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THE WORLD BANK

Washington, D.C.

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Washington DC 20433

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PUBLIC DISCLOSURE AUTHORIZED

William Diamond – Chron files
IFC, South Asia, and EDI, 1977-08 – 1977-12



30013716

R1995-031 Other #:

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Diamond Chronological files - 1977-09 - 1977-12



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William Diamond Chronological files - IFC, South Asia, and EDI - 1977-09 - 1977-12

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WBG Archives

Home Address: 3315 Garfield Street, N.W.
Washington, D.C. 20008

December 30, 1977

Dear George,

I had a Christmas note from your father, and it reminded me that I have planned to write to you since last spring.

At that time, someone in the State Department called me, apparently at your specific suggestion, to raise with me the question of providing certain technical assistance to the Lebanese Government. I was pleased to have the suggestion come my way. However, as you know, I decided not to pursue the matter and suggested alternative names. My principal reason for saying "no" to the proposal was that I was still recovering my strength following open-heart surgery in July 1976. I was nevertheless grateful for having the opportunity thrown my way. I asked him to pass on my best wishes to you, and I made a note to write to you myself. Forgive me for the long delay.

Fred and I exchange notes from time to time and so I occasionally hear a word about you. In addition, I sometimes see a reference to you in the press; on one such occasion Lily Labarello wrote to me about you, thinking that I had missed the item.

It would be nice to see you some time, either in Beirut or here, and I hope you will put me on your visiting list, during your next consultations in, or when you are reassigned to, Washington.

Let me add that I have returned to full-time activity. I spent November in Asia and will be going at the end of next week to Africa. But this is only for the time being, for I plan to leave the Bank, after more than thirty years, at the end of March, to try my hand at other things. Doing so will prove either that I have become old or that I am still young. Who knows which?

With all good wishes for the New Year to you and to your family.

Sincerely yours,

William Diamond

Mr. George Lane
Deputy Chief of Mission
United States Embassy
Beirut, Lebanon
c/o The Department of State
Washington, D.C. 20520

[sent through State Dept. pouch]

(via Mr. Redmond, F. 142)

WDiamond:us

Mr. Raymond Frost

December 30, 1977

William Diamond

EDI Curriculum for 1978

Attached is a copy of the note I have sent to Mr. Hogg, following our meeting on December 22, on a proposed course for development bank management.

Stevenson was good enough to show me his compilation of the EDI courses that have been suggested to you by the Divisions for FY79. I have examined the proposals for development banking courses. Since three courses have been suggested for Washington and six for overseas (the courses suggested extend from vague ideas to at least one precise plan), they will no doubt be carefully reviewed and weeded out. I suggest that the following factors be taken into account in your review.

1. I have not seen a rationale for any of the nine suggestions and I am unaware of the facts, if any, underlying some of them. You will no doubt want to know the origin of each of them, and its rationale.
2. I cannot tell whether any of the nine is the course for development bank management that we have been discussing for some time. I presume, however, that an English-language course for the management of development banks (what is now called a "high-level" course) has the top priority in this field in FY79. That is, if any development bank course is given at all, it ought to be that one.
3. If a second Washington course is to be given (and I hope it will be, since there was none at all in FY78), it should be a course for "trainers" or for those who direct training programs either in large companies, national training institutions or regional institutions. Perhaps some regular operating personnel at the middle level could be included; but preference should be given to those who are responsible for training, and they should constitute the majority of the participants chosen. The course announcement should be explicit about this.
4. This course (for "trainers") could be more or less the present development banking course with, however, more attention to the kind of subject matter covered in E.D.I.'s recent "Seminar on Training in Project Analysis". Since it is largely off-the-shelf, the course could be offered in the first semester of FY79. While it could be given in any language, my preference would be for a French-language course, so as to be of service to Africans. If this course is successful (and why should it not be?), all subsequent middle-level courses should be similarly focussed on "trainers".

...

5. It ought to be established that the curriculum for a development banking course is the same, no matter what language it is given in. No matter who is responsible, the courses and their readings ought to be planned together by all involved with development banks. Obviously, there should be some difference in the cases used -- more African cases for the French-language course and more Latin American cases for the Spanish-language course. But these differences aside, the curriculum and the readings ought to be largely the same.
6. As for the overseas course, I assume that in every case the E.D.I. will work with a training institution, that it will be carefully selected, and that we will be assured of continuation of the course. With perhaps a few exceptions, I would rather see our overseas effort in the next few years concentrated on discussion with institutions about their programs than on actual teaching abroad, if a choice has to be made. (If it does, maybe I can be helpful in the institutional discussions.)
7. More specifically on overseas courses, only the one in Yugoslavia seems to be definite. Not knowing the background, I do not know whether this is a course in development banking or one in industrial projects. I note a development banking course is proposed for Nigeria and would appreciate knowing what is in the air, since I shall be leaving for Nigeria on January 8. As for the Philippines, you have seen my memo of December 6 on this subject, and I wonder whether the views stated therein have been taken into account.

Attachment

ccL Mr. Stevenson

WDiamond:us

December 30, 1977

Dear Jean,

A letter from me must seem like a message from a past so far behind as to leave a total blank. I hope not. The fact is that I have often wondered, after a visit to Paris, why I have failed to call on you. I write now to say that I hope to correct that failure on my next visit to Paris, which I hope will be at the end of the second week of January. If you are in Paris at that time, I would like to call on you.

My wife joins me in best wishes to Pat and to you, both of whom we remember very well. Curiously enough, we think of you whenever we think of Philadelphia.

With best regards,

Sincerely yours,

William Diamond

Mr. Jean Villechaise
c/o Morgan Guaranty Trust Company
Place Vendome
Paris, France

WDiamond:us

INTBAFRAD

PARIS

FRANCE

DECEMBER 30, 1977

74485

TELEX 620628

FOR CARRIERE

HAPPY NEW YEAR!

I SHALL TELEPHONE YOU TUESDAY AROUND THREE P.M.
YOUR TIME ABOUT ASPECTS OF MY VISIT TO PARIS
JANUARY TWELVE TO SEVENTEEN.

BILL DIAMOND

WDiamond:us

William Diamond

William Diamond

E.D.I.

Mr. Vincent W. Hogg

December 29, 1977

William Diamond

Course in Development Bank Management

Following the meeting on "high-level" courses on December 22, Frost asked for proposals to be submitted to you with respect to specific courses at that level.

I propose a course for development bank management. Attached is a draft of what I have in mind with respect to the course.

Attachment

cc: Messrs. Frost/Lamson
cc: Messrs. Lamson-Scribner/Srinivasan
Gittinger
Sirken

WDiamond:

Messrs. David L. Gordon & Frank K. Vita

December 29, 1977

William Diamond

Liberia : Training Program for LEDI

Enclosed is a copy of ADL's letter to me, enclosing,
on Saleeby's instructions, ADL's letter to Saleeby about
a training program for LEDI.

Let us get together to discuss this before a reply
is sent.

Attachment

WDiamond:us

December 28, 1977

Dear Peter,

I expect to be in Lagos January 22 to 27, for
discussions with Osha^{of NIDB} about training programs for
staff and management of development finance institu-
tions. I will let you know exact timing later on.

Best wishes,

Sincerely yours,

William Diamond

Mr. Peter Reitter
Chief, World Bank Resident
Mission
30 McCarthy Street
Lagos, Nigeria

cc Mr. Gue
Mr. Guetta

WDiamond:us

December 28, 1977

Dear Paul,

I expect to be in Abidjan January 17 to 22, to discuss with Fordwor of the African Development Bank and with Daubrey of the Association of African Development Finance Institutions, programs for training development bank staff and management in Africa. I will let you know later exact timing.

Best wishes,

Sincerely yours,

William Diamond

Mr. Paul Geli
Chief, World Bank Regional
Mission in Western Africa
Immeuble Shell
64 Avenue Lamblin
Abidjan, Ivory Coast

cc: Mr. Gue
Mr. Guetta

WDiamond:us

OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IDA
☐ IFC
☐ ICSID

TO: SPCORINTFIN

DATE: December 28, 1977

TOKYO

ORIGINATOR'S EXT.: 74485

COUNTRY: JAPAN

CLASS OF SERVICE: TELEX J 26554
DITIFIRE

CABLE NO. & TEXT:

FOR NAOKADO NISHIHARA

I HAVE AIRMAILED TO YOU COPY OF LETTER I SENT TODAY
TO C.H. KIM ABOUT C.S. HONG'S VISIT TO WASHINGTON. LOOK
FORWARD HEARING ABOUT YOUR RECENT VISIT TO KOREA, PARTICULARLY
REGARDING FOLLOW-UP OF MY VISIT IN NOVEMBER.

BEST WISHES FOR NEW YEAR.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE:

WDiamond:us

AUTHORIZED BY (Name):

William Diamond

DRAFTED BY:

William Diamond

DEPARTMENT:

E.D.I.

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PINK - File Copy; WHITE - Transmittal Copy; YELLOW - Bill Copy

December 28, 1977

Memo to Mr. Frost re

Mr. Raghavan --

On Confidential File.

December 27, 1977

Dear Mr. Kanawaty,

Last August you wrote to my associate, Philippe Nouvel, that ILO was considering conducting a course at the Turin Centre for managers of financial institutions serving the small enterprise sector. I wonder if ILO has in fact done so? If it has, I would be very grateful to receive from you a copy of the program, or course, that ILO is offering.

As you can see from the attached, I am especially concerned, in EDI, with training in the development banking field.

Many thanks.

Sincerely yours,

William Diamond

Mr. G. Kanawaty
Chief
Management Development Branch,
Training Department
Bureau International du Travail
Boite Postale CH-1211
Geneva 22, Switzerland

WDiamond:us

Mr. Armand Razafindrabe and Mr. Timothy T.Thahane

December 27, 1977

William Diamond

This is to inform you that I expect to be visiting the Ivory Coast and Nigeria in mid-January. In Abidjan I shall discuss with the African Development Bank and with the Association of African Development Finance Institutions, the training of development bank staff and management. In Lagos, I shall discuss the training programs of the Nigerian Industrial Development Bank.

cc Mr. Guetta
Mr. Springuel

WDiamond:us

December 27, 1977

Dear Major,

When I wrote to you two weeks ago, I planned to ask a favor of you. But doing so slipped my mind and I revert to it now.

Among the papers I brought back with me from MDI was a brochure on a "General Course on Merchant Banking", which was held in Aurangabad in October. I found it very interesting, the first such that I have ever come across. I wonder if it would be possible for me to receive a set of the teaching materials which were used in that course. It would be very helpful to me.

With best wishes for the New Year,

Sincerely yours,

William Diamond

Mr. Major C. Shetty
Director
Management Development Institute
Jeevan Tara Building
1st Floor, Gate No. 3
5 Parliament Street
New Delhi 110 001, India

December 27, 1977

Dear Diego,

I received your papers -- the Board papers and the Recruitment Service Folder. Reading the former, gives me a much better idea of the extent and depth of the operations of your complex, than one gets from your earlier brochure. It all sounds very dynamic and full of potential for benefit to Africa.

I was disappointed that I didn't see you when you were in Washington, but Gloria told me you spent very little time here.

You no doubt found my letter of December 7 when you returned to London. I now expect to be in Paris at the end of the second week in January, en route to Abidjan and Lagos. I hope you will be there. In any event, I would like to visit your Paris office. I shall cable my itinerary as soon as it is fixed. The cable may, in fact, reach you before this letter does.

All good wishes for the New Year.

Sincerely yours,

William Diamond

Mr. Diego Hidalgo
Chairman
Fund for Research and Investment
for the Development of Africa
The Africa Centre
38 King Street
London, EC2E 8JT, England

WDiamond:us

December 27, 1977

Sent to Mr. Raghavan in Mauritius

1 copy of Bank Reprint :

Reprint No. 14

Gabriel J. Roth

"Regulation of Buses in Cities"

CAISCOF
PARIS

FRANCE,

DECEMBER 23, 1977

74485

TELEX OR FULL
RATE

FOR DIRECTOR GENERAL CLAUDE PANOUILLOT

I AM SORRY TO DISCOVER THAT THE CABLE I SENT YOU
YESTERDAY WAS MIS-ADDRESSED TO "DIRECTOR GENERAL POULIQUEN".
I HAVE NO EXPLANATION TO OFFER EXCEPT THAT THE SPIRITS OF
CHRISTMAS MUST ALREADY BE RUNNING HIGH! MY APOLOGIES.

MY ORIGINAL CABLE SAID: I EXPECT TO BE IN PARIS DURING SECOND
WEEK IN JANUARY AND WOULD LIKE VERY MUCH TO CALL ON YOU. WILL YOU
BE THERE? I WILL LET YOU KNOW MY PRECISE SCHEDULE AS SOON AS IT IS
FIXED. MEANWHILE, JOYEUX NOEL AND BONNE ANNEE.

WILLIAM DIAMOND
INTBAFRAD

WDiamond;us

William Diamond

E.D.I.

cc Mr. Cuetta
in Conference

F. Europe & ME

H. M. OSHA, MANAGING DIRECTOR
NIDBANK
LAGOS

NIGERIA

DECEMBER 23, 1977

74485

TELEX OR FULL
RATE

DURING YOUR RECENT VISIT HERE, I PROMISED TO VISIT YOU
IN JANUARY. MY PRESENT PLANS ARE TO BE IN LAGOS ABOUT JANUARY
TWENTYTWO TO TWENTYEIGHT, WHICH HAPPENS TO OVERLAP WITH THE
BANK'S APPRAISAL MISSION. I HOPE MY VISIT AT THAT TIME WILL
BE CONVENIENT TO YOU. PLEASE LET ME KNOW SO THAT I MAY MAKE
APPROPRIATE ARRANGEMENTS.

SEASONS GREETINGS AND BEST WISHES FOR THE NEW YEAR.

DIAMOND

INTBAFRAD

William Diamond:us

William Diamond

E.D.I.

cc Mr. Guetta
Mrs. Myrna Alexander
M. Sprague

F. Pf-NIGERIA

GERHARD FRITZ
DEUTSCHSTIFTUNG
BERLIN

GERMANY

DECEMBER 23, 1977

74485

TELEX 1 81 615

I COULD VISIT BERLIN FROM JANUARY NINE TO TWELVE.
WOULD IT BE CONVENIENT FOR ME TO CALL ON YOU AND TO VISIT
DEUTSCHSTIFTUNG AT THAT TIME? I HOPE SO. PLEASE LET
ME KNOW.

BEST WISHES FOR THE HOLIDAY SEASON

WILLIAM DIAMOND

INTBAFRAD

WDiamond:us

William Diamond

William Diamond

E.D.I.

F. Europe om E

CAISCOP

PARIS

FRANCE

DECEMBER 22, 1977

74485

TELEX OR FULL
RATE

FOR DIRECTOR GENERAL POULIQUEN

I EXPECT TO BE IN PARIS DURING SECOND WEEK IN
JANUARY AND WOULD LIKE VERY MUCH TO CALL ON YOU.
WILL YOU BE THERE? I WILL LET YOU KNOW MY PRECISE
SCHEDULE AS SOON AS IT IS FIXED. MEANWHILE,
JOYEUX NOEL AND BONNE ANNEE.

WILLIAM DIAMOND

WDiamond:us

William Diamond

William Diamond

E.D.I.

F. Europe vme

F. Africa=
AADFI

Mr. David L. Gordon

December 22, 1977

William Diamond

UNDP Project for West African Regional Program

I have read the proposal, of which you sent me a copy. In general, it appears to be a sensible one and I think you ought to support it

In making my recommendation, I should add that, in Asia, it seems to me that the creation of regional training facilities should be subordinated to the establishment or strengthening of national facilities, because most of the countries there are large and can provide a sufficient load of demand to justify national facilities. So far as French-speaking Africa is concerned, where countries are much smaller and the availability of qualified teaching is much less, there is justification for a regional program.

When you send comments to UNIDO, you might wish to include the following:

1. The syllabus proposed in Annex IV could have been put together by someone reasonably knowledgeable about development banks, without ever having visited Africa. It deals, more or less, with the subjects one would normally expect to be covered in training devbank staff. The syllabus needs a lot more work, especially in indicating where greater emphasis needs to be put and where less, given West African conditions. I assume that one of the tasks of the high-level banking consultant and of the project manager will be to translate the proposed syllabus into a concrete curriculum indicating the time to be spent on each subject, and the content of it.
2. The proposed syllabus is heavily weighted towards straight banking. For instance, the parts on credit analysis seem to reflect the interests of a commercial bank rather than those of a development bank. So also the section on securities. Those sections at least need some reorientation.
3. I am disappointed to see a reference, on page 9, to the "beginning of work on physical facilities for the Institute at Abidjan in January 1979". I think there ought first to be an examination of the possibilities of using an existing facility, somewhere in West Africa, before a new facility is built. In this connection, I do not think it is vital that the Institute be located with the secretariat of the Association or with the African Development Bank. There might be good reasons to locate elsewhere although obviously it would have to be located in a city where living conditions, as well as the training facility, were pretty good.

...

4. The document does not say much about African in-puts and it is not clear whether the 71 man-years of in-puts to be financed internationally, cover Africans as well as non-Africans or only non-Africans. I think it is vital that the African in-put be maximized and that it be clearly understood that, year-by-year (after, say the second), the non-African in-puts would be reduced while the African in-puts would rise proportionately.

5. One of the objectives of the Institute ought to be the establishment of strong in-house training facilities in each of the development banks in the Region. Steps to approach this objective should be outlined.

6. BCEAO is establishing a West African Center for Banking Training and Research (an instrument of UMOA/BCEAO). It overlaps with the program of UAMDB/AADFI. The Director of COFEB claimed (in a conversation in EDI December 6) that he was coordinating with UAMDB but seemed unaware of AADFI's co-sponsorship of the UAMDB plan. Something needs straightening out here.

cc: Messrs. Stevenson
Springuel
Guetta
Nouvel

WDiamond:us

att: Springuel memo to files 12-20-77 re COFEB

December 21, 1977

see CONFIDENTIAL FILE for note on
talks in Washington with Mr. Hong,
KDFC.

December 21, 1977

Dear Ting,

Before you left for Tokyo in November, and before you left Washington two weeks ago, I thanked you for your kindness in Manila. I want, however, to record my appreciation of the many facilities you placed at my disposal as well as the many things you did to make Lois' and my stay a pleasant one. We both look back with pleasure to our visit to Manila. And I, in addition, look back on it as a profitable visit from a professional point of view. I can only hope that the discussions we had were of some value to you as well.

As mentioned in my cable of December 19, I am writing to you a separate letter reiterating some of the main points of our talks, as well as of my talks with Orly Pena. Since I do not know how you may wish to use that letter (you may possibly want to pass all or part of it to others), I have appended to it a separate postscript with some comments about myself in relation to ADFIAP.

Lois joins me in best wishes to Cora, you and to your children for a joyous Holiday Season and for a Happy New Year.

With best regards,

Sincerely yours,

William Diamond

Vicente R. Jayme
President
Private Development Corporation of
the Philippines
P.O. Box 757
Makati, Metro Manila
Philippines

WDiamond:us

For Asia: ADFIAP

F. Ascan ADFIAP

December 21, 1977

Mr. Vicente R. Jayme
President
Private Development Corporation of
the Philippines
P.O. Box 757
Makati, Metro Manila
Philippines

Dear Ting,

It has taken me longer to write to you about ADFIAP than I expected. I am sorry about the delay and hope the letter is not too late. In any event, it covers matters and views which I had gone over either with Orly or with you or with both; so you are already familiar with most of its contents.

Approach to the World Bank

You will recall your letter of September 14 to V.V. Bhatt, which I saw for the first time in Manila and which Dave Gordon did not know of until I told him about it. (I showed him a copy, on condition that he considered it only a private early indication of your views, not your present approach to the Bank.) I called Bhatt after you left and can now confirm that he did receive the letter in September. Although he had solicited such a letter from you (in his letter of August 17), he decided not to circulate it or even to acknowledge its receipt. His reason was that the question of my activity had come up between you after your letter of September 14 was mailed (as you acknowledged in your letter of September 20), and he thought it best not to reply and to leave it to you to discuss the matter with me.

I have told you already that I thought your proposal was, in general, well-conceived, but that it needs revision in the light of your subsequent discussions with me and with others. It also needs some clarification for those who have not participated in the discussions of the past several years, which led up to the creation of ADFIAP, and in the discussions since then in the Management Committee. Consequently, the Bank will have only the written word on the basis of which to judge ADFIAP's intentions and plans. I understand you will be revising your approach to the Bank, with these matters in mind.

You asked to whom it ought to be addressed. Bhatt, in his cable of October 20, suggested you write directly to the President. I told you that I questioned that tactic, for I felt a basis needed to be laid for your approach in the middle reaches of the Bank so as to facilitate a more favorable reception from the President. But I said I wanted to reflect further on the question. I have done so, and think that my initial reaction was right. I suggest that, in the first instance, you write to Dave Gordon. It is his task to formulate the Bank's position on such a matter as the one you are raising; and it is on his support that you need to rely if your approach is to be successful. So at least a preliminary round with him is necessary. In the light of that preliminary round, you and he can decide whether and when an application to higher authority may be necessary. Meanwhile, you might want to send copies of your letter to Rowat and Powell, who are operationally responsible for development bank activity in the Region, in order to keep them aware of your ideas and to encourage their support.

I discussed this subject with Gordon before writing this letter.

I do not know what the Bank's reaction to your approach will be. Gordon will be sympathetic. But the ultimate decision will be uncertain until there has been a chance to consider your revised proposal. As I suggested to you, it would not be difficult to argue against Bank involvement to the extent you propose. Among other things, a decision to assist ADFIAP is almost certain to be followed by a request from the African Association and by one from the about-to-be-established Arab association. The Bank will have to consider the consequences of a precedent for development bank associations and also for assisting professional associations of any kind. While I share (as you know) the view that development banks have a special place in economic development, other types of institutions are important, too, and one can envisage regional groups of them (e.g., accounting firms). I mention this, not to dissuade you, but rather to say that the Bank's response is not certain to be positive. However, I think you ought to proceed to make your approach.

Some views on various issues

Attached are some brief notes on a variety of subjects. They are neither elegant nor detailed but are, I hope, enough to remind you of our talks and to stimulate some further thought. If I have missed a subject which we discussed or on which you would like to have a view, please write to me about it.

Earlier in this letter, I referred to the need for clarity in ADFIAP's approach to the Bank. I discovered, in our talks in Manila, that I had misjudged some of the papers given to me because I did not have sufficient background, and you and Orly had to set me straight. My comments in the attachments may still suffer from the same failure on my part. Please judge them accordingly.

You will have noted that my proposals for EDI fit into yours for the Region. That is, EDI's efforts should be focussed, not on its own courses, but on building up the training programs of others. I would be grateful for your views on the paper I gave you in Manila. After a first quick reading, you found it agreeable. I wonder if you have any second (or detailed) thoughts.

Regional training center in the Philippines

In speaking about my visit to New Delhi and the inauguration of the Development Banking Centre there, I told you that it appeared to me that several institutions should emerge in the Asian and Pacific Region capable of providing training to development bank management and staff on a regional basis. I did not think it made much difference whether regional facilities developed in particular development banks (such as PDCP) or in certain national institutions unrelated to particular development banks (such as DBC in New Delhi), or whether special new facilities were created by a group of institutions in several countries. What was important was that the facilities be competent, open to participants from many countries and offer programs useful to institutions in many countries.

India was an obvious site for such a center, given the diversity of India's experience and the size of skilled training manpower available.

It appears to me that the Philippines is another natural place for the emergence of an institution of regional significance. It is difficult not to be impressed with the number of institutions now existing in the Philippines which are engaged more or less directly in training relevant at least to some aspects of development banking; and it is clear that there is a diverse experience on which training can be based. I had already come to this conclusion in Manila when I spoke in vague and general terms about the possibility of establishing a regional facility.

After you left Washington, I put my thoughts on this subject together and recommended to the Bank, both to the Regional staff and to the EDI, that the Bank should support an initiative from Filipino institutions for assistance in strengthening an existing facility or creating a new facility in Manila of value to the Asian region. I stressed my view that the initiative ought to come from Manila rather than from us, but that we should lose no opportunity to impress our views on the desirability of such an institution and our willingness to assist it. Mine was the kind of recommendation that did not call for any response from the people to whom it was made, but I have reason to believe that they would be responsive if we were to hear from somebody in Manila.

There is no rush about this. Quite the contrary. Those who are interested in taking an initiative ought to take their time in developing their views. But I thought you ought to know what I had said after your departure on this subject.

In this connection, I have heard nothing from Ping de Jesus, who said he might write to the EDU after an initial exploration with DBP and PDCP. I wonder whether he ever started that exploration. In any event, let me repeat, that I have no idée fixe on the nucleus of the regional facility; what seems to me important is that there be a good one in due course.

With all good wishes for the New Year to ADFIAP and its officers and Management Committee.

Sincerely yours,

Enclosure

William Diamond

cc: Mr. Gordon

WDiamond:us

For P.S. See "Diamond - Personal Official"

December 21, 1977

Dear Pierre,

Your letter of November 10 arrived in my office while I was in Asia. Hence my delay in acknowledging its receipt. Thank you very much, it is helpful to me.

I am hoping to be in Paris during the second week in January and hope that you will be available at that time. I will cable you as soon as my plans are firm.

With all good wishes for the New Year to Mrs. Moussa and to you.

Sincerely yours,

William Diamond

Mr. Pierre Moussa
Vice Chairman-General Manager
Compagnie Financiere de Paris et des
Pays-Bas
3 rue d'Anton
75002 Paris, France

WDiamond:us

F. Europe M.C.

Africa
F. Af. Dev Bank

KWAME FORDWOR
AFDEV
ABIDJAN

IVORY COAST

DECEMBER 20, 1977

74485

TELEX 717

WOULD IT BE BETTER FOR ME TO VISIT YOU BETWEEN
JANUARY TWELVE AND NINETEEN OR BETWEEN JANUARY SEVENTEEN
AND TWENTYTWO? I WOULD PREFER THE LATTER BUT WILL BE
GUIDED BY YOUR WISHES. I AM SENDING SIMILAR QUESTION
TO DAUBREY.

MERRY CHRISTMAS!

DIAMOND

WDiamond:us

William Diamond

E.D.I.

Africa
F. A A P I

AUGUSTE DAUBRY
BANAGRI
ABIDJAN

IVORY COAST

DECEMBER 20, 1977

74485

TELEX 2298

WOULD IT BE BETTER FOR ME TO VISIT YOU BETWEEN
JANUARY TWELVE AND NINETEEN OR BETWEEN JANUARY SEVENTEEN
AND TWENTYTWO? I WOULD PREFER THE LATTER BUT WILL BE
GUIDED BY YOUR WISHES. I AM SENDING SIMILAR QUESTION
TO KWAME FORDWOR.

MERRY CHRISTMAS!

DIAMOND

WDiamond:us

William Diamond

William Diamond

E.D.I.

Asia
F. ADFIAP

VICENTE JAYME

DECEMBER 19, 1977

PRIDECOP

74485

MANILA

TELEX 722.2080

PHILIPPINES

WILL AIRMAIL BY WEDNESDAY LONG LETTER ON
ADFIAP AFFAIRS WHICH I PROMISED EARLIER. SORRY
ABOUT DELAY.

MERRY CHRISTMAS TO CORA AND YOU.

BILL DIAMOND

WDiamond:us

William Diamond

E.D.I.

F. Asia - Korea
KDFC

NAOKADO WISHIBARA
IFC SPECIAL REPRESENTATIVE
SPCORINTFIN
TOKYO

DECEMBER 18, 1977

74485

JAPAN

FULL RATE -
ITT

HOPE MY LETTERS AND REPORT REACH YOU BEFORE YOU LEAVE
FOR SEOUL. I MAILED FOUR LETTERS AND REPORT ON DECEMBER
TWELVE. PLEASE LET ME KNOW WHEN THEY ARRIVE.

DIAMOND

WDiamond:us

William Diamond

E.D.I.

December 16, 1977

Dr. B.K. Madan
Chairman
Management Development Institute
F-45 South Extension (NDSE) Part I
New Delhi 110 049, India

Dear Dr. Madan,

When last we met in your office, I said that I might from time to time raise a question regarding consultancy by the Development Banking Centre. I should like to raise such question with you now, in a very preliminary fashion.

We recently had with us for two weeks Mr. Wampa Mwandha, the Director of Administration of the East African Development Bank, under whose direction falls, among other things, the direction of training programs. He is trying to develop facilities adequate to deal with the training needs, not only of EADB, but also of other such institutions in the region. While here, Mr. Mwandha was participating in a special two-week course for trainers, and then another week in consultation with me and some of my colleagues. From here, he went to Manila to spend two weeks with the Private Development Corporation of the Philippines, which has what I think may be the best in-house training program among the development banks with which I am familiar. Its program is now open to outsiders, both in the Philippines and outside the Philippines. Mr. Mwandha's objective there is to develop familiarity with a first-class in-house program.

Before he left, Mr. Mwandha had already begun to outline a curriculum that he might want to pursue, both for EADB and for other banks in the region. He is planning to spell his ideas out in greater detail within the next few months and then to organize a meeting of perhaps a week among the various development finance institutions in East Africa. Such a meeting might be held in the month of April.

Mr. Mwandha is familiar with the brochure issued last month by the Development Banking Centre and with the calendar outline of its courses in the coming year. He is anxious to become acquainted with the Centre.

I think it would be very valuable for him if Mr. Shetty could spend two or three weeks with him, perhaps a week at the meeting in April and another week or two with the EADB, to help spell out the curriculum Mr. Mwandha has in mind. Mr. Mwandha agrees with me on the desirability

of this, and I told him that I would put you on notice that such a request might come in due course. Incidentally, the EADB would be able to cover the expenses involved in such a trip, but I do not know whether it would be able to pay a fee.

In suggesting that Mr. Mwandha might wish to turn to you, I had in mind, not only the quality of your work in development banking. It also seemed to me that, from your point of view, assisting Mr. Mwandha and the East African institutions for two or three weeks might do more than could be done through correspondence to make your facilities and work known in East Africa, which is an area in which DBC is likely to be greatly needed.

I would like to emphasize the tentative nature of the proposal made in this letter. For one thing, the East Africa Community, on which the EADB was based, no longer exists; and all of the institutions related to the Community have been disbanded, except for the EADB and the East African Administrative Staff College at Arusha. While there seems to be a consensus that these institutions should continue, their future is still uncertain. Consequently, Mr. Mwandha still has some thinking to do and some organizing to arrange before he can call the meeting he has in mind. So I would not make any plans yet on the basis of this letter. Simply file it away for future reference -- unless, of course, you think that the proposal is an impossibility, in which case I will drop the matter.

One last point. I also discussed with Mr. Mwandha the possibility of arranging a visit to India, not only for himself but perhaps also for the chief executives of a group of East African development financial institutions. Such a visit would be important to familiarize them, not only with training facilities available in India, but also with financial institutions which might be willing to take on African development bank staff for several months of apprenticeship. I had also in mind the possibility of helping to familiarize the East African development banks with Indian enterprise, capital goods and possibly capital exporters. This is a matter for the longer range future, perhaps in a year or two. I do not know whether this idea is something that would be appropriate for the Development Banking Centre. Perhaps the organizing of such a visit of chief executives of East African development banks would be better left to a development bank such as, for instance, ICICI.

Let me know if you have any reaction to the suggestions I have thrown out in this letter.

With best wishes,

Sincerely yours,

William Diamond

WDiamond:us

F. Per:

December 16, 1977

Dear Mr. Hsieh,

I do not want to let too much time go by without saying that I appreciated the opportunity to talk to you on my last day before leaving Manila. I wish it had been possible to get together earlier, so that we could have talked at greater length. Perhaps we shall have that opportunity before long.

I want to record my interest in the suggestions you made with respect to the future. I look forward to hearing from you about them in due course. And I shall keep you informed on developments on my side.

With best wishes for the New Year.

Sincerely yours,

William Diamond

Mr. H.C. Hsieh
Director, Projects Department
Asian Development Bank
P.O. Box 789
Manila 2800, Philippines

WDiamond:us

F. Personal

F. Per

December 16, 1977

Dear Mr. Kanapathy,

Thank you very much for your letter of November 4, which reached my office while I was away from Washington.

By all means let your nephew write to me. I shall welcome the opportunity to hear from him and hope that, one way or another, I can be helpful to him.

I am glad that you decided to publish my paper on development bank management. Incidentally, while in New Delhi on my recent trip, I participated in the inauguration of the Development Banking Centre, a semi-autonomous part of the Management Development Institute. You might be interested in my address, a copy of which is enclosed.

I, too, enjoyed the opportunity to meet with you during your visit. You may be sure that I shall seek an early opportunity to return to your part of the world and to stop over in Kuala Lumpur.

With best wishes for the Holiday Season and for the New Year.

Sincerely yours,

William Diamond

Mr. V. Kanapathy
Economic Adviser
United Malayan Banking Corporation Bhd
P.O. Box 2006
Kuala Lumpur 01-33, Malaysia

WDiamond:us

F. Personal

December 15, 1977

Mr. S. L. N. Simha
Director
Institute for Financial Management and Research
3 Kothari Road
Nungambakkam
Madras 600 034, India

Dear Simha,

I wrote to you on October 26 to tell you that I would be in India in late November, but only in New Delhi. I had hopes that you might turn up on the occasion of the inauguration of the Development Banking Center. Unfortunately for me, you were not there; but I did hear from Dr. Madan and Mr. Shetty that you had written them a very fine letter for the occasion.

Perhaps they have sent you a copy of the proceedings of the inauguration, including a copy of the address by "the distinguished guest speaker". If not, I would be grateful if you would ask for a copy.

