  
Berne Union  
17/18 Dover Street  
London W1X 3PB, England

S



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

BARBER B. CONABLE  
President

November 9, 1988

Dear Mr. Sabhavasus,

Thank you for your letter of November 3rd on the subject of prepayments. In my recent response on this matter (dated October 30, 1988) to your Executive Director, Mr. Mohd. Ramli Wajib, I had acknowledged the difficulty of the issue and had tried to explain the rationale for the position which Management has taken.

In the memorandum which I sent to the Executive Directors on the so-called "transition cases" (R88-213/1), I described the circumstances of Korea and Thailand. In both of these cases, actions taken by the Bank in the first few months of calendar 1988 had led the countries to believe that prepayments could proceed without the application of a prepayment premium. Management has consistently recognized that, even though circumstances have now changed and a more discriminating approach to the waiver issue is desirable, the Bank should seek an accommodation with both Korea and Thailand that takes due account of the plans which both countries made on the basis of the communications they had received from the Bank. That is still our goal.

Your representative, Mr. Nibhat, has explained the way in which prepayments of IBRD loans fit into your overall financing plans for 1988. We believe it is in our mutual interest to move ahead quickly to settle this matter. If you wish, I would be prepared to send a representative to Bangkok for that purpose or to receive your representative here in Washington.

Sincerely,

*Barber B. Conable*

Mr. Pramual Sabhavasus  
Minister of Finance  
Ministry of Finance  
Rama VI Road  
Bangkok 10400, Thailand



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Nov 21, 1988	<b>Document Type</b> Letter			
<b>Correspondents / Participants</b> To : Dr. Nafis Sadik, Executive Director From : Barber B. Conable				
<b>Subject / Title</b> Thank you letter for the Population Clock				
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b>				
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> Aug 8, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014			



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

Office of the President

December 1, 1988

Mr. Abdulla Saif  
Chairman of the Board  
Gulf International Bank B.S.C.  
P.O. Box 1017, Al-Dowali Building  
King Faisal Highway  
Manama, Bahrain

Dear Mr. Saif:

Thank you for your telex to me of November 21, 1988, following up on our recent meeting in Saudi Arabia. In your telex, you reiterated the interest of Gulf International Bank (GIB) to be a recognized depository institution for World Bank funds. In this letter, I would like to take the opportunity to outline to you the main features of the World Bank's policies regarding the eligibility of commercial banks to be recipient of World Bank deposits. These policies flow from resolutions by the Bank's Board of Directors and from guidelines established by the Bank's Credit Committee.

The World Bank has developed a systematic approach for determining whether or not a bank is eligible to receive deposits of IBRD liquid funds. The system is designed to be transparent, and to ensure equal treatment of all candidate banks. It is also developed to satisfy the Bank's credit risk management posture without requiring large administrative expenses. Therefore, the World Bank relies on the assessment of independent credit rating agencies. Established policies state that a commercial bank may be the recipient of IBRD deposits if it is rated in an acceptable credit category by one of the well established rating agencies. The limit on the deposits are a function of the size of the balance sheet of the acceptable bank, as well as of its credit rating category as determined by the composite rating of the following four bank rating agencies: International Bank Credit Analysis, Moody's, Standard and Poor, and Keefe Bruyette & Woods. This consensus rating seeks to avoid inordinate reliance on the analysis of any single agency. For branches, additional sublimits apply based on the size of the branch's own balance sheet.

Once the test of eligibility is passed, there are further rules. An acceptable bank can receive deposits denominated in the currency of the country in which it resides as long as the deposits are free of any foreign exchange controls. For foreign branches of acceptable banks, additional rules apply. These branches may receive deposits denominated in the currency of the country of the home office, as well as the currency of the country in which the branch is located. For branches to be deemed eligible in the World Bank's credit risk assessment procedure, they also need to give evidence of the home office's responsibility for liabilities of the branch in case of a default by the branch.

Thus, in the absence of GIB having obtained a rating from any of the rating agencies named above, GIB would not pass the test of eligibility in the World Bank's established procedures. I would like to stress that this stems from the imperative for the World Bank to uphold the transparency of its credit evaluation process and is in no way a reflection of the World Bank's view of GIB's creditworthiness and financial integrity. In fact, GIB's shareholding structure and capital base would, prima facie, make it a most worthy counterpart.

The only alternative to securing a rating would be for GIB to secure an acceptable guarantee from a third party that is eligible to receive IBRD deposits.

If the GIB did obtain an acceptable rating from one of the agencies listed above, GIB would be eligible to receive deposits in Bahrain Dinars. At this point, the World Bank does not have holdings in Bahrain Dinars. The branch of GIB in New York could become eligible to receive deposits in U.S. Dollars, and your London branch could become eligible to receive deposits of GBP, in addition to the possibility of future IBRD holdings of Bahrain Dinars.

I trust that this letter has provided a clear description of our credit policies, and I would like to conclude in stressing the appreciation that we have for the continued interest that GIB has expressed in the activities of the World Bank.

Sincerely,

A handwritten signature in dark ink, appearing to read "Barber B. Conable". The signature is fluid and cursive, with the first name "Barber" written in a slightly larger, more prominent script than the last name "Conable".

Barber B. Conable  
President



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

BARBER B. CONABLE  
President

November 21, 1988

Dear Mr. Minister:

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

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

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

Sincerely,



The Honourable  
Professor George Saitoti, M.P.  
Minister of Finance  
Ministry of Finance  
P. O. Box 30007  
Treasury Building, Harambee Avenue  
Nairobi, Kenya

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

BARBER B. CONABLE  
President

October 25, 1988

Dear Mr. Minister:

Just a note to express my appreciation and thanks for the beautiful XXIVth Olympiad 1988 souvenir kit you presented to me during our recent Annual Meetings in West Berlin. It will be a unique addition to my office.

With best personal regards.

Sincerely,



His Excellency  
Il Sakong  
Minister of Finance  
Ministry of Finance  
Gwachun  
Republic of Korea

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

BARBER B. CONABLE  
President

December 1, 1988

Dear Mr. Salamah:

Thank you for meeting with me during my recent visit to Saudi Arabia and for the excellent presentation on SABIC, its achievements and its plans for the future. Our discussion helped me understand the physical magnitude of your undertakings and the great achievements made by the Corporation since 1976. The Bank is proud of its involvement in the early days of SABIC, and I appreciated your complimentary reference to the role played by Bank staff during that period.

It was interesting to hear that the issues of most concern to SABIC today relate to the export marketing of its products and, in particular, the problems posed by the protectionist policies of many countries. As you know, this was discussed further in our follow-up meeting with H.E. Engineer Abdulaziz Al-Zamel, the Minister of Industry and Electricity. Unhindered trade is vital to the development process, and this is an objective we at the World Bank will continue to pursue.

Again, thank you for sharing your success story with me. I wish you, your colleagues, and SABIC continued success in the future.

With warm regards,

Sincerely,



His Excellency  
Mr. Ibrahim Abdullah Bin Salamah  
Vice Chairman and Managing Director  
Saudi Arabian Basic Industries Corporation (SABIC)  
Riyadh, Saudi Arabia



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

JARBER B. CONABLE  
President

October 11, 1988

Dear Mr. Chairman:

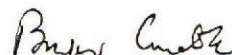
I want to express my sincere thanks for your efforts to facilitate passage of the World Bank's capital increase legislation. I know that Committee approval of multilateral bank authorizations is always a sensitive issue, and certainly that was the case this year. We are all most grateful for your leadership and your cooperation.

The passage of this legislation reflects, I believe, a growing recognition that U.S. prosperity is inextricably linked to the achievement of global development. It is also a strong signal of Congressional determination to preserve U.S. leadership in the World Bank.

I am, in a personal sense, particularly grateful for your help. My job will certainly be immeasurably easier now that this issue has been resolved.

With all best wishes.

Sincerely,



The Honorable Fernand J. St Germain  
Chairman, Committee on  
Banking, Finance and Urban Affairs  
House of Representatives  
Washington, D. C. 20515

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

BARBER B. CONABLE  
President

November 4, 1988


Dear Minister:

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

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

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

Sincerely,



The Honourable  
John E. St. Luce  
Minister of Finance  
Ministry of Finance  
High Street  
St. John's, Antigua and Barbuda

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

BARBER B. CONABLE  
President

October 11, 1988

Dear Congressman:

I want to express my heartfelt thanks for your statement of support for the World Bank during the debate on the foreign aid appropriations bill. I know that your support, and that of other internationally-minded Republicans, was a key factor in securing Congressional approval for our capital increase legislation.

The passage of this legislation reflects, I believe, a growing recognition that U.S. prosperity is inextricably linked to the achievement of global development. It is also a strong signal of Congressional determination to preserve U.S. leadership in the World Bank.

I am, in a personal sense, particularly grateful for your help. My job will certainly be immeasurably easier now that this issue has been resolved.

With all best wishes.

Sincerely,



The Honorable H. James Saxton  
House of Representatives  
324 Cannon House Office Building  
Washington, D.C. 20515



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

BARBER B. CONABLE  
President

October 4, 1988

Dear Mr. Polizeipräsident:

Please accept my sincere thanks to you and the Police Force of Berlin for the excellent protection provided for the Joint Annual Meetings of the World Bank Group and the International Monetary Fund. All of us, the officials of the Bretton Woods institutions and the delegates of our 153 member countries are grateful for your support. Without the quiet, thoughtful planning and decisive action taken by your staff, the meetings could not have been such a success.

Allow me, as well, to add a special word of thanks for the personal support and protection given to me and my wife in Berlin. I was particularly impressed with the professional manner in which POR Scholz and PM Dagmar Schanz managed their assignments. Congratulations and many thanks to both of them and their teams.

Mr. President, I am aware of the tremendous responsibility the Annual Meetings of the World Bank Group and the IMF put on you, your staff and the city of Berlin. You and your staff should be as proud of the results as I am grateful for the work that produced them.

Sincerely yours,



Mr. George Schertz  
Polizeipräsident  
Platz der Luftbrücke 1-6  
1000 Berlin 42  
Federal Republic of Germany

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

BARBER B. CONABLE  
President

November 30, 1988

The Honorable Claudine Schneider  
House of Representatives  
Washington, D.C. 20515

Dear Claudine:

Thank you for your letter of November 10, 1988, concerning World Bank participation in the Caazapa Area Development Project in Paraguay.

In recent weeks I have received many letters on this subject from concerned individuals and organizations around the world. I certainly share their concern for the future of the indigenous peoples in the Caazapa region. In replying to these letters, we have provided a background brief on the history of the project, the role of the World Bank, and the efforts we have made to safeguard the welfare of the indigenous peoples. This brief is enclosed for your reference.

I would like to emphasize two important points. First, the activities financed by the Bank under the project do not have any direct impact on the indigenous communities, either through new settlement or through the construction of infrastructure in the areas occupied by the indigenous peoples. The threat to the communities results from the activities of private companies and individuals to whom the land was parcelled out long before the project was ever conceived. Second, from the beginning the Bank has attempted, through its loan covenants, to ensure that measures are taken to protect the indigenous communities from this threat. In this regard, a decision by the Bank to extend the closing date of our loan is entirely contingent on satisfactory progress on this issue.

A World Bank mission to Paraguay recently returned with encouraging news. The Paraguayan Congress has now approved funds in the 1989 budget for land acquisition for resident indigenous communities (in accordance with recommendations made by consultants to an interministerial commission, which was set up to meet World Bank conditions). In addition, the Government presented to the Bank an action plan for implementing the program of land acquisition and titling, and also proposed a detailed program of social and economic assistance for the indigenous communities. Our staff have reviewed these programs and consider them to be a major step

November 30, 1988

in the direction of protecting the indigenous communities. These proposals would establish a legal basis for expropriating the needed lands within three months, should negotiated purchase fail.

We believe that this progress is impressive. Extension of World Bank participation in the project still remains contingent on final approval by the Paraguayan Congress of the funds for the social and economic assistance program and on ministerial ratification of the proposed action plans. Should these requirements be met, it is important that the World Bank participate in the implementation of these plans; we believe that this participation would establish an important legal and political precedent for similar action to protect other threatened communities in Paraguay.

I believe that the World Bank has a special responsibility to help developing nations better integrate the management of natural resources into development planning and investment. Likewise, we have an obligation to protect the indigenous people who are often directly affected by development efforts. These principles will certainly guide our decision on the extension of the Caazapa project.

Sincerely,



Barber B. Conable

Enclosure



# Caazapa Area Development Project

## Project Overview and Amerindian Protection Measures

### History and Purpose of the Project

1. In January 1982 the Executive Directors of the World Bank approved a US\$31 million loan to help finance a rural development project in the Caazapa area located in the southeastern part of Paraguay. The Caazapa area contains about 8,000 smallholder families who have been settled in the area for many years. The project aims to enhance the well-being of these established residents through improvement of the road network, access to credit and development of rural health care facilities. Although the project originally aimed to resettle about 200 families from lands which were subject to erosion, neither this settlement nor any other has ever been carried out. The project does, however, provide for land titling for at least 1,600 of these established residents who have never received legal titles to their land. Lack of proper collateral, such as titled land, historically has made them ineligible for certain types of credit to increase the productivity of their land.

### The Amerindian Communities

2. In the northern part of the Caazapa area there are about 20 Amerindian communities containing about 860 families who live quite separate and remote from the farming communities benefitting from the project. No infrastructure or other investments were planned in these forested zones under the project. However, forest clearing has been carried out, mainly by logging companies whose concessions had been granted long before the Caazapa Area Development Project was conceived. This land clearing indeed threatens the habitat of the indigenous peoples and their culture, and for this reason the Loan Agreement between the World Bank and the Government of Paraguay contains legal covenants stipulating that the Government demarcate and acquire land for resident indigenous communities and grant them land titles. Also, the Government undertook to carry out a program of social and technical services for their benefit.

### Implementation

3. The project had a slow start. Although the Loan Agreement between the Government and the Bank was signed in 1982, the agency in charge of coordinating the project was only established in 1983, the same year in which the Government made its first budgetary allocation for the project. Startup of implementation in 1984 was subsequently interrupted by a cessation of disbursements for local expenditures, which affected all projects assisted by the World Bank in Paraguay. This cessation lasted from mid-1985 to the end of 1986. Following this hiatus, an effort was made by the Bank in 1987 to renew momentum for successful implementation, including the actions concerning the protection of the threatened indigenous communities. The early 1980's had produced a rapid acceleration of forest-clearing activities in the area, which posed a growing threat to the Amerindian communities of the Caazapa area.

4. An action program to comply with the conditions for protecting the Amerindian communities was drawn up by consultants in 1987. This program includes land acquisition, demarcation and titling, and it promises to be an acceptable basis for resolving the issue of land allocation and title for resident indigenous communities. The proposed program was reviewed and accepted by an interministerial commission of the Government in mid-1988.

#### Future Action

5. The loan closing date arrived on June 30, 1988 with minimal works carried out and only about 15% of World Bank loan funds disbursed. The Government has requested a one-year extension of the closing date of the loan in order to press ahead with investments in the settled lands. Compliance with the loan conditions safeguarding the territorial claims of Amerindian communities in the Department of Caazapa is necessary for World Bank consideration of an extension to the project. Recently, at the World Bank-IMF annual meetings in Berlin, the Government indicated its commitment to meet these conditions. The World Bank has already sent staff to Paraguay to review the proposed action program, its timetable and the budgetary allocation for this purpose. Following this review, a decision will be made by the World Bank management on whether to extend the closing date and to authorize further withdrawals from the loan account. Thereafter, progress in the land allocation program, and in the program of social and technical services for the benefit of the Amerindian communities, would be monitored carefully to determine continued compliance with the conditions of the Loan Agreement.

November 15, 1988



log + toss

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

BARBER B. CONABLE  
President

December 21, 1988

Dear Fred:

It was nice to hear from you about the publication of your latest book on the history of the Republican Party. The quotes on the brochure are quite impressive and, I'm sure, accurately describe the quality and content of your newest work.

I'm glad to know the Society is doing well. Thank you, as always, dear friend, for your continued contributions to the preservation of our National Heritage.

Best wishes for the Holidays and a good year in 1989.

Sincerely,

*B. Barber*

The Honorable Fred Schwengel  
President  
U.S. Capitol Historical Society  
200 Maryland Avenue, N.E.  
Washington, D.C. 20002



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

BARBER B. CONABLE  
President

November 9, 1988

Dear Ms. Schwenger:

Your letter addressed to me in Alexander was forwarded to me in Washington. Thank you for the invitation to be the keynote speaker at your 6th annual "Off the Record" event on February 23, 1989.

Since joining the Bank, I have done very little public speaking because my responsibilities do not allow time, and the short-term pressures of international emergencies are not conducive to making speaking commitments far in advance. In fact, I am scheduled to be visiting four of the Bank's 151 member countries next February. The timing for this visit, which conflicts with the date of your event, was at the discretion of the governments involved and not under my control.

I appreciate your efforts to include me and send my best wishes for a successful event.

Very truly yours,



Ms. Michelle K. Schwenger  
International Association for Personnel Women  
c/o ArtCraft Optical  
89 Allen Street  
Rochester, New York 14608

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

BARBER B. CONABLE  
President

December 20, 1988

Dear Ruth:

You've obviously had a busy and successful year, and I was pleased to have the opportunity to read about your project.

Since joining the World Bank, I am no longer involved in the national legislative process. As a result, I have not been following the developments in Congress on legislation which would affect community investment strategies and, therefore, do not feel qualified to offer my reactions to your business statement.

Best wishes for the Holidays and for a good year in 1989.

Sincerely,



Ms. Ruth H. Scott  
Scott Associates  
30 Arvine Heights  
Rochester, New York 14611

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 29, 1988

Herrn Dr. Walter Seipp  
Vorsitzender des Vorstandes  
Commerzbank Aktiengesellschaft  
Neue Mainzer Straße 32-36  
6000 Frankfurt am Main 1  
Federal Republic of Germany

Dear Dr. Seipp:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's continued help in providing information concerning the compensation of your staff, for comparative purposes.


Following an initial survey which was intended to develop a new system and which will be the basis for future pay determination in the two organizations, we now have a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential.

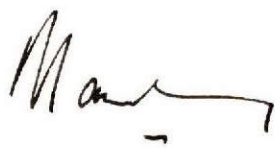
Hay Management Consultants have, again, been retained to carry out this survey. Mr. Volker Buring of their Germany office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (Lyoner Stern, Hahnstraße 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) of your willingness to participate in this survey and the name of the person you would wish Mr. Buring to contact.

A German translation of this letter is attached for your convenience.

We hope very much that you will help us again in this important endeavor. Thank you.

Yours truly,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

Attachment



TRANSLATION/ÜBERSETZUNG

Herrn Dr. Walter Seipp  
Vorsitzender des Vorstandes  
Commerzbank Aktiengesellschaft  
Neue Mainzer Straße 32-36  
6000 Frankfurt am Main 1  
Federal Republic of Germany

Sehr geehrter

Die Rolle unserer Institutionen auf dem Gebiet Entwicklung und internationale Geldangelegenheiten erfordert einen multinationalen Mitarbeiterstab von hoher Qualität und mit einem breiten Spektrum an Fertigkeiten. Die Festlegung angemessener Gehälter für einen solchen Mitarbeiterstab ist eine Angelegenheit von grosser Tragweite, und wir wenden uns daher erneut mit der Bitte um Unterstützung an Ihre Institution. Wir wären Ihnen dankbar, wenn Sie uns zu Vergleichszwecken Informationen über die Besoldung ihrer Mitarbeiter zur Verfügung stellen würden.

Aufgrund einer ersten Umfrage, an der Ihr Unternehmen freundlicherweise teilnahm, verfügen wir jetzt über einen Erhebungsansatz, von dem wir hoffen, dass er Ihnen Informationen zurückvermittelt, die für Ihre Organisation direkt relevant und nützlich sind. Alle von Ihnen verfügbar gemachten Informationen werden streng vertraulich behandelt.

Das Beratungsunternehmen Hay Management Consultants ist erneut mit der Durchführung der diesjährigen Erhebung betraut worden. Herr Volker Buring, der verantwortliche Hay-Berater, wird demnächst mit Ihrem Büro in Verbindung treten. In diesem Zusammenhang wären wir Ihnen sehr verbunden, wenn Ihr Unternehmen Hay Associates (Lyoner Stern, Hahnstraße 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) ihre Bereitschaft zur Teilnahme an dieser Erhebung sowie den Namen der Person mitteilen würde, mit der Herr Buring sich in Verbindung setzen sollte.

Wir hoffen, dass Sie uns in dieser wichtigen Angelegenheit erneut behilflich sein können und danken Ihnen für Ihre Mühe.