I want to thank you for sending me a copy of your book on "sick industries", which I found very good. Incidentally, sick industries seemed to be on everybody's mind in India, and I can only conclude that there are a lot of them. When I was in Korea, ten days before reaching New Delhi, I was told that there are no sick industries in Korea. But I suggested that they wait and see. For Korean enterprise is still benefitting from the fact that Korea has now had more than 15 continuous years with an average growth rate of 10 percent per annum, and that rate is holding.

I have also received, from S. S. Mehta, a copy of your pamphlet on Bridging the Academic Real World Gap, which I also found interesting. I have suggested to Siddarth that he send copies to several of our development banking friends around the world, who I think will be equally interested.

With best wishes for the New Year.

Sincerely yours,

William Diamond

WDiamond:dmk

F. Asca - India

December 15, 1977

Mr. R. V. Cole
Administrative Secretary
Development Studies Centre
The Australian National University
Box 4, P.O.
Canberra, A.C.T. 2600
Australia

Dear Rodney:

Thank you very much for your letter of November 22.

I have, indeed, been receiving your DSC Newsletter, and I read it. I also received recently some order forms for new publications of the Centre. Replying to your letter gives me the excuse to save postage by enclosing the form for Occasional Paper No. 7. I think a personal check or money order would cause you more trouble than either is worth. May I suggest, therefore, that you ask me for something that you would like me to buy for you in Washington, which I will be very glad to send to you.

I showed your letter to Price Gittinger, who suggested that I ask you in what areas you think cooperation might be useful. He refers to your program as first rate, and wishes there were more scope for direct cooperation. Apparently, what he particularly has in mind is case studies in project analysis. It might be helpful to you in your thinking on the subject to have the curricula of our most recent courses on Rural Development, Rural Credit and Agro-Industry. I am attaching them herewith.

If you have any further thoughts, please write. It might be best to write directly to Price, who is in the best position to be helpful to you.

With best wishes for the New Year.

Sincerely yours,

cc: Mr. Gittinger) with copy of incoming
Mr. Ferrer) letter.

William Diamond

Attachments
WD:pp

W. Diamond

December 15, 1977

Mr. H. T. Parekh
Chairman
Industrial Credit & Investment Corporation
of India Limited
163 Backbay Reclamation
Bombay 400 020, India

Dear Hasmukhbai,

It was a matter of sadness for Lois and for me that we were unable to visit Bombay during our recent visit to India. Fortunately for us, you were kind enough to visit New Delhi during that period, which made it possible to see you. We were particularly pleased to have had dinner with you on Saturday, with you and members of your family on Sunday, and at the home of the Kraskes on Monday. I hope that, next time, we will be able to make it "home" to Bombay.

You may have heard that I visited the ICICI office in New Delhi on my last day. It was a pleasure to be there and to meet the staff. I was particularly interested -- and pleased -- to note that among the six or seven professional staff members, two were women. Both Lois and I noted your vigor. This no doubt is related to the enthusiasm with which you have immersed yourself in the affairs of your new housing bank. I have no doubt that the New Year will see it in operation and will show the first signs of its impact, which is bound to be a significant one over the years.

As we separated, on Monday evening at the Kraskes, you pulled me aside to ask if I had given thought to the suggestion of joining you in writing a book on foreign aid to India, which you had mentioned to me during your visit to Washington. As I indicated, I really do feel that a task of this kind cannot be done well without full-time research and writing for a considerable period of time. My guess is that it would take a year or so, even if the involved parties were prepared to make available the documentation on which a good analysis and study would have to be based. Perhaps you visualize the task as a simpler and shorter one. I have considered whether it could be reduced in both time and length; but I really cannot visualize it that way and I cannot see myself spending such time on it, at least, not at this time. I am still hoping to be actively engaged in the period after I leave the Bank. Maybe, if things do not go as I hope, or if I change my mind later next year, I will revert to this subject.

Mr. H. T. Parekh

- 2 -

December 15, 1977

Meantime, I had the impression that you had lost interest in the kind of collaboration I would still be interested in, in the field of development banking. I have several possibilities in mind on this subject, not all of which would require much time. One idea, which has been cooking for several years, has been a series of essays by experienced managers like yourself on a series of topics which I (or we) could lay out and which might then be published in book form. If housing has not completely replaced this subject in your thinking, please let me know.

Lois joins me in best wishes to you for a Happy New Year, in which we include good health and success with your new venture.

With all good wishes,

Sincerely yours,

William Diamond

WDiamond:rs

Asia-India
H.T. Parekh

December 15, 1977

Mr. and Mrs. Jochen Kraske
34 Friends Colony East
New Delhi, India

Dear Huda and Jochen:

I should have written long ago to thank you for your hospitality and many kindnesses to Lois and to me during our all-too-brief visit to India. These ranged all the way from very helpfully placing a car and driver at our disposal to participating with us in making a huge investment in art. In between, there was the pleasure of meeting your children again and of being with you on several occasions. Lois and I continue to comment on "that wonderful, lucky Kraske family" and we are delighted to see that you seem to be so happy.

We look forward to seeing you here in Washington one day.

Lois joins me in best wishes to you both and to the children for a very joyous Holiday Season and for a Happy New Year.

Sincerely yours,

William Diamond

WD:pp

F. Personal

December 15, 1977

Mr. Baldev Pasricha
Chairman
Industrial Finance Corporation of India
P. B. 363
New Delhi 11001, India

Dear Mr. Pasricha,

I am a little late, but I hope not too late, in writing to thank you for your hospitality on our last evening in New Delhi. My wife and I are grateful for the dinner which Mrs. Pasricha and you arranged for us.

I need not tell you that I enjoyed very much my brief visit to New Delhi. I wish it had been possible to stay longer, and to travel elsewhere in the country. I shall look forward to those pleasures on another occasion.

I also enjoyed the inauguration of the Development Banking Centre and was pleased to have the honor of participating in it. I shall be looking forward, needless to say, to receiving news of the activities of the Centre.

My wife joins me in best wishes for the New Year to Mrs. Pasricha and to you.

Sincerely yours,

William Diamond

WDiamond:dmk

Personal

December 15, 1977

Mr. R. K. Hazari
Deputy Governor
Reserve Bank of India
P. O. Box 406
Bombay 1, India

Dear Mr. Hazari:

I have just received your letter of November 26 announcing the end of your service at the Reserve Bank of India, and also as Chairman of the Agricultural Refinance and Development Corporation. I am sorry to see you go.

Speaking personally, I enjoyed and benefitted much from the discussion we had at the Reserve Bank in Bombay several years ago. And I was touched by your visit to me during your visit to Washington earlier this year. Those of my associates who have had the pleasure of knowing you, share my opinion of the importance of the contribution you have made to the Reserve Bank.

I wish you all happiness in the New Year and success in the next phase of what has been, and will no doubt continue to be, a productive career.

With all best wishes,

Sincerely yours,

William Diamond

cc: Dr. Sen
WD:pp

F. Asia. India

December 15, 1977

Dear Governor Kim,

I am grateful to you for the opportunity to meet you and some of your associates in the KDB during my visit to Korea. I appreciate particularly the lunch you were good enough to arrange for me on November 8. I was pleased to be able to bring myself up to date on the activities of the Korea Development Bank.

I was especially interested, on the occasion of the lunch, to hear the discussion about the possibilities of a Korean E.D.I., and about the possibility of a development bank training facility. As I have written to Mr. In Sang Song, who is the Dean of the E.D.I. Fellows in Korea, I have the impression that there is in Seoul a good basis for a Korean E.D.I. and for a development banking training facility, given the educational and financial institutions already on the spot, the presence of a large number of E.D.I. Fellows, and the presence also of one man who has spent five years on the Faculty of E.D.I. (I refer to Professor Suh.) As I suggested at lunch that day, you and the Presidents of MIB and KDFC might wish to think about such a facility; and, if the result of your thinking should be an initiative on the part of Korea, E.D.I. will consider it very seriously.

Once again, many thanks.

With every good wish for the Holiday Season and the New Year.

Sincerely yours,

William Diamond

Mr. W.G. Kim
Governor
Korea Development Bank
I.P.O. 4570
Seoul, Republic of Korea

cc: Messrs. Frost/Stevenson
E.D.I. Division Chiefs
Powell/Dinh

WDiamond:us

Handwritten: Korea - Gen

December 15, 1977

Dear Mr. Yu,

You may recall that, during our discussion in your office on November 7, you asked me to send you a copy of the Long-Term Credit Bank Law of Japan. I take pleasure in enclosing herewith a copy of it, together with a report on the Long-Term Credit Banking System, prepared by the Industrial Bank of Japan, Limited. You may be interested to know that Mr. Ha, during my discussion with him the following day, also asked for the text of the Law; and I have today sent him a copy of it.

Let me say that I appreciated very much the opportunity to speak to you about Korean financial institutions. Our discussion was helpful to me in my thinking on the subject.

If there is any way that I can be helpful to you in your consideration of the issues, please do not hesitate to write to me.

With best wishes for the New Year.

Sincerely yours,

Enclosures

William Diamond

Mr. Yu
Director
Planning and Research for Financial
Affairs
Ministry of Finance
Seoul, Republic of Korea

WDiamond:us

- Encl. 1. The Long-Term Credit Bank Law & Enforcement Regulations (IBJ) 1952.
2. Long-Term Credit Banking System of Japan (IBJ) Nov.1964.

F- Korea - Gen.

December 15, 1977

Mr. In Sang Song
Chairman and President
Export-Import Bank of Korea
286 Yang-Dong, Chung-Ku
C.P.O. Box 4009
Seoul 100, Republic of Korea

Dear Mr. Song:

When I wrote to you last week, I forgot to refer to, and to thank you for, the evening that you were good enough to arrange with the E.D.I. Fellows. I always enjoy the opportunity to meet with them, and the occasion last month was no exception. I am grateful to you.

I was particularly interested this time to hear that the idea of establishing a Korean E.D.I. is in the air. You will remember that this was discussed, not only at dinner on November 7, but also at the lunch given by Governor W.G. Kim of KDB on the following day. There was discussion, both of a Korean E.D.I., and, more particularly, of a center for training development bank staff and management, either on its own or as a part of a general Korean E.D.I.

Reflecting on these discussions, I would like to say that I believe that Korea has the technical capacity - by which, I mean the competent manpower in its educational and financial institutions, and the experience -- to do something worth while along one or both of these lines. I think E.D.I. would be prepared to pursue with you an initiative along these lines, should you or others come along with a concrete proposal. Indeed, the Director of the E.D.I. wrote on September 16, 1977 to EPB Vice Minister Duk Ching Chang to say that, if plans for "launching an E.D.I. -type of project analysis training program in Korea" materialize, "we would be glad to discuss, at your convenience, ways in which E.D.I. could assist such activities".

As regards a development banking center, I would personally be happy to be of assistance. In this connection, you may be interested in the attached address I gave, after I left Seoul, on the occasion of the inauguration of the Development Banking Centre for research, consultancy and training in New Delhi.

With all good wishes,

Sincerely yours,

William Diamond

Enclosure

cc: Messrs. Frost/Stevenson
EDI Division Chiefs

F. Korea-Gen

December 15, 1977

Dear Mr. Nam,

I am a little late, but I hope not too late, in writing to thank you, both for the opportunity to visit you and speak to you and your associates on November 4, and for the delightful lunch to which you were good enough to invite me on November 7. I am grateful for both.

I enjoyed my visit to Seoul, which gave me an opportunity to meet many old friends again and to bring myself up to date on the development of some of the major Korean financial institutions. This, as you know, is a subject which interests me very much, and I hope to have an opportunity, before long, to come back and continue the discussions I started in November.

With best wishes for the New Year.

Sincerely yours,

William Diamond

Mr. Sang Jin Nam
President
The Medium Industry Bank
36-1 2KA, Ulchi-Ro, Chung-Ku
Seoul, Korea

WDiamond:us

F. Korea - GAW

December 15, 1977

Mr. D.S. Ha
Director
Finance Bureau
Ministry of Finance
Seoul, Republic of Korea

Dear Mr. Ha:

I am grateful for the time you gave me, during my visit to Seoul, to discuss with you the present situation, and the future, of the financial sector in Korea. Our discussion was very helpful to me.

During our meeting, you asked me to send you a copy of the Long-term Credit Bank Law of Japan, which was originally passed in 1952 and was amended in 1962. I have pleasure in enclosing herewith a copy of that Law, together with a paper on the Long-Term Credit Banking System of Japan, which was prepared by the Industrial Bank of Japan, Limited, one of the three institutions which operate under the 1952 Law. I hope these papers will be of some value to you. Incidentally, during my discussion with him the day before I met you, ~~Mr. Yu~~ also asked for the Law, and I have sent him a copy of it.

If there is any way in which we can be helpful in your thinking on this subject, please do not hesitate to write to me.

With all good wishes for the New Year.

Sincerely yours,

William Diamond

Enclosures

WD:pp

- Encl. 1. Long-Term Credit Bank Law and Enforcement Regulations (IBJ) 1952.
2. Long-Term Credit Banking System of Japan (IBJ) Nov. 1964.

F. Korea - Jan

December 15, 1977

Mr. B. H. Shin
Special Assistant to the President
for Economic Affairs
Ch'ong Wa Dae
Seoul, Republic of Korea

Dear Mr. Shin:

I write to thank Mrs. Shin and you for the dinner you gave for my wife and myself at "Bear House", during our visit to Seoul. It is a fine restaurant; the food was excellent; and it was particularly pleasing to us to relax with good friends like yourselves and C.H. Kim. I wish that Mrs. Shin and you were closer so we could see you more frequently. Please do not forget to get in touch with us on your next visit to Washington.

Let me take the occasion to thank you for the opportunity to discuss with you the financial structure in Korea generally, and the position and prospects of KDFC in particular. Our talk was very helpful to me. Needless to say, I continue to be deeply interested in KDFC and I hope to continue my close relationship with it.

My wife joins me in good wishes for the Holiday Season and for the New Year to Mrs. Shin, yourself and your family.

Sincerely yours,

William Diamond

F. Korea - Gen

December 15, 1977

Mr. Majur C. Shetty
Director
Management Development Institute
Jeevan Tara Building
1st Floor, Gate No. 3
5 Parliament Street
New Delhi 110 001, India

Dear Majur:

You had every right to expect to hear from me earlier than this, but I found unfortunately myself in the midst of a pile of paper when, two weeks ago, I returned to Washington. Hence my delay in writing to thank you for having helped to make our stay in New Delhi so pleasant a one.

I was, as you already know, very pleased to participate in the inauguration of the Centre. My feelings on the occasion were expressed in my address, so I need not add anything here except that I would like to keep abreast of your activities and hope that you will write to me about them from time to time.

I am writing separately to Dr. Madan about the several points we discussed in his office during my visit, when we reviewed the possibilities for E.D.I. collaboration with the Centre. He will no doubt speak to you on this subject.

With many thanks again and with best wishes for the New Year, in which my wife joins me.

Sincerely yours,

William Diamond

WD:pp

F. Asia-India

December 15, 1977

Mr. C.H. Kim
President
Korea Development Finance Corporation
1-60, Yoido-Dong, Youngdeungpo-Ku
Seoul 150, Republic of Korea

Dear Mr. Kim:

It is now two weeks since my return to Washington, and I should have written to you long ago. I have delayed, not because I did not think of you, but because I found so many things to do immediately on my return.

First of all, I would like to thank you for your many kindnesses to my wife and myself during our visit to Seoul. We are appreciative of your thoughtfulness and of the facilities you were good enough to place at our disposal: the automobile and driver, guide, secretary, office, etc. Looking back over my schedule in Korea, I fear that I must have been a heavy burden on you, judging by the number of breakfasts, lunches and dinners we had together, to say nothing of meetings in your office. I imagine that, after I left, you found an accumulation of waiting business on your desk.

I enjoyed very much my several meetings - including dinner my last evening, in Seoul - with your Vice Presidents and Economic Advisors. They are a fine group of men. Not the least of your accomplishments was bringing them together in KDFC. Please give them all my thanks for the time they spent with me, and my best wishes.

My visit to Seoul provided the opportunity, not only to see Seoul again but also to renew acquaintances with many old friends and to focus my attention on the future of KDFC. The time I spent with you helped me clarify my thinking on that subject. I hope that the discussions were of some help to you as well. (Incidentally, I have sent Mr. Nishihara a full account of my visit to Seoul.). I look forward to revisiting you in March, as you suggested, or whenever you are ready. And I look forward to hearing from you in the meantime about the progress of your thinking. If there are any questions you would like to pursue with me by correspondence, please do not hesitate to do so.

Mr. C. H. Kim

- 2 -

December 15, 1977

During my visits with Mr. Ha, the Director of the Finance Bureau, and with Mr. Yu, the Director of Planning and Research, of the Finance Ministry, they asked me to send them copies of the Long-term Credit Bank Law of Japan. I am today sending each of them a copy, together with a description of the Long-term Credit Banking System of Japan, prepared by the IBJ. Enclosed herewith is a copy for you of the documents I sent them.

Enclosed also is a copy of a letter I have sent to Mr. Hahm containing some material on PDCC's training programs. That letter also refers to the discussion with your staff at the Hannan Club, on means of building up KDCC's image in the business community.

I am taking the liberty of attaching a copy of an address I gave in New Delhi, on my way home. The occasion was the inauguration of a new Development Banking Centre, the first such Centre that I am aware of, devoted exclusively to research, consultancy and training in the development banking field. I thought you might be interested in this paper because of the discussions, such as at the lunch given by Governor W.G. Kim of KDB, about the possibility of establishing a center for training development bank staff in Korea.

That luncheon was not the only occasion on which I heard a discussion of the possibility of such a center. The evening before I was at a dinner with EDI Fellows and the talk centered on the establishment of a Korean EDI. I think both of these have real potential. I have written to Mr. In Sang Song and to Governor W. G. Kim to say that, if Koreans take the initiative and come forward with a considered proposal, the EDI will consider assistance in both areas. Your advisor, Professor Suh, who was once on the EDI staff, will be particularly interested in this and will be able to play a crucial role in the thinking on the subject.

Once again, many thanks for your kindness.

My wife joins me in best wishes to you and your family for the Holiday Season and for the New Year.

Sincerely yours,

William Diamond

Enclosures

cc: Messrs. Parmar, Powell

WD:pp

- Encls. 1. Copy of ltr. to Mr. Hahm, 12.15.77
2. Copy of Mr. Diamond's address to inauguration of DBC of MMI 11.23.77
3. Copy of Long-Term Credit Bank Law & Enforcement Regs. IBJ (June 1952)
4. " Long-Term Credit Banking System of Japan (IBJ) Nov. 1964.

F. Korea-KOTC

December 15, 1977

Mr. T.Y. Nahm
Vice President
Korea Development Finance Corporation
1-60, Yoido-Dong, Youngdeungpo-Ku
Seoul 150, Republic of Korea

Dear Mr. Nahm,

During our discussions in Seoul, you asked me about PDCP's training programs. I promised that, when in Manila, I would get for you a description of its activities. I enclose herewith, for your confidential information, a copy of the summaries of the activities of PDCP's Development Finance Institute in 1976 and 1977. I hope it will be of interest to you.

I remember our discussions on my last day, first in the office and then before dinner at the Hannan Club, concerning the activities which KDFC might consider undertaking in the general interests of the community and in the effort to establish an image for itself in the business community. In this connection, on my return to Washington, I found two papers which might be of interest to you. One is a publication of the ICICI entitled Perspectives of Rural Development. This subject may seem a long way from industrial development. ICICI became interested in the subject as a result of the fact that it participated in promoting and financing a small fertilizer plant in western India. And now it finds itself beginning to be involved in other kinds of activity -- industrial or quasi-industrial -- in the countryside. The second publication is a booklet issued by the Institute for Financial Management and Research at Madras, which, you will recall, I had mentioned as an entity that had been sponsored and financed by the ICICI. The booklet is entitled Bridging the Academic Real World Gap, and was written by the Director, Mr. S.L.N. Simha. It concerns the initiative taken by ICICI, not only to establish the Institute, but also to assist in updating the knowledge of development economics in the faculties of Indian universities.

The general subject of our discussion is one which interests me very much. If there is any way in which I can be helpful in this regard, be it only by responding to your queries, please do not hesitate to write to me.

I am taking the liberty of attaching a copy of an address I gave in New Delhi, on my way home. The occasion was the inauguration of a new Development Banking Centre, the first such Centre that I am aware of devoted exclusively to research, consultancy and training in the development banking field. I thought you might be interested in this paper because of the discussions I learned were under way about the possibility of establishing a national center for development bank training in Korea.

On my return to Washington two weeks ago, I wrote to Mr. Pyun, care of his doctor in Minneapolis. I think he was scheduled to have his kidney transplant about a week before I returned. In any event, I have not yet had a reply. I hope very much that the operation went well and that he is recovering.

With all good wishes for the New Year.

Sincerely yours,

Enclosures

William Diamond

cc Mr. C.H. Kim, Pres.KDFC

WDiamond:us

- Enclosures:
1. Development Finance Institute (PDGP Management Conference 1977) - Review of 1977 Operations, etc.
 2. -do- 1976.
 3. Address by Wm. Diamond at Inauguration of the Development Banking Centre of MDI, India: 11.23.77

F. Kucen - RDP/C

December 15, 1977

Dear Dr. Madan,

I write, belatedly I fear, to thank you for your many kindnesses and hospitality during our recent visit to New Delhi. I want particularly to thank Mrs. Madan and you for lunch on Monday, November 21, and for dinner at your home Tuesday November 22. My wife and I were very happy to have the opportunity to see Mrs. Madan and you again. I wish it were possible to meet more often; maybe we will, in the future.

I mentioned, in my address at the DBC inauguration, my feelings about participation in that event. I need not add that I hope we will continue to be in touch with the developing work of the Centre; I would like very much to be kept abreast of its activities.

I am writing to you separately about the discussions we had in your office on November 21.

My wife joins me in best wishes for the New Year to Mrs. Madan and to you.

Sincerely yours,

William Diamond

Dr. B.K. Madan
Chairman
Management Development Institute
F-25 South Extension (NDSE) Part I
New Delhi 110 049, India

WDiamond:us

F Ascar - mP/m 01

Messrs. Gordon, Guetta, Nouvel, Powell, Rowat

December 15, 1977

William Diamond

India - Management Development Institute

I call your attention to paragraph 4 of the attached letter to the Chairman of the Management Development Institute. You may also be interested in paragraph 3.

Attachment

WDiamond:us

F. Asca m01 —

December 15, 1977

Dr. B. K. Madan
Chairman
Management Development Institute
F-45 South Extension (NDSE) Part I
New Delhi 110 049, India

Dear Dr. Madan:

During my visit, I asked you how you thought E.D.I. might be helpful to you. You suggested five lines of action.

1. Provision of teaching aids

You asked whether we could provide you with a set of the old E.D.I. library. I told you that the circulation of the library had virtually ceased. I can however send you copies of the lists of books on economic development which we have sent out. I attach them hereto. My guess is that you have most of the items which we listed and that, if you do not, they are no doubt available in India.

You also referred to case studies. Here again, a check was to be made in the M.D.I. library on the list of available E.D.I. case studies. I am sending under separate cover a copy of Industrial Project Analysis: Case Studies (Vol. I) and a copy of Curricula of Courses September 1975 to August 1976 and Catalog of Teaching Materials. Please have someone review the latter and write to us for whatever we have available. (M.D.I. has received earlier editions of the Catalog.)

2. Faculty development

You asked about the possibility of sending observers from the M.D.I. staff to one or another of the E.D.I. courses, and raised the question of participating in forthcoming courses for trainers. I said that both of these would be possible. A second course for trainers (the first took place from October-December of this year) has not yet been scheduled, but we shall keep you informed. Meanwhile, I am sending along a copy of the course outline. As for an observer in other

courses, I am enclosing herewith a list of the E.D.I. courses scheduled for balance of our fiscal year. We are now engaged in working at the program for the next fiscal year and will send it to you when it is complete.

You may recall that D.V. Davar, who had been seconded to M.D.I. from I.F.C.I., was a participant in E.D.I.'s Development Banking Course in 1974.

3. Faculty in-puts

You asked about participation by E.D.I. staff in M.D.I. courses of various kinds. I said that contributions of E.D.I. manpower would be extremely difficult and had to be planned a long time in advance. On the other hand, I noted that there is a continuing flow of World Bank staff to India. My guess would be that some of these men would be able (and willing) to contribute a lecture or so to a relevant M.D.I. course. Moreover, the Resident Mission has some people in it who could also contribute appropriately. I suggested that you raise the question of Bank staff participation with Mr. Kraske, our Resident Representative.

4. Fellowships

You wondered whether E.D.I. could defray the costs of participants in M.D.I. courses from the poorer African or Asian countries, particularly those in development banking. I replied that this was not on the cards. On the other hand, there are technical assistance components in many development bank loans made by the World Bank and I see no reason why "fellowships" to courses of the Development Banking Centre should not be an eligible use of such funds. I promised to let the appropriate people in the Bank know about M.D.I.'s interest, and have done so.

5. Common programs between E.D.I. and M.D.I.

You asked about the possibility of joint E.D.I./M.D.I. courses. E.D.I. has collaborated in the past with the Bankers Training College, the Administrative Staff College in Hyderabad (a joint course with the latter is scheduled to begin in January), and the College of Agricultural Banking in Poona. I undertook to raise the question with the management of the Institute, and have done so. You might wish to spell out for us a course or courses which you think we might consider taking up as a joint venture.

Dr. B. K. Madan

- 3 -

December 15, 1977

I am not sure that I have covered all the points we discussed.
If I have not, please do not hesitate to write and let me know.

With best wishes,

Sincerely yours,

William Diamond

Enclosure

WD:pp

cc: Messrs. Frost/Stevenson

Gordon
Powell
Rowat
Nouvel
Guetta
Kraske
Lamson-Scribner

Sent to Mr. Madan (with ltr.) : EDI Course Program & General Information 1977-78.
" " (separate

airprint): 1975 EDI English Supplementary Library
1974 EDI English Supplementary Library
1973 -do-
1972 -do-
1971 - EDI : No. 1 package (Suppl. to Eng. Lib.)
" No. 2 " "
" Suppl. " "
1970 " 2 packages "
1969 -do-
1968 -do-
1967 EDI Suppl. Eng. Lib. 1 package
Selected Readings and Source Materials on Econ. Dev.
Industrial Project Analysis: Case Studies : Lamson-Scribner
Vol. 1 - January 1977
Curricula of Courses Sept. 1975 to Aug. 1976 & Catalog
of Teaching Materials - EDI, 1976.

F - As per MDV

REQUEST FOR SHIPMENT AND MAILING OF PACKAGES

Department E.D.I.-DA		Division William Diamond's Office		Date December 15, 1977	
MATERIAL TO BE DISPATCHED					
Quantity		Description			
1		Package of documents to go to India			
Send To Dr. B.K. Madan Chairman Management Development Institute 7-43 South Extension (NDSE) Part I New Delhi 110 049, India			Special Instructions BY AIRPREST		
			Name of Sender (please type or print) William Diamond		
Date Wanted at Destination		Valuation of Contents	Authorized Signature Ernie Shephard		
RECORD OF DISPATCH					
No. of Packages		Weights		Measurements	
Method of Dispatch		Shipment Via			
Date of Dispatch		Signature of Dispatcher			

X

December 15, 1977

Dear Dr. Madan,

I write, belatedly I fear, to thank you for your many kindnesses and hospitality during our recent visit to New Delhi. I want particularly to thank Mrs. Madan and you for lunch on Monday, November 21, and for dinner at your home Tuesday November 22. My wife and I were very happy to have the opportunity to see Mrs. Madan and you again. I wish it were possible to meet more often; maybe we will, in the future.

I mentioned, in my address at the DBC inauguration, my feelings about participation in that event. I need not add that I hope we will continue to be in touch with the developing work of the Centre; I would like very much to be kept abreast of its activities.

I am writing to you separately about the discussions we had in your office on November 21.

My wife joins me in best wishes for the New Year to Mrs. Madan and to you.

Sincerely yours,

William Diamond

Dr. B.K. Madan
Chairman
Management Development Institute
F-25 South Extension (NDSE) Part I
New Delhi 110 049, India

WDiamond:us

F. ASIA - MDI

The Files

December 14, 1977

William Diamond

Korea - EDI in Korea

While in Korea last month, I met EDI Fellows on several occasions. I had dinner with about 18 of them, with In Sang Song as host, on November 7; and on November 8, at a lunch given by Governor W.G. Kim of KDB, 6 of the 8 guests were Fellows. On another occasion, my luncheon host (it was a lunch of SID members) was T.D. Kim, a former minister and now editor of the Naeway Business Journal, who was also a Fellow, as were two or three other guests. I also met Professor Suh, who was for several years a member of the teaching staff of the EDI, and who is now Professor of Economics and Director, Institute of Economic Development, in the University of Korea.

I learned that there is an active interest in establishing an EDI-type institution in Korea. With the energy of Mr. In Sang Song, the important posts held by him and by other Fellows, the presence among them of a former EDI staff member, and the broad interest in training in Korea, I think there is the basis for doing something along these lines. Upper and Ward have already reported that they, too, have heard discussions of EDI assistance to an EDI-type training program; and Frost told the EPB Vice Minister in September that EDI would be willing to help, at the appropriate time.

Aside from the idea of an EDI-type institution, there is also in the air the possibility (either separate from, or as part of the EDI-type institution) of establishing an entity for the training of development finance institutions staff. The World Bank is deeply involved in the financing of the three major such institutions in Korea: KDB, MIB and KDFC. Staff members of all these institutions have taken EDI courses over the years; the Governor of one of them, KDB, is a Fellow. Two of the institutions, KDB and KDFC, have programs in which outsiders participate from time to time.

I think that, if the Koreans were to come forward with a considered proposal, either for an EDI-type institution or for development banking training courses to be established on a permanent basis, or for both, EDI ought to consider assisting them. I have said in letters to Mr. In Sang Song and to Governor W.G. Kim of KDB, copies of which are attached.

CC: Messrs. Frost/Stevenson
Powell/Dinh
EDI Division Chiefs

WDiamond:us

F. Korea Gen
Frost - "Dinh"
Korea Gen

December 14, 1977

Dear Mr. Al-Muraikhi,

When Mr. Findakly of our Treasurer's Department returned from his recent trip to Abu Dhabi, he told me about your query concerning E.D.I. courses on project evaluation. I enclose herewith a brochure on E.D.I., together with a copy of its program for the coming year. The enclosed announcements of two past courses will give you an idea of the admission requirements.

I hope these meet your needs. If there is anything more you would like to have, please write to me.

With best wishes,

Sincerely yours,

Enclosures

William Diamond

Mr. Mohamed Al-Muraikhi
Abu Dhabi Investment Authority
P.O. Box 3600
Abu Dhabi, United Arab Emirates

cc Messrs. El-Fishawy
Hittmair
El-Darwish
Findakly

WDiamond:us

Encls. Training for Development : a report of
the World Bank's E.D.I. June 1975.
E.D.I.: Course Program & General Information 1977-1978.
2 Announcements of Courses :
a. Rural Dev. Projects April 1977
b. Preparation, Evaluation & Management
of Highway Projects May 1977.

For Europe & East

December 14, 1977

Dear Marie-Ange,

I have been trying, without success through the Library here, to get a copy for Mr. Diamond of

"Information Sources for Development" - a new SID publication - a bilingual directory of information sources.

They tried to get a copy from SID here, and from other sources in Washington, but nobody seems to be able to help. The Library ordered it from SID Development Reference Service, 49 rue de la Glaciere, 75013 Paris. So far - and this is months ago - nothing has appeared.

Do you think you could do anything to help us get a copy of this publication? I would be most grateful if you could.

With best wishes for the Holiday Season,

Sincerely,

Ursula Shepheard
Secretary to William Diamond

Mrs. Marie-Ange
World Bank European Office
66 Avenue d'Iena
75116 Paris, France

P.S. If you can get a copy from SID in Paris, perhaps they would send it airmail.

December 14, 1977

Dear Mr. Yoshino,

As I left Japan, at the beginning of November, I wrote to thank you for the opportunity to visit you and for your help in bringing me more up to date on the activities of the Industrial Bank of Japan. I also enclosed a brochure on the E.D.I. and promised to send you more about it on my return.

I do not remember exactly what it was that I sent to you from Tokyo, on November 1, but I am nevertheless enclosing herewith two brochures on E.D.I., one entitled Course Program and General Information and another called Training for Development.
* In addition, I am sending the course curriculum of the most recent course given by the E.D.I. on Industrial Projects, and a copy of the 1976 Curriculum of Courses and Catalogue of Teaching Materials. The latter has a list of materials which are available. Please look it over and let me know what you would like to have.

With thanks again and with all good wishes for the New Year.

Sincerely yours,

Enclosures

William Diamond

Mr. ^h Sinji Yoshino
General Manager
Industrial Finance Seminar Division
The Industrial Bank of Japan, Ltd.
1-3-3 Marunouchi, Chiyoda-ky
Tokyo 100, Japan

cc: Mr. Nishihara

* Mr. Maeda
Coming by separate airprint.

WDiamond:us

F ASca - Aca

EDI-DR

Mr. Diamond's Office

December 14, 1977

1 package of documents :

EDI "Course Curriculum of Industrial Projects Course Sept. 12-Nov. 18, 1977

EDI "Curricula of Courses Sept. 1975 to Aug. 1976 and Catalogue of Teaching Materials.

Mr. Shinji Yoshino
General Manager
Industrial Finance Seminar Division
The Industrial Bank of Japan, Ltd.
1-3-3 Marunouchi, Chiyoda-ku
Tokyo 100, Japan

BY AIRPRINT

William Diamond

for William Diamond: Ursula Shephard.

December 13, 1977

Dear Muramatsu,

It is six weeks since I left Japan, but only two weeks since I returned to Washington. Hence my delay in writing to thank you for lunch and for the opportunity to meet with you on October 31. I enjoyed them both and wish it were possible for us to get together more frequently.

My wife joins me in best wishes for the New Year to Mrs. Muramatsu and yourself.