Hochachtungsvoll

Barber B. Conable  
Präsident  
Die Weltbank

Michel Camdessus  
Geschäftsführer  
Internationaler Währungsfonds



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Nov 21, 1988	<b>Document Type</b> Note			
<b>Correspondents / Participants</b> To : Ms. Randi Selehdar From : Barber B. Conable				
<b>Subject / Title</b> Offering for a term of two years for Ms. Selehdar				
<b>Exception No(s).</b> <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b> Personal Information				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td>Withdrawn by Chandra Kumar</td><td>Date Aug 8, 2014</td></tr></table>	Withdrawn by Chandra Kumar	Date Aug 8, 2014
Withdrawn by Chandra Kumar	Date Aug 8, 2014			

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

BARBER B. CONABLE  
President

October 25, 1988

Dear Governor:

Just a note to express my appreciation and thanks for the beautiful set of coins commemorating the Vth Centenary of the Discovery and Evangelization of America and the commemorative envelope of the date such coins were put into circulation by the Central Bank of the Dominican Republic, which you presented to me during our recent Annual Meetings in West Berlin. They will be a unique addition to my collection.

With best personal regards.

Sincerely,



Sénor Dr. Roberto Saladín Selín  
Gobernador  
Banco Central de la Republica Dominicana  
Apartado Postal No. 1347  
Pedro Henriquez Urena esq. Leo Navarro  
Santo Domingo  
Dominican Republic



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

BARBER B. CONABLE  
President

October 26, 1988

Dear Jim:

Thank you for letting me know about Mr. Guzman's interest in obtaining a job at The World Bank.

Attached is a Personal History Form. Please ask Mr. Guzman to complete and return it to my office for review by the Personnel Department.

Thank you for your interest in the Bank.

Sincerely,

*Barber Conable*

Attachment

The Honorable F. James Sensenbrenner, Jr.  
House of Representatives  
Washington, D.C. 20515

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

BARBER B. CONABLE  
President

October 27, 1988

Dear Mr. President:

Just a note to say thank you for the book on "Culturas Precolombinas" which you presented to me during the recent Annual Meetings in West Berlin. It will be a useful reference for the Bank, and I will share it with others here who will find it of interest.

Best personal regards.

Sincerely,

*Barber B. Conable*

Señor Ramon Remolina Serrano  
Presidente  
Camara de Comercio de Lima  
Gregorio Escobedo 398  
Lima 27, Peru

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

BARBER B. CONABLE  
President

October 28, 1988

Dear John:

Thank you very much for your kind letter of September 30 on my Annual Meeting speech. The Bank must continue to speak out on the fundamental development issues of poverty, environment and growth. Even more important is the need to assure that we play an even more effective part in helping our members achieve tangible and visible progress in each of these vast areas.

The Overseas Development Council has always been in the forefront of efforts to heighten understanding of these and other critical development issues. Your most recent volume on "Strengthening the Poor: What Have We Learned"? is an excellent illustration of this point. We have, as you know, been doing our own work to learn from experience, and your volume provides valuable guidance which parallels and enriches many of our own conclusions. The conclusions reached by John Lewis and the outstanding group of authors will help our staff do their jobs better. It deserves wide-readership within the broader development community.

Thank you again for your kind words - including those in the book's Foreword as well. You can be sure we shall continue to look to ODC for help and advice on poverty issues and a host of other concerns in the months and years to come.

With best regards.

Sincerely,

*Barber Conable*

Mr. John Sewell  
President  
Overseas Development Council  
1717 Massachusetts Avenue, N.W.  
Washington, D.C. 20036



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

BARBER B. CONABLE  
President

December 1, 1988

Dear Gene:

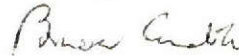
Your letter arrived at my office while I was traveling to Saudi Arabia and Jordan, my first visit to these two important member countries of the World Bank. It was good to hear from you and to know that you are enjoying a productive "retirement".

While I'd like to be helpful to you in your effort to have published a practical textbook for students of international marketing, it is inappropriate for me, in my current position, to be writing forewords for other than World Bank publications. I'm sorry not to be able to help you with this important project.

I appreciate your open invitation for a Swiss fondue at Penn State. My travels don't bring me to that part of the country generally, but I'll keep your invitation in mind in the event an opportunity arises.

It was nice to hear from you again, and I wish you success with your book. Best personal wishes.

Sincerely,



Eugene J. Seyna, Ph.D  
Professor of International Business and Marketing  
701-M Business Administration Building  
The Pennsylvania State University  
University Park, PA 16802

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

BARBER B. CONABLE  
President

October 17, 1988

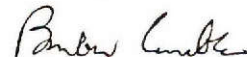
Dear Congressman Shays:

Thank you for your personal interest in the "Justice for Janitors" campaign organized by the Service Employees International Union (SEIU).

Please accept my personal assurance that Bank Management continues to make every effort to ensure that all those working on our premises have acceptable working conditions and that their concerns are met. We also fully support and insist on fair labor practices.

With regard to the SEIU campaign, I can confirm that the Bank stands ready to cooperate in an appropriate manner, bearing in mind that the people who clean our buildings are not Bank staff. They are employees of our contractor, General Maintenance Company. Therefore, the Bank is not and can not be a party to the issue of unionization. As indicated by us to the Justice for Janitors Organizing Committee, should the employees wish to organize themselves through a government-supervised (National Labor Relations Board) election process, the Bank would not stand in the way.

Sincerely,



The Honorable Christopher Shays  
House of Representatives  
1630 Longworth Building  
Washington, D.C. 20515



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Oct 26, 1988	<b>Document Type</b> Note			
<b>Correspondents / Participants</b> To : Mr. Murray Sherwin, Executive Director From : Barber B. Conable				
<b>Subject / Title</b> Offering Congratulations for getting re-elected to the Board of Executive Directors				
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b>				
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> Aug 8, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014			



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

BARBER B. CONABLE  
President


December 7, 1988

Dear Carl:

Thank you for your supportive letter. I think you may exaggerate my role in trade policy. I am quite proud of the job Clayton Yeutter has been doing for the U.S. and, of course, in my current role I find trade tremendously important to growth in the developing world, my particular concern.

It was nice to hear from you, and I wish you the very best for the Holiday Season.

Sincerely,



Carl Shipley, Esq.  
Shipley Smoak Henry & Holdgreiwe  
910 - 17th Street, N.W.  
Washington, D.C. 20006

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

December 9, 1988

Mr. Walter Shipley  
Chairman  
Chemical Bank  
277 Park Avenue  
New York, NY 10172

Dear Mr. Shipley:

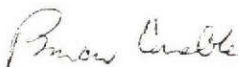
The role which the World Bank and the International Monetary Fund play in development and international monetary affairs requires that we recruit and retain staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for our staff is, therefore, an important matter. We are asking for the assistance of your organization in providing the compensation information we require to meet this critical need.


Data from the Hay Management Consultants' ACCESS data base, provide a basis for our compensation information. However, for our two organizations to base imminent and future pay decisions on the most relevant market data, we would appreciate your continuing participation in a special supplemental survey in a few key functional areas. We also believe that the survey information will be directly relevant and useful to your organization. Any information provided by your institution will be kept strictly confidential.

Hay Management Consultants is conducting this survey and Mr. Lee McCullough of their New York Office [tel. (212) 486-6300] will be contacting your Human Resources specialists shortly. Our immediate needs are somewhat urgent as data will be required by late January 1989. We would, therefore, greatly appreciate your institution's cooperation in providing relevant data.

We very much hope that you will be able to assist us in this important endeavor.

Yours truly,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

cc: Mr. Dennis Shea  
Vice President, Compensation  
380 Madison Avenue  
New York, NY 10017

Chen

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

BARBER B. CONABLE  
President

October 11, 1988

Dear Mr. Short:

Thank you for your letter of September 19, enclosing copies of several newspaper clippings with reference to the problems of wildlife protection and management in Kenya.

I want to assure you that strengthening country capabilities in the areas of wildlife management and wildlife-related tourism is very much a part of our program of assistance to African countries, including Kenya, that still contain significant wildlife resources. Specifically, in collaboration with the Kenya Government, we are currently preparing a Wildlife Conservation and Tourism Project through which we expect to provide substantial support to the Department of Wildlife Conservation and Management and the Kenya National Parks System.

Thank you for your interest in our operations.

Sincerely,

*Barber Conable*

Mr. Jeffrey R. Short, Jr.  
J.R. Short Milling Company  
500 West Madison Street  
Chicago, Illinois 60606



INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
WASHINGTON, D.C. 20431

November 30, 1988

The Honorable George P. Shultz  
Secretary of State  
Department of State  
2201 C Street, N.W.  
Suite 7226  
Washington, DC 20520

Dear Mr. Secretary:

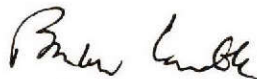
The World Bank and the International Monetary Fund are in the process of developing an appropriate compensation system for their higher level and support level staff in Washington, DC. As you are aware we need to recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. We are writing to you to seek your cooperation in a limited study of the US Federal Civil Service which is one of our comparator sectors.

Following an initial survey, using OPM data, which was intended to be the basis for our future system, we have had some problems in validating our grading equivalences with those of OPM. We wish, therefore, to check our conclusions with a stratified sample within a selected number of US Federal Civil Service Agencies so as to ensure a proper grade matching of Bank and Fund grade levels with those of the USFCS, thereby enabling us to use OPM data in the future.

Hay Management Consultants have been retained by us to conduct this study and Mr. Abe Zwany of their Washington, DC office will be responsible for contacting the relevant office in your organization in due course.

We hope very much you will help us in this important study.

Yours sincerely,



Barber Conable  
President  
The World Bank



Michel Camdessus  
Managing Director  
International Monetary Fund

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

BARBER B. CONABLE  
President


November 22, 1988

Dear Mr. Secretary:

I enclose a copy of a letter from Mr. Hassan G. Kanu, Minister of Finance, Ministry of Finance, Sierra Leone, the official channel of communication between the Government of Sierra Leone and the Bank, requesting you to extend to Mr. J.S.A. Funna, Executive Director in the International Bank for Reconstruction and Development, the privileges and immunities accorded to officials of Specialized Agencies referred to in paragraph 4, Section 15, Article V of the Headquarters' Agreement between the United Nations and the United States.

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

Sincerely,



Enclosure

The Honorable George P. Shultz  
Secretary of State  
Department of State  
Washington, D.C. 20520

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

BARBER B. CONABLE  
President

November 8, 1988

Dear Mr. Secretary:

I enclose a copy of a letter from Mr. Jon Sigurdsson, Minister of Commerce, Ministry of Commerce, Iceland, the official channel of communication between the Government of Iceland and the Bank, requesting you to extend to Mr. Jonas H. Haralz, Executive Director in the International Bank for Reconstruction and Development, the privileges and immunities accorded to officials of Specialized Agencies referred to in paragraph 4, Section 15, Article V of the Headquarters' Agreement between the United Nations and the United States.