Sincerely yours,

William Diamond

Mr. Atsushi Muramatsu
7-14-203 Aobadai
Meguro
Tokyo, Japan

E. Penman

December 13, 1977

Dear Mr. Haruna,

Many thanks for sending me the up-to-date
version of the Long-Term Credit Bank Law and
Regulations. It is exactly what I wanted.

With best wishes,

Sincerely yours,

William Diamond

Mr. Akira Haruna
Trust Officer
The Industrial Bank of Japan
Trust Company
One Wall Street
New York, N.Y. 10005

WDiamond:us

F- Asca - Glen

December 12, 1977

Dear Mr. Lee,

I have just returned to Washington and hasten to write to thank you both for your hospitality during my recent visit to Seoul and for the opportunity to talk to you about Korea generally and about KDFC in particular. I enjoyed the former, and found the discussions with you and your associates in the SID very helpful. (Incidentally, I take the liberty of enclosing herewith a copy of an article I have written in Focus, the insert of the October issue of the SID Review.)

I want also to thank you for the three volumes of Fabulous, Just Fabulous. I'm reading several entries each evening and find them all amusing and some of them fabulous, just fabulous. Please let me know when your next volume is published so that I may order a copy.

I hope you'll remember the contribution I suggested to you. If any other possibilities occur to me I will let you know.

With best personal regards, and good wishes for the New Year.

Sincerely yours,

William Diamond

Mr. T.D. Lee
Editor
Naeway Business Journal
Seoul, Republic of Korea

WDiamond:us

F. Korea Personal

December 9, 1977

Mr. Naokado Nishihara
IFC Special Representative in
the Far East
Daiichi Fire and Marine Insurance Company
5-1 Nibancho, Chiyoda-ku
Tokyo 102, Japan

Dear Naokado:

I returned to Washington at the beginning of last week, and I take this first opportunity to write to you. In fact, I am writing four letters, and this one will be followed at once by three more.

I want in this letter to thank you for your help and hospitality in Tokyo. I have already expressed my appreciation for the excellent arrangements you made. Let me add now my gratitude (and Lois's) for the Sunday entertainment at the Shimbashi Theatre and dinner that evening at the Tokyo Prince, and for the dinner the next night with my friends from IBJ. I was particularly grateful for the opportunity to spend an evening again with Mr. Sohei Nakayama. Finally, our discussion - first in your open-air "office" in Shinjuku Gyoen and then in your Daiichi office -- on the affairs of KDFC, was particularly helpful to me as preparation for the meetings I had in Seoul. Altogether, my visit to Tokyo was both pleasant and profitable, as is the case whenever I visit Tokyo.

Lois joins me in best wishes for the New Year to Mrs. Nishihara, you and your children and grandchildren.

Sincerely yours,

William Diamond

P.S. I look forward to news about the Sato Fund, in which I remain greatly interested.

WD/ms

F. WD Personal

December 9, 1977

Mr. Naokado Nishihara
IFC Special Representative in
the Far East
Daiichi Fire and Marine Insurance Company
5-1 Nibancho, Chiyoda-ku
Tokyo 102, Japan

Dear Naokado:

This is my second letter of today's date.

While I was in Seoul, the third merchant bank was established: the Saehan Merchant Banking Corporation, of which the KDB is the sponsor and principal shareholder. I was interested to learn that other shareholders include the Industrial Bank of Japan, Nomura Securities and the Long-Term Credit Bank of Japan. These three companies are linked to KDFC. IBJ is a shareholder of KDFC; IBJ is also a shareholder of Orient Leading, which is a principal shareholder of KLDC; and Nomura is a shareholder of KIFC.

I was curious about whether IBJ and Nomura Securities had consulted KDFC before associating themselves with the KDB in the Saehan Merchant Banking Corporation. When I checked, I was given to understand that there had been no such consultation and that, indeed, these companies did not even inform KDFC of their intentions. I was told, however, by a good source, that IBJ had asked KDB for assurances that KDFC would not go into merchant banking; but it appears that IBJ did not raise the question directly with KDFC.

As I said before, I find this curious and surprising. I wonder what you think of this matter.

With best wishes,

Sincerely yours,

William Diamond

cc: Messrs. Qureshi/Parmar
WD/ms Powell/Dinh

F = Korea - General

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WBG ARCHIVES

Confidential

December 9, 1977

Mr. Naokado Nishihara
IFC Special Representative in
the Far East
Daiichi Fire and Marine Insurance Company
5-1 Nibancho, Chiyoda-ku
Tokyo 102, Japan

Dear Naokado:

This is my third letter of today's date.

I come now to Korea, about which I promised to write to you. Mr. Kim knows that I talked to you on my way to Seoul, and that I shall write to you afterwards. You are, after all, an important part of the evolving situation in KDFC and should be fully aware of what others are saying and doing. Aside from you, he knows that I shall inform only Qureshi and Parmar in IFC and Powell and Dinh in the Bank.

I attach a note setting out my findings and views. It is no doubt excessively long and repetitive. However, the note is a sort of diary, primarily for my own record. I hope you will find it helpful.

With warm regards,

Sincerely yours,

William Diamond

cc: Messrs. Qureshi/Parmar
Powell/Dinh

WD/ms

F. Korea - KDFC.

December 9, 1977

Mr. Naokado Nishihara
IFC Special Representative in
the Far East
Daiichi Fire and Marine Insurance Company
5-1 Nibancho, Chiyoda-ku
Tokyo 102, Japan

Dear Naokado:

This is my fourth letter of today's date.

I have heard that certain Japanese firms are producing, or planning to produce, "floating factories", that is, factories built on a ~~base~~^{base} or ship, floated to their destination in the developing world, and anchored off shore for operation. I had planned, while in Japan, to ask for information on this subject; but I forgot. Can you send me some material on "floating factories"? Articles, or anything issued by the producers.

Many thanks,

Sincerely yours,

William Diamond

WD/ms

F. DBT- Personal

Mr. Gregory B. Votaw

December 9, 1977

William Diamond

Possible Bank Lending to KMBC.

We spoke a few days ago about the possibility of Bank lending to KMBC. I promised to spell out some reasons for thinking carefully before a decision is reached to consider such a loan.

1. I understand that IFC last year refused to consider a participation in, or a loan to, the KMBC, which was then in the process of organization. If this is correct, the Bank ought to have very good reasons for concluding that a loan should be made. There ought to be a consistent posture inside the Bank Group on how to act vis-à-vis KMBC; we should be able to explain ourselves outside.
2. When the Diversified Financial Institutions Act (now more generally known as the "Merchant Banking Act") was being drafted, I understand the government had two objectives. One was economic: the decision to proceed with the legislation was taken as Korea was beginning to experience foreign exchange difficulties, following the 1973/74 increase in petroleum prices, and the law as designed to create institutions which would tap foreign private capital. A second reason was political: the Government was anxious to associate foreign banks with Korea in the hope that they would be in a position to influence their governments in support of Korea, should that become necessary. (It is interesting that the first merchant bank has primarily British capital; the second, primarily Middle Eastern; the third, primarily Japanese!) Tapping private foreign capital was essential to the merchant banks, not the tapping of public capital, either foreign or domestic. In this circumstance, a loan from the World Bank seems to run contrary to the objectives of the Act.
3. The Merchant Banking Act allows merchant banks to engage in a very broad variety of activities. The simple relending of long-term funds is not among the more important of such activities. A World Bank loan is likely to have the effect of taking the pressure off KMBC to get on with its intended major activity of assisting business to mobilize equity and loan capital. Moreover, as often happens with World Bank operations, there are likely to be follow-up loans, which in turn will still further delay the attainment of the underlying objectives of KMBC.

.../...

4. When I left Korea, three merchant banks had already come into existence and the fourth was on stream and may by now have been established. It is not unlikely that, if a loan is given to the KMBC, efforts will be made to obtain loans for the other merchant banks. (I heard that the KDB-sponsored merchant bank, established on November 7, will apply for a loan.)
5. It is not clear to me what objective other than the provision of capital the World Bank would be serving by making a loan to KMBC. Its experience is not at this time along the lines of merchant banking. This point is the more important, because IFC, in turning down a participation in the KMBC, apparently decided that it did not have anything but capital to give.
6. A Bank loan to KMBC will presumably substitute for a loan in the equivalent amount for some other purpose (since the lending program in Korea is limited, although of course not to the last decimal point). It is not clear that the \$20 million in question would not be of greater value to Korean enterprise as an addition to loans to KDB or MIB or as a new loan to such an institution as the Citizens National Bank, which I understand deals with very small borrowers, both in towns and in the countryside.

Points 2, 3, 4 and 6 were put to me by top officials of several government banks. Points 1 and 5 are my own additions. I understand that, during the Parliament's debate on a government guarantee for a KMBC loan, a member asked MOF why the Bank wants to lend to KMBC. (This was apparently reported in the Korean newspapers.) It appears the reply was not clear.

cc: Messrs. Qureshi/Parmar
Loos
WD/ms Powell/Dinh

F. Korea-General

December 9, 1977

Mr. B.J. Lee
President
Korea Investment & Finance Corporation
The New-KAL Building
51 Sogong-Dong, Chung-ku
Seoul, Korea

Dear Mr. Lee:

I write to thank you for your kindness on November during my recent visit to Seoul. I appreciated very much the opportunity to meet with you and your associates and to discuss the activities of KIFC, and was particularly grateful for the lunch you were good enough to organize for me.

It is difficult not to be impressed by the work being done by KIFC. Certainly, I was impressed and wish you continued success.

With best wishes for the New Year,

Sincerely yours,

William Diamond

WD/ms

F. Korea-General

December 9, 1977

Dear Puey:

I was happy to hear from Margaret, when I spoke to her two weeks ago today, that you are progressing well. I regretted that it was not yet possible to visit you. However, I hope to pass through London again before long, and if I do, I hope it will be possible to call on you.

If there is any way in which you think I can be of help to you, please do not hesitate to write. In any event, it would be good to receive word from you.

Lois joins me in all good wishes for the New Year to Margaret, you and the children.

Sincerely yours,

William Diamond

Dr. Puey Ungphakorn
41 Lavenham Road
London, SW18 5EZ, England

F WD Personal.

December 9, 1977

Mr. S.S. Mehta
Managing Director
Industrial Credit and Investment
Corporation of India Limited
163 Backbay Reclamation
Bombay 20, India

Dear Siddarth,

On my return to Washington, I found the copy of your publication "Perspectives of Rural Development", which I have read with great interest. I imagine other people will also find it interesting, not only for its substance, but also for the fact that it was issued by the Industrial CICI.

I wonder whether you would be good enough to send me a few extra copies. There are some people to whom I would like to send a copy, both inside and outside the Bank. Also, I wonder to whom you have circulated it outside India, other than the Bank. For instance, I think it would be of particular interest to PDCCP and to KDFC, among the big companies; and I am sure to virtually all the smaller DFCs with which you, as well as we, are associated. In fact, if you do send me a few copies, I shall send one to KDFC, calling attention to certain aspects of the discussions I had in Seoul just a few weeks ago.

I also found on my return the copy you sent me of Simha's "Bridging the Academic Real World Gap". This, too, I think deserves broad circulation and, once again, KDFC will be interested in it. If you decide to send the two pamphlets to KDFC yourself, you might want to send it to the Vice President, T.Y. Hahm, and to say that I specifically called your attention to his interest.

It was good of you to come to New Delhi during my visit. Lois and I enjoyed very much seeing you and I appreciated the opportunity to discuss matters of mutual interest with you, as I always do. I was also grateful for the opportunity to visit your New Delhi Office and to meet its staff. Please pass on to them my appreciation and good wishes.

Lois joins me in best wishes for the New Year to Nirupama and to you.

Sincerely yours,

William Diamond

WD/ms

F. *F. Perisnel*

December 9, 1977

Mr. L.J. Mulkern
Executive Vice President
Bank of America
World Banking Asia Division
Toho Seimei Honsha Building Headquarters
15, 2-chome Shibuya, Shibuya-ku
Tokyo 100, Japan

Dear Lou,

I was sorry to have missed you in Tokyo but glad to meet Mr. MacIlvaine and to see the magnificent view from your office. (It was, fortunately, a clear day!) I was grateful to Mr. MacIlvaine for the opportunity to talk to him about Bank of America activities.

While in Korea, I met and had a chat with your Mr. Taapken, who is on the Board of Directors of the Korea Development Finance Company, whose activities were the subject of my visit to Korea. Perhaps he has told you something about the discussion I had with him and some of his fellow Directors at dinner one evening.

Mr. MacIlvaine might have passed on to you the personal news that I shall be leaving the Bank, after more than 30 years, at the end of March. There is a good chance that I will pass through Tokyo again before that happens, and if so, I hope you will let me call on you.

With best wishes for the New Year.

Sincerely yours,

William Diamond

WD/ms

F. Asia - Aon

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December 9, 1977

Mr. Tarao Maeda
Director, World Bank Tokyo Office
Kokusai Building
1-1, Marunouchi 3-chome
Chiyoda-ku
Tokyo 100, Japan

Dear Tarao,

I have been back in Washington almost two weeks and want, before too much time goes by, to thank you for the pleasant evening at your home, the night before we left Tokyo. Lois and I very much enjoyed the dinner and the company. It was particularly kind of you to invite Mr. and Mrs. Shimojo at the last moment. We are grateful to our host and hostess.

I think I may be passing through Tokyo again in March. If so, I shall let you know.

I think you mentioned to me the fact that Mr. Asanume now works for Kühn Loeb in Tokyo. Would you be good enough to give me his full name and address? I should like to write to him.

Lois joins me in sending best wishes for the New Year to Mrs. Maeda, you and your daughter.

Sincerely yours,

William Diamond

WD/ms

F. B. W. D. Personal

NAOKADO NISHIHARA
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DECEMBER 9, 1977

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RETURNED TO WASHINGTON EARLY LAST WEEK. AM PREPARING
NOTES ON KOREA VISIT. WILL AIRMAIL THEM TO YOU MONDAY
TWELFTH, TOGETHER WITH SEVERAL LETTERS.

BEST WISHES.

DIAMOND

WDiamond:us

William Diamond

E.D.I.

December 7, 1977

Mr. Giovanni Vaccheli
Chief of IFC Regional Mission
World Bank Group
Five Storey Main Building
Central Bank of the Philippines
Manila, Philippines

Dear Giovanni:

I must not let too much time go by (I returned to Washington at the beginning of last week) without thanking Eleanor and you for the delightful dinner at La Taverna. Lois and I were very grateful for the food, the atmosphere and the company, all of which we found delightful.

I am sorry I did not have an opportunity to visit your office. (Incidentally, did you pass on my apologies to the IMF representative?) But I was glad that we had the opportunity the day before I left to bring you up to date on what (if anything) I had accomplished during my visit to Manila.

Lois joins me in best wishes for the Holiday Season to Eleanor and to you.

Sincerely yours,

William Diamond

WD:pp

Asia-Phil.

December 7, 1977

Mr. In Sang Song
Chairman and President
Export-Import Bank of Korea
286 Yang-Dong, Chung-ku
C.P.O. Box 4009
Seoul 100, Korea

Dear Mr. Song:

I write to you chiefly to thank you for the hospitality and time you lavished on us during our recent visit to Seoul. Lois and I were delighted to have the opportunity to meet with your family, an occasion which we put among the highlights of our visit. Mrs. Song and you are very fortunate indeed to have such a family.

I was also grateful for the opportunity to talk to you, not only about Korea generally, but about KDFC in particular. Your comments were very helpful to me.

I promised to check, on my return to Washington, on whether there exists a co-financing agreement between the World Bank and the Export-Import Bank of Japan. I can now confirm that what I told you is correct; that is, there is no such agreement. However, as I said in Seoul, top World Bank staff meet each year with top staff of the Export-Import Bank of Japan and of the OECF for an exchange of views on the economic situation and prospects in various countries and to discuss specific projects of interest to the parties. These meetings of course facilitate co-financing, which actually takes place on a project-by-project basis. That, in brief, is the situation so far; it could, of course, change in the future.

Someone told me, after I left Seoul, that you had made an effort to obtain certain country information from the World Bank, to assist you in the work of your Export-Import Bank, and that you had been unsuccessful. I would be grateful if you would let me know what, if anything, lies behind this. In any case, you are aware, I am sure, that the Executive Director representing Korea in the World Bank sends many copies to Seoul of every economic report, as well as of every project report, circulated

Mr. In Sang Song

- 2 -

December 7, 1977

to our Board of Directors. I am sure that these reports are, or could be, made available to you through official channels in Seoul.

Once again, many thanks. And best wishes for a Happy Holiday Season to Mrs. Song, yourself and your children.

With best regards,

Sincerely yours,

William Diamond

WD:pp

F. Korea - General

December 7, 1977

Mr. Orlando Pena
Private Development Corporation of
the Philippines
P. O. Box 757
PDCP Building
Ayala Avenue
Makati, Metro Manila, Philippines

Dear Orly:

How can I thank you for all your time and assistance during my visit to Manila? I am particularly sensitive to the fact that I threw so many questions at you that you did not have as much time as you might have liked to throw questions at me. In any event, I hope that the discussions we had were of some value for your thinking about ADFIAP.

When I returned to Washington, I had an opportunity to meet with Ting at some length, and I brought him up to date on the discussions you and I had after he went to Japan. We also covered some new territory, which I need not repeat here. However, I promised him, as I promised you, to get out my thoughts, some already expressed and some not yet, in a letter which I hope to be able to mail within the coming week or ten days.

You specifically asked me to let you know the name of the man at the UNDP with whom the Bank staff had been in touch on the subject of financial assistance to ADFIAP. I have given that name, as well as a copy of the letter, to Ting.

Finally, I want to record Lois' and my appreciation of the delightful weekend in Baguio, with you and with the Torres'. I am sorry that we had only Saturday afternoon and Saturday evening with you, and wish you could have come earlier and left later; but we were very pleased to have you with us.

We join in sending you and your family our best wishes for the Holiday Season.

Sincerely yours,

William Diamond

WD:pp

F-Asia ADFIAP
(A/C - DP - ADFIAP)

December 7, 1977

Mr. C. S. Krishna Moorthi
Executive Vice President
Asian Development Bank
P. O. Box 798
Manila, Philippines

Dear Krishna:

I appreciated very much our talk during my recent visit to Manila. The discussion was very helpful to me. But much more important was the opportunity to meet with you again after a lapse of so many years.

I read your IFCI Silver Jubilee Memorial Address, on the plane between Manila and New Delhi, and I must tell you I enjoyed it very much. You will be interested to know that, on my last evening in New Delhi, as I arrived at the dinner which Mr. Pasricha was good enough to give me, he handed me the first copy off the press of the full proceedings of the meeting which you addressed, not only your address but the statements that preceded it and those that followed it. Even on a second reading since then, I find your statement a commendable one.

I am still puzzled about what it was that Mr. Pasricha had in mind when he referred to me in his discussion with you. While I find many references in talks I have given and papers I have published in the past several years, to the importance of maintaining the financial integrity of a development bank, I find none that says or implies that financial integrity is everything. In any event, thinking about this leads me to send you a collection of some of my recent "works", which you will find enclosed. I particularly draw your attention to pages 10 and 11 of an address I gave in Bombay in 1973 and to the address I gave on November 23 in New Delhi on the occasion of the inauguration of the Development Banking Centre, which was my principal reason for visiting India at this time.

I was interested in your comments about your retirement. I wish you "success" in it, however you define that success. I suspect its definition will change as time goes on. In any event, I wish you a happy retirement. Let us resolve to meet again in due course to exchange relevant experiences.

Lois joins me in best wishes for the New Year to Mrs. Krishna Moorthi and to you.

Sincerely yours,

William Diamond

Enclosure
WD:pp

F ASIA-ADB

F DBT-DFCT

December 7, 1977

Mr. Carlos C. Torres
Senior Vice President and Treasurer
Private Development Corporation of the
Philippines
P.O. Box 757
PDCP Building
Ayala Avenue
Makati, Metro Manila
Philippines

Dear Carlos:

I must not let too much time go by without writing to thank you for your help during my visit to Manila. PDCP was very kind to me, in making available to me both the time of its senior staff and various facilities. It was a great convenience to have a car and driver; I appreciated the stacks of material that Mrs. Soliongco and you prepared for me; above all, I appreciated the opportunity to talk to you.

Looking back over my hurried notes of our talks, I find that I cannot recall what precisely you replied in response to my specific question about whether and how E.D.I. could be of assistance to you, or to your DFI. Please write to me on this subject.

I want especially to say how much Lois and I enjoyed the weekend in Baguio with Virginia and you. It was a delightful Saturday and Sunday, which we will not forget.

Please also send on my thanks to Mr. Caransa (is that the name?) of the resin company, who took us to the company's tapping area and then to lunch on Saturday afternoon.

Lois joins me in best wishes for the Holiday Season to Virginia and to you.

Sincerely yours,

William Diamond

P.S. Attached are copies of two letters I've sent to Manila.

Attachment

WD:pp

F-Asia Can
F-DET DFC

December 7, 1977

Dear Mr. Postel-Vinay,

When I returned from a month abroad, on November 25, I found your letter of November 3 and since then I have received your card of November 26.

I appreciate very much the trouble you took on my behalf. Perhaps someone appropriate for the E.D.I. will occur to you in the days or weeks to come, and if so, I shall be grateful if you would pass his name on to me.

With all good wishes for the New Year.

Sincerely yours,

William Diamond

Mr. Andre Postel-Vinay
7 Place Pinel
75013 Paris, France

WDiamond:us

F. Europe M
F. DBT 10/11/77
Inst.

December 7, 1977

Dear Herbert,

I am ashamed that more than a week has gone by since my return to Washington without my having written to you. I found myself sinking under a mass of papers on my return and with various urgent things to do. Hence, my delay.

I am grateful to you for the time you spared me during my visit to Manila, for the opportunity to discuss so many matters of mutual interest and for the material you gave me including the attachments to your letter of November 29, which reached me yesterday. I am also grateful for the lunch you gave me and for the opportunity to speak to your colleagues.

I shall no doubt be in touch with you again before long, as soon as I have had an opportunity to digest some of the material that I have received recently and to put my thoughts in order.

Lois joins me in best wishes for the New Year to Mrs. Huehne and yourself.

Sincerely yours,

William Diamond

Dr. Herbert Huehne
Project Manager, Development
Bank Division
Asian Development Bank
P.O. Box 789
Manila 2800, Philippines

WDiamond:us

FRBca AD13

December 7, 1977

Dear Bobbie,

I enjoyed very much the opportunity to discuss with you and Dr. Poblador the activities of the SGV Development Center. It is new to me, as you know, and I see it as having a very large potential for service. I wish you success, which I am confident you will have, and I look forward to hearing more about it in the future.

I also appreciated having lunch with you and seeing something of the paintings which Wash has collected. Later that week I saw more at Wash's home.

I shall be in touch soon with the SGV representative across the street.

With all good wishes for the New Year.

Sincerely yours,

William Diamond

Mr. Roberto V. Ongpin
Chairman
Sycip, Gorres, Velayo & Company
P.O. Box 589
Manila 2800, Philippines

WDiamond:us

Personal

December 7, 1977

Dear Wash,

I was very sorry that you decided you could not accompany Bert and Ting on their recent visit here. I had looked forward to seeing you again. In any event, let me take this occasion to thank you for the delightful dinner at your home in Manila.

Had you come to Washington, I would have taken the occasion to tell you what I did not have an opportunity to mention on that evening in Manila. I shall be leaving the Bank at the end of March. This may come as a surprise to you who have always associated me with the Bank, but I decided that thirty years was a long time. When I mentioned my intentions to Bobbie Ongpin, he said that you were the only person in SGV who has been in the organization for thirty years or more.

I look forward to seeing you again soon.

My wife joins me in best wishes for the Holiday Season and the New Year to Mrs. Sycip and yourself.

Sincerely yours,

William Diamond

Mr. Washington Sycip
Chairman
SGV Group
P.O. Box 589
Manila 2800, Philippines

WDiamond:us

F. F. Permut

December 7, 1977

Dear Diego,

I wrote to you in October to say that it was possible I would be passing through London in late November, and that if I did I would let you know and call on you.

The fact is that I did spend two nights and a day in London on my way home from India. But even while in India, Lois and I were suffering from heavy colds and we decided it would be wiser to spend our one day in London, which proved to be a cold one, in or close to the hotel, which is what we did.

In any event, it is quite possible that you were in Africa when we were in London on November 25. When we returned to Washington, I found your postcard from Lesotho, for which many thanks.

Perhaps you will be coming through Washington before or during Christmas. If so, I look forward to seeing you. In any event, I can say with some certainty that I shall be coming to Africa in mid-January. As soon as my date is fixed I will let you know it, so that we can, if possible, meet in Paris.

Lois joins me in best wishes to Gloria and to you.

Sincerely yours,

William Diamond

Mr. Diego Hidalgo
Chairman
Fund for Research and Investment for the
Development of Africa
The African Center
38 King Street
London, EC2E 8JT, England

WDiamond:us

J. H. T. Allen 1987

C. S. HONG
CHAIRMAN
KODEFINCO
SEOUL

KOREA

DECEMBER 7, 1977

74485

TELEX

KODEFIC K26342

DELIGHTED TO KNOW YOU WILL BE HERE NEXT WEEK.

ARRANGEMENTS FOR YOUR MEETINGS ARE BEING MADE AS YOU WISH.
HUSSEIN WILL NOT BE IN WASHINGTON BUT WE WILL MAKE APPROPRIATE
SUBSTITUTION.

MY WIFE AND I HOPE THAT YOU CAN HAVE DINNER WITH US
EITHER TUESDAY DECEMBER THIRTEEN OR WEDNESDAY DECEMBER FOURTEEN.
PLEASE CABLE US WHICH EVENING WILL BE CONVENIENT TO YOU. WE
LOOK FORWARD TO SEEING YOU.

BEST WISHES.

WILLIAM DIAMOND

cc Messrs. Parmar, R.Powell - with copy of incoming cable

WDiamond:us

William Diamond

William Diamond

E.D.I.

T KDFC Gen

December 6, 1977

Mr. Elie E. Saleeby
President
Liberian Bank for Development
and Investment
P. O. Box 547
Congotown
Monrovia, Liberia

Dear Elie,

The copy you sent me of your letter of October 14, 1977, to Dave Gordon did not reach my office until after I had left Washington for the Far East. I found it on my return last week.

Apparently no action had yet been taken on the letter. So I got in touch with ADL last week. I understand that arrangements have not yet been made for a course for LBIDI; and, in the circumstances, ADL is unwilling to let me know the kind of course it had in mind, so that we might comment on it. I told Gordon about this, and he has cabled to ask you what you have from ADL. If I may judge from your second page, you must have received something from ADL, else you could not have made your critical comments. It is not possible to say what E.D.I. can do to help until we know the content of the course and its approximate timing. As I warned you during your visit, advice and teaching material will be easy for us to provide. But people will be difficult. Anyway, I shall await your response to Gordon's message.

As for the preparation of a personnel manual, my personal judgment is that the World Bank's Personnel Manual will not be very helpful to you. However, other development banks, more appropriate to LBIDI's environment, size and experience, have developed such manuals and I imagine you could get some help from them - directly or through us. Give some thought to the alternative, but let us in any event wait a few more days until Frank Vita completes his report on his recent supervision mission.

I hope your wife is improving, and that you are managing yourself effectively, as well as the LBIDI.

All good wishes,

Sincerely yours,

William Diamond

cc: Messrs. Stevenson, Gordon, Guetta/Vita, Srinivasan/Lamson-Scribner

WD:pp

T.

December 6, 1977

Dear Bussery,

I had hoped on my return from the Far East to find a letter from you about the various questions we discussed during your visit here six weeks ago. Since I have not found a message, I hope you will not mind if I write to you. I am sure you have the question in mind but it makes me feel better, in view of the urgency of the matters to me, to get in touch with you.

First, there was the question of personnel: an able, bi-lingual person, preferably with development banking experience, to work on French and possibly English ~~in~~ development banking courses in E.D.I. Secondly, the question of E.D.I.'s recommendation with respect to development banking: what was your reaction to my memo to Frost, of which I gave you a copy? Thirdly, the content of a course on development bank management: what are your thoughts on the content of such a course?

As I said before, please forgive this reminder.

With all good wishes for the Holiday Season.

Sincerely yours,

William Diamond

Mr. Andre Bussery
19 bis, Avenue de la Terrasse
91260 Juvisy-sur-Orge, France

WDiamond:us

F { E.D.I. Development
Future Courses
5-yr Program

E.D.I.

William Diamond, Senior Fellow

December 6, 1977

1 package of materials : E.D.I. teaching materials

Miss Eloisa R. Soliongco
Manager, Development Finance Institute
Private Development Corporation of the
Philippines
P.O. Box 757
PDCP Building
Ayala Avenue
Makati, Metro Manila, Philippines

soonest

By air print

William Diamond

x 74485

Ursula Shephard
~~Ursula Shephard~~

Ursula Shephard

December 6, 1977

Miss Eloisa R. Soliongco
Manager, Development Finance Institute
Private Development Corporation
of the Philippines
P. O. Box 757
PDCP Building
Ayala Avenue
Makati, Metro Manila
The Philippines

Dear Miss Soliongco,

I write to thank you very much for the opportunity I had to talk to you about PDCP's training program and for the materials you were good enough to make available to me. (The package has already arrived in Washington.) I wish I had been able to spend more time in PDCP and to see your program in action. Maybe next time.

You specifically asked me about the special course on Teaching Project Analysis, which was given for the first time in the past two weeks. The 25 people chosen for it came half from recent Industrial Projects and Agricultural Project Courses which took place immediately before the special course. A few other individuals who were known to the E.D.I. were specifically asked to come if they could. There was not the usual general solicitation.

I am sending you separately the course outline and teaching materials.

If the course is given again, I hope PDCP will be asked to nominate someone. However, my associates here who were responsible for the course, think PDCP might have had more to give to it than to learn from it.

With thanks again, and with all good wishes for the Holiday Season and the New Year.

Sincerely yours,

William Diamond

cc: Mr. Carlos Torres, Senior V.P. and Treas. PDCP
WD:pp

F. Asia-Brain

December 6, 1977

Mr. S. S. Nadkarni
Deputy General Manager
Industrial Credit and Investment
Corporation of India Limited
163 Backbay Reclamation
Bombay 400 020, India

Dear Nadkarni,

It was very kind of you to call me while I was in New Delhi, two weeks ago. It was good to talk to you and I regret only that I could not visit Bombay.

I heard from Mr. Parekh and from Mr. Mehta about your work in connection with merchant banking. I wonder if I might take the liberty of asking you to write to me about that work in some detail. How is the unit set up? What kinds of staff are in it? How are its functions defined? How do they relate to ICICI's other units? May I have a brief description of some actual cases you handle? How much time do you give and how close attention do you pay to the work of the unit? Anything else you think relevant will be useful to me.

Siddarth is aware of my deep interest in this aspect of ICICI's activity, but I did not tell him I would be writing to you about it. You may wish to show him this note.

With best personal regards,

Sincerely yours,

William Diamond

WD:pp

F F Asca. India

Mr. Ronald L. Powell

December 5, 1977

William Diamond

Philippines: DBP Training

See my cable of November 22 to Frost and Powell, and my memo of November 30 to Siraj.

During my first meeting with Chairman Mapa on Tuesday, November 15, I told him about the proposal of the Development Academy of the Philippines (DAP) to the Bank and E.D.I. in 1975, to which no response had been sent. I said that we were prepared to take up that ball now, the more so in view of Mapa's apparent agreement with the DBP appraisal mission, that training for DBP was urgently needed, and ~~the subject~~ ^{was the subject} of commissioning DAP to do the training. I told him that, if he agreed, I would raise the question with the Academy when I met with it the next day; and I added that, although I visualized that, in the long run, a regional development bank training program would emerge in DAP, I would suggest that it give priority at the beginning to DBP's need. Mapa was agreeable. I promised to report to him on Thursday the results of my meeting with DAP on Wednesday.

Mapa said that, in his opinion, many training programs (perhaps including DAP's programs) were too full of what he called "chaff". By this he apparently meant subjects not directly related to DBP's project work; he apparently had in mind, indeed he made a point of referring to, sessions on "group dynamics", "team work" and "leadership development".

DBP's Manager for Administration (who is in charge of training), Mr. Miguel G. Felicio, was present at the meeting and made no comments one way or another. He and I continued the discussion after we left Mapa, and he promised to give me, on my return, some material on DBP's internal training programs. I specifically asked Mr. Felicio for a set of the course outline he had used most recently. He gave me the following papers, which you may already have seen.

1. DBP Staff Development Profile (January 1974-October 1977).
2. Pre-Service Training Course for Livestock Appraisal.
3. Seminar/Workshop on Management by Objectives.
4. DBP Program for Executive Development.
5. Seminar for Agricultural Appraisal and Technical Personnel.
6. Seminar/Workshop on Preparation and Evaluation of Project Feasibility Study.

A quick glance at these (which is all I've given them) suggests a possible origin of Mapa's reference to "chaff".

Please return the papers when you have seen them. (Copy them if you wish.)

When I returned to DBP on Thursday, November 17, I met first with Felicio, who told me the following:

- a. In his opinion, DBP must proceed on its own in the field of projects training. Courses developed by DAP could not be a substitute for internal training, but had to be additional to it.
- b. He already had the outline of a program, the contents of which he had discussed with Mr. Hasnat of the Asian Development Bank. He said this outline program, a copy of which he gave me, had been prepared in the previous two weeks, roughly since the departure of the Bank mission. (It is attached to my memo of November 30 to Siraj.)
- c. With respect to this internal projects training program, Felicio thought he needed nothing from E.D.I. (neither advice nor comments, nor help in teaching) except documentation, i.e., teaching materials.

I asked Felicio if Mapa was aware of the work he had done on this training program. He said Mapa was not, and I told him I felt I needed to inform Mapa of the situation when I met him later that morning. Felicio agreed. He accompanied me to the meeting.

As indicated in my cable, I did inform Mapa and showed him the outline of the program. I also mentioned (a), (b) and (c) above. Mapa said he agreed with Felicio's approach and found the outline program satisfactory. (He reached this conclusion in approximately one minute.) He told Felicio, however, that he felt agricultural projects deserved a higher priority than industrial projects; and he instructed Felicio to prepare a comparable program for training DBP's agricultural projects staff. Secondly, he said he distrusted the "Kepner-Tregoe Management Process" and preferred Peter Drucker's approach to management! Third, he emphasized Felicio's point that nothing was needed from E.D.I. except teaching material but added that he preferred that the material be vetted in advance by the Bank's appraisal mission, which was thoroughly familiar with DBP's needs. I thought DBP's "trainees" should review the documentation, since they would be using it; but Mapa appeared afraid they would uncritically accept anything E.D.I. put forward.

I said that it was vital that DBP get the comments of the appraisal mission on Felicio's draft program in order to make sure that the mission felt DBP's training needs were being met by that program. Mapa agreed. Felicio is proceeding to work out the details of the program, which he will send the Bank in due course, but meantime Siraj or you ought to send on your comments as quickly as possible.

Mapa said that DAP should proceed to work up a development banking course for the Philippines, and ultimately for the region, but that the immediate DBP problem could not await the development of a DAP course.

Since our earlier meeting, Mapa said he had shown DAP's 1975 draft program to one of his Board members, Governor Sison. Sison had reported to him that that program contained too much of what Mapa had earlier referred to as "chaff". Sison's second comment had been that he thought the 1975 proposal visualized project supervision too narrowly in terms of scheduling and keeping to deadlines, and not enough in terms of advice and technical assistance. (The last comment had also been made to me by the staff of PDCP.)

Attached is a list of DBP staff members who have taken E.D.I. courses. You might find it helpful in advising DBP on its training program.

Attachment

cc: Messrs. Frost
Siraj
Srinivasan

WDiamond:us

FILE DBT

William Diamond

Philippines: Development Bank Training

The Philippines seem to me a "natural" for the establishment of a regional facility for training in development banking. It has able people with development banking experience as well as with training experience. There are already in action training courses directly related to development banking. It also has physical facilities which could provide the sites for both national and regional programs.

During my recent stay in Manila, I visited:

1. The Private Development Corporation of the Philippines.^{1/}

It has a very good in-house training program which is now open to staff from other Filipino institutions and from institutions outside the country. It has taken people recommended by us into the course and into the company for special training. It has several E.D.I. fellows on its staff.

2. The Development Academy of the Philippines.^{2/}

See my separate memo of December 5, 1977 (which lists E.D.I. Fellows on its staff).

3. The Asian Institute of Management.^{3/}

This is a private, Harvard Business School-type graduate school for Asian business, government and related areas, supported by the Ford Foundation. Its main activities are one- and two-year programs leading to M.M. and M.B.M. degrees. It also gives two short non-degree courses and various specialized courses designed to deal with particular issues and particular types of clientele.

Note: I personally know the following key officials:

1. Chairman - Robert Viñanueva
President - Vicente Jayme
Senior Vice President and Treasurer: Carlos Torres
Miss Eloisa R. Soliangco - Manager, Development Finance Institute
Adolfo L. Ledesma - Manager, Agri-Business
(Jayme, Torres and Ledesma are E.D.I. Fellows)
2. Chairman - Placido Mapa, Chairman of DBP (ex-officio)
President - Onofre D. Corpus
Senior Vice President for Operations, Jose P. de Jesus
3. Chairman - Washington Z. Sycip
President - Sixto K. Roxas, III
Other Board members - Jose B. Fernandez, Aurelio Montinola
Secretary - Roberto V. Ongpin
Dean - Gaston Z. Ortigas

4. S.G.V. Development Center.^{4/}

A newly established Center, based on old programs sponsored by S.G.V. It provides individually tailored senior executive programs, which are partly structured training and partly apprenticeship.

I did not visit the University of the Philippines, which also has courses related to development banking.

I cite these five as separate institutions. In fact, there is a certain overlapping in their training programs because each of them (and the University) calls, not only on its own staff, but also on the staffs of the others to participate in giving seminars or courses.

I do not mention the Development Bank of the Philippines (whose Chairman is also Chairman of the Development Academy of the Philippines) because DBP's internal programs seem, at this time, to be fairly trivial; but they could develop and account might have to be taken of DBP in due course. Nor do I mention the Asian Development Bank, which has given some development banking courses and which has at its disposal both people and material, of which use could be made.

While in Manila, I spoke to the President of the PDCP, the Chairman of the DBP and the Senior Vice President for Operations of the DAP, about the desirability of establishing a national program and ultimately a regional program for development bank training. I stressed the advantages which the Philippines now has over other countries in the East Asia and Pacific area, with respect to the personnel facilities and experience needed for a development banking center.

As noted in my memo of December 5, DAP has said that it will reconsider its 1975 proposal for a course in development banking and project administration and will come back to E.D.I. on the subject. The PDCP is at the present moment far and away the best institution on which to base a national and ultimately regional program. It has built up its own training program (the Development Finance Institute, which operates as a separate Department) quietly so as not to disturb other interested parties, especially the DFB; and it has a vision of ultimately spinning off the DFI as a separate, autonomous training center. As for DBP, it might be difficult to establish either a national or a regional center in the Philippines without involving the DBP, whose power is very substantial and on which the DAP depends. Without discouraging individual initiatives by any of these institutions, I have suggested to all three that they should consult with the others, both because of their common interests, and because of the desirability of collaboration in personnel and materials.

-
4. Chairman - Roberto V. Ongpin
Executive Director - Niceto Poblador

I sketched out my thoughts on a regional training center in the Philippines to Mr. C.S. Krishna Moorthi, Executive Vice President of the Asian Development Bank. (He will retire in March.) I did so because, while we need no clearance from ADP for proposing or assisting development of a regional training institution, it is desirable to keep it informed, both on general principles and in order to be able, later, to get its cooperation. Mr. Krishna Moorthi assured me that he had no objection whatsoever to the E.D.I.'s taking a principal role in assisting Filipino institutions in establishing a national or regional center. He said that, if ADB assistance were needed, he would be prepared to give it. (He specifically suggested that, if DAP presents a program and E.D.I. staff goes to discuss it, I should accompany it.)

We should strongly support a Filipino initiative to establish a national/regional development bank training center. However, I think the initiative should be left with the Filipinos, and we should take no specific action at this time. I hope that I have brewed up enough interest on the subject to assure that discussion of it will continue in Manila, and that a dialogue with us will develop. Meanwhile, I hope that, whenever the opportunity arises, other members of the Bank and E.D.I. staff will press the same point.

cc: Messrs. Frost/Stevenson, Gordon, Powell, Srinivasan/Lamson-Scribner
WD:pp

Asia
F. Phil. DBT

William Diamond

Philippines - Visit to Development Academy of the Philippines (DAP)

I spent four hours at the DAP on Wednesday, November 16, most of the time with Jose de Jesus, Senior Vice President for Operations. This meeting had been arranged before I heard from the Bank about Mapa's proposal concerning training for DBP. That proposal gave more point to the visit.

I apologized to de Jesus for the complete silence from the Bank and E.D.I. in response to his letter of October 7, 1975, to Percy Mistry concerning a course on "development banking and project administration". I explained the circumstances, in so far as they were explainable. It appears that de Jesus had not come back to us on the subject because, having first discussed it with Mistry in mid-1975, he assumed that silence meant lack of interest; and, as he put it, DAP had plenty of other matters to keep it busy. He had not taken the matter up with the Asian Development Bank because he did not think the ADB was sufficiently competent. Moreover, DBP had not pressed him for action, although its then Chairman, the late Leonidas Virata, had reminded him of the matter from time to time.

De Jesus told me that in August 1977 he had asked one of his associates (Ernesto A. Franco) to consider the possibility of a "tie-up" with the E.D.I., as "its Asian extension". The first result of that consideration was the attached paper. I kept the paper but promised him we would not consider it a proposal from DAP.

Evidently what Franco had in mind was literally establishing a collaboration over a wide range of courses for the Asian Region. I suggested that it might not be useful to make such a far-reaching suggestion to the E.D.I. I noted that E.D.I. was already involved in regional courses in agriculture with SEARCA, at Los Banos. And I thought it would be more fruitful if DAP were to choose one subject, which it considered to be of high priority, and to prepare a detailed statement on the rationale and content of a course in which E.D.I. might collaborate with it. If that course went well, the collaboration could be extended into other fields.

Having told him that we were interested in pursuing his 1975 proposal for a joint venture in the development banking field, and having told him also of Mapa's statement to our appraisal mission, that he (Mapa) might wish to delegate DBP training to the Academy, de Jesus said he would like to revive the proposal for a course in development banking and project administration. I then suggested that he should not ask us to consider the original proposal of 1975. Rather, I suggested, he should reconsider that proposal in the light of present circumstances, discuss it with DBP and PDCP (with which the regional proposal had been discussed)*, and then, if he still wished to pursue the matter with us, to send a revised proposal to us. He found this suggestion congenial.

1. It appears that the proposal had been discussed with PDCP and DBP at a preliminary stage, but that its final version was never seen by those institutions. They saw copies only when I gave them on in November.

De Jesus said that the Academy would review its 1975 proposal, discuss it with DPB and PDCP, and then prepare the tentative rationale and design for a course which he thought he could send to us by the end of January. I said that, if the revised proposal made sense to us in principle, a senior member of the E.D.I. staff might visit the Academy in February for further discussions. De Jesus said that he would, in the meantime, perhaps by mid-December, write to the E.D.I. Director, to confirm his plan. I suggested that he might wish to give priority at the beginning of his program to DBP's training needs, because of their urgency, but that he ought to consider the possibility of bringing into the course at the start some people from other institutions in the Philippines and ultimately from the East Asian and Pacific Region. Indeed, I suggested that, from the beginning, he ought to have a certain minimum of participants from outside DBP.

On the very day that I met with de Jesus, some members of the DAP staff were meeting with Mapa, who is the Chairman of the DAP Board. They were interviewing him to get his views on the DAP program. I learned from Mapa and from de Jesus on the following day that Mapa's principal point was that DAP should devote more of its attention to training and less to the other two principal aspects of its activity: community development and public policy research. Up until now, training had been focussed almost exclusively on executive management training, which was required of all government officials before they reached a certain level, as a condition for their advancement. However, this executive management program constituted not more than about a quarter of the Academy's total activity, the remaining three quarters involved community development (working with local governments, cooperation, "bare-foot doctors' program", etc.) and public policy research (including the development of social indicators and the long-range future of the Philippines). Mapa's suggestion to the Academy will no doubt result in its giving more attention to training and is therefore likely to push the Academy to give attention to its new approach to the E.D.I. However, as noted in my telegram of November 22 and my memo to Powell of December 5), Mapa (who had specifically mentioned the Academy to Siraj during the appraisal mission) cooled off somewhat when he heard that his own training director was preparing a "crash program" for DBP staff. He preferred to concentrate at the moment on a DBP in-house program, while pursuing the DAP proposal at leisure.

Carlos Torres of PDCP was also cool, on reflection, to collaboration with DAP. He felt that training at the analyst's level was better done by others, such as PDCP; a DAP program should be concentrated on management training. Underlying this view is no doubt PDCP's aspiration to spin off its Development Finance Institute as a separate training center, in due course.

DAP's physical teaching facilities at Tagaytay are first class. These are used only for training. The research staff is housed, and work done, in Makati. The present teaching faculty numbers 50-60. These are supplemented from outside.

Attachment

cc: Messrs. Frost/Stevenson, Gordon, Powell, Srinivasan/Lamson-Scribner
WD:pp

Asra —
F. Phil.

December 5, 1977

Note for Hildreth

Thanks for copy of your note to British Airways in New Delhi concerning the documents you sent back to Mr. Diamond in Washington.

This is just to let you know that the package has arrived safely.

Best wishes to all in the office from your Washington friends.

Ursula Shepheard

(Office of William Diamond)

World Bank Resident Mission
P.O. Box 416
New Delhi, India

December 2, 1977

Dear Cidito,

I was happy to see you again, especially in your new surroundings, and particularly pleased that you found the time to meet with me twice. You have a tremendous job ahead of you in managing so large and complex an institution as the DBP. I am sure you will do it successfully. I wish you all good fortune.

I have let the Bank and the EDI know about the discussions I had, both with you and with the Development Academy of the Philippines. I have said that it was your desire to proceed with a crash program for DBP's own projects staff (with agriculture having a higher priority than industry), while working at a more leisurely pace with DAP to develop a national program for higher level staff, and that you did not need E.D.I. assistance in the in-house program, except for teaching materials.

Attached is a copy of a letter I have just sent to Mr. Felicio, confirming that the Bank's appraisal mission will comment quickly on Mr. Felicio's first draft projects training program, and that it will, in accordance with your specific request, screen the E.D.I. teaching materials before they are sent on to Mr. Felicio.

With best personal regards,

Sincerely yours,

Enclosure

William Diamond

Dr. Placido Mapa
Chairman
Development Bank of the Philippines
P.O. Box 800
Makati, Rizal
Philippines

cc : Mr. Franco-Holquin

Messrs. Frost, Powell, Siraj

WDiamond:us

E. Asia Phil

December 2, 1977

Dear Mr. Felicio,

I have just returned to Washington and hasten to thank you for the time you spent discussing DBP's training program with me.

I have, as I promised, given your first draft program to Mr. Siraj and his associates, who will be sending you their comments, in the light of their knowledge of DBP's training needs. Meanwhile, I have told Mr. Siraj that you will be elaborating on that program (with the advice of Mr. Hasnat) and will be preparing a statement on its rationale, both of which will be sent on to Mr. Siraj.

You will recall that you said, and Chairman Mapa confirmed, that you wished no assistance from E.D.I. except E.D.I.'s teaching materials; and Chairman Mapa specifically asked that those teaching materials be screened by Mr. Siraj before they are sent on to you. Mr. Siraj will be doing that.

Once again, many thanks,

Sincerely yours,

William Diamond

Mr. Miguel G. Felicio
Manager
Personnel Administration Department
Development Bank of the Philippines
P.O. Box 800
Makati, Rizal
Philippines

cc: Mr. Franco-Holquin

Messrs. Frost, Powell, Siraj

WDiamond:us

Ascer
F. Phil. DBP

DECLASSIFIED

FEB 03 2016

WBG ARCHIVES

December 1, 1977

PERSONAL

Mr. Venkatchar Raghavan
Managing Director
Development Bank of Mauritius
P.O. Box 157
Port Louis, Mauritius

Dear Raghavan,

My secretary has noted that, in my letter of October 17, I referred to a paper I would send you later. I'm sorry I forgot about it. Anyway, here it is. I also enclose a paper just circulated to our Board on E.D.I. Please note particularly paras. 27 and 38.

I'm looking forward to seeing you on the eighteenth. Please come in to see me on Monday morning, the nineteenth, if you feel up to it.

Best wishes,

Sincerely yours,

Enclosures

**

William Diamond

(no copies)

WDiamond:us

** " Training in Development Banking" memo Diamond to
Frost 10.17.77
R77-295 Economic Development Institute. Memo
to the Board from the Pres. 11.28.77.

December 1, 1977

See confidential file for memo to Mr. Denton
about, and cable to, Mr. Raghavan.

November 30, 1977

Dear Mr. Drilon,

I have just returned to Washington and hasten to write to apologize to you for not having been able to visit you and to lunch with you as planned on Thursday, November 17. I hope very much that my message cancelling the appointments reached you in good time so that you were not too much inconvenienced. I also hope that you were told that my reason for cancellation was that I had developed the day before a heavy cold and felt it was unwise to make the trip to Los Banos.

I am the loser in this situation, and I hope very much that you will receive me when next I can manage to visit the Philippines.

With best wishes,

Sincerely yours,

William Diamond

Mr. Jose D. Drilon
Executive Director
South-East Asian Regional Center for
Graduate Study and Research in Agriculture
University of the Philippines at Los Banos
College
Laguna, Philippines

cc: Mr. Carlos C. Torres, Senior V.P. & Treasurer, PDCP.

Mr. Frost

WDiamond:us

Asca
F. Phil

November 30, 1977

Letter to Mr. Pyun in Milwaukee
on personal file.

Mr. Khalid Siraj

November 30, 1977

William Diamond

DPB Training

You have seen my telex of November 22 to Frost and Powell. (A copy attached.)

I referred therein to the first draft of a training program put together by Felicio, DBP's Training Manager. Attached is the text, on which you will want to comment. Please note also that DBP's Governor wants you to examine EDI's teaching materials in order to choose what might be useful to DBP. I can only suggest that you come over here and take a look at all the papers used in the development banking, industrial projects, agro-industrial and agricultural projects courses.

When you've studied the attached, let's meet. Meanwhile, I shall prepare some further comments on my Manila visit.

Attachments

cc: Messrs. Frost)
 Powell) with attachments
 Srinivasan)

WDiamond:us

Asia
F. Phil.

CABLE TO MR. RAGHAVAN November 29, 1977

See Confidential File.

November 29, 1977

Memorandum to the Files concerning
Mr. V.S. Raghavan -- on Confidential File.

November 29, 1977

Dear Masood,

Thank you very much for your letter of October 31 which I found on my return to the office yesterday after a month abroad. That was the first trip outside the United States since my illness of last year.

I am very grateful to you for your query about me. I am glad to say that all seems to be well now. But it was rough while it lasted, and I was in fact away from work for about eight months.

The last part of our trip in fact took me to New Delhi, where my wife and I thought about you on the occasion of Ede. You will remember that in 1970, we spent the eve of Ede with you in Lahore and we have not forgotten that very pleasant occasion.

I am glad to hear that you are back at the Industrial Development Bank of Pakistan. I can well understand that many changes have taken place since you were there. I do send you every good wish for the success which I know will be yours as Deputy Managing Director.

Incidentally, I have now joined the Economic Development Institute. Attached is a copy of the announcement concerning my transfer.

My wife is well. She joins me in hoping that Mrs. Akhtar and you and the children are all well, too, and in wishing you a very Happy New Year.

With best wishes,

Sincerely yours,

Enclosure

William Diamond

Mr. Masood Akhtar
Deputy Managing Director
Industrial Development Bank of Pakistan
State Life Building
No. 2 Wallace Road
off Chundrigar Road
Karachi 2, Pakistan

WDiamond:us

F. Diamond - Personal

November 29, 1977

Your Ref: D.O.No.BTC.Aca.993/DB.-77/78

Dear Dr. Cirvante,

My secretary has already acknowledged your letter of November 1, and the two separate packages of course materials which you were good enough to send. I am writing now to thank you personally for taking the trouble.

As you may know, I was in New Delhi last week to participate in the inauguration of the MDI Development Banking Center. I knew I would be unable to visit Bombay during that trip to India, but I had hoped that I might be able to see you in New Delhi. Unfortunately, this turned out not to be the case but I do look forward to seeing you again before long and to talking to you about your and our development bank training programs.

With all good wishes,

Sincerely yours,

William Diamond

Dr. V.R. Cirvante
Principal
Bankers Training College
Reserve Bank of India
Veer Savarkar Marg, Dadar
Bombay 400 028, India

WDiamond:us

F. Asca - India

November 29, 1977

Dear Ricardo,

Thank you very much for your letter of November 15, inviting me, on behalf of ALIDE's President, to participate in the special meeting of the Executive Committee on January 23 and 24, 1978, on the occasion of the Tenth Anniversary of the Association. Needless to say, I wish very much that I could join you. Unfortunately, as I feared when we talked in late September, I shall be unable to be with you.

I do not wish to let the occasion go by without sending all my good wishes. It hardly seems possible that 10 years have gone by since ALIDE was established. I remember the IDB meeting at which the decision was taken, and the great interest which that decision evoked in everyone involved in development banking. It did in me, too. And it has been a matter of great regret that I have not yet visited you. I hope to rectify that shortcoming soon.

I shall be very interested in hearing about the proceedings of the meeting and look forward to receiving copies of any papers that may be circulated.

When I wrote to you in October, I asked whether any of your publications have been issued in English. I raised that question, not only for myself, but also for others who have referred to your publications and wondered whether they might be available in another language. I would be grateful if you would let me know. I also asked, in that letter, whether you had any thoughts about EDI's own activities in the development banking field in Latin America.

With all good wishes,

Sincerely yours,

William Diamond

Mr. Ricardo Palma-Valderrama
Secretary General
Asociacion Latinoamericana de Instituciones
Financieras de Desarrollo
P.O. Box 1230
Lima, Peru

WDiamond:us

cc Messrs. Gordon)
Knotter) with copy of incoming ltr.

F. L. A. - ALIDE

WORLD BANK GROUP

ROUTING SLIP		DATE Nov. 24, 1977	
NAME		ROOM NO.	
Mr. William Diamond			
EDI			
World Bank, Washington DC			
<i>Usula</i> <i>all this was</i> <i>rec'd. Please</i> <i>acknowledge</i> <i>✓</i>			
APPROPRIATE DISPOSITION	NOTE AND RETURN		
APPROVAL	NOTE AND SEND ON		
COMMENT	PER OUR CONVERSATION		
FOR ACTION	PER YOUR REQUEST		
INFORMATION	PREPARE REPLY		
INITIAL	RECOMMENDATION		
NOTE AND FILE	SIGNATURE		
REMARKS			
<p>This may need chasing up with Bank clearing agents and/or British Airways in Washington. Air Waybill no., etc attached.</p>			
FROM Hildreth New Delhi Office		ROOM NO.	EXTENSION

November 24, 1977

British Airways
Cargo Section
Palam Airport
New Delhi

Dear Sirs:

Please send at the earliest this gunny packed package
to:

The World Bank
Attention: Mr William Diamond
1818 H Street, NW
WASHINGTON, DC 20433
U. S. A.

It contains documents for official use in the Bank and the relevant
form Appendix A is enclosed herewith.

Please send your bill to this office, as usual.

Thanking you,

Yours sincerely,

Mrs M. Hildreth

Encl:

Contents: Papers belonging to Mr Diamond
Census Report from Mani Nair to Charles Taylor

c.c. Ursula - packing by Packwell & Co.

INCOMING MAIL

1977 DEC -1 PM 2:10

AWB: 125-6596-3520 Mr. RA353 Nov. 25

152-128 RECEIVED JAN 14 3 23 PM '72

1977 DEC -1 PM 5:10

INCOMING MAIL UNIT

C.C. PEARCE - BACKING PA BUCKLEY & CO.

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WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: WILLIAM DIAMOND -- GUEST ARRIVING NOV. 24

DATE: NOVEMBER 23, 1977

BROWNOTEL

ORIGINATOR'S EXT.: 74485

COUNTRY: LONDON W.1.

CLASS OF SERVICE: TELEX 28686

CABLE NO. & TEXT:

THANKS URTELEX. FURTHER ACCEPTANCES FOR DINNER
TWENTYNINTH FROM MR. AND MRS. VOTAW, MR. AND MRS. POWELL.
WILL CONTACT GORDONS WHEN BACK IN TOWN TOMORROW.
HAPPY THANKSGIVING.

SHEPHEARD

NOT TO BE TRANSMITTED

REFERENCE:	AUTHORIZED BY (Name): U. Shephard for Wm. Diamond
DRAFTED BY:	DEPARTMENT: EDI
CLERANCES AND COPY DISTRIBUTION:	SIGNATURE (Of individual authorized to approve): <i>Ursula Shephard</i> for William Diamond
	SECTION BELOW FOR USE OF CABLE SECTION
	CHECKED FOR DISPATCH:

PINK - File Copy; WHITE - Transmittal Copy; YELLOW - Bill Copy

Nov. 22 77

INCOMING TELEX From New Delhi

K 11/22

sd

Distribution:

Mr. Diamond's ofc.

NOV 22 AM 8 04
RECORDS & COMMUNICATIONS

FOR SHEPHEARD

HANKS YOUR TELEX. BAGATELLE ARRANGEMENTS ARE FINE. TELL THEM TWO TABLES FOR TEN WILL DO. KEEP US INFORMED OF ADDITIONAL ACCEPTANCES SO WE CAN ADD NAMES IF NECESSARY. GOING LONDON ON BA 343 THURSDAY MORNING. STAYING BROWN'S HOTEL THURSDAY AND FRIDAY NIGHTS.

RETURNING SATURDAY AFTERNOON.

BEST WISHES

DIAMOND

248423 WORLDBANK

IBRD ND3150EO

2484

TELEX

INTBAFRAD
WASHINGTON

November 22, 1977

FOR SHEPHEARD

THANKS YOUR TELEX. BAGATELLE ARRANGEMENTS ARE FINE. TELL THEM TWO TABLES
FOR TEN WILL DO. KEEP US INFORMED OF ADDITIONAL ACCEPTANCES SO WE CAN ADD
NAMES IF NECESSARY. GOING LONDON ON BA 343 THURSDAY MORNING. STAYING BROWN'S
HOTEL THURSDAY AND FRIDAY NIGHTS. RETURNING SATURDAY AFTERNOON. BEST WISHES.

DIAMOND

W. Diamond
World Bank
55 Lodi Estate
New Delhi

919462 WORBNK G#
919462 WORBNK G
IBRD ND315Q

Mr. Diamond

NOVEMBER 22, 1977

WORLDBANK
LONDON

FOR CORDERY

CONFIRMING ARRIVAL LONDON THURSDAY AFTERNOON DIRECT FROM DELHI.
HOPE YOU COULD ADJUST BROWN'S HOTEL RESERVATIONS AND MAKE SATURDAY
FLIGHT ARRANGEMENTS TO WASHINGTON AS PREVIOUSLY REQUESTED.

THANKS AGAIN

C+ DIAMOND

PL ACK

THE FLIGHTS ARRANGEMENTS HAVE BEEN MADE AND ARE CONFIRMED
WE WILL AMEND THE HOTEL AND UNLESS YOU HEAR FROM US TAKE
BROWNS AS CONFIRMED
REGARDS JANET CORDERY

919462 WORBNK G

THANKS#

919462 WORBNK G

IBRD ND315QE



0 START

HERE

1 TO

INTBAFRAD, NEW DELHI, INDIA

CITY, JNTRY

FOR WILLIAM DIAMOND

MESSAGE
NO.:

4

THANKS URTELEX RE DINNER TWENTYNINTH.

5

PROVENCEALE NOT FREE. HAVE BOOKED BAGATELLE WITH PRIVATE

6

ROOM AND DRINKS BEFOREHAND. THEY CAN ARRANGE THREE SMALL

7

ROUND TABLES (TABLE CAPACITY TEN PERSONS) OR ONE LONG TABLE.

8

SENDING MENUS HERE. CAN INFORM THEM OF CHOICE EARLY MONDAY

9

TWENTYEIGHTH.

10

DEFINITE ACCEPTANCES COLON MR. AND MRS. MATHEW,

11

MR. AND MRS. AVRAMOVIC.

12

PROBABLE ACCEPTANCES. WILL CHECK ON THEIR RETURN MIDWEEK

13

COLON CARGILL, GORDONS, POWELLS, VOTAWS.

REGRETS, OUT OF TOWN COLON KNAPPS, RICHARDS.

15

BEST REGARDS TO YOU BOTH

16

SHEPHEARD

17

18

19

20

21

END

22

OF
TEXT

NOT TO BE TRANSMITTED

SUBJECT

Dinner for PDCP Delegation : 11.19.77

CLEARANCES AND COPY DISTRIBUTION

DRAFTED BY

Ursula Shephard
Ursula Shephard for Wm. Diamond

AUTHORIZED BY (Name and Signature):

for William Diamond

DEPARTMENT

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

GMCR 080

440098+⚡

0315 PHPLAZA PM

11/17/77 0017 EST

440098 WORLDBANK

NOV. 17/77

FOR VOTAW AND POWELL. (COPY SHEAPHEARD)

HAVE PREEMPTED FULL PDCP DELEGATION FOR DINNER
NOVEMBER TWENTYNINE. HOPE YOU DONT MIND. HOPE
YOU AND YOUR WIVES WILL JOIN US FOR DINNER THAT
NIGHT. REGARDS.

DIAMOND

CORRECTION PLS: (COPY SHEPHEARD)

⚡

440098 WORLDBANK.....

NOV 17 1318 LST

SER 00522 TAX 001.0

0315 PHPLAZA PM

IBRD ND3150

0315 PHPLAZA PM

NOV. 17/77

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
NEWDELHI/INDIA

FOR KRASKG

CONFIRM ARRIVAL 2240 HOURS FIRDAY EIGHTEENTH
ON AI 311.

BEST WISHES, BILL DIAMOND

✠

IBRD ND3150

0315 PHPLAZA PM.....

NOV 17 1209 LST

SER 00000 TAX 000.8

M

GMCR 088

440098+⊕

0315 PHPLAZA PM

11/17/77 0012 EST

440098 WORLDBANK

0315 PHPLAZA PM

NOV. 17/77

FOR SHEPHEARD - URGENT

ONE - HAVE INVITED PDCP DELEGATION TO DINNER TUESDAY NOVEMBER TWENTY-NINETH AT EIGHT PM. DELEGATION CONSISTS OF WASH SYCIP, BERT VILLANUEVA, TING JAYME, JOBO FERNANDEZ AND GEORGE LEE.

TWO - PLEASE TELL FOLLOWING PERSONS WE WOULD LIKE THEM TO JOIN US FOR DINNER AND INFORM THEM OF FILIPINO GUESTS, WHOM THEY KNOW. MR. AND MRS. KNAPP, MR. CARGILL, MR AND MRS DAVE GORDON, MR AND MRS MATHEW, MR AND MRS AVRAMOVICH, MR AND MRS RICHARDS, MR AND MRS POWELL, MR AND MRS VOTAW. INFORM ME BY CABLE OF ACCEPTANCES.

THREE - MEANWHILE TRY TO RESERVE PRIVATE SECTION OF BAGATELLE FOR TWENTY-TWO PERSONS, PREFERABLY TWO ROUND TABLES OF ELEVEN OR TWELVE EACH, WITH SOME ROOM FOR DRINKS BEFORE. IF BAGATELLE CANNOT, TRY PROVENCALE. LET ME KNOW SOONEST.

FOUR - IF EITHER CAN CONFIRM, ASK FOR THREE SAMPLE MENUES AND I WILL CHOOSE ON TWENTY SEVENTH. IF THAT IS TOO LATE, CABLE MENUES TO ME.

THANKS, DIAMOND

⊕

440098 WORLDBANK.....

NOV 17 1315 LST

SER 00515 TAX 003.2

INCOMING CELEX From Manila

sd

NOV. 17/77

Distribution:

Mr. Votaw

Mr. Powell

Mr. Diamond's ofc.

FOR VOTAW AND POWELL. (COPY SHEAPHEARD)

HAVE PREEMPTED FULL PDCP DELEGATION FOR DINNER
NOVEMBER TWENTYNINE. HOPE YOU DONT MIND. HOPE
YOU AND YOUR WIVES WILL JOIN US FOR DINNER THAT
NIGHT. REGARDS.

1977 NOV 17 AM 7:14
RECORDS AND
COMMUNICATIONS

DIAMOND

CORRECTION PLS: (COPY SHEPHEARD)

⊕

INCOMING TELEX

sd

0315 PHPLAZA PM

(Telex NO.)

NOV. 17/77

Distribution:

Mr. Diamond's ofc.

FOR SHEPHEARD - URGENT

ONE - HAVE INVITED PDCP DELEGATION TO DINNER TUESDAY NOVEMBER TWENTY-NINETH AT EIGHT PM. DELEGATION CONSISTS OF WASH SYCIP, BERT VILLANUEVA, TING JAYME, JOBO FERNANDEZ AND GEORGE LEE.

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THREE - MEANWHILE TRY TO RESERVE PRIVATE SECTION OF BAGATELLE FOR TWENTY-TWO PERSONS, PREFERABLY TWO ROUND TABLES OF ELEVEN OR TWELVE EACH, WITH SOME ROOM FOR DRINKS BEFORE. IF BAGATELLE CANNOT, TRY PROVENCALE. LET ME KNOW SOONEST.

FOUR - IF EITHER CAN CONFIRM, ASK FOR THREE SAMPLE MENUES AND I WILL CHOOSE ON TWENTY SEVENTH. IF THAT IS TOO LATE, CABLE MENUES TO ME.

THANKS, DIAMOND

©

November 15, 1977

Dear Dr. Cirvante,

As you know, Mr. Diamond is at present abroad. In his absence, I acknowledge receipt of your letter of November 1 (Ref: D.O.No.BTC. Aca.993/DB.-77/78). The two packages of documents also arrived today.

Thank you very much for sending this material.

Sincerely yours,

(Secretary to William Diamond)

Dr. V.R. Cirvante
Principal
Bankers Training College
Reserve Bank of India
Veer Savarkar Marg, Dadar
Bombay 400 028, India

November 14, 1977

Dear Dr. Fritz,

Your letter of November 7 arrived here after Mr. Diamond had left for a trip abroad. He expects to return to Washington by November 28, and I know he would be glad to see you at that time.

Very truly yours,

(Secretary to William Diamond)

Dr. Gerhard Fritz
Director General
Deutsche Stiftung für Internationale
Entwicklung
Rauchstrasse 25
1000 Berlin 30, Germany

0

GMCR 082

851919462+⚡

0315 PHPLAZA PM

919462 WORBNK G

NOV. 14/77

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
LONDON ENGLAND

WIFE AND I EXPECTED ARRIVE NIGHT TWENTYTHIRD, SPEND TWO NIGHTS
AT BROWN'S HOTEL, AND LEAVE FOR WASHINGTON TWENTYFIFTH ON BA521
ECONOMY. BECAUSE OF CHANGED INDIA SCHEDULE, WE WILL ARRIVE LONDON
TWENTYFOURTH LATE, PLEASE REVISE BROWN'S RESERVATION FOR THURSDAY
AND FRIDAY NIGHTS AND CHANGE LONDON-WASHINGTON FLIGHT FROM FRIDAY
TO SATURDAY. THANKS.