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

Sincerely,



Enclosure

The Honorable George P. Shultz  
Secretary of State  
Department of State  
Washington, D.C. 20520



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

BARBER B. CONABLE  
President

November 3, 1988

Dear Mr. Secretary:

I enclose a copy of a letter from Mr. Wang Bingqian, Minister of Finance of The People's Republic of China, the official channel of communication between the Government of China and the Bank, requesting you to extend to Mr. Zhang Junyi, Executive Director in the International Bank for Reconstruction and Development, the privileges and immunities accorded to officials of Specialized Agencies referred to in paragraph 4, Section 15, Article V of the Headquarters' Agreement between the United Nations and the United States.

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

Sincerely,



. Enclosure

The Honorable George P. Shultz  
Secretary of State  
Department of State  
Washington, D.C. 20520

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

BARBER B. CONABLE  
President

December 22, 1988

Dear Mr. Sosa:

Thank you very much for your letter of November 8, 1988, requesting Bank assistance in defining a Social Emergency Fund to support Government efforts to tackle major poverty issues and expand the provision of urgently needed basic services.

I am pleased to confirm the Bank's continued strong interest in helping the Government address Guatemala's social and economic development needs. Indeed, the Bank's mission which visited your country in early December, as requested, has reported to me on substantial progress in defining a joint work program for establishing a possible Social Development Fund.

We look forward to continuing to work closely with you and your colleagues in developing new approaches to tackling Guatemala's social and economic development issues. I note that a further Bank mission is planned for early 1989 once additional information on ongoing programs in the social sectors has been collected. We also look forward to discussing Guatemala's social needs in the context of the Consultative Group meeting planned for Paris in mid-March 1989.

Because of their interest in this matter, I am sending copies of this letter to Dr. Rodolfo Paiz Andrade, Minister of Finance, and Lic. Rene de Leon Schlotter, Minister of Urban and Rural Development.

Sincerely



Mr. Lizardo A. Sosa  
Secretary General  
National Planning Secretariat  
Guatemala City, Guatemala

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

BARBER B. CONABLE  
President

October 20, 1988

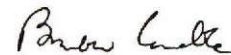
Dear Mr. Staffini:

On the occasion of your retirement from the Bank, I would like to express my appreciation for your dedicated service over the past 15 years. During these years, you have won many friends and I am sure that they too would wish to be associated with this expression of appreciation. Your professional competence, unfailing devotion to your responsibilities and loyalty to your colleagues and friends are some of the qualities that will be remembered about you.

I would like to acknowledge particularly the professional and efficient manner in which you have dealt with procurement issues in Jordan, Egypt and YAR. Your attempt to create an atmosphere of rationality and stability in our dealings with YAR borrowers without compromising the Bank's procurement guidelines, have helped to enhance the Bank's reputation and effectiveness. For this, I extend great appreciation.

I understand that you will be working with EMENA Country Department III for a while as a consultant so that we will continue to benefit from your services. When you do leave the Bank, you have my best wishes as you forge new interests and goals.

Sincerely,



Mr. Edgardo Staffini  
6251 Lee Highway  
Arlington, VA 22205



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

BARBER B. CONABLE  
President

November 29, 1988

The Honorable John C. Stennis  
Room 205 R.S.O.B  
United States Senate  
Washington, D.C. 20510

Dear Senator Stennis:

BANGLADESH - Inspection of Poles

The purpose of this letter is to respond to your inquiry of November 1, 1988, concerning payments from Bangladesh's Rural Electrification Board (REB) to Independent Inspectors Service Co. (IISC) of Gulfport, Mississippi, under the IDA financed 2nd Rural Electrification Project (Credit 1633-BD).

We have now ascertained the facts from Dhaka, Bangladesh. REB entered into a contract with IISC on April 7, 1988, for inspection of about 18,000 wood poles of various sizes to be supplied from Ghana. The poles and the inspection charges are to be paid out of the IDA credit.

For claiming payment, IISC is required to submit a signed copy of invoice, along with the inspection report. Based on the inspection report, the National Rural Electric Cooperative Association (NRECA) (REB's consultant) and REB certify that inspection is as per specifications.

IISC sent two inspection reports for the period from June 1988 through August 1988, but did not enclose any invoice. IISC was informed by NRECA on October 31 that payment would be made on receipt of invoices.

Four invoices for the months of June, July, August and September 1988 totalling US\$54,805 were received from IISC by REB in Dhaka on November 16, but these were unsigned. On November 19, REB telexed IISC to send signed copies.

REB has advised that it will take prompt action to make payment after receipt of signed invoices.

REB has been making payment to other inspectors on the completion of assignment, but in this case it has agreed to make monthly payments in order to help IISC resolve its liquidity problem.

If Mr. Page has further inquiries, he should direct them to the responsible World Bank staff member, Mr. Mohinder Manrai (Telephone No. (202)477-5644).

I hope that this information responds to your concerns and that Mr. Page can submit signed invoices as soon as possible.

Sincerely,

A handwritten signature in dark ink, appearing to read "Barber B. Conable". The signature is written in a cursive, slightly stylized font.

Barber B. Conable  
President

Chron

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

BARBER B. CONABLE  
President

December 13, 1988

Mr. Stern:

re: Executive Development Program

Ernie, I have been asked to attend a lunch on February 17 for Division Chiefs who will be participating in the Bank's Executive Development Program.

I will not be able to participate that day and I would be grateful if you could attend. Please let my office know so that the appropriate arrangements can be made.

*Barber Conable*

cc: Mr. Paez



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

BARBER B. CONABLE  
President

December 13, 1988

Mr. Ernest Stern

Re: FY90 Budget Framework

1. I have decided to adopt the base budget framework guidelines and, therefore, expect the FY90 Budget framework for regular programs in Finance to be set at \$35,070,000.

I understand that a proposal for the Investment Operations Special Program is now ready and recommends a 3% growth rate for the framework period, with substantial frontloading in FY90. I am prepared to proceed to the Committee of the Whole with a range of requirements based on the base scenario and your proposals, but before reaching a conclusion as to the appropriate allocation, I will expect to review the midyear results as well as the detailed components of this Special Program in the context of FY90 budget construction.

3. I realize that the improvement of our currency management practices and the initiation of a Loan Securitization Program may require expenditures in FY90. Running costs for these programs should be accommodated within base budget provisions. Systems costs should be funded through redeployment of priorities within the Financial Systems Development Fund. And, provided this is appropriate from an accounting and auditing standpoint, fees should be charged as financial expenses.

4. The downward revision in the lending assumptions compared to last year's framework should, in principle, translate into lower requirements for the planned volumes of borrowings and of liquidity investments. On the other hand, diversification requirements and the increasingly complex financial environment may have a countervailing budget impact. I would like to review the specific work program targets with you and your Vice Presidents at the time of detailed budget construction.

5. I understand that the impact of depreciation on your budget is burdensome because a number of systems investments did not yield cost savings, while others were poorly designed and require replacement. A review of our systems planning and budgeting practices is in order and I have asked PBD to work with you to carry it out. In this connection, the

replacement of the Loan Accounting System appears to be a major investment and it may not be appropriate to budget large sums for it without a fully elaborated plan. Similarly, we need to have a transparent accounting of the savings which are materializing out of the decentralized accounting system and the budget accounting system and their disposition should be agreed with PBD.

6. The resources allocated for financial technical assistance appear to be underutilized. Considering the urgent need for these services in most developing countries, I believe this budget-related result is unacceptable. I have asked PBD to review the situation of financial technical assistance in Finance and OPS and intend to decide on the appropriate level and provenance of funding based on this review.

7. I am concerned that the lack of managerial responsibility for the budget process and the refusal to accept budget limits in many parts of the Bank fuels discontent, frustration, and morale problems. I have appreciated your excellent collaboration on budget matters in the past and I count on you and your senior managers to continue to lead the way.

  
Barber B. Conable

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

BARBER B. CONABLE  
President

November 22, 1988

Mr. Ernest Stern

Ernie:

Many thanks for the excellent first APEX report produced by FINCOM. It is well structured and provides comprehensive data on staffing, organization, work programs and budgets.

I would suggest that the report be strengthened by adding:

- (a) an overview section that pulls together major achievements of the complex in comparison with plans, both where the performance exceeds expectations and where there are shortfalls--together with remedial measures planned; and
- (b) key year-to-date data from previous year(s) on inputs, outputs and cost comparators where these are available.

Regarding Investment Operations, I understand that work is underway to develop a Business Plan, clearly identifying priorities, objectives, inputs, outputs and benchmark performance indicators which can be used for medium-term (FY90-92) planning and FY90 budgeting and can be monitored through the course of the year. Upon my return to Washington, I would like to have a session with you and the managers of this "special" program.

*Barber Conable*



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

BARBER B. CONABLE  
President

October 27, 1988

Mr. Ernest Stern

Ernie:

It is time to establish the Finance Committee. Please let me have Terms of Reference and suggested composition soonest but, in any case, before I leave for the Middle East.

*Barber Conable*

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 29, 1988

Dr. Gerhard Stoltenberg  
Bundesfinanzminister  
Bundesministerium der Finanzen  
Graurheindorfer Straße 108  
5300 Bonn 1  
Federal Republic of Germany

Dear Mr. Minister:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's continued help in providing information concerning the compensation of your staff, for comparative purposes.

Following an initial survey which was intended to develop a new system and which will be the basis for future pay determination in the two organizations, we now have a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential.

Hay Management Consultants have, again, been retained to carry out this survey. Mr. Volker Buring of their Germany office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (Lyoner Stern, Hahnstraße 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) of your willingness to participate in this survey and the name of the person you would wish Mr. Buring to contact.

A German translation of this letter is attached for your convenience.

We hope very much that you will help us again in this important endeavor. Thank you.

Yours truly,

*Barber Conable*

Barber Conable  
President  
The World Bank

*Michel Camdessus*

Michel Camdessus  
Managing Director  
International Monetary Fund

PS. Attachment  
We still thank  
the afterglow of the Berlin meetings.  
Many thanks for your hospitality.  
B.C.

TRANSLATION/ÜBERSETZUNG

Herrn Dr. Gerhard Stoltenberg  
Bundesfinanzminister  
Bundesministerium der Finanzen  
Graurheindorfer Straße 108  
5300 Bonn 1  
Federal Republic of Germany

Sehr geehrter

Die Rolle unserer Institutionen auf dem Gebiet Entwicklung und internationale Geldangelegenheiten erfordert einen multinationalen Mitarbeiterstab von hoher Qualität und mit einem breiten Spektrum an Fertigkeiten. Die Festlegung angemessener Gehälter für einen solchen Mitarbeiterstab ist eine Angelegenheit von grosser Tragweite, und wir wenden uns daher erneut mit der Bitte um Unterstützung an Ihre Institution. Wir wären Ihnen dankbar, wenn Sie uns zu Vergleichszwecken Informationen über die Besoldung ihrer Mitarbeiter zur Verfügung stellen würden.