DIAMOND

⚡

919462 WORBNK G.....

NOV 14 1456 LST

SER 00165 TAX 001.3

ion TEL. 50-60-81

Globe-Mackay Cable and Radio Corporation TEL.

ckay Cable and Radio Corporation TEL. 50-60-81

Globe-Mackay Ca

M80

Q

GMCR 019

10++

0520 FILPLAZA PM

MOM PLS

MAY I HELP YOU

PLS CONNECT TELEX NO 0813 13150 INTERNATIONAL BANK FOR RECONSTRUCTION
AND DEVELOPMENT NEW DELHI INDIA

MOM PLS

IBRD ND315080

Q11 NOV 1977

TELEX 0813 13150

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
NEW DELHI INDIA

FOR KRASKE. MY TELEX WAS NOT GARBLED. IT WAS IN KOREAN WHICH I
THOUGHT YOU UNDERSTOOD. ENGLISH TRANSLATION FOLLOWS QUOTE THANKS
YOUR CABLE. MADAN HAS CABLED THAT INAUGURATION WILL BE 930
WEDNESDAY. HAD PLANNED LEAVE DELHI FOR LONDON AT 1240. THAT DAY.
ON BA 737. WOULD YOU PLEASE HAVE YOUR OFFICE CHANGE OUR ECONOMY
CLASS SEATS TO LONDON FOR THURSDAY MORNING. AS FOR YOUR INVITATION,
WE ARE GRATEFUL, ARE FREE EVERY NIGHT AND LEAVE CHOICE TO YOUR
CONVENIENCE. HOWEVER WE WONDER WHETHER IT IS POSSIBLE TAKE EASY
TRIP ON SUNDAY OR SATURDAY AFTERNOON AND SUNDAY? ARE KATHMANDU,
SIMLA, MOUSSOURI, KAJARAO EASILY ACCESSIBLE BY PLANE? IF NOT,
WE WILL SETTLE FOR AGRA. BEST WISHES. UNQUOTE

BILL DIAMOND

++

IBRD ND3150

.....

NOV 10 1858 LST

SER 01527 TAX 002.5

255 01251 JUX 005.2
NOV 19 1958 G21

IBND 003129

**

BIGG DIAMOND

WE WILL SETTLE FOR VERY. BEST MIGHT. ANCHOR
SINGA. MONTROSE. KATANA. EASY ACCESSIBLE BY PLANE. IS NOT
THIS ON SUNDAY OR SATURDAY AFTERNOON AND SUNDAY. THE KATHMANDU
CONVENIENCE. HOWEVER WE WONDER WHETHER IT IS POSSIBLE TAKE EASY
WE THE CHAIRMAN. THE FREE EASY NIGHT AND HAVE CHOICE TO LOOK
CLASS SEATS TO LONDON FOR ANOTHER MORNING. AS FOR YOUR INVITATION
ON BY 131. WOULD YOU PLEASE HAVE YOUR OFFICE CHANGE OUR ECONOMIC
MEDICAL. HAD PLANNED HAVE BEEN FOR LONDON AT 1345. THAT DAY.
YOUR CABLE. MADAM HAS CABLED THAT INVITATION WILL BE 830
THOUGHT YOU UNDERSTOOD. ENGLISH INVITATION BOTTOMS SHOULD INVITE
FOR KASKE. MA TELEX WAS NOT CABLED. IT WAS IN KOREAN WHICH I

NEW DELHI INDIA
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
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AND DEVELOPMENT

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O443 FILPLAZA PM
NOV 10 1121 LST

⊞

O443 FILPLAZA PM
WASHINGTON D.C. NOVEMBER 09 1977
FILPLAZA

MANILA, PHILIPPINES
FOR WILLIAM DIAMOND (GUEST ARRIVING NOVEMBER 10)
THANKS URTEL FROM SEOUL. FROST AWAY TODAY AND SUBSTANTIVE
REPLY WILL FOLLOW TOMORROW. MEANWHILE THIS IS TO LET YOU
KNOW GUNTHER KONEIG, AT U.P. LOS BANOS, IS DUE TO LEAVE
FRIDAY, NOVEMBER 11. REGARDS. POWELL.

⊞

O443 FILPLAZA PM

⊕
CHOSUN K24256
GA
07562080+
WUI 11/08 2108
2080 PDC PH

FOR JAYME.

~~CONFIRMING~~ ARRIVAL MANILA ON TG623 AT 1420

RPT

11-9 11:14

FOR JAYME.

CONFIRMING ARRIVAL MANILA ON TG623 AT 1420 HOURS THURSDAY.
OUR RESERVATION HAS BEEN CONFIRMED AT PHILIPPINE PLAZA HOTEL.
PLEASE CALL MAPA OF DBP AND SAY I WOULD LIKE TO CALL ON HIM.
LOOK FORWARD TO SEEING YOU.

DIAMOND

⊕

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: WILLIAM DIAMOND
CARE PHILPLAZA
MANILA

DATE: NOVEMBER 8, 1977

ORIGINATOR'S EXT.: 4485

COUNTRY: PHILIPPINES

CLASS OF SERVICE: TELEX
0443 FILPLAZA

CABLE NO. & TEXT:

KRASKE HAS SENT CABLE HERE SAYING QUOTE YOUR TELEX
MESSAGE DATED NOVEMBER FOUR RECEIVED COMPLETELY GARBLED.
PLEASE SEND REPEAT SOONEST UNQUOTE

SHEPHEARD

NOT TO BE TRANSMITTED

REFERENCE:	AUTHORIZED BY (Name): FOR William diamond
DRAFTED BY:	DEPARTMENT: E. D. I.
CLERKANCES AND COPY DISTRIBUTION:	SIGNATURE (Of individual authorized to approve): <i>Wm. Diamond</i> for Wm. Diamond
	SECTION BELOW FOR USE OF CABLE SECTION
	CHECKED FOR DISPATCH:

PINK - File Copy; WHITE - Transmittal Copy; YELLOW - Bill Copy

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: INTBAFRAD

DATE: NOVEMBER 8, 1977

NEW DELHI

ORIGINATOR'S EXT.: 4485

COUNTRY: INDIA

CLASS OF
SERVICE: TELEX

CABLE NO. & TEXT:

FOR KRASKE

REUR 1093 DIAMOND MUST HAVE CABLED YOU FROM
KOREA. HAVE CABLED HIM TO REPEAT TO YOU HIS TELEX
NOVEMBER FOUR.

SHEPHEARD

NOT TO BE TRANSMITTED

REFERENCE:

AUTHORIZED BY (Name):

for William Diamond

DRAFTED BY:

DEPARTMENT:
E D.I.

C RANCES AND COPY DISTRIBUTION:

SIGNATURE (Of individual authorized to approve)

for William Diamond

Mrsula Shephard

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH:

INCOMING TELEX from New Delhi

mc

Nov. 8, 1977

Distribution

Mr. Diamond

61027

1093 FOR DIAMOND

YOUR TELEX MESSAGE DATED NOVEMBER 4 RECEIVED COMPLETELY GARBLED
PLEASE SEND REPEAT SOONEST. REGARDS

KRASKE

⊛

440098 WORLDBANK

Cable Office Note: Please see attached outgoing ~~message~~ message
sent Nov. 7.

IBRD ND3150

Class of Service:

TELEX

Date:

NOVEMBER 7, 1977

Telex No.:

Originators Ext:

4611

12

10

START
HERE

TO

INTBAFRAD

CITY/COUNTRY

NEW DELHI, INDIA

MESSAGE
NO.:

REFUR MESSAGE NOVEMBER 7 NO MESSAGES SENT FROM US BETWEEN 1299
NOVEMBER 3 AND 1300 NOVEMBER 4. INTBAFRAD

END
OF
TEXT

NOT TO BE TRANSMITTED

SUBJECT:

DRAFTED BY:

HL:mc

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

H.E. LANGLEY

DEPARTMENT:

ADMINISTRATIVE SERVICES

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

NC
M ㉔
CHOSUN K28432
GA
081313150+
IBRD ND3150

11-5 10 :55

FOR KRASKE.

THANKS YOUR CABLE. MADAN HAS CABLED THAT IN AUGURATION WILL BE
930 WEDNESDAY, HAD PLANNED LEAVE DELHI FOR LONDON ON BA 737
AT 1240 THAT DAY. WOULD YOU PLEASE HAVE YOUR OFFICE CHANGE OUR
ECONOMY CLASS SEATS TO LONDON FOR THURSDAY MORNING. AS FOR YOUR
INVITATION, WE ARE GRATEFUL, ARE FREE EVERYNIGHT AND LEAVE CHOICE
TO YOUR CONVENIENCE. HOWEVER, WE WONDER WHETHER IT IS POSSIBLE
TAKE EASY TRIP ON SUNDAY OR SATURDAY AFTERNOON AND SUNDAY. ARE
DATHMANDHU, SIMLA, MOUSSOURI, KASARAO EASILY ACCESSIBLE BY
PLANE? IF NOT, WE WILL SETTLE FOR AGRA.
BEST WISHES. BILL

CHOEM
CHOSUN K28432㉔
IBRD ND3150.....

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: WILLIAM DIAMOND
CHOSUN HOTEL
AMTELSCHO
SEOUL

DATE: NOVEMBER 3, 1977

ORIGINATOR'S EXT.: 4485

COUNTRY: K O R E A

CLASS OF : TELEX
SERVICE: K 2456

CABLE NO. & TEXT:

CABLES RECEIVED TODAY AS FOLLOWS :

FROM KRASKE. QUOTE WE WOULD LIKE TO ORGANIZE INFORMAL DINNER FOR
YOU AT OUR HOUSE. COULD YOU LET ME KNOW WHICH EVENING YOU THINK
WOULD BE MOST CONVENIENT UNQUOTE

FROM MADAN QUOTE INAUGURATION OF DEVELOPMENT BANKING CENTRE BY
FINANCE MINISTER FIXED FOR NINETHIRTY ON TWENTYTHIRD. YOU WILL BE
OUR DISTINGUISHED GUEST SPEAKER AT THE FUNCTION. HEADS OF ALL
FINANCIAL INSTITUTIONS WILL ATTEND. LETTER FOLLOWS UNQUOTE

SHEPHEARD

NOT TO BE TRANSMITTED

REFERENCE:	AUTHORIZED BY (Name): for William Diamond
DRAFTED BY:	DEPARTMENT: E .D.I.
C' RANCES AND COPY DISTRIBUTION:	SIGNATURE (Of individual authorized to approve): <i>For William Diamond Arthur Shephard.</i>
SECTION BELOW FOR USE OF CABLE SECTION	
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R 11/3

From: New Delhi

INCOMING TELEX

Distribution:

sj

Mr. Diamond

RECEIVED

1977 NOV -3 AM 7:40

COMMUNICATIONS SECTION

1068 FOR DIAMOND

WE WOULD LIKE TO ORGANIZE INFORMAL DINNER FOR YOU AT OUR HOUSE.
COULD YOU LET ME KNOW WHICH EVENING YOU THINK WOULD BE MOST
CONVENIENT.

REGARDS

KRASKE

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: INTBAFRAD

DATE: November 2, 1977

NEW DELHI

ORIGINATOR'S EXT.: 4485

COUNTRY: INDIA

CLASS OF
SERVICE: TELEX

CABLE NO. & TEXT: _____ No.

FOR KRASKE

MANY THANKS YOUR 1061 AND EFFORTS CONCERNING
HOTEL. OBEROI HAVE NOW CONFIRMED
RESERVATIONS. DIAMONDS ARRIVE NEWDELHI NOVEMBER
EIGHTEEN AT TWENTYTWOFORTY HOURS, FLIGHT AI 311.

SHEPHEARD

NOT TO BE TRANSMITTED

REFERENCE:

AUTHORIZED BY (Name): *Wm. L. Shepherd*
for William Diamond

DRAFTED BY:

DEPARTMENT:
E.D.I.

ARRANGANCES AND COPY DISTRIBUTION:

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CHECKED FOR DISPATCH:

INCOMING TELEX From New Delhi

R 11/2

sd

Nov. 2 77

1977 NOV -2 AM 7:52

Distribution:

RECORDS AND
COMMUNICATIONS

Mr. Diamond

1061 FOR DIAMOND

WE HAVE NOW ASSEMBLED THE MATERIAL WHICH YOU REQUESTED IN YOUR 1226.
WE ARE STILL TRYING TO GET YOU INTO THE OBEROI. ALTHOUGH WE ARE
REASONABLY CONFIDENT THAT WE SHOULD BE ABLE TO GET A CONFIRMED
BOOKING WE WILL NOT KNOW UNTIL EARLY NEXT WEEK. PERHAPS YOU COULD
LET US KNOW WHEN YOU PLAN TO LEAVE WASHINGTON AND ALSO WHEN AND BY
WHICH FLIGHT YOU ARE ARRIVING IN NEW DELHI SO THAT WE CAN KEEP YOU
INFORMED OF ARRANGEMENTS WHICH WE ARE ABLE TO MAKE FOR YOUR STAY.
BEST REGARDS

KRASKE

64145 WORLDBANK

IBRD ND3150

OFFICE MEMORANDUM

TO: EDI Staff
FROM: Irving A. Sirken
SUBJECT:

DATE: October 26, 1977

During my absence, Mr. Sivaramakrishnan will be Acting Division Chief from October 27 to November 4, and Mr. Imbert from November 7 to November 11.

October 31, 1977

Mr. Ozhan Eroguz
General Manager
Turkiye Sinai Kalkinma Bankasi A.S.
P.O. Box 59 Findikli
Istanbul, Turkey

Dear Ozhan,

It was sad to receive the news of the death of Cabir Selek. I had not heard of this although it happened prior to our Annual Meetings. As one of the "patriarchs" on TSKB's Board, he had contributed much to the institution's development.

I'm sure that many of my colleagues in IFC and the Bank would wish to join me in passing on our condolences to his family and many friends.

With best regards,

Yours sincerely,

Douglas Gustafson
Director of Investments
Europe and Middle East

DGustafson:hp

cc: Messrs. W. Diamond
T. Lott

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: INTBAFRAD

DATE: OCTOBER 28, 1977

TOKYO

ORIGINATOR'S EXT.: 4485

COUNTRY: JAPAN

CLASS OF SERVICE: TELEX

CABLE NO. & TEXT:

FOR WILLIAM DIAMOND

RECEIVED CABLE FROM SHETTY TODAY CONFIRMING
YOUR RESERVATIONS OBEROI HOTEL.

SHEPHEARD

NOT TO BE TRANSMITTED

REFERENCE:

AUTHORIZED BY (Name):

William Diamond's Office

DRAFTED BY:

DEPARTMENT:

Economic Development Institute

APPROVANCES AND COPY DISTRIBUTION:

SIGNATURE (Of individual authorized to approve):

Ursula Shepherd
Ursula Shepherd for William Diamond

SECTION BELOW FOR USE OF CABLE SECTION

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DISTRIBUTION

Mr. Diamond

1977 OCT 27 PM 1:40

ZCZC 248424 RC020 PDB1383 RMX5151 NDN337 NDS329/27

URWT HL INND 019

NEWDELHI ITO 19/16 27 1620 OCS1705

October 27

LT

MR WILLIAM DIAMOND

INTBAFRAD

WASHINGTONDC20433

cc Pieter van Rijn
10/28

REYOCAB RESERVATION AT OBEROI INTERCONTINENTAL

CONFIRMED STOP REGARDS STOP

SHETTY

COL 20433

October 27, 1977

Confidential letters sent to

Mr. Leembruggen, Malaysia

Mr. Egeli, Turkey

See Mr. Diamond's CONFIDENTIAL file.

TO: INTBAFRAD

DATE: October 26, 1977
4485

TOKYO

ORIGINATOR'S EXT.:

COUNTRY: JAPAN

CLASS OF SERVICE: TELEX

CABLE NO. & TEXT:

FOR MAEDA

CONFIRM ARRIVAL SATURDAY TWENTYNINTH AT 1440 HOURS
VIA NW 003. THANKS URLET NINETEENTH. YOUR PLANS ARE
FINE. MANY THANKS.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE:

WDiamond:us

AUTHORIZED BY (Name):
William Diamond

DRAFTED BY:

William Diamond

DEPARTMENT:
E.D.I.

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WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: MAJUR SHETTY

DATE: OCTOBER 26, 1977

MANDEVIN

ORIGINATOR'S EXT.: 4485

COUNTRY: NEW DELHI

CLASS OF SERVICE: TELEX OR FULL RATE

CABLE NO. & TEXT: INDIA

HAVE BEEN UNABLE GET CONFIRMATION OUR
RESERVATION AT OBEROI INTERCONTINENTAL NOVEMBER
EIGHTEENTH TO TWENTYTHIRD. CAN YOU HELP?
MANY THANKS.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE: WDiamond:us

AUTHORIZED BY (Name):

William Diamond

DRAFTED BY:

William Diamond

DEPARTMENT:

E.D.I.

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WORLD BANK / IFC
OUTGOING MESSAGE FORM
 (TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: AUGUSTE DAUBREY
 DIRECTEUR GENERAL
 BANCAGRI
 ABIDJAN

DATE: OCTOBER 26, 1977

COUNTRY: IVORY COAST

ORIGINATOR'S EXT.: 4485

CLASS OF TELEX 2298
 SERVICE:

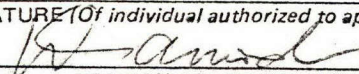
CABLE NO. & TEXT:

THANKS YOUR TELEX OF TWENTYFOURTH. BECAUSE YOU SAID YOU
 WOULD NOT BE AVAILABLE IN NOVEMBER AND FORDWOR SAID HE WOULD NOT
 BE IN ABIDJAN FIRST TWO WEEKS OF DECEMBER, I DECIDED TO VISIT YOU
 IN JANUARY. FORDWOR SAID THAT WOULD BE BEST. I HOPE IT IS OKAY
 WITH YOU. WILL SEND DETAILS IN LATE NOVEMBER.

BEST WISHES.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE:	WDiamond:us	AUTHORIZED BY (Name):	William Diamond
DRAFTED BY:	William Diamond	DEPARTMENT:	E.D.I.
CLEARANCES AND COPY DISTRIBUTION:	cc Messrs. Frost/Stevenson) with copy of Sirken) incoming cable Springuel)	SIGNATURE (Of individual authorized to approve):	
		SECTION BELOW FOR USE OF CABLE SECTION	
		CHECKED FOR DISPATCH:	

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October 26, 1977

Dear Simha,

I appreciate your letter of October 5 and its enclosures.

Yes, I am aware of some of the troubles you have been having and it would be good if we could have the opportunity, not simply to discuss them but also to pursue some of the points raised in your letter. Maybe we will, one day soon, be able to get together. In any event, I want to say that I share entirely your thought that, in a country as large and as diverse as India, there is room for many research and training institutions, in banking generally and in development banking in particular.

You may have heard that I shall be in India for a few days, from November 18 to 23, but unfortunately only in New Delhi. I shall be there at the time of the opening of the NDI's Development Banking Center. I regret very much that I will not be able on that occasion to visit Madras and Bombay. New Delhi is the last major stop on my first trip abroad since early last year and I do not feel, for several reasons, that I ought to extend it beyond the four weeks which I have planned; hence, my concentration on New Delhi.

As I said before, thanks for your letter. If I do not see you in the interim I shall certainly write to you again on my return.

With best wishes,

Sincerely yours,

William Diamond

Mr. S.L.N. Simha
The Director
Institute for Financial Management
and Research
3 Kothari Road
Nungambakkam
Madras 800 034, India

WDiamond:us

October 26, 1977

Dear Kwame,

I should have written to you earlier to thank you for the opportunity of seeing you during the Annual Meeting. I wish that our discussion had not been so rushed but I hope we shall make up for that when next I see you in Abidjan.

You will remember that we talked about the timing of my visit. Mr. Daubrey had said he would not be available in November but would in early December, and you told me that you would be available in November but not in the first half of December. Accordingly, I told you that I hoped to be able to make the visit in January and you said that would be good timing from your point of view.

I would like to confirm now that that is my plan. I have so informed Mr. Daubrey. I will let you both know in due course the exact dates in the month of January. If you have any preference, please let me know and I will try to arrange my schedule accordingly.

You said that you would ask your Training Officer, Mr. Gaba, to send me something about ADB's views with respect to the training of development bank staff and management. I look forward to hearing from him.

With all good wishes,

Sincerely yours,

William Diamond

Mr. Kwame Fordwor
President
African Development Bank
P.O. Box 1387
Abidjan, Ivory Coast

WDiamond:us

October 26, 1977

Dear Prakash,

Thanks a lot for your interesting letter of October 6.

When I wrote to you in late September I thought it possible, but did not know for sure, that I might be visiting New Delhi in the near future. In fact, I can now tell you that I shall be in New Delhi from November 18 to 23, on the occasion of the opening of the Development Banking Center of the Management Development Institute. I hope it will be possible to see you some time during those days. In any event, I shall write to you later on to pursue some of the points raised in your letter.

Thank you for telling me about Beyond Punjab which I shall look forward to reading and which I hope I shall find as fascinating as I did the Punjabi Century

With best wishes,

Sincerely yours,

William Diamond

Mr. Prakash Tandon
National Council of Applied
Economic Research
Parisila Bhawan
11 Indraprastha Estate
New Delhi 110 002, India

WDiamond:us

October 26, 1977

Dear Dr. Cirvante,

Thank you very much for your letter of October 5 and for its enclosures. They are very helpful and will no doubt contribute to our thinking on the subject of training in development banking.

Forgive me if I do not on this occasion comment specifically on some of the material you sent me. The reason is that I am about to leave Washington on a trip which will, in fact, take me to New Delhi for several days in mid-November. I wish it were possible to call on you in Bombay at that time, but I shall look forward to that on a later, and I hope not too far distant, occasion.

With all good wishes,

Sincerely yours,

William Diamond

Dr. V.R. Cirvante
Principal
Bankers Training College
Reserve Bank of India
Veer Savarkar Marg, Dastar
Bombay 400 028, India

WDiamond:us

October 26, 1977

Dear Herbert,

I have been remiss in not writing personally to you to thank you for your letter of September 16 and its enclosures. My only excuse is that the letter arrived just as our Annual Meeting got under way and since then I have been concentrating on preparations for my visit to the Far East. I also knew that, one way or another, I would see you on that trip.

I am delighted that I shall spend my first day in the Philippines at the Asian Development Bank, and I look forward to a long and productive discussion with you.

With all good wishes,

Sincerely yours,

William Diamond

Mr. H. Huehne
Project Manager
Development Bank Division
Asian Development Bank
P.O. Box 789
Manila, Philippines 2800

WDiamond:us

October 26, 1977

Dear Krishna,

Thank you very much for your letter of October 10 and for the very interesting enclosure about the work of the NIBM. I am grateful for it.

Please forgive me if I do not comment at length on it at this time, because I am preparing to leave the country Friday morning, the 28th. You may know that I shall spend a few days in Delhi in mid-November on the occasion of the opening of the Development Banking Center of the MDI. I wish it were possible for me to get to Bombay at that time. Unfortunately, Lois and I will not be able to make it. Maybe you will find yourself in Delhi at that time.

We were delighted to have news of your family. I am distressed at your mysterious reference to "minor health problems" and can only hope that they are not serious. I am amazed to know that Bansi is now doing post-graduate work and Vikram is in the university. How time flies!

With best wishes,

Sincerely yours,

William Diamond

Mr. K.S. Krishnaswamy
Deputy Governor
Reserve Bank of India
Central Office
P.O. Box 406
Bombay 1, India

WDiamond:us

Mr. Einar Sekse

October 25, 1977

William Diamond

Training Programs for Development Banks Staff in Africa

Please see my memo of September 30, a copy of which is attached. I hope we can hear from you soon. Many thanks.

Attachment

WDiamond:us

INCOMING CABLE

sd

Distribution: Mr. Diamond

ZCZC 248424 RC003 PDE0347 RMH2984 KSB194

URWT HL KRSE 033

SEOUL 33/32 25 2040

Oct. 25 77

LT

INTBAFRAD WASHINGTONDC

ATTENTION MR WILLIAM DIAMOND EDI EYE RECEIVED YOUR LETTER AND AM
MAKING CLOSE CONTACT WITH MR CH KIM LOOKING FORWARD TO SEEING YOU
SOON IS SONG EXIMBK 26595
EXIMKOREA

COL 26595

DECLASSIFIED

FEB 03 2016

WBG ARCHIVES

Personal & Confidential

October 25, 1977

Mr. Pierre Moussa
President
Compagnie Financiere de Paris et des
Pays-Bas
3 rue d'Antin
75002 Paris, France

Dear Pierre,

You will recall that, when we met briefly at the Annual Meeting, I said I hoped to have a talk with you before you left Washington. Unfortunately, that proved impossible. I hope you will not mind, therefore, if I raise with you in this letter the two subjects I had in mind.

The first concerns E.D.I. I am not sure you are aware that I have returned to it, for the time being. The attachment will tell you what I am doing. I shall not be a regular member of E.D.I.'s staff. Nor will I take responsibility (I have refused it, when offered) for managing its courses for development bank staff. I am, rather, advising E.D.I. and other institutions in the developing world on the training of development bank management and staff.

So far as E.D.I. is concerned, I have strongly urged a substantial revision of its curriculum on development banking: the establishment of two courses, a short one for management and a longer one for technical staff, rather than the present single course for both, which is concentrated on project appraisal and satisfies no one fully. My next priority is to find one or two course managers, one francophone and one anglophone. I seek someone with experience in financial institutions in the developing world, preferably in development banks; someone with particular experience in project formulation, evaluation and follow-up; someone who, even if he does not have teaching experience, has an interest in designing courses and teaching; and, finally, someone who is prepared to stay with E.D.I. for several years. My first reason for having wanted to speak to you was to ask your help in finding some candidates for me or, at least, in guiding me to people or to institutions who might be able to help.

My second reason to consult you is the following. One of the development banks which we promoted 10 years ago (I personally was deeply involved) has had a very successful record. It now wants to

take a look into the future with a view to reorienting its operations so as to adapt itself to the new situation in its country and in the world, thus enhancing its developmental impact as well as its earnings. It has asked me (with the Bank's and IFC's blessing) to advise it on this self-examination over the coming 6 or 8 months.

The company started 10 years ago in a fairly conventional way, and as it gained experience (as well as earnings) it became more venturesome and pioneering. Its management believes that the company may be ready to diversify its activities still further, undertaking the much broader range of financial services characteristic of a multi-purpose bank. I propose to look into the operations of my friends in the Industrial Bank of Japan and the Development Bank of Singapore. And I would like also to look in detail at a European institution of this kind. Paribas occurred to me as a reasonable candidate.

I wonder if there exists some detailed review of Paribas' activities at home and abroad, which I might have for study. Later, I might want to follow up with a brief visit, and perhaps you could then arrange for me to have a chat with some of your key men.

These are the questions I had for you. I hope very much you can help me in dealing with both.

It was good to see you but the time was much too short. I shall look forward to making up for that one day soon.

With best wishes,

Sincerely yours,

Enclosure

William Diamond

WDiamond:us

Mr. Brian J. Svikhart

October 25, 1977

William Diamond

Article in Focus

Attached are two copies of my article, as
published.

Attachment

WDiamond:us

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

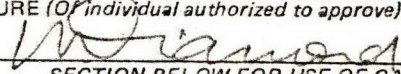
TO: INTBAFRAD
NEW DELHI
COUNTRY: INDIA
CABLE NO. & TEXT: FOR KRASKE
DATE: October 25, 1977
ORIGINATOR'S EXT.: 4485
CLASS OF SERVICE: TELEX

WOULD YOU PLEASE DO ME A FAVOR? IN 1975 DR. MADAN WROTE ME ABOUT THE PROPOSED DEVELOPMENT BANKING CENTER. I REPLIED TO HIM, BUT I CANNOT FIND MY COPY. PLEASE TRY TO GET A COPY FROM MADAN. PLEASE ALSO TRY TO GET A COPY OF ORIGINAL CHARTER OR STATEMENT OF FUNCTIONS OF MDI. FINALLY, I WOULD ALSO LIKE A COPY OF THE SOCALLED TANDON REPORT, ISSUED BY A RESERVE BANK STUDY COMMITTEE A YEAR OR TWO AGO.

I WOULD LIKE TO HAVE THESE ON ARRIVAL NEWDELHI.
THANKS A LOT.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE:	WDiamond:us	AUTHORIZED BY (Name):	William Diamond
DRAFTED BY:	William Diamond	DEPARTMENT:	E.D.I.
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WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: JAYME

DATE: OCTOBER 21, 1977

PRIDECOP

ORIGINATOR'S EXT.: 4485

COUNTRY: MANILA

CLASS OF SERVICE: TELEX 722.2080

CABLE NO. & TEXT: PHILIPPINES

YOUR PROGRAM FOR ME IS FINE. MY ONLY SUGGESTION IS THAT
YOU LET MY FRIENDS ORTIGAS, VILLANUEVA, SYCIP, FERNANDEZ AND
ROXAS KNOW OF MY VISIT AND MY HOPE THAT I WILL BE ABLE TO
CALL ON THEM SOME TIME. ALSO WOULD IT BE POSSIBLE FOR US
TO FLY TO BAGUIO SATURDAY AND RETURN SUNDAY NIGHT? I'VE
NEVER BEEN THERE.

BEST WISHES,

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE: WDiamond:us

AUTHORIZED BY (Name):

William Diamond

DRAFTED BY:

William Diamond

DEPARTMENT:

E.D.I.

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Messrs. Srinivasan and Springuel

October 20, 1977

William Diamond

Association of African Development Finance Institutions

You will remember our talks with Mr. Daubrey, and my suggestion that the Bank might be able to produce a good view of what might be needed, based on specific company knowledge. Maybe I talked too fast.

Here are memos from Nouvel and Guetta. The former is very helpful. The latter is not. I have talked to Guetta about it, and he will do a revision. But I am not confident that we will get anything useful.

Attachments

WDiamond:us

October 20, 1977

Dear Jean,

Would you be good enough to re-address
this letter to Mr. Postel-Vinay.

Many thanks,

Sincerely yours,

Enclosure

William Diamond

Mr. Jean P. Carriere
Director
World Bank European Office
66 Avenue d'Iena
75116 Paris, France

WDiamond:us

October 20, 1977

Dear Mr. Postel-Vinay,

I think it is now two and a half years since last we met, during a reception at the World Bank Paris Office in June 1975. Since then much has happened to me, and I suppose to you also. I shall look forward to my next visit to Paris, to get together with you so that we can get up-to-date on each other.

My immediate purpose in writing to you stems from the fact that I have been transferred to the Economic Development Institute, as you can see from the attached announcement. I was one of the founding members of the E.D.I. more than 20 years ago, and now I have returned to it as a sort of Professor Emeritus, and with the particular assignment of improving its work in training development bank staff and management as well as the work of other institutions with which we are connected.

At the present moment what we need most of all is a person of considerable experience in development banking who can take the responsibility for organizing the courses and participating in the teaching of them. It is particularly important that, among the variety of subjects that he will have to deal with in this connection, he be especially expert in dealing with projects: the formulation, appraisal and follow-up of projects. We need someone who is Francophone, ~~as well as~~ *and, in addition,* someone who is Anglophone.

I write to you because of your long experience in development banking in Africa as well as your extensive acquaintance with people who have worked in this field. I have the hope that you might have at your finger-tips the names of individuals who might be suitable for us. (You might be interested to know that Mr. Chartois from the Caisse Centrale spent a few years here in that kind of work. For your private information, I understand he did not do too well; but I do not personally know why, because I did not know him.) I hope very much that, among your many acquaintances (especially in the Caisse Centrale), you might be able to suggest one or more names for our consideration.

Incidentally, I have not written to Mr. Panouillot on this subject. We have met in the past, but only casually; and I have had no contact with him since he became the head of Caisse Centrale. I shall call on him when I am next in Paris, which I hope will be in January. In writing to you, I am really taking advantage of our old friendship and the warm relation we established over the years.

.....

You might also be interested to know that it is my intention to leave the Bank in the Spring, after 30 years here. I do not use the word "retire" because I have every intention of continuing to be active; but I thought that 30 years was enough in a single institution.

With all good wishes,

Sincerely yours,

Enclosure

William Diamond

Mr. Andre Postel-Vinay
c/o Mr. Jean P. Carriere
Director
World Bank European Office
66 Avenue d'Iena
75116 Paris, France

WDiamond:us

October 20, 1977

Dear Iddi,

You raised with me, during our chat at the Annual Meeting, the question of assistance to Mr. Mwandha. I am very glad that we were able to act on that forthwith, and I look forward to seeing Mr. Mwandha here. I am also glad that we were able to comply with your request for "the relevant teaching material".

It was good to see you again last month. I hope that my new assignment will make it possible to see you a little more frequently in the future than has been possible in the past several years, and perhaps I shall have an opportunity to call on you somewhere in East Africa early next year.

With best regards,

Sincerely yours,

William Diamond

Mr. Iddi Simba
Director General
East African Development Bank
P.O. Box 7128
Kampala, Uganda

WDiamond:us

October 19, 1977

Dear Professor Nueno,

Thank you very much, both for your kind note of October 10 and for the three brochures which you sent, which in fact arrived before your letter did.

I, too, was pleased to have the opportunity to meet you and to talk a bit about your programs. You may be sure that I will keep IESE in mind in our thinking and planning with respect to development bank training.