Aufgrund einer ersten Umfrage, an der Ihr Unternehmen freundlicherweise teilnahm, verfügen wir jetzt über einen Erhebungsansatz, von dem wir hoffen, dass er Ihnen Informationen zurückvermittelt, die für Ihre Organisation direkt relevant und nützlich sind. Alle von Ihnen verfügbar gemachten Informationen werden streng vertraulich behandelt.

Das Beratungsunternehmen Hay Management Consultants ist erneut mit der Durchführung der diesjährigen Erhebung betraut worden. Herr Volker Buring, der verantwortliche Hay-Berater, wird demnächst mit Ihrem Büro in Verbindung treten. In diesem Zusammenhang wären wir Ihnen sehr verbunden, wenn Ihr Unternehmen Hay Associates (Lyoner Stern, Hahnstraße 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) ihre Bereitschaft zur Teilnahme an dieser Erhebung sowie den Namen der Person mitteilen würde, mit der Herr Buring sich in Verbindung setzen sollte.

Wir hoffen, dass Sie uns in dieser wichtigen Angelegenheit erneut behilflich sein können und danken Ihnen für Ihre Mühe.

Hochachtungsvoll

Barber B. Conable  
Präsident  
Die Weltbank

Michel Camdessus  
Geschäftsführer  
Internationaler Währungsfonds



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

BARBER B. CONABLE  
President

October 4, 1988

Dear Mr. Minister:

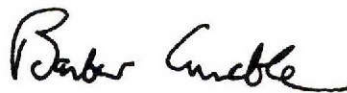
Returning to Washington, I hasten to thank you for hosting the Joint Annual Meetings of the World Bank Group and the International Monetary Fund. I am well aware of the tremendous effort and great responsibility your staff carried during the months of preparation for this conference. My staff join me in congratulating the Federal Republic of Germany and the German Preparatory Committee headed by your Senior Staff for the splendid and much appreciated hospitality. We have all been impressed by the smooth organization, outstanding facilities and constructive atmosphere of the meeting.

The meetings underlined again the commitment of the Federal Republic of Germany to international cooperation and development aid. We value this steady commitment and its vigorous manifestation in the public and private dialogue on development issues which these meetings stimulated. As I said in Berlin, public institutions such as the World Bank must be prepared to be tested continuously. In this context, the meetings in Germany have done much to heighten public awareness and critical assessment of development financing and policies. Both prerequisites for public support are particularly important at a time when the General Capital Increase and IDA-8 replenishment have been accomplished.

As you probably are aware, the U.S. Congress on September 30 approved legislation authorizing United States participation in the Bank's General Capital Increase and appropriating US\$50 million for the first year's subscription. President Reagan signed that Act into law on October 1.

I valued the opportunity to see you in Bonn for a tour d'horizon before our hectic schedules in Berlin started. I hope that we can spend similarly useful time together in the future.

Sincerely yours,



His Excellency  
Mr. Gerhard Stoltenberg  
Federal Minister of Finance  
Federal Ministry of Finance  
Graurheindorfer Str. 108  
5300 Bonn-1  
Federal Republic of Germany

Mr. Conable

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

December 16, 1988

Herrn Hermann J. Strenger  
Vorsitzender des Vorstandes  
Bayer Aktiengesellschaft  
Bayerwerk  
5090 Leverkusen 1  
Federal Republic of Germany

Dear Mr. Strenger:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's continued help in providing information concerning the compensation of your staff, for comparative purposes.

Following an initial survey which was intended to develop a new system and which will be the basis for future pay determination in the two organizations, we now have a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential.

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A German translation of this letter is attached for your convenience.

We hope very much that you will help us again in this important endeavor. Thank you.

Yours truly,



Barber Conable  
President  
The World Bank



Michel Camdessus  
Managing Director  
International Monetary Fund

Attachment

cc: Dr. Eberhard Weise  
Vorstand Personal



TRANSLATION/ÜBERSETZUNG

Herrn Hermann J. Strenger  
Vorsitzender des Vorstandes  
Bayer Aktiengesellschaft  
Bayerwerk  
5090 Leverkusen 1  
Federal Republic of Germany

Sehr geehrter

Die Rolle unserer Institutionen auf dem Gebiet Entwicklung und internationale Geldangelegenheiten erfordert einen multinationalen Mitarbeiterstab von hoher Qualität und mit einem breiten Spektrum an Fertigkeiten. Die Festlegung angemessener Gehälter für einen solchen Mitarbeiterstab ist eine Angelegenheit von grosser Tragweite, und wir wenden uns daher erneut mit der Bitte um Unterstützung an Ihre Institution. Wir wären Ihnen dankbar, wenn Sie uns zu Vergleichszwecken Informationen über die Besoldung ihrer Mitarbeiter zur Verfügung stellen würden.

Aufgrund einer ersten Umfrage, an der Ihr Unternehmen freundlicherweise teilnahm, verfügen wir jetzt über einen Erhebungsansatz, von dem wir hoffen, dass er Ihnen Informationen zurückvermittelt, die für Ihre Organisation direkt relevant und nützlich sind. Alle von Ihnen verfügbar gemachten Informationen werden streng vertraulich behandelt.

Das Beratungsunternehmen Hay Management Consultants ist erneut mit der Durchführung der diesjährigen Erhebung betraut worden. Herr Volker Buring, der verantwortliche Hay-Berater, wird demnächst mit Ihrem Büro in Verbindung treten. In diesem Zusammenhang wären wir Ihnen sehr verbunden, wenn Ihr Unternehmen Hay Associates (Lyoner Stern, Hahnstraße 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) ihre Bereitschaft zur Teilnahme an dieser Erhebung sowie den Namen der Person mitteilen würde, mit der Herr Buring sich in Verbindung setzen sollte.

Wir hoffen, dass Sie uns in dieser wichtigen Angelegenheit erneut behilflich sein können und danken Ihnen für Ihre Mühe.

Hochachtungsvoll

Barber B. Conable  
Präsident  
Die Weltbank

Michel Camdessus  
Geschäftsführer  
Internationaler Währungsfonds

Chron

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

BARBER B. CONABLE  
President

October 1, 1988

Dear Dr. Stutts:

I understand the Northern New York Chapter of the American Diabetes Association is honoring my good friend, Bob McEwen, this evening. I sincerely regret that the Annual Meetings of the World Bank in West Berlin prevent my attendance.

Bob McEwen is one of nature's noblemen. I am only one of Bob's myriad friends, but with him one never questions the quality of friendship, the soundness of judgment or the integrity of character. In a long life of public service, I have found few to trust and admire like Bob McEwen. Even better, he has achieved these strengths without in any way qualifying his warmth and humanity. I guess you can see I like the man.

Please give him and his family my best, and salute all those discerning people who have decided to honor him.

Sincerely,

*Barber Conable*

George S. Sturtz, M.D., M.S.  
Pediatric Associates of Watertown  
199 Pratt Street  
Watertown, New York 13601





# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Oct 26, 1988	<b>Document Type</b> Note			
<b>Correspondents / Participants</b> To : Mr. Jobarah Suraisry, Executive Director From : Barber B. Conable				
<b>Subject / Title</b> Offering Congratulations for getting re-elected to the Bank's Board of Executive Directors				
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b>				
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> Aug 8, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014			

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

BARBER B. CONABLE  
President

October 17, 1988

Dear Mr. Swanson:

Thank you for your kind invitation to participate in the 1989 U.S./China Joint Session on Industry, Trade and Economic Development.

I appreciate your thinking of me. However, I do not believe it would be appropriate for me to serve on the U.S. Advisory Committee while I am President of The World Bank. It also would not be possible for me to visit China as a participant in a bilateral delegation such as the one being organized. In fact, during the remainder of my service here, any travel outside the United States will necessarily be undertaken in conjunction with my official responsibilities.

Please accept my best wishes for the success of the Joint Session.

Sincerely,



Mr. Norman Swanson  
Chairman  
Citizen Ambassador Program  
Dwight D. Eisenhower Building  
Spokane, Washington 99202

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

BARBER B. CONABLE  
President

December 20, 1988

Dear Friends:

Thank you for your very nice letter inviting me to come to your Church to address your congregation some Sunday in the spring about poverty in the world and our growing interdependence.

Since joining the World Bank, I get to my home in Western New York only one or two weekends a month. My children and their families have settled within 10 miles of my home there, so these weekends are special family times for us. For this reason, I have not been making commitments to speak in our area.

I appreciate your interest to have me speak to your congregation on this important international concern, and regret not being able to accept.

Sincerely,



Mr. Sydney A. Sutherland and Ms. Patricia Swinton  
Co-Chairs, The Hunger, Housing and Homelessness Task Force  
First Unitarian Church  
220 South Winton Road  
Rochester, New York 14610

T



EXC copy

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

BARBER B. CONABLE  
President

December 22, 1988

Dear Mr. Prime Minister:

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

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

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

Sincerely,

*Barber B. Conable*

His Excellency  
Noboru Takeshita  
Prime Minister and  
Minister of Finance  
Ministry of Finance  
3-1-1 Kasumigaseki, Chiyoda-ku  
Tokyo 100, Japan

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

BARBER B. CONABLE  
President

December 1988

Your Highness,

Having returned to Washington, I want to express my sincere gratitude for the opportunity you gave me to exchange thoughts on global issues of trade and development, and the economic development of Jordan and the Region in which it is located. Your insights cannot fail to be a source of inspiration for those to whom economic leadership in Jordan is entrusted, a leadership that we here at the World Bank consider among the most enlightened in the developing world.

My subsequent meetings with H.E. the Prime Minister and several members of the cabinet were most instructive and useful. The relationship between Jordan and the World Bank is a strong one, and we are proud to have been associated with a phase in Jordan's economic development during which an effective basis has been laid for further development. Much of our past assistance has emphasized the development of Jordan's most important resource, its people; and important achievements have been made. Now the Government's priority is shifting toward increasing the productive potential of the economy, and we stand ready to extend our assistance there too, in line with the Government's wishes.

Your Highness, let me thank you once more for your warm hospitality, including the interesting tour of Amman to which you treated us after breakfast. It helped make my visit to Jordan truly unforgettable.