With best wishes,

Sincerely yours,

William Diamond

Professor Pedro Nuena
Instituto de Estudios Superiores
de la Empresa
Universidad de Navarra
Avenue Pearson 21
Barcelona 17, Spain

cc Mr. Koenig (with copy of incoming ltr. & 3 brochures)

WDiamond:us

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: INTBAFRAD

DATE: OCTOBER 19, 1977

NEW DELHI

ORIGINATOR'S EXT.: 4485

COUNTRY: INDIA

CLASS OF TELEX
SERVICE: 953 313 150

CABLE NO. & TEXT: FOR KRASKE

HAVE JUST BEEN INFORMED THAT OBEROI INTERCONTINENTAL
IS REPORTED TO BE FULL UP. WE WOULD BE GRATEFUL IF YOU
WOULD USE YOUR INFLUENCE TO GET THE DOUBLE WE HAVE REQUESTED.

MANY THANKS.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE: WDiamond:us

AUTHORIZED BY (Name):
William Diamond

DRAFTED BY:
William Diamond

DEPARTMENT:
E.D.I.

ARRANCES AND COPY DISTRIBUTION:

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October 19, 1977

Dear Professor Park,

It was kind of you, so soon after your arrival in Managua, to write to me and to send me some material on the work of INCAE. I was particularly interested in seeing the annotated bibliography which you enclosed.

Thanks for your invitation to visit INCAE. You may be sure that, when I get a chance to visit Central America, I will call on you in Nicaragua. Meanwhile, I would be grateful if you would remember me when you are devising and issuing papers or cases dealing with development banks.

With best regards,

Sincerely yours,

William Diamond

Professor Yoon S. Park
Director, Development Banking
and Finance Program
Instituto Centroamericano de Administracion
de Empresas
Apartado Postal 2485
Managua, Nicaragua C.A.

cc Mr. Koenig (with copy of incoming ltr.)

October 18, 1977

Dear Chic,

Thank you very much for your letter of September 11 and its attachments (all bound in an elegant cellophane container). I found them of interest, and was interested to learn for the first time about "The Terrel Letter".

I had not replied to it because I had the impression from your letter that you might be back in Washington by this time. But today is the 19th and I have heard no further word; and Lois and I expect to leave the country on October 28 for the Far East, including Seoul. We shall be away for a full month. I hope that Mary and you will still be here when we return. On that occasion perhaps we can discuss in detail the suggestions in your letter.

Lois joins me in best wishes to Mary and to you, and in the hope that we shall see you both soon.

Sincerely yours,

William Diamond

Mr. Charles L. Terrel
Adviser
Compagnie Financiere et Touristique
31 rue de Paris
Tunis, Tunisia

WDiamond:us

October 18, 1977

Dear Dr. Sen,

Thank you for your letter of October 3.

I am very sorry that I shall not be here when you arrive at the E.D.I. on October 31. I shall be leaving on October 28 for the Far East, and I will be in India (unfortunately only in New Delhi) from November 18 to November 23. So I shall miss you, and am particularly sorry that I shall miss the benefit of a discussion with you on the question of training programs for development bank staff.

I shall look forward to your views on another occasion.

Meanwhile, as you know, I had the chance to speak to Dr. Besant Raj during his visit to Washington, and subsequently I received some valuable material from him, including the very interesting talk that you gave in Nairobi. I shall look forward to continuing my discussion, even if it is only through correspondence, with Dr. Raj, and even more importantly, I look forward to an early visit to the Administrative Staff College in Hyderabad.

With best regards,

Sincerely yours,

William Diamond

Dr. N.P. Sen
Principal
Administrative Staff College
of India
Post Box No. 4
Hyderabad 500 040, India

cc Mr. Stevenson)
Mr. Schlesinger) with copy of incoming ltr.

October 18, 1977

Dear Mr. Muzzafar,

Thank you for your kind note of October 11.
I appreciate your good wishes and look forward to
an opportunity to see you again one day soon.

You may be sure that I shall keep your kind
offer in mind when the time comes to explore in
detail views on the training of development bank
staff, which as you know, is the subject of my
present assignment.

With best wishes,

Sincerely yours,

William Diamond

Mr. M. Muzzafar
Senior Vice President
National Development Finance Corporation
P.O. Box 5094
Karachi, Pakistan

WDiamond:us

October 18, 1977

Dear Mr. Belkhodja,

1/1r 8/29

Thank you very much for sending me a copy of the Annual Report of the National Bank of Tunisia. It arrived not long before our Annual Meeting, but I did not in fact have an opportunity to read it until later. I am glad I had the chance to see you when you were in Washington, but very sorry indeed that it was not possible to get together and have a talk with you and Mr. Fakhfakh. I hope we shall have that opportunity before long.

With best regards,

Sincerely yours,

William Diamond

Mr. Moncef Belkhodja
President Directeur General
Banque Nationale de Tunisie
19 Avenue de Paris
Tunis, Tunisia

WDiamond:us

October 18, 1977

Dear Dr. Raj,

I am grateful to you for your letter of September 22 and the material you sent with it. Needless to say, I shall read it with great interest.

I just had a note from Dr. Sen, saying he would be in Washington soon. Unfortunately, I have had to let him know that I will not be here during his visit, but will be in the Far East, including New Delhi, for a few days in the latter part of November. I wish it were possible for me to visit Hyderabad on that occasion, but I shall have to leave that pleasure for a later date.

With best regards,

Sincerely yours,

William Diamond

Dr. A. Besant C. Raj
Director of Studies
Administrative Staff College
of India
Bellavista
Post Box No. 4
Hyderabad 500 004, India

WDiamond:us

Mr. Ernesto Franco-Holguin

October 18, 1977

William Diamond

Visit to Philippines

I expect to be in Manila from November 10
to November 18, in connection with PDCP and the
ADB. I shall also visit the University of the
Philippines and the Academy of the Philippines.

WDiamond:us

Dr. S. R. Sen

October 18, 1977

William Diamond

Visit to India

I expect to be in New Delhi from about
November 18 to November 23, in consultation with
the Management Development Institute.

WDiamond:us

Mr. Thavil Khutrakul

October 18, 1977

William Diamond

Visit to Korea

I expect to be in Seoul from November 2
to November 10, in consultation with KDPC.

Mr. Susumu Murayama

October 18, 1977

William Diamond

Visit to Japan

I shall be in Tokyo from October 29 to November 2, in consultation with the Industrial Bank of Japan and the International Development Center of Japan.

WDiamond:us

October 18, 1977

Dear Gasem,

It was good to see you during the Annual Meeting. As usual, I felt a sense of frustration at the end of our talk, simply because there is so little time during that hectic week. I hope we shall have an opportunity before long to get together in a more leisurely fashion.

I want to tell you, however, that I did appreciate your comments and suggestions, and am particularly grateful for the opportunity you threw my way. I am sorry that the timing was not right, but I look forward to other opportunities in the future.

We talked only very briefly about your views on the training of development bank managers and staff, and I think you promised to let me have, directly or indirectly, your views on the subject. I look forward to hearing from you.

You will be interested to know that I shall be leaving on October 28 for the Far East. After visiting Tokyo and Seoul, I shall spend a week in Manila, in talks with the Asian Development Bank and especially with Ting Jayme on the affairs of the new Association as well as those of PDCP. Then I shall spend a few days in New Delhi where I propose to spend my time with the Management Development Institute, discussing particularly the programs of its new Development Banking Center which will be incorporated next month and which will go into operation January 1. You may know about it already. Judging from what I have heard of the work of the MDI and from what I know about the head of the new Center, Majur Shetty, the Institute and the Center are bound to loom large in training programs for Asian development banks. Hence, my wish to get to know the group a little better.

I am particularly sorry to get so close to Tehran as New Delhi without stopping to see you. However, I do not wish on this occasion to be away more than four weeks, which my visits to Tokyo, Seoul, Manila and New Delhi will take up.

Once again, many thanks.

With best wishes,

Sincerely yours,

William Diamond

Mr. A. Gasem Kheradjou
Managing Director
Industrial & Mining Development Bank of Iran
P.O. Box 1801
Tehran, Iran

WDiamond:us

October 18, 1977

Dear Siddarth,

When I returned from my holiday in mid-September, I found your letter of August 26, containing ICICI's "Portfolio Review" for 1975-76. Once again, I find it a very useful document. I wonder how many other companies like yours around the world produce an evaluation of the financial performance of the companies it finances. Few, if any, I suspect. Unfortunately, because it is a valuable public document.

I also want to thank you for your earlier letter, which was particularly slow in coming, and which I also found on my return from Cape Cod. That is, the letter on training, responding to some issues I had raised earlier in the year. I found your comments helpful and they will certainly be taken into account in revising E.D.I.'s courses for development bank staff. I shall write on this subject again before long. Incidentally, you will be interested in knowing that the paper, of which you saw an early draft during the Spring, was published last week in the SID Review, to which I presume you subscribe. In any event, I shall send you a copy as soon as I receive reprints of it.

Your letter on management training crossed my letter of August 10. I presume you have seen it, if not the original, then the copy which I inserted for you in a letter I wrote to Mr. Parekh a week or so ago. I presume he has also passed on to you the news that I shall be in India November 18 to 23, but unfortunately not in Bombay. I am very sorry about that, but I think I have no alternative. As I said to Mr. Parekh, I hope that you as well as he will find a reason to visit New Delhi during the time that Lois and I will be there.

With all good wishes to you and Nirupama.

Sincerely yours,

William Diamond

Mr. S.S. Mehta
Managing Director
ICICI
163 Backbay Reclamation
Bombay 20, India

WDiamond:us

October 18, 1977

Dear Simha,

I was pleased to receive from you the Institute's "Report to the Board of Governors" and your observations on "Sickness of Industrial Units". I have read them both and am grateful to you for sending them. I found the latter particularly interesting and once again have reason to admire the speed and lucidity with which you write. Your preface began by saying that the booklet was prepared within a week; and no doubt that was in the midst of other activities. In any event, thank you for a useful document which I shall find the opportunity to put to good use.

By this time, you should have received my letter of September 20.

The only other thing that I have to add is that I expect to be in India from November 18 to 23. Unfortunately, I shall have to spend all of this time in New Delhi and will not have an opportunity to see my friends in Madras and in Bombay. I look forward to the next occasion -- unless, of course, you happen to be in New Delhi around that time.

With best wishes,

Sincerely yours,

William Diamond

Mr. S.L.N. Simha
Director
Institute for Financial Management
and Research
3 Kothari Road
Nangambakkam
Madras 600 034, India

WDiamond:us

INCOMING CABLE

sd

R 10/11

[Handwritten signature]

Distribution: Mr. Diamond

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NEWDELHI INTERNATIONAL 28/27 17 1820 OCS1904

Oct. 17 77

LT

MR WILLIAM DIAMOND INTBAFRAD

WASHINGTONDC20433

RECORDS AND
COMMUNICATIONS

OCT 17 PM 2 19

cable 10/10 ✓

OUR CHAIRMAN HAPPY TO NOTE YOUR DELHI PROGRAMME AND ^{10/12}WILL

ARRANGE INAUGURAL FUNCTION DURING DATES INDICATED (.)

REGARDS (.)

SHETTY MANDEVIN

COL LT WASHINGTONDC-20433 (.) (.)

TÜRKİYE SİNAİ KALKINMA BANKASI A.Ş.

(INDUSTRIAL DEVELOPMENT BANK OF TURKEY)

Meclisi Mebusan Cad. 137 - Fındıklı

023701

10/27/77
430

P. O. 59 Fındıklı
Istanbul, Turkey

Cable Address :
KALKINMABANK, Istanbul
Telex : 22 720 TSKB TR

October 17, 1977

International Finance Corporation
1818 H Street, N. W.
Washington, D.C. 20433
U. S. of America

cc W. Diamond ✓

De Lott

Dear Sirs,

We wish to inform you that the Board of Directors elected on October 14, 1977 Mr. Ziya Bengü, Board Chairman and Managing Director of Türkiye Garanti Bankası A.Ş. to TSKB's Board pending approval of the next General Assembly of Stockholders.

Mr. Bengü succeeds Mr. Câbir Selek who died on September 10. ||

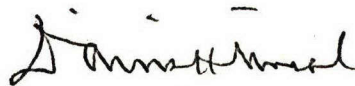
Mr. Bengü was born in 1913 in Izmir, Turkey. He is married and has two grown-up children.

Mr. Bengü is a graduate of İzmir American College and Ankara Law School. He speaks English and French.

Mr. Bengü is also serving as Board Member of Koç Holding A.Ş. and some of its participations.

Sincerely yours,

TÜRKİYE SİNAİ KALKINMA BANKASI A.Ş.



Dâniş H. Ünsal
General Secretary



Özhan Eroğuz
General Manager

RECEIVED
OCT 18 1977
1:58

October 17, 1977

Dear Mr. Chopra,

I write to acknowledge receipt of the enclosures to your letter of October 5 - MD 5.4. It was very kind of you and Mr. Shetty to send these documents to me, which I find very helpful.

With kind regards,

Sincerely yours,

William Diamond

Mr. M. L. Chopra
Associate Director
Management Development Institute
Development Banking Division
Jeevan Tara Building (1st floor)
Gate No 3
Parliament Street
New Delhi 110 001, India

WDiamond:us

October 17, 1977

Dear Dr. Fritz,

I wrote to you on August 26 to let you know that I have now become involved, in the E.D.I., in the design and improvement of training programs for development banks. Since I have not heard from you, it occurs to me my letter might not have reached you and I therefore take the liberty of sending you a copy of it.

As I said in that letter, I look forward very much to hearing from you and to finding an early opportunity to meet and to speak to you, either in Berlin or in Washington.

With best regards,

Sincerely yours,

Enclosure

William Diamond

Dr. Gerhard Fritz
Director General
Deutsche Stiftung fur Internationale Entwicklung
1 Berlin 27
Reiherdwerder, Germany

WDiamond:us

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: C. H. KIM
PRESIDENT
KODEFINCO
SEOUL

DATE: OCTOBER 17, 1977

ORIGINATOR'S EXT.: 4485

COUNTRY:

KOREA

CLASS OF SERVICE: Telex
KODEFIC K 26432

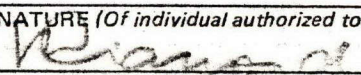
CABLE NO. & TEXT:

APPRECIATE YOUR TELEX. EXPECT ARRIVE SEOUL NOVEMBER TWO
FIFTEENFORTY HOURS ON KE 704. WILL BE AT IMPERIAL IN TOKYO.
I MAILED LETTER TO YOU OCTOBER THIRTEEN.

BEST WISHES.

DIAMOND

NOT TO BE TRANSMITTED

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DRAFTED BY:	William Diamond	DEPARTMENT:	E.D.I.
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(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: EADEVBANK
KAMPALA
COUNTRY: UGANDA
CABLE NO. & TEXT: FOR WAMPA MWANDHA

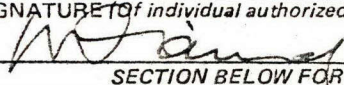
DATE: OCTOBER 17, 1977
ORIGINATOR'S EXT.: 4485
CLASS OF SERVICE: TELEX OR FULL RATE

REURTELEX OCTOBER 14, PDCP HAS KINDLY AGREED RECEIVE YOU
FIRST WEEK JANUARY. WILL LEAVE IT TO YOU TO FIX PRECISE DATE OF
ARRIVAL IN MANILA LATER ON, AND TO INFORM PDCP ACCORDINGLY.
MEANWHILE, WE ARE AUTHORIZING OUR OFFICE IN NAIROBI, THROUGH
OUR MR. HUTCHBY, TO ARRANGE TO ISSUE ECONOMY CLASS TICKET TO
YOU WHICH, OF COURSE, YOU CAN UPGRADE BY PAYING ADDITIONAL SUM
TO ISSUING AIRLINE.

LOOK FORWARD SEEING YOU.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE:	WDiamond:us	AUTHORIZED BY (Name):	William Diamond
DRAFTED BY:	William Diamond	DEPARTMENT:	E.D.I.
CLEARANCES AND COPY DISTRIBUTION: cc Ms. Boucher, Messrs. Stevenson, Springuel, Srinivasan (with copy of cable from PDCP)		SIGNATURE (of individual authorized to approve): 	
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WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: JAYME
PRIDECOP
MANILA

DATE: OCTOBER 17, 1977

ORIGINATOR'S EXT.: 4485

COUNTRY: PHILIPPINES

CLASS OF SERVICE: TELEX 722,2080

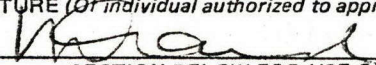
CABLE NO. & TEXT:

[REDACTED] HAVE INFORMED MWANDHA OF YOUR
WILLINGNESS TAKE HIM EARLY JANUARY. HAVE ASKED HIM TO INFORM
YOU OF PRECISE DATE HIS ARRIVAL LATER ON.

MANY THANKS AGAIN.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE: WDiamond:us	AUTHORIZED BY (Name): William Diamond
DRAFTED BY: William Diamond	DEPARTMENT: E.D.I.
FRANCES AND COPY DISTRIBUTION: cc Ms. Boucher, Messrs. Stevenson, Springuel, Srinivasan	SIGNATURE (Of individual authorized to approve): 
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October 17, 1977

Letter to Mr. Raghavan Managing Director
of Development Bank of Mauritius.

In Mr. Diamond's Confidential File

248423 WORLDBANK

KODEFIC K26342

INCOMING TELEX From Seoul

sd

(Telex NO.)

KODEFIC TLX NO. 288

Distribution: Mr. Diamond

14/10/77

ATTN: MR WILLIAM DIAMOND

EDI

cable

10/10

PLEASED TO INFORM YOU THAT YOUR PROPOSED VISIT TO SEOUL
IS CONVENIENT TO US AND WE MADE RESERVATION FOR YOUR AT
CHOSUN HOTEL. PLEASE INFORM US YOUR FLIGHT NUMBER AND
ETA. WE LOOK FORWARD TO SEEING YOU WITH PLEASURE.

REGARDS C.H. KIM, PRESIDENT

KDFC

248423 WORLDBANK

KODEFIC K26342

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

Chun

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: INTBAFRAD

DATE: October 13, 1977

TOKYO

ORIGINATOR'S EXT.: 4485

COUNTRY: JAPAN

CLASS OF
SERVICE: TELEX

CABLE NO. & TEXT:

FOR JACK UPPER

10/13

✓
APPRECIATE YOUR TELEX. DO NOT WISH LECTURE IN COURSE.
WISH ONLY TO FAMILIARIZE MYSELF WITH IDC WITH PARTICULAR
REFERENCE TO POSSIBLE DEVBANK TRAINING. UNDERSTAND
APPOINTMENTS HAVE BEEN MADE FOR ME ON NOVEMBER ONE WITH
DIRECTORS OKHAWA AND KAWAI. WILL BE LEAVING HERE ON
TWENTYEIGHTH SO I HOPE SEE YOU DAY OR TWO EARLIER.
MEANWHILE THANKS FOR REFERENCES YOUR 1976 REPORT AND
LETTER TO GITTINGER.

REGARDS.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE:	WDiamond:us	AUTHORIZED BY (Name):	William Diamond
DRAFTED BY:	William Diamond	DEPARTMENT:	E.D.I.
CLEARANCES AND COPY DISTRIBUTION:	cc:Mr. Lamson-Scribner (with copy of incoming cable)	SIGNATURE (Of individual authorized to approve):	<i>William Diamond</i>
		SECTION BELOW FOR USE OF CABLE SECTION	
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INCOMING TELEX From Tokyo

sd

EDI

INTBAFRAND

WASHINGTON

177 OCT 13 AM 7:49

RECEIVED
COMMUNICATIONS

Distribution: REIXRRI

REIXRRI

Mr. Diamond

FOR DIAMOND

cc: Mr. Upper - 10/14

UNDERSTAND FROM TOKYO OFFICE YOU PLAN VISIT IDCJ BEGINNING NOVEMBER.
GRATEFUL KNOW ANYTHING CAN DO AND WHETHER YOU WISH LECTURE IN
INDUSTRIAL PROJECTS COURSE. MY DEPARTURE SCHEDULED OCTOBER 25
ARRIVING WASHINGTON SAME DAY RETURNING TOKYO LATE NOVEMBER. SUGGEST
READING MY REPORT 27 DECEMBER 1976 AND RECENT LETTER TO GITTINGER
BEFORE IDCJ VISIT REGARDS

UPPER

cc: Mr. ~~Upper~~
Mr. ~~Diamond~~

HTLOKURB J227900

440098 WORLDBANK

3315 Garfield Street, N.W

Washington, D.C. 20008

October 14, 1977

Mr. Minos A. Zombanakis
Managing Director
First Boston (Europe) Ltd.
16 Finsbury Circus
London, EC2M 7RY, Englang

Dear Minos,

This is just a note to say that, once again, I was delighted to see you but unhappy about the fact that we never did get together for a chat during the Annual Meeting. I still hope that one day we will manage the latter, and have more than a fleeting moment to say "hello".

I was pleased to know that John Gunter had passed on to you the news that I expect to leave the Bank in the Spring for other things. Incidentally, Yawand-Wossen, whom I had an opportunity to speak to for a few moments, is also aware. Please keep it in mind.

Lois joins me in best wishes to Pia and yourself.

With best regards,

Sincerely yours,

William Diamond

JAYNE
PRIDECOP
MANILA

OCTOBER 14, 1977

4485

PHILIPPINES

TELEX

I GREATLY APPRECIATE YOUR TELEX OF OCTOBER FOURTEEN. SINCE MY CABLE TO YOU ABOUT WANPA AWANDHA, EADB HAS CABLE TO ASK IF HIS VISIT TO PDCP COULD TAKE PLACE, NOT IN DECEMBER, BUT IN EARLY JANUARY, IMMEDIATELY AFTER THE START OF THE NEW YEAR. WOULD THIS BE POSSIBLE FOR YOU QUERY I AM SORRY ABOUT THIS CHANGE OF SIGNAL. BEST WISHES

DIAMOND
EDI/WASHINGTON

William Diamond

EDI

cc: Mrs. Khoury
Messrs. Stevenson, Srinivasan,
Haase

DECLASSIFIED

FEB 03 2016

WBG ARCHIVES

Personal and Confidential

October 13, 1977

Mr. Naokado Nishihara
IFC Special Representative
in the Far East
c/o Daiichi Mutual Fire & Marine
Insurance Company
5-1, Nibancho, Chiyoda-Ku
Tokyo 102, Japan

Dear Naokado,

I cabled you today to thank you for your prompt cable of October 12, for the trouble you took so promptly to make arrangements for my visit, and for your kind invitation to dinner. Lois and I look forward with great pleasure to seeing you and to being in Tokyo again.

I would like to add a word about what might seem a mysterious reference in my earlier cable, the reference to discussing KDFC's prospects. Perhaps you already know the background, but in any event I would like to say something about it.

During the summer, Mr. Dinh, on his return from a visit to Korea, reported President Kim's deep concern about the future of KDFC, and his interest, I should say urgent interest, in thinking hard about the directions which KDFC should take in the years to come. (I enclose a copy of Mr. Dinh's memo of September 7 which refers to the discussions with Mr. Kim, since it is possible you have not already received it.) Later in September, just before the Annual Meeting, the Bank asked me whether I would be interested in assisting Mr. Kim in thinking about this subject. From the way the question was put to me, I have some reason to believe that perhaps Mr. Kim himself had raised the question or, alternatively, that the possibility of involving me in this subject arose in the course of discussions or correspondence between the Bank and Mr. Kim. I told the Bank that I would be very much interested if Mr. Kim wished it, and, of course, if the Bank and IFC backed up the idea. I was then told the Bank did support the proposal.

During the Annual Meeting, I spent several hours with Mr. Kim, during which he laid out some of the reasons for his concern about the future and for his anxiety to have, and to reach a consensus about, a working plan for KDFC's longer range future, by the end of next year. He then specifically asked whether I could be available to

assist him and his vice presidents (the only persons with whom he has discussed the subject so far) in thinking through the issues, clarifying some of the options and making choices among those options. He specifically mentioned that he had in mind the possibility of KDFC's diversifying its operations with respect both to the mobilization and to the use of resources, in the fashion of the Industrial Bank of Japan or perhaps that of the Development Bank of Singapore.

Perhaps there is some symmetry, or at least poetry, in the thought that a person who had worked with Mr. Kim ten years ago in thinking through the guidelines to KDFC's first ten years might work with him in thinking about KDFC's prospects in the coming ten years.

I told Mr. Kim that I thought the task he laid out for himself for the months to come was an exciting and important one, and that I would be very pleased to assist him in it. We talked about how we might go about the task (I will tell you a little more about that when I see you), and we agreed on the need for an early visit to KDFC in order to explore views in some greater depth and to lay out a program of work. In this connection, please see the attached copy of the letter I mailed to Mr. Kim today.

I learned from Mr. Kim that he has not yet discussed this subject with the Chairman or with any member of his Board. (The issue, of course, is very much bound up with the very difficult problem of succession to the Chairmanship and to the Presidency of KDFC, which I would also like to discuss with you.) I believe he will find an early occasion to do so, and I suspect that that occasion might well be in connection with my forthcoming visit.

I told Mr. Kim that, in my opinion, it was vital to speak to you at the earliest possible moment, and that, if I were to go to Seoul, my first stop would be in Tokyo and my first talk would be with you. I do not know whether he had the opportunity to speak to you on his way home from the U.S. and Canada but he was in full agreement that I should talk to you when I reach Tokyo. I was also able to tell Mr. Kim before he left Washington that I could fit this work into my E.D.I. work program and that my first of several trips abroad would be to the Far East, thus making it possible to visit Seoul very soon. However, I promised to cable a precise date later, after I had ascertained that IFC gave its blessing to my participation in this task for KDFC. I did get IFC's blessing and was therefore able to cable Mr. Kim Monday, as I did to you, about my forthcoming visits to Tokyo and to Seoul.

I think that tells you the background. I shall look forward to discussing in full with you, both KDFC's outlook and the very delicate management situation. I hope you will have some time to give to me for these subjects during my brief stay in Tokyo, since, as I said before, I regard discussion with you as crucial in several respects.

I am very happy about the prospect of being in Tokyo again, and look forward to seeing you.

With best wishes,

Sincerely yours,

Enclosures

William Diamond

cc: Mr. Parmar/Mr. Stephansen
Mr. Powell/Mr. Dinh

WDiamond:us

October 13, 1977

Letter No. 78

Dear Tarao,

As I cabled you today, I am happy that I shall be seeing you in Tokyo soon. I told you, during the Annual Meeting two weeks ago, that you might see me sooner than you expected, but I did not know at that time that it would be so soon, however much I hoped that it would be.

I am grateful to you for your invitation to dinner and for coordinating with Mr. Nishihara making arrangements for my visit, which has been done both well and promptly.

I do not think there is anything to add at this point. There are a few old Japanese friends whom I should like to say "hello" to, but I think I shall simply telephone them after I arrive. I might add that we are expecting to arrive at 1440 hours on Saturday, October 29 via NW 003. I shall confirm that by cable later on.

With best wishes,

Sincerely yours,

William Diamond

Mr. Tarao Maeda
Director, World Bank
Tokyo Office
Kokusai Building
1-1, Marunouchi 3-chome
Chiyoda-Ku
Tokyo 100, Japan

WDiamond:us

October 13, 1977

Dear Ting,

I am delighted that I shall be seeing you in a few weeks and that I can spend a week in Manila discussing matters of mutual interest. There are other matters than those mentioned in my cable, which I will also want to raise, such as, for instance, "international development bank affairs" and the prospect of tapping PDCP for staff of various kinds. But let us leave that until I arrive which, as I said in my cable today, should be at 1405 hours on November 10 via T 6623.

I have also cabled to you about taking on for about two weeks the man who will direct the internal training programs of the East African Development Bank. I hope that you will find it possible to do so.

I have not yet received the letter which you said would follow your telex of September 29, but I would like to repeat that the suggestions you made in that telex are of considerable interest and I look forward to the opportunity to talk to you about them.

With all good wishes,

Sincerely yours,

William Diamond

Mr. Vicente R. Jayme
President
Private Development Corporation
of the Philippines
P.O. Box 757
Makati, Rizal D 708, Philippines

WDiamond:us

October 13, 1977

Dear Diego,

I was very happy to see you during the Annual Meeting and especially to see you in such good form. Evidently FRIDA is progressing and, what is even more important, is providing you with some sense of accomplishment and of fulfillment of personal mission. That is wonderful.

You promised to send me some material on what you are doing, and I look forward to receiving it. Let me say, meantime, that I was touched by your suggestion with respect to myself, that your proposal interests me very deeply, and that I look forward to hearing from you more about it, in due course, and to being of assistance to FRIDA and to you.

Let me add that there is a possibility that I will be in London on November 24, en route home from the Far East. I will let you know as soon as my plans are firm so that, if possible, we can meet briefly. I had told you earlier that I was not sure whether my first trip or my second would be to Africa. As it turns out, Africa will have to be my second, and I expect to go there in January. So, if I cannot stop in London at the end of November, I shall certainly do so in January, en route to Abidjan.

With best regards,

Sincerely yours,

William Diamond

Mr. Diego Hidalgo
Chairman
Fund for Research and Investment
for the Development of Africa
The African Centre
38 King Street
London, EC2E 8JT, England

WDiamond:us

October 13, 1977

Dear Lou,

I cannot remember when last we met, but I am sure it must have been before October 1972, when I left the financial institutions field. I have had two transformations since then, the latest of which is reflected in the attachment. It was only a few months ago that I learned of your move from San Francisco to Tokyo. I hope all is well with you.

The purpose of my writing at this time is, not simply to say "hello", but to let you know that I hope to be in Tokyo for a few days at the end of the month. If it were convenient to you, I would like very much to look in on you for a few moments, say, on the morning of Tuesday, November 1, or, alternatively, late that afternoon. If that is O.K., would you be good enough to inform Mr. Tarao Maeda, the head of the World Bank's office in Tokyo, whom you probably know.

I hope it will be possible to get together, however briefly.

With all good wishes,

Sincerely yours,

William Diamond

Mr. Louis J. Mulkern
Executive Vice President
Bank of America
World Banking Asia Division
Toho Seimei Honsha Building Headquarters
15, 2-chome Shibuya
Shibuya-Ku
Tokyo, Japan 100

WDiamond:us

WORLD BANK / IFC
OUTGOING MESSAGE FORM
(TELEGRAM/CABLE/TELEX)

Chrom

☐ IBRD
☐ IDA
☐ IFC
☐ ICSID

TO: EADEVBANK

DATE: OCTOBER 13, 1977

KAMPALA

ORIGINATOR'S EXT.: 4485

COUNTRY: UGANDA

CLASS OF SERVICE: TELEX OR FULL RATE

CABLE NO. & TEXT:

FOR WAMPA AWANDHA

AFTER RECEIVING EADB'S CABLE OF OCTOBER TWELVE, I IMMEDIATELY ASKED PDCP TO MAKE ARRANGEMENTS FOR YOUR VISIT BEFORE CHRISTMAS. I HAVE NOT YET HAD RESPONSE AND AM PREPARED TO ASK ^{PDCP} TO RECEIVE YOU AFTER CHRISTMAS, AS REQUESTED IN YOUR CABLE OCTOBER THIRTEEN.

HOWEVER, DO YOU PLAN SPEND INTERVAL BETWEEN WASHINGTON COURSE AND PDCP VISIT IN WASHINGTON OR IN KAMPALA QUERY WE CANNOT PAY ROUNDTRIP KAMPALA-WASHINGTON AND THEN SUBSEQUENT ROUNDTRIP KAMPALA-MANILA. ALSO, IF YOU WILL BE STAYING IN U.S. SO THAT YOUR FULL TRAVEL CAN BE PAID ON BASIS OF SINGLE ROUNDTRIP FARE, WE WOULD NOT WISH TO PAY ANY ADDITIONAL AMOUNT RESULTING FROM THE EXTENDED DURATION OF YOUR TICKET.

PLEASE LET ME KNOW YOUR PLANS AS QUICKLY AS POSSIBLE SO WE CAN ASK PDCP WHETHER IT WILL RECEIVE YOU IN JANUARY.

DIAMOND

NOT TO BE TRANSMITTED

REFERENCE:	WDiamond:us	AUTHORIZED BY (Name):	William Diamond
DRAFTED BY:	William Diamond	DEPARTMENT:	
REFERENCES AND COPY DISTRIBUTION:	Mrs. Khoury Messrs. Springuel, Srinivasan, Haase.	SIGNATURE (Of individual authorized to approve):	
		SECTION BELOW FOR USE OF CABLE SECTION	
		CHECKED FOR DISPATCH:	

October 13, 1977

Dear Mr. Pasricha,

Thank you very much for your kind letter of September 20, with its enclosures. As you know, I had already written to you on September 26 to say that I had seen the text of your address, which was published in the first issue of MDI's quarterly Bulletin, but I was pleased to have my own copy of it, together with the other address you sent me on training and manpower development. I found them both very interesting and will find an opportunity to use them.

You may know from Dr. Madan that I am planning to be in New Delhi from approximately November 18 to November 23. I sent this message to Dr. Madan by telex only Monday, in response to a message from him. My particular purpose will be to learn more about MDI's programs and in particular about its plans for the Development Banking Center. I gather that the Center will be inaugurated some time this Fall, and if I happen to be there on the date that has been chosen for the event, so much the better.

Needless to say, I shall also want to call on you and hope that you will find it possible to see me some time during the several days I will be in New Delhi.

Thank you very much for your enquiries about my health. Yes, I did have a bad time last year, but that is now behind me. I am supposed to live normally now, and hope that I am doing so.

I hope all is well with you.

With best personal regards,

Sincerely yours,

William Diamond

Mr. Baldev Pasricha
Chairman
Industrial Finance Corporation
of India
P.B. 363
New Delhi 110 001, India

WDiamond:us

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RECORDS AND
COMMUNICATIONS

NEWDELHI INTERNATIONAL 31/30 13 1750 OCS1850

Oct. 13, 1977

Distribution

Mr. Diamond

LT

MR WILLIAM DIAMOND INTBAFRAD

WASHINGTONDC20433

THANKS YOUR BOTH CABLES (.) DR MADAN ON VACATION (.)
BEING CONTACTED TO ACERTAIN FIRM DATE DURING YOUR STAY
DELHI (.) REGARDS (.)