With my best personal regards,

Sincerely,

*Barber Conable*

His Royal Highness  
Crown Prince Hassan bin Talal  
Royal Palace  
Amman, Jordan

*Many thanks, also, for the books you  
sent just before our departure. My  
congratulations on your lucid writing -  
B.C.*

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

BARBER B. CONABLE  
President

December 1988

Your Majesty,

Now that I have returned to Washington, I would like to express my sincere appreciation for the opportunity you gave me to exchange views on the economic prospects and problems facing Jordan today. I was very impressed with the economic and social developments that have taken place since my last visit. I feel confident that the same wise economic leadership that was responsible for Jordan's great progress during the past twenty years will allow it to surmount its present economic difficulties as well. At the World Bank we are very proud to have been associated with Jordan's development efforts and look forward to continuing our strong and fruitful collaboration in the future.

Your Majesty, let me close by thanking you once again for the care with which our visit was arranged and for the warm hospitality extended to us throughout our stay.

Sincerely,



His Majesty  
King Hussein bin Talal  
The Royal Palace  
Amman, Jordan



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

BARBER B. CONABLE  
President

November 4, 1988

Dear Mr. Deputy President:

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

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

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

Sincerely,



Dr. Imre Tarafas  
Deputy President  
National Bank of Hungary  
Szabadsag ter 8-9  
H-1850 Budapest V, Hungary

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

BARBER B. CONABLE  
President

October 18, 1988

Dear Dr. Tatai:

Thank you very much for your letter and your kind invitation to visit you and the Taurus Hungarian Rubber Works. Although I do not have immediate plans to visit your country, I will be happy for the opportunity to meet again with you and appreciate the good use that you have made of World Bank funds.

I also know that the Bank's Senior Vice President, Mr. Moeen Qureshi, tried to meet you during his recent visit to Hungary, but unfortunately you were out of town.

With my best wishes.

Sincerely,



Dr. Ilona Tatai  
President  
Taurus Hungarian Rubber Works  
Budapest P.O. Box 25, 1440  
Hungary



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

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<b>Document Date</b> Dec 1, 1988	<b>Document Type</b> Letter			
<b>Correspondents / Participants</b> To : Mr. Yoshio Terasawa From : Barber B. Conable				
<b>Subject / Title</b> Appointment of a Deputy General Counsel for MIGA (Discussion)				
<b>Exception No(s).</b> <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b> Personal Information				
<b>Additional Comments</b>		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td>Withdrawn by Chandra Kumar</td><td>Date Aug 8, 2014</td></tr></table>	Withdrawn by Chandra Kumar	Date Aug 8, 2014
Withdrawn by Chandra Kumar	Date Aug 8, 2014			



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

BARBER B. CONABLE  
President

October 5, 1988

Dear Dr. Tietmeyer:

I know you personally supervised the activities of the German Preparation Group headed by Dr. Klemm. My warmest thanks to you for the hard work of many months and the responsibilities you took on to prepare the Joint Annual Meetings of the World Bank Group and the International Monetary Fund.

Also, my sincerest sympathy for the recent incident. I was pleased and impressed to see you so relaxed during our meeting in Bonn.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Barber Conable". The signature is fluid and cursive, with the first name "Barber" being more prominent and the last name "Conable" following in a similar style.

Dr. Hans Tietmeyer  
State Secretary  
Ministry of Finance  
Graurheindorfer Str. 108  
5300 Bonn-1  
Federal Republic of Germany

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

BARBER B. CONABLE  
President

December 14, 1988

Dear Tim:

Thank you for your letter of October 19, which was delayed in reaching my office. Congratulations on your new assignment as United States Ambassador to Paraguay.

With regard to the Mbaracayu tract, we have, as you observe, indicated our willingness to cooperate with the Government of Paraguay and with The Nature Conservancy in finding a mutually agreeable approach for conversion of the area into a nature reserve. In fact, we received a letter proposal from The Nature Conservancy shortly after your letter arrived, but it unfortunately did not address the compensation issue to IFC, which is critical for an acceptable solution. For the time being, therefore, IFC will continue to bear the considerable costs of protecting its land, both legally and physically, from encroachment. The IFC is genuinely interested in making a bona fide sale, as it requires resources to finance productive private enterprises in its development member countries.

Assuming that a satisfactory transfer of ownership can be arranged, the Bank then would give serious attention to the possibility of providing technical assistance and financing of investments designed to ensure the long-term preservation of the Mbaracayu tropical rainforest. USAID and the Peace Corps could play a most important role in supporting these efforts, in part by collaborating with local environmental groups such as the Fundacion Moises Bertoni. Your offer of assistance is most appreciated.

Sincerely,

*Barber Conable*

The Honorable  
Timothy L. Towell  
United States Ambassador  
Embassy of the United States of America  
1776 Mcal. Lopez Avenue  
Asuncion, Paraguay







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

BARBER B. CONABLE  
President

November 28, 1988

Dear Mr. Ambassador:

Thank you for your letter of November 9, 1988, informing us of your appointment as Ambassador Extraordinary and Plenipotentiary of Finland to the United States.

On behalf of the Executive Directors, Officers and Staff of The World Bank, I should like to congratulate you and wish you the best of success as you undertake your new responsibilities. We look forward to the continuation and strengthening of the good relations between Finland, your Embassy and the Bank.

Sincerely,



His Excellency  
Jukka Valtasaari  
Ambassador of Finland  
Embassy of Finland  
3216 New Mexico Avenue, N.W.  
Washington, D.C. 20016

Chron

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

BARBER B. CONABLE  
President

October 17, 1988

Dear Mr. Vanderveken,

Thank you for your letter of September 21 expressing your personal interest in the campaign by the Service Employees International Union (SEIU) to organize janitors in the District of Columbia.

Please accept my personal assurance that Bank Management continues to make every effort to ensure that all those working on our premises have acceptable working conditions and that their concerns are met. We also fully support and insist on fair labor practices. We require that outside contractors, including the General Maintenance Company, fully conform to the provisions of U.S. and District of Columbia labor laws.

With regard to the SEIU efforts to organize the janitors, I can confirm that the Bank stands ready to cooperate in an appropriate manner, bearing in mind that the people who clean our buildings are not Bank staff. As noted by you, they are employees of our contractor, General Maintenance Company. The issue of unionization is out of the Bank's control. Also as an international institution it is not appropriate for the Bank to inject itself into the domestic labor affairs of a member country.

However, we have indicated to the Justice for Janitors Organizing Committee that, should the employees wish to organize themselves through a government-supervised (National Labor Relations Board) election process, the Bank would not stand in the way. We have also instructed General Maintenance Company that it should not interfere with the rights of the janitors working in our buildings to decide whether or not to join a union. General Maintenance management has assured us that the company is complying with this request. I continue to believe that the appropriate way for SEIU to organize the janitors in this city is to follow the secret ballot procedure that exists under U.S. labor law.

Sincerely,

*Barber Conable*

Mr. John Vanderveken  
General Secretary  
I.C.F.T.U.  
Rue Montagne aux Herbes Potageres 37-41  
1000-Brussels  
Belgium

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 30, 1988

The Honorable C. William Verity, Jr.  
Secretary of Commerce  
Department of Commerce  
Herbert Clark Hoover Building  
14th Street and Constitution Avenue, N.W.  
Suite 5854  
Washington, DC 20230

Dear Mr. Secretary:

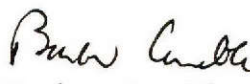
The World Bank and the International Monetary Fund are in the process of developing an appropriate compensation system for their higher level and support level staff in Washington, DC. As you are aware we need to recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. We are writing to you to seek your cooperation in a limited study of the US Federal Civil Service which is one of our comparator sectors.


Following an initial survey, using OPM data, which was intended to be the basis for our future system, we have had some problems in validating our grading equivalences with those of OPM. We wish, therefore, to check our conclusions with a stratified sample within a selected number of US Federal Civil Service Agencies so as to ensure a proper grade matching of Bank and Fund grade levels with those of the USFCS, thereby enabling us to use OPM data in the future.

Hay Management Consultants have been retained by us to conduct this study and Mr. Abe Zwany of their Washington, DC office will be responsible for contacting the relevant office in your organization in due course.

We hope very much you will help us in this important study.

Yours sincerely,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund



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

BARBER B. CONABLE  
President

December 15, 1988

Dear Minister,


I am pleased to learn that the Government of Belgium will take steps to join the Multilateral Investment Guarantee Agency.

This Agency, mandated to stimulate direct foreign investment in the developing world, was formally established in April this year. For MIGA to succeed, the cooperation of the major industrial nations is absolutely necessary. Belgium's membership will add measurably to the scope and effectiveness of the Agency.

I understand that the parliamentary process for ratification will take some time, but I hope that your government will move rapidly in completing the membership formalities. Meanwhile, the MIGA staff would be glad to provide any information and assistance possible which could be helpful in this process.

I look forward to a mutually beneficial relationship with the Kingdom of Belgium and would repeat my sincere appreciation to you for your constant support of the World Bank Group.

Sincerely,



De Minister Van Financien  
De Minister  
Wetstraat 12  
1000 Brussel  
Belgium



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

BARBER B. CONABLE  
President

October 4, 1988

Dear Mr. President:

In the name of the entire World Bank Group, I wish to thank you and the people of the Federal Republic of Germany for hosting the Joint Annual Meetings of the World Bank Group and the International Monetary Fund. The meetings are being widely regarded not only as a success, but also as testimony to superior organization and to deep-felt commitment to the cause of development. I was particularly impressed by your personal dedication to that vital work and by your effort to clarify and lead the debate on the major issues.

As I mentioned in Berlin during my opening speech and the closing press conference, the World Bank Group has benefitted greatly from the continuous debate in Germany, both in public and private, which preparation of the Annual Meetings occasioned. As a public institution, we must be continuously prepared to be challenged by and always ready to react to the economic, social and moral realities of our time. In that light, I consider the meetings a valuable new departure and a positive step forward in our common endeavor to help those who wish to help themselves.

We are grateful to the German people for their constructive scrutiny and their steady financial assistance.

Sincerely yours,



His Excellency  
President Richard von Weizsäcker  
Bundespräsidialamt  
Adenauer-Allee 135  
5300 Bonn-1  
Federal Republic of Germany



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

BARBER B. CONABLE  
President

December 13, 1988

Mr. Willi A. Wapenhans

Re: FY90 Budget Framework

1. I am deeply concerned about the apparent lack of transparency, the lack of managerial responsibility for the budget process and the refusal to accept budget limits in many parts of the Bank. This continues to generate discontent, frustration, and morale problems. As part of the FY90 Budget, I intend to strengthen the approach to the budget process and follow up on managerial responsibility for unit budgets:

- I expect to agree with you on major EADM objectives, activities, and outputs within the envelope of funds set out below; and
- I expect managers on all levels to "own", implement, adjust and monitor their programs based on agreed budget limits and performance expectations.

I appreciate your excellent collaboration on budget matters and look to you and your managers to improve budget management.

2. I have decided to proceed on the basis of the base scenario assumptions which provide for \$54.3 million in FY90 for EADM's institutional budget.

When setting these priorities, I wish you to keep in mind that I expect EADM first and foremost to provide:

- responsive and businesslike Personnel Administration services and management; and
- consistent, good quality maintenance of our facilities.

Staff morale and management effectiveness will depend crucially on the management of the personnel function and effective delivery of basic services. I wish you to give adequate attention and resources to these functions within your overall envelope.



3. The budget framework paper will clearly distinguish between market-related price increases, volume-related pension and benefits increments and policy driven benefits.

Nevertheless, EADM has a major role to play in ensuring that the policy driven "price" factor underlying budget growth does not explode beyond the realm of the feasible. Effective control of grades to avoid salary inflation is one important dimension of this role. Beyond this, I would like you to ensure that the wide range of personnel policy options which are being considered should be handled with full knowledge of (and sensitivity to) their budgetary implications. To the extent possible, I should not--after Kafka II--be put in a position of having to push through the Board benefits enhancements which exceed the absorptive capacity of our shareholders.

4. In the context of detailed budget construction, I wish to ascertain your up-to-date proposals for tapping reorganization mandated savings through elimination of T slots and through efficiency measures especially in general services and in facilities management. The streamlining of benefits policies was expected to lead to savings in Personnel and I expect that this will remain a priority objective for the Complex.

5. I have noted the proposed ITF allocation of \$9.7 million. It is far from clear why such budget cannot accommodate progress on archives backlog reduction and continued oversight of approved field office construction. Expenditures on major communications and information automation projects could well be held back until we all have a clearer idea about our technology strategies and the specific plans associated with them.

6. I note that you propose to strengthen corporate support services (IAD and External Affairs). I agree, in principle, that this is an institutional priority but note the substantial underrun last year. I would like you to accommodate the growth in these programs within the overall institutional budget ceiling given above.

7. Please note that I fully endorse your view that EADM has an important mandate to fulfil in setting policies and standards for the reorganized Bank. However, here too, priorities must be set. Within the guidelines I have set, \$4.6 million is notionally allocated for studies, surveys, policy development and systems work, including \$1 million for the Kafka II survey and any reorganization-related evaluation.

8. Beyond your institutional budget responsibilities, you have a major role in controlling managed overheads. I am very concerned with the rapid growth projected in overhead accounts although I fully understand that a major part of the cost escalation projects is exogenous and essentially uncontrollable.



The issue of office occupancy requires closer scrutiny. I would not wish to proceed to the Board with my final recommendation on the retrofit project without a clear picture of the number of people we must house, the costs we should charge to donors requiring space for our trust fund work, the standards we use in housing non-regular staff and the minimum swing space we need to carry out the retrofit. While a different perspective between PBD and ITF on these matters is to be expected, I would like you to review the facts, to assess the differences and to let me have your considered opinion as soon as possible.

I most appreciate your tremendous efforts and count on your continued support and the commitment of your managers.

  
Barber B. Conable

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

BARBER B. CONABLE  
President

November 22, 1988

Mr. Willi A. Wapenhans

Willi:

As I mentioned during our meeting on the FY88 Retrospective, I found the Apex Report constructed by EADM to be most useful. With your help the set up of an Apex reporting system for the Bank as a whole has become a reality.

I am also gratified about the strong start made by the Complex in delivering the planned level of services and initiating priority policy work, especially in the Personnel area.

While going through your report, I noted the following items which may need your special attention:


- o slower than planned progress on simplification of benefits policies.
- o long term consultants in the Bank have increased from 382 at the end of FY88 to 442.
- o space deleasing is only 12% of the annual plan.

With respect to format, you may wish to consider the following:

- o an "overview" section that pulls together and analyzes performance against plans, remedial measures under way and budgetary tradeoffs faced by the EADM complex as a whole;
- o staffing and budget information at the level of the Complex as well as at the departmental level;
- o planned completion dates and costs of major policy and systems tasks and studies.

Finally, I am delighted that you are making use of the Apex reporting system for your own management needs. This tool should help you

and your senior managers to ensure the delivery of adequate support and external affairs services while achieving savings for the institution and creating an administrative structure compatible with the requirements of the reorganized Bank.

  
Barber B. Conable

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 29, 1988

Monsieur Paul-Henry Watine  
Directeur  
Direction du Personnel et Services Généraux  
Ministère Economie et Finances  
93, rue de Rivoli  
75056 Paris R.P., France

Dear Mr. Watine:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's continued help in providing information concerning the compensation of your staff, for comparative purposes.

Following an initial survey which was intended to develop a new system and which will be the basis for future pay determination in the two organizations, we now have a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential.

Hay Management Consultants have, again, been retained to carry out this survey. Mr. Olivier Garcin de Mayes of their France office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (34, rue Kleber, 92300 Levallois, tel. (1) 47.58.45.45, fax. (1) 47.58.47.92) of your willingness to participate in this survey and the name of the person you would wish Mr. Garcin de Mayes to contact.

A French translation of this letter is attached for your convenience.

We hope very much that you will help us again in this important endeavor.  
Thank you.

Yours truly, *un grand merci et amitié*

*Man*

*Barber Conable*  
Barber Conable  
President  
The World Bank

Michel Camdessus  
Managing Director  
International Monetary Fund

Attachment



TRANSLATION/TRADUCTION

Monsieur Paul-Henry Watine  
Directeur  
Direction du Personnel et Services Généraux  
Ministère Economie et Finances  
93, rue de Rivoli  
75056 Paris R.P., France

Cher

Le rôle que jouent nos deux institutions dans le développement et les questions monétaires internationales nous impose de recruter un personnel international hautement compétent dans les domaines financier, économique et technique, et l'importance que revêt pour nous la question de savoir comment rémunérer de manière appropriée un tel personnel nous conduit à nous adresser périodiquement à vous pour obtenir, aux fins de comparaison, des renseignements concernant la rémunération de votre personnel.

A la suite d'une enquête initiale qui avait pour objet la mise au point d'un nouveau système et qui servira de base désormais à la détermination des salaires dans nos deux institutions, nous disposons maintenant d'un instrument d'enquête dont nous espérons que vous pourrez vous-même à votre tour tirer des informations directement applicables et utiles à votre organisation. Toute information que vous voudrez bien nous communiquer sera tenue strictement confidentielle.

Nous avons, cette fois encore, fait appel, pour l'exécution de cette enquête, aux services de la firme Hay Management Consultants. M. Olivier Garcin de Mayes, de leur bureau de France, se mettra le moment venu en rapport avec votre bureau. Nous vous serions obligés, à cet égard, de bien vouloir faire savoir à Hay Associates (34, rue Kleber, 92300 Levallois, tel. (1) 47.58.45.45, fax. (1) 47.58.47.92) que vous acceptez de participer à cette enquête et d'indiquer le nom de la personne avec laquelle vous souhaiteriez que M. Garcin de Mayes prenne contact.

Dans l'espoir que vous voudrez bien, cette fois encore, nous apporter votre concours pour l'exécution de cette importante tâche, nous vous prions de bien vouloir agréer, avec nos remerciements anticipés, les assurances de notre considération distinguée.

Barber Conable  
Président  
Banque mondiale

Michel Camdessus  
Directeur général  
Fonds monétaire international

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

BARBER B. CONABLE  
President

November 4, 1988

Dear Cap:

Thank you for your recent call and letter on behalf of Therese Fergo who is interested in a position at The World Bank. I appreciate your giving me and the Bank an opportunity to review her resume.

I have asked my Counselor, Bill Stanton, to contact Ms. Fergo for an appointment to discuss career options at the Bank. In addition, her material has been sent to the Personnel Department with the request that her qualifications and experience receive consideration.

Best wishes.

Sincerely,



The Honorable Caspar W. Weinberger  
Counsel  
Rogers and Wells  
1737 H Street, NW  
Washington, D.C. 20006

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

BARBER B. CONABLE  
President

November 9, 1988

Dear Dick:

I appreciate your invitation to be the keynote speaker at the District Rotary Convention in Hamilton, Ontario on May 5, 1989, and regret not being able to be with you. As my assistant informed you, I have a tentative commitment to be visiting some of the Bank's member countries at that time. Unfortunately, I do not have control over the timing for my trips abroad, since I go at the invitation and convenience of the governments.

It was good to hear from you, and to know that you are enjoying your new, "more relaxed" responsibilities. I'm glad to know you are continuing your involvement with one of my personal favorites, Rotary Club.

Best personal wishes.

Sincerely,

*B. Conable*

The Honorable Richard C. Wesley  
Justice  
Supreme Court Chambers  
Hall of Justice  
Rochester, New York 14614

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

BARBER B. CONABLE  
President

November 9, 1988

Dear Gen. West:

Thank you for your note inviting me to address The Ends of the Earth Club in New York City next November 3, 1989.

It just is not possible for me to accept your invitation. The short-term pressures international emergencies put on this institution and, therefore, on my schedule have severely limited the amount of public speaking I have been able to do since joining the Bank.

I was sorry to hear about your eye surgery, and hope the touch-up surgery was successful and your recovery complete.

Again, thank you for thinking of me. Best personal wishes.

Sincerely,

*Barber Conable*

Gen. Charles West  
c/o McKeon  
11 Old Stagecoach Road  
Ridgefield, Connecticut 06877



EXC copy

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

BARBER B. CONABLE  
President

December 21, 1988

Dear Joe:

Many thanks for sending along an advance copy of the DAC Chairman's Report. It is eagerly awaited here by our many departments who regularly exchange information with the DAC and who use your data frequently in their work. I appreciate this gesture of our continuing cooperation.

I was also pleased to see you, however briefly, in Paris earlier this month.

Season's Greetings, and best wishes for a Happy New Year.

Sincerely,

*Bailw*

Mr. Joseph C. Wheeler  
The Chairman  
Organisation For Economic  
Cooperation and Development  
2, rue Andre-Pascal  
75775 Paris Cedex 16



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Oct 27, 1988	<b>Document Type</b> Note			
<b>Correspondents / Participants</b> To : Mr. Eduardo Wiesner, Executive Director From : Barber B. Conable				
<b>Subject / Title</b> Congratulations note on getting elected as an Executive Director of the World Bank Group				
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
<b>Reason for Removal</b>				
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> Aug 8, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 8, 2014			

BARBER B. CONABLE

1818 H Street, N.W.  
Washington, D.C. 20433

December 1, 1988

Dear Louise:

Thank you for sending me a copy of your book, "Scheduling Home Health Care Personnel". It was very nice of you to mention me in the acknowledgements.

Mrs. Conable and I are pleased that you are continuing to do well, and she joins me in sending best wishes for your continued success.

Best personal wishes.