SHETTY

COL LT 20433 (.) (.) (.) (.)

248423 WORLDBANK

248423 WORLDBANK

INCOMING TELEX

R 11/12
RECEIVED

sj

From: New Delhi

Distribution:

Mr. Diamond

976 FOR DIAMOND

— cable 10/10 ✓

1977 OCT 12 AM 9:11
COMMUNICATIONS
SECTION

DELIGHTED TO HEAR OF YOUR PLANS TO BE IN NEW DELHI IN NOVEMBER.
WE COUNT ON LOIS AND YOU STAYING WITH US WHILE IN DELHI. PLEASE
LET US KNOW YOUR FLIGHT PARTICULARS AND OTHER DETAILS WHEN YOU
KNOW THEM AND CANCEL YOUR RESERVATION AT OBEROI. LOOKING FORWARD
TO SEEING BOTH OF YOU HERE.

WARM REGARDS

KRASKE

248423 WORLDBANK

From: Manila

INCOMING Telex

sj

0571 ASIANBK PM V/ED
(Telex Nr.)

RECEIVED

Distribution:

Mr. Diamond

DIAMOND

SENIOR FELLOW

EDI

INTBAFRAD

WASHINGTONDC

1977 OCT 12 AM 10:41

COMMUNICATIONS
SECTION

REURCAB OCT 10. YOUR PROPOSED VISIT WELCOME.

HUEHNE WILL BE AVAILABLE THROUGHOUT YOUR STAY

IN MANILA AND IS LOOKING FORWARD TO FRUITFUL

EXCHANGE OF VIEWS WITH YOU. I SHALL ALSO SEE YOU

WHEN MUTUALLY CONVENIENT. REGARDS

C.S. KRISHNAMOORTHY

ASIANBANK

Q@

248423 WORLDBANK.....EO@

248423 WO

440098 WOR

Oct. 12 77

INCOMING TELEX From Manila

sd

WILLIAM DIAMOND

Distribution: Mr. Diamond

WE WILL BE PLEASED TO RECEIVE YOU IN MANILA NOVEMBER 10 TO 18.

WE ARE TENTATIVELY ARRANGING FOR YOU TO VISIT TRAINING CENTER
IN LOS BANOS AND THE DEVELOPMENT ACADEMY OF THE PHILIPPINES IN
TAGAYTAY. WE WILL COORDINATE WITH ASIAN DEVELOPMENT BANK ON
YOUR VISIT WITH THEM SO THAT OVERALL PROGRAM CAN BE WORKED OUT.
KINDLY CABLE ARRIVAL TIME AND FLIGHT NUMBER OF CARRIER NOV. 10
SO THAT WE CAN MEET YOU AND YOUR WIFE. BEST REGARDS

JAYME

PRIDECOP

o

440098 W

INCOMING TELEX From Tokyo

sd

10-12-77

Distribution: Mr. Diamond

MR DIAMOND, IFC

THANKS URTLX OCTOBER 10TH. WE PLEASED TO HEAR YOU AND MRS
DIAMOND'S VISIT TO TOKYO. I CONFIRMED YOUR RESERVATION AT
IMPERIAL HOTEL FROM OCTOBER 29TH TO NOVEMBER 2ND. I ARRANGED
YOUR APPOINTMENTS AS FOLLOWS:

OCTOBER 31 (MON) WHOLE DAY VISITING IBJ

NOVEMBER 1 (TUE) 2:00 MEETING WITH DIRECTORS MESSRS OHKAWA
AND KAWAI OF INTERNATIONAL DEVELOPMENT CENTER.

I LIKE TO HAVE DINNER WITH YOU ON EITHER 31ST OR NOVEMBER 1ST
DEPENDING MR SOHEI NAKAYAMA'S CONVENIENCE. MR MAEDA WANTS TO
INVITE YOU FOR DINNER AT OTHER NIGHT. BEST WISHES

NISHIHARA

248423 WORLDBANKEMO

248423 WO

filed
Article
on "Reoccupations
-----"

October 12, 1977

Dear Mr. Kanapathy,

I was delighted to have the opportunity to meet with you again yesterday. I wish that time were more freely available to us both. In this connection, I certainly shall take you up on your invitation to call on you in Kuala Lumpur at the first opportunity I get. As I said yesterday, I do not believe that I shall be able to make it on my forthcoming trip to Asia but I have every hope that I shall be able to do so fairly early in 1978.

Let me say that I am grateful for the thoughts you had with respect to possible visits to Singapore and Malaysia.

Just after you left yesterday, I received through the mail the first copy of the printed text of my article. I enclose it herewith. I am pleased that you have been able to use it. I am also enclosing a copy of the brochure on the Bank's Young Professionals Program. When your young friends have read it, and if they are interested, please ask them to write either to the address indicated in the brochure or to me personally about advice for the future. I am fairly confident, however, that the advice will be for the future rather than for the immediate present; they really ought to continue their studies and "practice" for the time being.

With all good wishes,

Sincerely yours,

William Diamond

Mr. V. Kanapathy
Economic Adviser
United Malayan Banking Corporation
P.O. Box 2006
Jalan Sultan Sulaiman
Kuala Lumpur 01-33, Malaysia

WDiamond:us

October 12, 1977

Dear Mr. Ifeagwu,

Thank you very much for sending me a copy of the issue of Focus in which my article has just appeared. I would be very glad indeed to get the 15 additional copies which you say are available to me.

Sincerely yours,

William Diamond

Mr. Sam Chudi Ifeagwu
Assistant Editor
International Development Review
Society for International Development
1346 Connecticut Avenue N.W.
Washington, D.C. 20036

October 12, 1977

Dear Mr. Song,

I was delighted we were able to meet during the Annual Meeting but sorry that it was for so short a time. However, we can now make up for that.

I write to let you know that my wife and I expect to visit Seoul at the very beginning of November. We hope to arrive on November 2 and leave on November 10. Mr. C.H. Kim will be able to tell you, in due course, with a little more precision exactly when we will be there. I hope that you will be in Seoul at that time and will be free to meet me some time at your convenience.

My wife and I look forward with pleasure to seeing Mrs. Song and you.

With all good wishes,

Sincerely yours,

William Diamond

Mr. In Sang Song
Chairman and President
Export-Import Bank of Korea
286 Yang-Dong, Chung-Ku
C.P.O. Box 4009
Seoul, Korea

WDiamond:us

October 12, 1977

Dear Majur,

Thanks for your letter of September 29. It is strange that, after so long a silence, we (Dr. Madan, you and I) suddenly exchange so many letters within the short space of a few weeks. Such is life, or fate, or what have you.

I appreciate your interest in my health. I was aware of the fact that you were checking on me. Please forgive my not writing directly to you. For a while I was unable to, then I simply became fed up with writing about myself.

You will have seen my two telexes to Dr. Madan. I do not think my plans should affect your arrangements for opening the Development Banking Center, which of course ought to be timed to your own convenience. In any event, my purpose -- my only purpose -- in visiting New Delhi is to talk to Dr. Madan and to you about MDI's activities.

I look forward to seeing you soon.

With all good wishes,

Sincerely yours,

William Diamond

Mr. M. C. Shetty
Director
Management Development Institute
Jeevan Tara Building (1st floor), Gate No. 3
5 Parliament Street
New Delhi 110 001, India

October 12, 1977

Dear Dr. Madan,

First of all, thank you for your second letter of October 1. I had in fact already received your letter of September 15, to which I responded by telex as soon as I received it. My first telex was subsequently overtaken by events and I was able to tell you on October 10 that I would be able to visit you in New Delhi from approximately November 18 to 23. As I said in my telex, the main thing is to visit with you and Majur Shetty to learn about MDI and its programs. If the opening of the Development Banking Center takes place around that time, I shall be very happy to be present on the occasion.

I have just received a letter from Majur, to whom I had also written earlier, after I saw the first issue of your Bulletin. I am grateful for the material which you and he have sent me and which will be coming in due course.

Incidentally, I have sent a cable to our Resident Representative, Jochen Kraske, to tell him of my intention to visit New Delhi; I have also written to Mr. Parekh about my visit, telling him I will be unable to visit him in Bombay; and I have informed Mr. Pasricha who, coincidentally, wrote to me about the same time you did. These are all who know about my plans so far.

My wife and I look forward with great pleasure to seeing the Madans again.

With best regards,

Sincerely yours,

William Diamond

Dr. B.K. Madan
Chairman
Management Development Institute
F-45 South Extension Part I
New Delhi 110 049, India

WDiamond:us

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WBG ARCHIVES

October 10, 1977

Personal and Confidential

Mr. C.H. Kim
President
Korea Development Finance Corporation
1-60, Yoido-Dong, Youngdeungpo-Ku
Seoul 150, Korea

Dear Mr. Kim,

I was very happy to be able to telex to you Monday to confirm that my wife and I will arrive in Seoul approximately November 2, and will spend a week with you. I shall let you know the exact time as soon as I have it.

My intention is to stop in Tokyo for a few days before proceeding to meet you. While in Tokyo, I shall meet with Mr. Nishihara and I shall visit the Industrial Bank of Japan in order to re-familiarize myself with, and to get up to date on, its operations. If you have any other suggestions with respect to my stay in Tokyo, I should be very happy to hear from you.

When I leave Seoul on November 10 I shall be going to Manila for discussions with the Asian Development Bank and with the Association of Development Finance Institutions in Asia and the Pacific.

During my visit in Korea, I should like to spend as much time as possible with you and your associates in order to explore your thoughts with respect to KDFC's future and to lay out with you a program for developing and studying the various options that you will have. I would also of course like to meet with some members of your Board of Directors, and with the heads of a few other principal financial institutions. Finally, I would like to meet, at least briefly, some key officials of the Government who are connected, one way or another, with the operations of the KDFC. Unless you say otherwise, my discussions with people other than you and your associates will take place on the basis that I am developing a new overview for the Bank Group of KDFC's development in the past ten years, and of its prospects in the next ten.

....

I would be grateful if you would give some thought to the people in the foregoing categories whom I should meet. Among those that occur to me are Mr. Dong Sheon Ha of MOF and Mr. Sunki Lee of EPB, Mr. Sherman of KDFC's Board, Mr. Soo Kon Pae formerly of MIB, Mr. B.J. Lee of KIFC, Governor Woon Gie Kim of KDB, and Mr. K.H. Lee of KMBC. You will no doubt have other suggestions. In any event, I leave it to you to have appropriate arrangements made for my meetings. I believe it would be wise to leave at least the first day completely free for talks with you and for meeting some of your senior staff.

Let me say again that I look forward with great pleasure to returning to Seoul, to revisiting KDFC, and to undertaking this task on your behalf.

With best wishes,

Sincerely yours,

William Diamond

P.S. I would be grateful if you would inform Mr. C.S.Hong, Mr. Song In Sang and Mr. B. Shin of my visit and of my hope to see them.

cc: Messrs. Parmar/Stephansen
Powell/Dinh
Gordon
Nishihara

WDiamond:us

October 10, 1977

Mr. Tomas Pastoriza
P.O. Box 201-2
Santo Domingo, Dominican Republic

Dear Jimmie,

Please see the attached copy of a letter I have just sent to Ricardo Palma.

I want to add to you personally a word about my pleasure at seeing you again. I am looking forward to hearing from you about your Financieray and even more, to making my way one day before long to see it in person on the spot.

Please let me know before your next visit, so that we can arrange to get together.

With best wishes,

Sincerely yours,

Enclosure

William Diamond

WDiamond:us

October 10, 1977

Mr. Ricardo Palma-Valderrama
Secretary General
Asociacion Latinoamericana de Instituciones
Financieras de Desarrollo
P.O. Box 1230
Lima, Peru

Dear Ricardo,

I was very glad to be able to see you in Washington two weeks ago, and happy, too, to see Jimmie Pastoriza and to meet Mr. Danus Covian. It is an unexpected, but pleasant, ~~turn~~ of fate that makes our paths cross once again.

I was interested to hear a little about ALIDE's programs. I am sorry that we did not have enough time to discuss them in detail. But I hope to be able to visit you some time in the early part of the year and meanwhile, I hope you will, as you promised, send me your latest detailed review of ALIDE's activities, and especially its activities with respect to training.

Incidentally, I did appreciate your suggestion that I join you for ALIDE's Tenth Anniversary in January, but I can now confirm that it simply will be impossible for me to do so. I am very sorry. I send you all good wishes on the occasion and if you will let me know the date and the nature of the occasion you plan, I will send those good wishes in a more appropriate form.

In addition to sending me some material on your activities, you promised to send me some of your publications. Since seeing you, I have looked through the list of publications which you left with me. Can you tell me whether any of them have been issued in English? I ask not so much for myself as for other parties ~~to~~ whom I would like, from time to time, to refer to your publications, and even to send copies. (Last week such an occasion did arise in connection with your item 6, the development banking bibliography.)

As I said two weeks ago, I also would appreciate having any thoughts that you might have about E.D.I.'s own activities in the development banking field in Latin America.

....

I look forward with pleasure to seeing you again soon, either in Lima or in Washington.

With all good wishes,

Sincerely yours,

William Diamond

cc Mr. Koenig

WDiamond:us

(copy to Juan Prado - IDB 10/12)

0 START
HERE
1 TO

TELEX

October 11, 1977

IDDI SIMBA, DIRECTOR GENERAL, EAST AFRICAN DEVELOPMENT BANK,

CITY/COUNTRY

EADEVBANK, KAMPALA, UGANDA.

MESSAGE
NO.:

FURTHER TO FROST'S CABLE OF OCTOBER FIVE, WE WOULD LIKE ARRANGE
FOR AWANDHA TO SPEND TWO WEEKS IN MANILA, AFTER HE FINISHES HERE,
WITH PDCP, WHICH HAS EFFECTIVE INTERNAL STAFF TRAINING PROGRAM.
E.D.I. WOULD PAY FOR HIS TRAVEL TO MANILA AND THEN HOME TO KAMPALA
BUT WOULD RELY ON YOU TO PAY HIS LIVING EXPENSES IN MANILA AFTER
HE LEAVES WASHINGTON. WHILE I AM CONFIDENT PDCP WILL TAKE HIM,
I DO NOT WISH TO MAKE PROPOSAL UNTIL I HEAR FROM YOU. PLEASE LET
ME KNOW WHETHER TO PROCEED. IN ANY EVENT, WE WOULD LIKE TO HAVE
YOUR RESPONSE TO E.D.I.'S OFFER PROMPTLY AND HOPE AWANDHA CAN COME
AS SOON AS POSSIBLE.

BEST WISHES

DIAMOND

END
OF
TEXT

NOT TO BE TRANSMITTED

SUBJECT:		DRAFTED BY: William Diamond	
CLEARANCES AND COPY DISTRIBUTION: Cleared with & cc: Stevenson & Srinivasan cc : Messrs.Gordon,Nouvel, Springuel Frost, Gittinger,Lamson-Scribner		AUTHORIZED BY (Name and Signature): William Diamond	
WDiamond:us		DEPARTMENT:	
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TELEX

Date: October 10, 1977

File

Class of Service:

Date:

Telex No.:

26838

Originators Ext:

12

10

START
HERE
TO

MAEDA, INTBAFRAD, TOKYO, JAPAN

CITY/COUNTRY

MESSAGE
NO.:

566

WIFE AND I EXPECT ARRIVE TOKYO SATURDAY OCTOBER TWENTYNINE
AND LEAVE WEDNESDAY NOVEMBER TWO FOR SEOUL. HAVE RESERVED TWINBED
ROOM AT IMPERIAL. PLEASE CONFIRM.

WHILE IN TOKYO WISH TO VISIT IBJ AND INTERNATIONAL DEVELOPMENT
CENTER. AT IBJ WOULD LIKE TO LEARN ABOUT ITS TOTAL OPERATIONS AND
WISH THEREFORE TO MEET A SENIOR OFFICER OR OFFICERS WHO COULD GIVE
ME OVERVIEW. ALSO WISH PERSONAL APPOINTMENTS WITH SOHEI NAKAYAMA,
HIDEO NAKAYAMA AND PERSON WHO NOW DIRECTS FINANCIAL INSTITUTIONS
TRAINING PROGRAM. HAVE ASKED NISHIHARA TO ARRANGE THESE APPOINTMENTS
FOR ME AND WOULD BE GRATEFUL IF YOU KEPT IN TOUCH WITH HIM.

LOOK FORWARD SEEING YOU.

DIAMOND

END
OF
TEXT

NOT TO BE TRANSMITTED

SUBJECT:

DRAFTED BY:

William Diamond

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

William Diamond

DEPARTMENT:

E.D.I.

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Class of Service: TELEX Date: October 10, 1977
Telex No.: 953313150 Originators Ext: 4485

12

10

0 START
HERE
TO

KRASKE, INTBAFRAD, NEWDELHI, INDIA.

CITY/COUNTRY

MESSAGE
NO.:

1140

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END
OF
TEXT

LOIS AND EYE EXPECT TO BE IN NEWDELHI APPROXIMATELY NOVEMBER
EIGHTEENTH TO TWENTYTHIRD. MY OBJECT IS TO VISIT AND DISCUSS
PROGRAMS OF MANAGEMENT DEVELOPMENT INSTITUTE, WHICH MAY AT THAT TIME
BE INAUGURATING ITS DEVELOPMENT BANKING CENTER. HAVE JUST CABLED
MADAN FOLLOWING COLON FURTHER MY CABLE OCTOBER THREE, PLEASED INFORM
YOU EYE CAN BE IN NEWDELHI END NOVEMBER. WOULD ARRIVE APPROXIMATELY
FRIDAY EIGHTEENTH AND WOULD LEAVE WEDNESDAY TWENTYTHIRD. IF YOUR
CENTER'S INAUGURATION TAKES PLACE IN THAT PERIOD EYE WOULD BE HAPPY
ATTEND. IN ANY EVENT EYE WOULD LIKE TO SPEND AS MUCH TIME AS
POSSIBLE LEARNING ABOUT YOUR ACTIVITIES AND PLANS. MY WIFE WILL BE
WITH ME.UNQUOTE.

AM RESERVING FOR US AT OBEROI. HOPE HUDA AND YOU WILL BE IN
NEWDELHI SO THAT WE CAN SEE YOU. BEST WISHES.

DIAMOND

NOT TO BE TRANSMITTED

SUBJECT:

DRAFTED BY:

William Diamond

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

William Diamond

DEPARTMENT:

E.D.I.

WDiamond:us

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0 START
HERE

1 TO NISHIHARA, SPCORINTFIN, TOKYO, JAPAN

Out Sep 10 1977

CITY/COUNTRY

MESSAGE
NO.:

4 EXPECT ARRIVE TOKYO OCTOBER TWENTYNINE. WILL REMAIN UNTIL WEDNESDAY
5 NOVEMBER TWO AND THEN GO TO SEOUL AND ON NOVEMBER TEN TO MANILA.
6 WHILE IN TOKYO, I WOULD LIKE AAA TO HEAR YOUR VIEWS ON AND TO
7 DISCUSS WITH YOU PROSPECTS OF KDFC BBB TO VISIT IBJ IN ORDER TO
8 GET A GENERAL VIEW OF ITS OVERALL OPERATIONS AND TO LEARN ABOUT ITS
9 TRAINING PROGRAMS. I DO NOT KNOW WHO ARE BEST PEOPLE IN IBJ TO BRIEF
10 ME ON ITS WORK AND WOULD APPRECIATE YOUR HELP IN MAKING APPROPRIATE
11 ARRANGEMENTS. I WOULD ALSO BE GRATEFUL FOR PERSONAL APPOINTMENTS
12 WITH SOHEI NAKAYAMA, HIDEO NAKAYAMA AND PERSON WHO NOW DIRECTS
13 TRAINING PROGRAMS. MY ONLY OTHER DUTY IN TOKYO WILL BE TO CALL ON
14 DIRECTOR OF INTERNATIONAL DEVELOPMENT CENTER.
HAVE INFORMED MAEDA OF FOREGOING.
16 WIFE WILL BE WITH ME. WE HOPE STAY IMPERIAL.
17 LOOK FORWARD SEEING YOU SOON, AND SEEING TOKYO AGAIN.
18 DIAMOND

21 END
OF
22 TEXT

NOT TO BE TRANSMITTED

SUBJECT:

DRAFTED BY:

William Diamond

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AUTHORIZED BY (Name and Signature):

William Diamond

DEPARTMENT:

E.D.I.

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0 START
HERE
TO

C. H. KIM, PRESIDENT, KDFC, MODEFINCO, SEOUL

KOREA

MESSAGE
NO.:

PLEASED TO INFORM YOU I EXPECT ARRIVE TOKYO OCTOBER TWENTYNINE
AND SEOUL NOVEMBER TWO. WILL REMAIN FULL WEEK AND LEAVE FOR MANILA
NOVEMBER TEN. THUS CAN HAVE FULL WEEK OF DISCUSSIONS. I HOPE THIS
WILL BE CONVENIENT TO YOU. MY WIFE WILL BE WITH ME AND WE HOPE
STAY AT CHOSUN.

BEST WISHES,

DIAMOND

END
OF
TEXT

NOT TO BE TRANSMITTED

SUBJECT:

DRAFTED BY:

William Diamond

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

cc Messrs. Powell/Dinh
Gordon
Parmar/Stephansen

William Diamond

DEPARTMENT:

E.D.I.

WDiamond:us

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Class of Service: **TELEX** Date: **October 10, 1977**
Telex No.: **722.2080** Originators Ext: **4485**

12

10

0 START
HERE
TO

VICENTE JAYME, PRESIDENT, PDCP, PRIDECOP, MANILA

CITY/COUNTRY

PHILIPPINES

MESSAGE
NO.:

PLEASED INFORM YOU I PLAN VISIT MANILA APPROXIMATELY
NOVEMBER TEN, ARRIVING FROM SEOUL, TO NOVEMBER EIGHTEEN, LEAVING
FOR DELHI. MY PURPOSE IN MANILA WOULD BE TO LEARN ABOUT ADFIAP
ACTIVITIES AND PLANS WITH PARTICULAR REGARD TO TRAINING, REVISIT
PDCP, AND DISCUSS ADB TRAINING PROGRAMS. WOULD ALSO LIKE TO VISIT
LOS BANOS OR ANY OTHER PRINCIPAL TRAINING CENTER YOU SUGGEST. I
HOPE THIS VISIT WILL BE CONVENIENT FOR YOU. PLEASE LET ME KNOW
SOONEST. MY WIFE WILL BE WITH ME AND WE PLAN STAY HYATT.

BEST WISHES,

DIAMOND

21 END
OF
TEXT
22

NOT TO BE TRANSMITTED

SUBJECT:

DRAFTED BY:

William Diamond

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

William Diamond

DEPARTMENT:

E.D.I.

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Class of Service: **TELEX**
Telex No.: **7425071**Date: **October 10, 1977**
4485

Originators Ext: _____

12

10

0 START
HERE

TO

KRISHNAMOORTHY, EXECUTIVE VICE PRESIDENT, ASIAN DEVELOPMENT

CITY/COUNTRY

BANK, ASIANBANK, MANILA, PHILIPPINESMESSAGE
NO.:

**THANKS FOR YOUR LETTER OF SEPTEMBER TWO, AND AM GRATEFUL FOR
HUEHNE'S EXTENSIVE FOLLOWUP. I BELIEVE DISCUSSION WITH ADB
WOULD BE VERY HELPFUL. I THEREFORE PLAN VISIT MANILA
APPROXIMATELY NOVEMBER TEN TO EIGHTEEN IN ORDER TO CONSULT ADB
AND ADFIAP. I HOPE THIS TIMING WILL BE CONVENIENT.**

BEST WISHES,**DIAMOND**21 END
OF
TEXT
22

NOT TO BE TRANSMITTED

SUBJECT:

DRAFTED BY:

CLEARANCES AND COPY DISTRIBUTION:

William Diamond
AUTHORIZED BY (Name and Signature):**William Diamond**
DEPARTMENT:**E.D.I.**SECTION BELOW FOR USE OF CABLE SECTION
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October 10, 1977

Dear Hasmukhbhai,

Mary thanks for your note of August 31, and for the Laksman cartoon which I enjoyed very much.

You will be interested to hear that I shall be leaving Washington at the end of October for a visit to the Far East and that Lois will be coming with me. We shall be going to Tokyo, Seoul and Manila. And from there, we expect to go to New Delhi where we will spend a few days. My excuse for the visit to New Delhi is that I want to see Dr. Madan, and discuss with him the activities of the Management Development Institute which he heads. (I believe that his new Development Banking Center will be inaugurated around the end of November, possibly while I am there.)

I am very sorry to have to tell you that time will not permit us to visit you in Bombay, but we do hope that you will find a good excuse to go to New Delhi during our visit, for a visit to India would be incomplete for us if we were not able to see you.

I hope you continue to be well and that the various projects on which you have embarked are progressing satisfactorily.

With best wishes from Lois and me.

Sincerely yours,

William Diamond

Mr. H.T. Parekh
Chairman
Industrial Credit and Investment
Corporation of India Limited
163 Backbay Reclamation
Bombay 400 020, India

P.S. Please let S.S. Mehta know about my visit to New Delhi. This reminds me that I have not had from him a response to the letter I wrote to him in early August. It is possible he did not receive it, and I am therefore taking the liberty of enclosing a copy for you to pass on to him.

WDiamond:us

TELEX

Class of Service:

Date:

October 10, 1977=

Telex No.:

CREDCO 3062

Originators Ext:

4485

12

10

0 START
HERE

TO

PAREKH, CREDCORP, BOMBAY, INDIA

CITY/COUNTRY

MESSAGE
NO.:

LOIS AND EYE EXPECT TO VISIT NEWDELHI APPROXIMATELY NOVEMBER
EIGHTEENTH TO TWENTYTHIRD. WE SHALL BE IN FAR EAST AND MY PARTICULAR
REASON FOR VISITING DELHI IS TO DISCUSS WITH MADAN THE DEVELOPMENT
BANK TRAINING PROGRAMS OF MANAGEMENT DEVELOPMENT INSTITUTE, WHICH
WILL BE INAUGURATING ITS DEVELOPMENT BANKING CENTER AT
APPROXIMATELY THAT TIME. AM AFRAID WE WILL NOT BE ABLE TO VISIT
BOMBAY BUT VERY MUCH HOPE YOU CAN FIND EXCUSE TO BE IN DELHI DURING
OUT VISIT. WE WOULD LIKE VERY MUCH TO SEE YOU. BEST WISHES.

DIAMOND

21 END
OF
TEXT

NOT TO BE TRANSMITTED

SUBJECT:

DRAFTED BY:

William Diamond

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AUTHORIZED BY (Name and Signature)

William Diamond

DEPARTMENT:

E.D.I.

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0 START
HERE
1 TO

B. K. MADAN, CHAIRMAN, MANAGEMENT DEVELOPMENT INSTITUTE

C. COUNTRY

MANDEVIN, NEW DELHI, INDIA

MESSAGE
NO.:

**FURTHER MY CABLE OCTOBER THREE, PLEASED INFORM YOU EYE CAN BE IN
 NEWDELHI END NOVEMBER. WOULD ARRIVE APPROXIMATELY FRIDAY EIGHTEENTH
 AND WOULD LEAVE WEDNESDAY TWENTYTHIRD. IF YOUR CENTER'S
 INAUGURATION TAKES PLACE IN THAT PERIOD EYE WOULD BE HAPPY ATTEND.
 IN ANY EVENT EYE WOULD LIKE TO SPEND AS MUCH TIME AS POSSIBLE
 LEARNING ABOUT YOUR ACTIVITIES AND PLANS. MY WIFE WILL BE WITH ME.
 BEST WISHES.**

DIAMOND

21 END
OF
22 TEXT

NOT TO BE TRANSMITTED

SUBJECT:	DRAFTED BY: William Diamond
CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (Name and Signature): <i>William Diamond</i>
	DEPARTMENT: E.D.I.
	SECTION BELOW FOR USE OF CABLE SECTION
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WDiamond:us

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October 5, 1977

Dear Mr. Aithnard,

You telephoned me Monday to ask about development banking bibliographies, a request which I confess to you left me embarrassed. For, the bibliography that we had developed and had sent to many development banks around the world, ~~his~~ long out of date. The latest issue goes back to 1971 and, of course, the literature has grown substantially since then. Your request adds to our sense of the need to bring it up to date. Meanwhile, however, I send you a copy of it.

I also said that I had a recollection that the Inter-American Development Bank had issued a bibliography a few years ago. I find that my recollection was correct and I was able to get from that Bank a copy of it. It, too, is a little behind the times, since it was issued in 1973, but I think that it will be helpful to you and therefore am sending you a copy.

Finally, I mentioned the bibliography which I knew had been issued by ALIDE, which, so far as I know, has appeared only in Spanish. I think you told me you already had a copy of it.

I hope this gives you enough to start with.

I was pleased to have the opportunity to meet with you last week and look forward to doing so again when I visit Abidjan in January.

With all good wishes,

Sincerely yours,

(signed) William Diamond
William Diamond

Mr. Georges Aithnard
Assistant Director
African Development Bank
P.O. Box 1387
Abidjan, Ivory Coast

P.S. Both these documents are being sent to you separately by air print.

cc Messrs. Gordon, Gaetta, Sirken/Springuel, Srinivasan.
WDiamond:us

Sent by airprint: IDB - Training Division: Development Banking: A Research Source Book and Annotated Bibliography on Int., Regional and National Institution. May 1973.

IBRD: A Preliminary Bibliography on Devbanks: San Lin. 11.30.70
A Bibliography of Books for Use by Devbanks : Medhora 1969 (IBRD)
Engineering Bibliography (IFC) revised 3.31.72.

E.D.I.

Mr. Diamond's Office: G 1027: x 4485

October 5, 1977

1 Package of documents :

- 1) Preliminary Bibliography on Development Banks (San Lin)
- 2) Bibliography of Books for Use by Development
Banks (Medhora)
- 3) IFC Engineering Bibliography
- 4) Development Banking: A Research Resource Book and
Annotated Bibliography on International, Regional &
National Institutions. May 1973 (IDB Training Div.)

Mr. Georges Aithnard
Assistant Director
African Development Bank
P.O. Box 1387
ABIDJAN, Ivory Coast

BY AIR PRINT

soonest

Ursula Shephard (Mr. Diamond's Office)

October 5, 1977

Summary of Principal Points and Follow-up
for Annual Meeting Discussions

9/27

Iddi Simba, Director General, East African Development Bank (EADB)

1. EADB's new Director of Administration is also responsible for training and Simba asked if he could come to E.D.I. I suggested he write, spelling out his wish and sending c.v. of Director of Administration. Simba wrote 9/29 (circulated 10/3) suggesting "familiarization visit to E.D.I." and visit to some DFCs. Gordon/Nouvel and we ought to be able to work something out.
2. Simba's note also asks for continued assistance (as in 1976 and 1977) to EADB's seminars for E.A. devbanks. Specifically, "relevant teaching material" and a lecturer or so "for short durations" if E.D.I. can do. No reason to refuse either.
3. Positive response to Simba indicated, after consultation with Gordon/Nouvel.

9/27

Abdelhamid Ahmad Kabdan, Chairman, Industrial Development Bank of Egypt

1. Detailed training program being worked out with EMENA in connection with next loan. Get details.
2. There is an Association of Arab Banks, consisting mainly of commercial banks, but including devbanks also. Secretary General is Nabil Mokhtar, c/o Bank Misr, Cairo.

9/27,28

Auguste Daubrey, President, Association of African Development Finance Institutions (AADFI)

1. African Association Excom has decided to set up single training center, in Abidjan. Seems to have concentrated more on building than on curricula and staff. I urged focus on latter, and suggested reconsideration of "one-center decision", in view of diversity of needs and presence of several possible teaching centers.
2. Seemed not to have given much thought to curricula, levels, staff or other questions raised in Springuel's letter. Urged him to consider them, for his own sake if not for ours.

...

3. He agreed we solicit views of operational divisions, based on individual courses, knowledge of specific training needs and levels. (See my memo of September 30.) He also agreed we would explore views of Caisse Centrale, Stiftung, UNIDO, etc. We would give him, and discuss with him, results of both these enquiries.
4. Frost suggested I resume discussion with him in Abidjan. He will not be there month of November, but will be first two weeks of December.

9/28

Kwame Fordwor, President, African Development Bank (ADB)

1. Has hired Melian of Tunisia to be full-time Secretary-General of African Association. ADB providing all services required by African Association.
2. Will ask Gaba, his training officer, to send us views on devbank training. Evidently not too familiar with Daubrey's plans.
3. Suggested I visit ADB and African Association. He will not be available in December. Thinks January is best. (Given his and Daubrey's plans, January seems indicated.)

10/4

Georges Aithnard, Assistant Director of African Development Bank

Asked for devbank bibliography. Will send.

9/28

Gasem Kheradjou, Managing Director, IMDBI

1. Will send us views on training. Mr. Asefi, his head of Development and Research, is in charge of training. Write to remind.
2. Thinks ADFIAP ought to be in Singapore, which is more central to area covered.
3. Opposes World Association, as pressed by Willi Engel and Leembruggen. Thinks annual meeting of heads of association is sufficient; call it "Federation of Devbank Associations".

9/28

Lim Yong Wah, Chief Manager, Development Bank of Singapore

1. DBS is prepared to take on a few devbank staff yearly, for training, if given sufficient lead time.
2. DBS has manual for commercial banking operations but not for other activities.

...