Sincerely,



Ms. Louise Woerner  
President  
HCR  
508 White Spruce Boulevard  
Rochester, New York 14623



# Record Removal Notice

The World Bank Group  
**Archives**  
& Records Management

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - October 1 - December 31, 1988		<b>Barcode No.</b>  1782789		
<b>Document Date</b> Oct 26, 1988	<b>Document Type</b> Letter			
<b>Correspondents / Participants</b> To : The Honorable Frank R. Wolf, House of Representatives From : Barber B. Conable				
<b>Subject / Title</b> About an ex employee of the Bank's concern over her health insurance program				
<b>Exception No(s).</b> <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
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THE WORLD BANK  
Washington, D.C. 20433  
U.S.A.

BARBER B. CONABLE  
President

December 12, 1988

Dear Alan:

I understand the Agency for International Development is considering the request of the Caribbean Project Development Facility (CPDF) for funding (\$1.4 million over the five-year period 1988-1992). Since its inception in 1981, CPDF has been actively involved in assisting in the development and financing of projects by the private sector in the Caribbean Region.

As you know, several European donors have expressed an interest to assist CPDF in its efforts to expand its area of coverage to Central America. Most of these prospective supporters have indicated, however, that they would expect the United States, as one of the original sponsors of the project, to continue to play a leading role in the CPDF.

It is important that this Facility continue to contribute to the development of the private sector in this Region, and U.S. AID support is critical. I would appreciate it if your staff could meet with the staff of the CPDF to explore the continuation of U.S. AID participation in this valuable project.

Sincerely,



The Honorable Alan Woods  
Administrator  
U.S. Agency for International Development  
Washington, D.C. 20523

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

BARBER B. CONABLE  
President

October 11, 1988

Dear Alan:

Thank you so much for your kind invitation to address the opening session of the International Conference on Oral Rehydration Therapy in Washington in December.

As much as I would like to join you, I must decline. My commitments for the days in question are already quite extensive, and I do not feel I can accept any further engagements.

Please accept my best wishes for a successful conference.

Sincerely,

*Barber Conable*

Mr. Alan Woods  
Administrator  
Agency for International  
Development  
Washington, D. C. 20523

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

BARBER B. CONABLE  
President

November 8, 1988

The Honorable Howard Wolpe  
Chairman, Subcommittee on Africa  
Committee on Foreign Affairs  
U.S. House of Representatives  
Washington, DC 20515

Dear Mr. Wolpe:

I thank you for bringing to my attention the Congressional resolution, H. Con. Res. 371, concerning the United States policy response to the events of last August in Burundi.

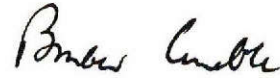
The World Bank was shocked and concerned about the tragedy that took place in Burundi last August. We were particularly surprised by the outburst of violence in view of the number of steps, economic and political, taken by the new regime in its first year of power to move towards national reconciliation. Although we received early assurances from the Government that it fully intended to restore peace and to continue its policies of ethnic reconciliation, we suspended "business as usual" until we could assess the situation for ourselves.

To do so, a World Bank mission visited Burundi in October. The mission held wide-ranging and frank discussions with a large number of people from all walks of life. It had good access to information, including visits to the affected areas in Burundi and to two refugee camps in Rwanda. The mission reports that President Buyoya has responded to the August events in a constructive manner. His government has brought an end to violence and is moving towards reconciliation. The initial steps taken have gone much farther than what we thought likely. Of particular significance is the composition of the new cabinet, with an even representation of Hutus and Tutsis, including the appointment of a Hutu as Prime Minister. Another step has been the launching of an open debate on the ethnic question, until now a taboo subject. These steps are consistent with the spirit as well as the letter of our cooperation with Burundi and we found them significant enough to continue our program.

We are aware of the depth of the ethnic question and of the wounds reopened last August. The problems facing the country remain formidable and are deeply rooted. Peaceful solutions will require courage, time, and perseverance. We intend to encourage the Government to pursue its efforts to build national unity and to minimize the chances of further violence. We will continue to monitor the situation carefully to ensure that the benefits of economic development are equitably shared by all Burundians.

With best wishes, I am

Sincerely,

A handwritten signature in dark ink, appearing to read "Barber B. Conable". The signature is fluid and cursive, with the first name "Barber" being more prominent than the last name "Conable".

Barber B. Conable



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

BARBER B. CONABLE  
President

October 11, 1988

Dear George:

I want to express my heartfelt thanks for your statement of support for the World Bank during the debate on the foreign aid appropriations bill. I know that your support, and that of other internationally-minded Republicans, was a key factor in securing Congressional approval for our capital increase legislation.

The passage of this legislation reflects, I believe, a growing recognition that U.S. prosperity is inextricably linked to the achievement of global development. It is also a strong signal of Congressional determination to preserve U.S. leadership in the World Bank.

I am, in a personal sense, particularly grateful for your help. My job will certainly be immeasurably easier now that this issue has been resolved.

With all best wishes.

Sincerely,



The Honorable George C. Wortley  
House of Representatives  
229 Cannon House Office Building  
Washington, D.C. 20515

INTERNATIONAL MONETARY FUND  
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

WASHINGTON, D.C. 20431

November 30, 1988

Mr. Alan Woods  
Administrator  
Agency for International Development  
Department of State Building  
320 Twenty-first Street, N.W.  
Suite 5942  
Washington, DC 20523

Dear Mr. Woods:


The World Bank and the International Monetary Fund are in the process of developing an appropriate compensation system for their higher level and support level staff in Washington, DC. As you are aware we need to recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. We are writing to you to seek your cooperation in a limited study of the US Federal Civil Service which is one of our comparator sectors.

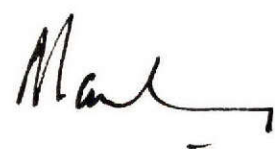
Following an initial survey, using OPM data, which was intended to be the basis for our future system, we have had some problems in validating our grading equivalences with those of OPM. We wish, therefore, to check our conclusions with a stratified sample within a selected number of US Federal Civil Service Agencies so as to ensure a proper grade matching of Bank and Fund grade levels with those of the USFCS, thereby enabling us to use OPM data in the future.

Hay Management Consultants have been retained by us to conduct this study and Mr. Abe Zwany of their Washington, DC office will be responsible for contacting the relevant office in your organization in due course.

We hope very much you will help us in this important study.

Yours sincerely,

  
Barber Conable  
President  
The World Bank

  
Michel Camdessus  
Managing Director  
International Monetary Fund

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

BARBER B. CONABLE  
President

October 11, 1988

Dear Chalmers:

I want to express my heartfelt thanks for your statement of support for the World Bank during the debate on the foreign aid appropriations bill. I know that your support, and that of other internationally-minded Republicans, was a key factor in securing Congressional approval for our capital increase legislation.

The passage of this legislation reflects, I believe, a growing recognition that U.S. prosperity is inextricably linked to the achievement of global development. It is also a strong signal of Congressional determination to preserve U.S. leadership in the World Bank.

I am personally most grateful for your help, particularly your efforts in guiding the GCI legislation through the Banking Committee. I know this was not an easy task, and we all owe you a large debt of gratitude. My job will certainly be immeasurably easier now that this issue has been resolved.

With all best wishes.

Sincerely,



The Honorable Chalmers P. Wylie  
House of Representatives  
2315 Rayburn House Office Building  
Washington, D.C. 20515





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

BARBER B. CONABLE  
President

October 31, 1988

Dear Mr. Xu:

Thank you very much for your letter of October 18, 1988, sharing with me your views on the rationalization of Bank's management of its technical assistance and training program in China.

I have passed your letter to the Asia Regional Management for their consideration.

Sincerely,



Mr. Xu Naijiong  
Executive Director, China

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

BARBER B. CONABLE  
President

November 21, 1988

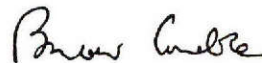
Dear Mr. Commissioner:

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

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

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

Sincerely,



Son Excellence  
Monsieur Katanga Mukumadi Yamutumba  
Commissaire d'Etat aux Finances  
B. P. 12997  
Boulevard du 30 juin  
Kinshasa/Gombe, Zaire

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

BARBER B. CONABLE  
President

December 1, 1988

Dear Clayton:

I appreciated having the opportunity to discuss trade and other international economic issues of mutual concern, and want to thank you for making a special trip to the World Bank for lunch.

I have passed on to the specialists here at the Bank the study on agricultural protectionism and the less developed countries, which you discussed with me. Thank you for sending me a copy.

It was good to see you and to have the chance to talk with you informally about trade issues.

Best personal wishes.

Sincerely,



The Honorable Clayton Yeutter  
United States Trade Representative  
Washington, D.C.

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

BARBER B. CONABLE  
President

December 1, 1988

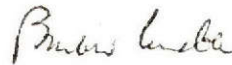
Dear Dr. Zagha:

I want to thank you for taking the time to share with me your insights into the prospects and problems facing Jordan today in the area of urban development. I always enjoy the opportunity to see firsthand the innovative ways that development problems are being dealt with by our borrowers. It was a particular pleasure to see such a successful example of the Bank's collaboration in urban development, an area usually fraught with complex difficulties, and I am particularly pleased with the outcome of our cooperation in this field.

Once again, many thanks for your kindness and hospitality. Mrs. Conable and I learned a great deal from our field visit with you and very much enjoyed talking with everyone we met in the course of the delightful afternoon spent with you.

With my best regards,

Sincerely,



Dr. Hisham D. Zagha  
Director  
Urban Development Department  
P.O. Box 927198  
Amman, Jordan



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

BARBER B. CONABLE  
President

September 20, 1988

Dear Governor Shen Zulun:

I want to thank you for coming to visit me at the World Bank, and for the lovely gift you presented to the Bank from the People's Republic of China. I have made sure that the silk screen is placed in a prominent place, so that it can be seen by visitors to the Bank and Bank employees.

As a memento of this special presentation, I have enclosed a personally inscribed photograph taken that day.

Please accept my sincere thanks and best wishes, both personally and on behalf of the World Bank.

Sincerely,

*Barber Conable*

His Excellency  
Governor Shen Zulun  
Province of Zhejiang  
Provincial Government Building  
Hangzhou  
People's Republic of China

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

BARBER B. CONABLE  
President

October 26, 1988

Dear Mr. Zhang:

My sincere congratulations on your election as  
Executive Director of the World Bank and its affiliates.

We need a strong voice for China on the Board, as  
China becomes an increasingly important participant in the  
Bank's activities. I am grateful for your willingness to  
accept this special responsibility, and look forward to  
working with you.

Best personal wishes.

Sincerely,



Mr. Junyi Zhang  
Executive Director  
The World Bank  
Room D-1304