9/28,29 Pierre-Claver Damiba, President, Banque Ouest Africaine de Developpement (BOAD)

1. Visualizes 3-tier training (a) 2-week induction, immediately on arrival; (b) 4-6 weeks mid-way in first year; (c) nine months in second year in institutions abroad. Based on belief that new recruits just out of school have little practical knowledge and no experience. First induction for 12 people, in October, under Chartois of CCCE and Kanoun of E.D.I. Schedule and subjects already agreed. Mid-way program still unplanned. Subject matter of second year course spelled out in attachment to document sent to Gordon and Guetta in May. He asked views.
2. Told him it was too late for us to express views on (a) above, and on (b) and (c) we would consider, consult Gordon/Guetta and then send him comments. However, suggested he consider making (b) coincide with work and stretching it out, and (c) seemed much too long.

[9/29 BCEAO Delegation

1. Fadiga asked help in 2-year training program. Was advised to discuss with IMF Institute but E.D.I. might help on development side.
2. Seemed to be some doubt that BCEAO agrees with BOAD's views on training.]

9/29 N.M. Uquaili, Chairman, PICIC

Thinks cases and on-the-job training only useful methodology.
Remind to send his views.

9/29 Ricardo Palma, Secretary-General, and Tomas Pastoriza and Luis Danus ~~Correia~~, Vice Presidents, ALIDE

Covian

1. Seemed more interested in new ALIDE building than in program, description of which seemed trivial. Focus seems to be on working out fellowships for in-senior training.
2. Left impression ALIDE has close relationship with ESAN and INCAE. But officials of former gave contrary view.

....

3. Will celebrate 10th anniversary in January. Suggested I come for occasion, together with principals of Asian and African Associations. I said I wanted my first discussions with those Associations to be on their home grounds and for some days. Asked whether I would support get-together of Associations. Said it made sense, and more sense than full-dress world-wide meeting as in past, for heads of the three to meet periodically; but I preferred not to suggest or back this until I had visited all the Associations and I had reflected. Palma and Pastoriza thought, not that 3 heads should meet, but entire excom of each.
4. Palma will send latest detailed review of activities and copies of publication. Remind him. He said 1976 draft training program not revised; but ALIDE working in accordance with it. He did not mention Radikowski.

9/29

Ignacio Copete, President, Colombiana
Benjamin Martinez, President, del Valle
Alvaro Jaramillo, President, del Norte

Colombian Bankers' Association, of which Arias Robledo (formerly of Banco de la Republica) is now President, has just set up new entity for training and research. Eduardo Wiesner is Vice President. They will ask him to contact us. Follow up.

9/29

D. R. Clarke, Financial Minister Counsellor, Embassy of Jamaica

Will speak to Bill Demas of Caribbean Development Bank.

9/30

V. Kanapathy, Economic Adviser, United Malayan Banking Corporation, and Editor of UMB Review

He is on board of National Institute for Public Administration and is associated with central bank's training center. Malaysian bankers' association now also setting up training program for private banks.

10/3,4

H.M. Osha, Managing Director, Nigerian Industrial Development Bank Limited

1. Had written asking that we find a training director for around 18 months during which Nigerian would be found and prepared for post. Also asked assistance in organizing program, providing teaching materials and teaching. Sought from him details on staff training needs and priorities.

...

2. Bank arranging appraisal mission January, during which staff and training needs will be evaluated. Must make sure terms of reference and mission staffing take this into account. Diamond planning visit to NIDB in January, after Abidjan.
3. Osha asked whether, before this, we could send someone, to be simultaneous with brief Guetta visit early November. I doubted it but said we would try. [Subsequently found that it is possible for Springuel to visit simultaneously with Guetta last days of October and first days of November, and that Gordon might be there in late November.]

cc: Messrs. Frost/Stevenson
Lamson-Scribner/Srinivasan
Serken/Springuel
Keenig
Gordon
Guetta
Nouvel
Powell

WDiamond:us

Mr. Serge Guetta

October 5, 1977

William Diamond

Since I am leaving early today, and you are ^{now} tied up, I write to confirm that Springuel will be able to accompany you to Nigeria. We shall talk to Springuel about some of the specifics of his assignment with you, but I leave it to you to work out timing, etc., with him.

You should also know that Gordon and Lamson-Scribner may be in that region in late November. Both could be very helpful in assessing the training task we have in mind. You might want in due course to get in touch with them about their plans.

This may seem heavy for one country, but in their cases there appear to be other reasons why those men concerned will be in or near Nigeria. In any event, I leave it to you to decide.

I also leave it to you to let Mr. Osha know that he impressed us so much with the urgency and importance of the task, that we have acted very quickly, despite the difficulties I alluded to in our meeting yesterday.

Frost/Stevenson
cc: Messrs. Gordon ~~Stevenson~~
Lamson-Scribner
Sirken
Springuel

WDiamond:us

TELEX OR FULL RATE

Date: OCTOBER 5, 1977

Class of Service: _____

Date: _____

Telex No.: _____

Originators Ext: _____

12

10

START
HERE
TO

IDDI SIMBA, DIRECTOR GENERAL, EAST AFRICAN DEVELOPMENT BANK,
EADDEVBANK, KAMPALA, UGANDA

CITY/COUNTRY

MESSAGE
NO.:

REUR REQUEST FOR ASSISTANCE IN TRAINING EADB'S DIRECTOR OF *ADMINISTRATION*
~~TRAINING~~, AS LAID OUT IN YOUR TALK WITH AND MEMO TO DIAMOND,
EDI HAS PLEASURE IN INVITING MR. AWANDHA AS GUEST OF EDI TO
ATTEND ^{AS} SOON AS POSSIBLE EDI'S ONGOING INDUSTRIAL PROJECTS
COURSE IN WASHINGTON D.C., NOW IN ITS FOURTH WEEK. HE WOULD
THEN STAY OVER TO PARTICIPATE IN SEMINAR ON TEACHING PROJECT
ANALYSIS WHICH WILL TAKE PLACE FROM NOVEMBER 21 TO DECEMBER 2.
WE ARE ATTEMPTING TO ARRANGE A VISIT FOR HIM TO A DEVELOPMENT
BANK WHICH HAS A GOOD IN-HOUSE TRAINING PROGRAM ON HIS WAY BACK
TO EADB. WORLD BANK WILL COVER ECONOMY CLASS AIR TRAVEL AND
PROVIDE LODGING AND PER DIEM FOR STAY IN WASHINGTON D.C.
PLEASE CABLE IF THIS IS ACCEPTABLE AND WHEN MR. AWANDHA CAN
LEAVE EADB SO THAT WE MAY PROCEED QUICKLY WITH TRAVEL
ARRANGEMENTS AND FORMAL NOTIFICATION. THIS IS BY FAR BEST
PROGRAM AVAILABLE WITHIN NEXT YEAR. MEANWHILE, EDI SENDING
SEPARATELY TEACHING MATERIALS YOU ASKED FOR. REGARDS.

FROST
INTBAFRAD/EDI

END
OF
TEXT

NOT TO BE TRANSMITTED

SUBJECT:

DRAFTED BY:

VSrinivasan:WDiamond:us

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

Cleared with & cc: Stevenson, Gittinger,
Nouvel.

William Diamond

cc: Frost, Lamson-Scribner, Srinivasan,
Springuel.

DEPARTMENT:

Gordon 10/6

Diana Carsey
Jaila KhourySECTION BELOW FOR USE OF CABLE SECTION
CHECKED FOR DISPATCH

Messrs. Frost/Stevenson

October 4, 1977

William Diamond

Management Development Institute, India:
Establishment of Development Center

Please see the attached letter and its enclosure
which I have received from Dr. B. K. Madan, the Chairman
of the Management Development Institute.

Attachment

WDiamond:us

Messrs. Gordon, Rowat, Lamson-Scribner/
Stevenson

October 4, 1977

William Diamond

Management Development Institute, India:
Establishment of Development Center

Please see the attached memorandum which I
have received from Dr. B. K. Madan, the Chairman
of the Management Development Institute.

Attachment

WDiamond:us

October 3, 1977

Dear Mr. Kanapathy,

I would like to confirm that I have booked lunch for us on Tuesday, October 11. With us on that occasion will be Mr. Stevenson, who is E.D.I.'s Coordinator of Overseas Programs, and Mr. Channugam, whom you know.

We will have lunch in the World Bank's dining room "D" at 12.30 p.m. That is in the building whose entrance is on G Street, near 18th Street. Instead of meeting me there, you might wish to come to my office at, say 12.20 p.m., and we will go over together.

With best wishes,

Sincerely yours,

William Diamond

Mr. V. Kanapathy
Economic Adviser
United Malayan Banking Corporation
c/o Embassy Row Hotel
2015 Massachusetts Avenue N.W.
Washington, D.C. 20036

cc Mr. Stevenson
Mr. Channugam

WDiamond:us

Messrs. Gordon, Nouvel, Srinivasan

October 3, 1977

William Diamond

East African Development Bank: Staff Training

Simba, EADB's Director General, asked me on September 27 if EDI could provide some "training" for his new Director of Administration, who is responsible for "Personnel and Training". I asked for a note, which he sent me the following day. It is attached. The second request in that note he did not mention at our meeting. 9/29

Let us please meet to discuss this.

Attachment

cc Messrs. Stevenson)
Lamson-Scribner) With attachment
Springuel)

WDiamond:us

To : Mr. W. Diamond, Senior Fellow, EDI
From : Mr. I. Simba, Director General,
East African Development Bank

R 9/29
Rec'd 9/29

This refers to our discussion of yesterday.
I made to you two requests, both in respect of our
training needs:

1. "Training for EADB's Director of Administration"

The post of Director of Administration has been recently created in the EADB (formerly the function was performed by the Director of Finance). Under a recent re-organisation the Director of Administration has been charged with the responsibility over general administration in the EADB as well as being responsible for Personnel and Training. It is in respect of the second function that we would like the incumbent to have some 'training' (trainer's training).

The newly appointed Director of Administration has a Bachelors Degree in Commerce (Business Administration) as his basic education. He joined the EADB in 1971 as a Project Supervision Officer rising in 1974 to become Manager for Project Supervision, a position he held until he was appointed Director of Administration in May this year.

The programme we have in mind could possibly involve a brief familiarisation visit to EDI to be followed by some weeks' visit (stay) to one or more dfo(s) with well developed training programmes/schemes. A detailed Curriculum vitae of Mr. Wampa Awandha the Director of Administration will be provided later.

2. Training for the personnel of East African Development Finance Companies

In 1976 and again this year EADB organised one week seminars for senior professionals from East African Development Finance Companies and officials in the Ministries of Finance and Commerce and Industries in the three countries. The first seminar discussed "Project Appraisal Techniques" while this year's seminar looked into the questions of "Resource Mobilization" and "Project Follow-up". Individuals who are more conversant with the different subjects discussed were invited to present papers at such seminars while at the same time each participating institution was requested to prepare a paper explaining its experience. All the papers are considered at the seminars at the end of which appropriate recommendations are made.

The purpose of these seminars is to try and harmonise (standardise, synchronize etc etc) methodology and procedures in the operations of the dfcs taking full advantage of recent developments in this field. We are pleased to have had the privilege of having IBRD personnel chair both seminars.

In the course of this year's deliberations it was resolved that EADB should try to organise a training course for the personnel of the East African Development Finance Companies at least once a year. It has not been firmly decided as to how long the training courses would last but it is expected that these would initially be of no more than two months duration.

We would request EDI to avail us of any relevant teaching material and, where such requests fit in with its own training programme or can be accommodated, to favourably consider providing lecturer(s) for short durations.

Mr. David L. Gordon Mr. Alexander Stevenson

October 3, 1977

William Diamond

EDI's Ibero-Latin American Conference of Training Institutions

I'm sorry about the delay in sending you the
attached.

Attachment

WDiamond:us

Messrs. Srinivasan and Springuel

September 30, 1977

William Diamond

Please see the attached:

- a. Exchange of letters between Mr. Osha and me;
- b. Note from Mr. Osha on NIDB's manpower development requirements.

He will be in to see me Monday between 11.0 a.m. and 11.30. It would be good if you could attend.

Item (b) above is being sent first to Srinivasan who should pass it on to Mr. Springuel as soon as possible.

Attachments

WDiamond sus

Messers Gordon, Guetta, Nouvel, Sekse

September 30, 1977

William Diamond

Training Programs for Development Banks Staff in Africa

Several of my associates and I met on a few occasions this week with Mr. Daubrey, the President of the African development banks association. You will receive shortly some notes on those meetings. Meanwhile, however, I would like to raise the following point with you.

It became clear that Mr. Daubrey was at the beginning of his thinking on training programs. However, it appeared to me that his approach was not likely to result in a useful basis for assisting him in developing his program for stimulating the training development bank staff. His approach seemed to be a mixture of developing certain "global conceptions" of a program, on one hand, and, on the other, receiving requests for training from individual development banks.

I told Mr. Daubrey that the Bank's operational divisions involved in development bank work in Africa had an intimate knowledge of perhaps 30 to 40 companies, maybe more, and would be able to give very specific views with respect to present and prospective training needs of those companies. By putting that information together we would get, I thought, a pragmatic and more accurate view of the training needs of Africa. I suggested, therefore, that he leave it to us to ask our Bank colleagues to put this information together, the result of which we would make available to him and which would become a basis for the next stage of our discussion. He agreed.

Would you be good enough to lay out your views on this subject. If you find it too much of a chore to let me have it company by company, you might prefer to give us your summary views. (But I would appreciate having a list of the companies which you have taken into account in preparing your views). What I would like to have is your thoughts (a) on the specific subjects that should be included in the training programs, (b) the level at which the courses are needed and, if possible, (c) rough estimate of the number of people that might be involved. I would also be grateful if you have any views on [redacted] institutions in your regions in which it might be desirable, at least in the first instances to locate the training programs.

cc: Frost/Stevenson
Lamson-Scribner
Serkin
Springuel
Srinivasan

MR. VICENTE JAYME, PRESIDENT
PRIDECOP

SEPT. 30, 1977

4485

MANILA, PHILIPPINES

TELEX

VERY MUCH APPRECIATED YOUR CABLE WITH ITS EVIDENCE
OF YOUR CONFIDENCE. I LOOK FORWARD TO YOUR LETTER.
BEST WISHES.

DIAMOND

WILLIAM DIAMOND

WILLIAM DIAMOND

EDI

Mr. Frank Lamson-Scribner

September 30, 1977

William Diamond

Black Books on various courses

I return herewith allof the black books you gave me, except the following :

- (1) For the 1974 Course, Topics I, III, IV & V;
- (2) For the 1975 Course, Seminars I & VII;
- (3) For the 1976 Course, Seminars I & VIII.

Thank you.

WDiamond :us

FORM NO. 75
(7-73)

WORLD BANK GROUP

ROUTING SLIP		DATE	
		9-30-77	
NAME		ROOM NO.	
Mr. Sirken			
APPROPRIATE DISPOSITION		NOTE AND RETURN	
APPROVAL		NOTE AND SEND ON	
COMMENT		PER OUR CONVERSATION	
FOR ACTION		PER YOUR REQUEST	
INFORMATION		PREPARE REPLY	
INITIAL		RECOMMENDATION	
NOTE AND FILE		SIGNATURE	
REMARKS			
<p>Please forgive me for not having sent you the attached last weekend when I sent it to Messrs. Lamson-Scribner and Koenig.</p> <p>[Draft - five-year program.]</p>			
FROM		ROOM NO.	EXTENSION
William Diamond		G 1027	4485

OFFICE MEMORANDUM

TO: Mr. I.P.M. Cargill
FROM: William Diamond *W.D.*
SUBJECT: IDA's

DATE: September 28, 1977

Two lame ducks met at 5 yesterday. Posthumus, who has now left foreign aid work, asked to see me to discuss (a) Netherlands' extra contribution and (b) the Special Action. Later last night I briefed Vibert on the discussion. He will meet Posthumus before Posthumus meets you.

cc: Mr. Vibert

September 27, 1977

Highlights and Follow-up on Recent Meetings with Participants
in EDI's Ibero-Latin American Conference of Training Institutions

9/21 Mr. Jayme Costa Santiago, Director of Center for Development Training (CENDEC), Brazilia.

1. Interested and involved in development finance institutions. Get curricula and summary of activities.
2. Has not collaborated with ALIDE. Appears there is some ill-feeling.
3. Suggested I visit CENDEC to see its facilities, staff, work.

9/22 Mr. Lander Pacora, Dean, Graduate School of Business Administration, Lima.

1. Being financed by BID. Full year's Master's program; short-term seminars on projects. He promised to send curricula.
2. I sent him EDI's 1975/76 Curricula and Catalogue.
3. He will write to us with views on how EDI can be helpful to ESAN with respect to development bank training.

9/23 Mr. Alfons Radikowski, adviser to ALIDE, from Deutsche Stiftung.

1. He left us a very sorry impression of ALIDE as an institution and of its devbank training plans. It appears latter are on paper only and that ALIDE has provided some fellowships but sponsored virtually no courses. His 6 months are just about up, and very little accomplished. He promised to send us a copy of his report.
2. ALIDE top-brass and Stiftung will meet in Berlin at end of October to review what has been accomplished and where they go from here. IBRD has apparently been invited (letter to President). He asked if I could attend. I said that if Stiftung wanted me and if Bank decided to take up invitation, I would be prepared to go.

...

9/23 Mr. Pedro Nueno and Mr. Juan Marcía, Institute of Higher Studies for Enterprise, Barcelona.


1. Associated with Harvard. Nueno very impressive. He will send us details of his curricula, which includes executive management courses suitable for development as well as commercial banks.
2. Offered assistance in devising programs and curricula and teaching for development banks in Latin America. Feels faculty good enough so they could devise programs even in new fields.

9/23 Mr. Norberto C. Peruzzotti, Executive Director, and Mr. Julio E. Alvarez, President, Asociacion de Bancos Argentinos, Buenos Aires.

1. Spoke of devbank training, but they seemed to consider they knew all necessary about provision of medium- and long-term credits. What they were really interested in, was the capital market: securities exchanges, investment companies, brokerage houses, merchant banking, etc.
2. I said EDI could not provide teaching assistance in this area, but could perhaps put them on to someone who could advise them. Moreover, said it appeared that "training" was not his need but rather orientation, and development of institutional infrastructure, in capital markets area. Alvarez agreed, using the word "mentalization". I said Gill of IFC was the man and I imagined IFC was already involved in this area in Argentina. Promised to ask Gill to call and meet Peruzzotti before Wednesday.
3. Spoke to Gill 9/24. He will call Peruzzotti. IFC has been involved in advising on capital market infrastructure for a year and has just signed agreement to be ex. ag. for 4-man/1-year UNDP project. Gill working with Central Bank, Securities Commission and some private. It developed he knew Alvarez. They got together Monday.

cc: Messrs. Frost
Koenig
Lamson-Scribner
Srinivasan
Knotter

Gordon 10/3
Stevenson "

WDiamond:us


Miss Diana Carsey

September 26, 1977

William Diamond

Would you be good enough to fill in the blanks
in the attached and to check the numbers shown? Many
thanks.

Attachment

WDiamond:us

OFFICE MEMORANDUM

TO: Miss Diana Carsey
FROM: William Diamond *WD*
SUBJECT:

DATE:

Would you be good enough to fill in the blanks
in the attached and to check the numbers shown? Many
thanks.

*What is meant by direct link? (assume "close",
as in "cooperating agency".*

*The 93 comes from our "Cooperating Agencies"
list; the 12 was drawn from this list as
well. A copy is in 61066 if you'd like to see.*

*You have my list of agencies & names for other
two numbers. /oc*

9/26/77

Attachment

WDiamond:us

Miss CARSEY

- 11 -

12.
~~2.~~

The partnership between E.D.I. and development banks, which lies at the heart of this program, would place the E.D.I. at the center of a world-wide network of institutions engaged in training development bank staff and management. E.D.I.'s role would be, not that of a director or even coordinator, but primarily that of aide, advisor and provider of technical support. E.D.I. is/a particularly good position to fulfill the role. As a part of the World Bank, it has direct links with

twelve development banks throughout the world. The Bank, directly and through E.D.I., has been involved in training since 1953.

The E.D.I. itself entered the field indirectly with its first course in

1956, more intensely with the first industrial projects course in 1964,

and directly with development bank courses in 1972. By now staff members of companies have been through ^{these} ~~their~~ training programs.

Among them are the heads of two of the three regional associations of development banks. E.D.I. has already worked with 93 nations and

regional institutions in providing courses for development banks. No other institution is in a position at this time to take up more

more effectively the opportunity and the challenge which the development banks themselves now offer in their intense effort to improve the quality of staff and management.

September 26, 1977

Dear Mr. Pasricha,

I have just seen, in the first issue of the Quarterly Bulletin of the MDI, the text of a statement you made on the occasion of the meeting on "Training and Manpower Development for Development and Commercial Banks", which MDI sponsored last April. I found it very interesting indeed.

One reason for my particular interest in it is that I have now taken on some responsibility for work in the area of development bank training, as you will see from the attached announcement.

If you have any suggestions to make to me in connection with these new duties, I would very much like to hear about them from you.

All good wishes,

Sincerely yours,

Enclosure

William Diamond

Mr. Baldev Pasricha
Chairman
Industrial Finance Corporation of India
P.B. 363
Bank of Baroda Building
16 Parliament Street
New Delhi 110 001, India

WDiamond:us

September 26, 1977

Dear Mr. Madan,

I have just seen the first issue of the Quarterly Bulletin of the MDI which you have sent to Mr. Kamarck. I was delighted to see it, and found the contents of very high quality. I congratulate you on it and look forward to seeing additional issues.

I have not yet received a reply to the letter I wrote you on August 26, and since it may not have reached you I am taking the liberty of attaching a copy of it. Since writing it, I have heard that your course in Bangalore has already taken place, and I have asked Mr. Shetty if he would be good enough to send me something about the curricula.

I also see from the Bulletin that you opened a four-day program on "Training and Manpower Development for Development and Commercial Banks". I have seen the summary of your opening statement that appeared in the Bulletin but I would very much appreciate receiving any papers that were issued on that occasion.

With best wishes,

Sincerely yours,

Enclosure

William Diamond

Mr. B.K. Madan
Chairman
Management Development Institute
F-45 South Extension (NDSE) Part I,
New Delhi 110 049, India

WDiamond:us

Chow

OFFICE MEMORANDUM

TO: Mr. David Gordon
FROM: William Diamond
SUBJECT:

DATE: September 26, 1977

When we met Friday, you promised to send me - (a) the statistics on the Bank's direct internship for development bank staff and (b) papers on the program for devbank forecasting which your Department has developed. (Was there anything else?) I look forward to receiving them.

I would also be grateful if you would be good enough to set up a meeting with the division chiefs to discuss my paper, some time next week.

Finally, I would be grateful for any suggestions that you would wish to make about the specific curriculum for the E.D.I. course as I visualize it, i.e., for management and near-management level people.

WDiamond:us

OFFICE MEMORANDUM

chm

H. 838

TO: Mr. John Waterston

DATE: September 26, 1977

FROM: William Diamond

SUBJECT: A Five-Year Development^{Bank} Program for E.D.I.

Still on a personal and confidential basis,
please see the attached rough draft. It, too, is on
our agenda on October 3.

Attachment

WDiamond:us

Mr. V. V. Bhatt

September 23, 1977

William Diamond

A Five-Year Development Bank Program for E.D.I.

May I have your comments on the attached?

As you see, I have put it forward only very tentatively so far.

Attachment

WDiamond:us

Mr. Douglas Gustafson
Mr. P.M. Mathew

September 23, 1977

William Diamond

A Five-Year Development Bank Program for E.D.I.

May I have your comments on the attached?

Attachment

cc Mr. Frost
Mr. Stevenson

WDiamond:us

September 23, 1977

Dear Dr. Pacora,

I appreciated very much the opportunity to speak to you yesterday. I hope that meeting was the start of a continuing discussion between ESAN and EDI on training programs for development finance institutions. If my plans work out, I hope to call on you in Lima some time in the coming half year.

Attached is the document I promised to send you - the curricula of EDI courses in 1975-76 and a catalogue of its teaching materials, most of which are freely available. Please look it over and let me know what you would like to have.

I look forward to receiving from you the detailed curricula of your courses for development finance institutions. Even more interesting will be your comments on how you think we can be helpful to you in the area of training staff for such institutions.

With best wishes,

Sincerely yours,

William Diamond

Dr. Lander Pacora
Decano
Escuela de Administracion de
Negocios para Graduados
Lima, Peru

cc Messrs. Frost
Koenig
Lamson-Scribner
Srinivasan

WDiamond:us

Mr. Frank Lamson-Scribner
Mr. Gunter Koenig

September 23, 1977

William Diamond

A Five-Year Development Bank Program for E.D.I.

Please see the attached. It is a first tentative effort on which I am anxious to have your comments. I am sending it to the DFC operational division chiefs in the Bank (with a memo as attached). I went so far as to prepare a draft (however tentatively) very quickly, in order to test my views with people in the Bank and others with whom we will be meeting during the Annual Meeting.

Many thanks.

Attachment

cc Mr. Frost
Mr. Stevenson
Mr. Srinivasan

Mr. Sivlcew 9/30

WDiamond:us

Messrs. Gordon, Coudol, Guetta, Knotter, Nouvel,
Powell, Rowat
William Diamond

September 23, 1977

A Five-Year Development Bank Program for E.D.I.

Please see the attached suggestion for the reorientation of E.D.I.'s development banking work over the next several years. It has not been reviewed by the staff of E.D.I., and reflects only my own views (and even that, only in a tentative sort of way) based on reflections on the meetings and discussions I had with you in August and on my reading.

I would very much appreciate your reading the paper, and would like to have another meeting with you to discuss it after the Annual Meeting. In the meantime, if it is convenient, I would be grateful for your comments either in the form of marginal notes or of a separate memo.

Attachment

cc Mr. Frost
Mr. Stevenson

Mc Sirlow 9/30

WDiamond:us

September 23, 1977

Dear Mr. Kim,

Welcome to Washington!

I look forward with pleasure to seeing you at your convenience.

You can find me at the E.D.I. Office at the Sheraton Park Hotel (Room M. 349, tel. 797-0578), and of course you can reach me at home at night (tel. 333-1863).

It will be good to see you again.

With best wishes,

Sincerely yours,

William Diamond

Mr. C.H. Kim
President
Korea Development Finance Corporation
c/o The Shureham Hotel
Washington, D.C.

WDiamond:us

September 23, 1977

Dear Gasem,

Welcome to Washington!

I look forward to seeing you, at the time you said Wednesday afternoon, if not sooner. You may reach me at the E.D.I. Office at the Sheraton Park Hotel (Room No. M 349, tel. 797-0578), or you can reach me any time at night or in the early morning at my home (tel. 333-1863), which is not far from the hotel.

With best wishes,

Sincerely yours,

William Diamond

Mr. Gasem Kheradjou
Managing Director
Industrial & Mining Development
Bank of Iran
c/o The Embassy Row Hotel
Washington, D.C.

WDiamond:us

September 23, 1977

Dear Henry,

I was delighted to hear from you, but
want to take this occasion anyway to welcome
you to Washington.

Just to repeat, you will be able to find
me in the Sheraton Park Hotel at tel. no. 797-0578
Room M. 351.

I am looking forward to seeing you.

Sincerely yours,

William Diamond

Professor Henry S. Bloch
c/o The Shoreham Hotel
Washington, D.C.

WDiamond:us

September 22, 1977

Note to :

Mr. Frost/Mr. Stevenson
Mr. Lamson-Scribner/Mr. Srinivasan
Mr. Guntia Koenig

As you know, I have met with the operating division chiefs dealing with development banks, individually and together under the chairmanship of David Gordon, to get their views on E.D.I.'s development bank program and what its future shape might be like. You might like to see the attached:

- a. two notes I sent to them in connection with our meeting, raising certain questions.
- b. memos which the division chiefs or members of their staff sent to me.

William Diamond

Attachments

WDiamond:us

September 20, 1977

Dear Krishna,

Much to my surprise and regret, you called on me on September 1, which is exactly the day on which I left Washington for a vacation. So I missed you. I am very sorry. Meanwhile, however, you will have received the letter I wrote to you on August 31. Just in case you did not, here is a copy of it.

I would have liked to ask you about your family and yourself. Now, I must rely on a letter from you for responses.

With best wishes,

Sincerely yours,

William Diamond

Mr. K.S. Krishnaswamy
Deputy Governor
Reserve Bank of India
Central Office
Bhagat Singh Road 1 (P.O. Box 406)
Bombay 1, India

WDiamond:us

September 20, 1977

Mr. H.F. Huehne
Project Manager
Asian Development Bank
2330 Roxas Boulevard
Pasay City, Philippines

Dear Herbert:

You probably have seen the letter which I wrote to Mr. Krishnamoorthi in August and which he said he was passing on to you to respond to. Meanwhile, I have seen a copy of the press release announcing your regional training program on development banking which is being provided for the South Pacific Region. It is just possible that you are off in Port Moresby or Suva, and therefore have not seen Krishnamoorthi's letter and may not see this until you return.

Anyway, the attached announcement tells you about my new task here.

My immediate purpose in writing to you is to learn something about the ADB's programs for development banking. I note from your press release that the South Pacific program is the fifth regional program you have organized. I would be grateful if you would let me know something about the curricula you have used for these various courses. Maybe you can send me copies of them. I would also be grateful if you would let me know whom you use for your teaching staff.

I hope all is well with you.

With all good wishes,

Sincerely yours,

William Diamond

Attachment

September 20, 1977

Dear Majur,

I have just received the letter you sent to Mr. Kamarck on August 20. Meanwhile, I imagine that Mr. Madan has passed on to you the letter I wrote to him concerning my new assignment in the Bank. As you will see from the attached, it comes reasonably close to paralleling yours.

I should be very grateful to you for detailed information on MDI's training programs for development banks.

Incidentally, I am aware of the assignment you have undertaken for the Association of Asian Development banks and look forward to hearing something about its results.

With best wishes,

Sincerely yours,

Enclosure

William Diamond

Mr. M. C. Shetty
Management Development Institute
Jeevantara (1st floor)
Parliament Street
New Delhi, 110001, India

P.S. Since dictating the foregoing, I have seen your letter of June 22 to Mr. Gordon and his reply of July 11. Your letter refers to your general development banking program which started August 22 and to your plans to establish an autonomous development banking center within MDI. As for the former, I would be very grateful for a copy of the curriculum as well as a set of the teaching materials you use. Indeed, I would appreciate any information and details you can provide on your development banking courses. As for the latter, it sounds like an exciting project and I would be grateful if you would let me know a little more about your thinking on the subject. This will enable us to consider the suggestion made in your letter to Mr. Gordon. Many thanks.

September 20, 1977

Dear Dick,

The attached might interest you.

I've heard that the East-West Center set-up
is changing or has changed. Do the old institutes
still exist? Is Mr. Alba still with you?

All the best,

Sincerely yours,

William Diamond

Mr. Richard Morse
East-West Center
East-West Technology and Development Institute
Honolulu
Hawaii 96822

WDiamond:us

September 20, 1977

Dr. V. R. Cirvante
Principal
Bankers Training College
Reserve Bank of India
Veer Savarkar Marg, Dadar
Bombay 28-DD, India

Dear Dr. Cirvante:

You will recall the Regional Course on Development Banking which the Bankers Training College and the Economic Development Institute joined in giving in early 1973, a course which I had a role in planning and in which I participated. I wonder whether you might make available to me copies of lectures and readings which were circulated to the participants in the course or which were published later.

My reason for asking this favor will be evident from the attached announcement.

I believe the BTC gave another development banking course in 1974, but I do not know what its curriculum was. Nor do I know whether courses were given later. I would be grateful if you would send me the curricula of any courses you have given for development bankers and copies of any texts distributed in connection with those courses.

Many thanks.

Sincerely yours,

William Diamond
Senior Fellow

Attachment

WDiamond:mvc

September 20, 1977

Mr. P.L. Tandon
Dakshin Pali
Nr. D'Monte Park
Bandra
Bombay 20, India

Dear Mr. Tandon:

I made two discoveries in Cape Cod, last week.

The first, and the pleasanter was Punjabi Century. I had not known of it. Someone lent it to me, as I went off on holiday, and I read it with delight. It is beautifully written and gives a better picture of life in the Punjab than I had ever seen or heard before. Much of it leaves the impression of sitting at your grandfather's knee and listening with awe to family history and folklore. Probably that's how much of it came to you. You must be congratulated for absorbing the "century", recording it and transmitting it to others. The copy I read was borrowed. Now I shall buy the book, because it is worth having and lending to others.

My second discovery was that, on February 28, 1973, you spoke to the RBI/EDI Regional Course on Development Banking on the subject "Total Management Approach to a DFC." I am not sure what this means, but I am sure I am interested in it. (The attached announcement will tell you why.) My impression is that so-called Development Banking courses concentrate too much on project work and too little on management. Do you have a text of what you said that day? Or, have you recorded your views on the subject on any other occasion? If so, I would be very grateful for a copy, or for any thoughts you might have on the subject.

When you were in Washington a few months ago, we accidentally met in the Bank's dining room. I'm sorry we didn't have the chance to meet at greater length.

With best wishes,

Sincerely yours,

William Diamond
Senior Fellow

Attachment

WDiamond:mvc

September 20, 1977

Professor J.D. Nyhart
Massachusetts Institute of
Technology
Alfred P. Sloan School of
Management
50 Memorial Drive
Cambridge, Mass. 02139

Dear Dan,

It has been so long since last we met or corresponded that I am not even sure where you are at this time. I can only hope that this letter reaches you.

As you may know, I left the development bank business almost exactly five years ago. But, as you will see from the attached announcement, I am now back in it. It is this return which leads me to write to you now.

During the years we were in touch, you were deeply involved in development bank work, and in teaching concerning it. I remember well - and I have just reread - your working paper "Towards Professionalism in Development Banking." I wonder whether you have remained interested in development banks. More particularly, I wonder whether you have continued to write on the subject and to stimulate others to do so. If so, I would be grateful if you would let me know how I can go about getting copies, and if you could guide me to anyone in the academic world who is involved in the subject.

More generally, I hope all is well with you, and that you will let me know something about what you are now doing.

Best wishes,

Sincerely yours,

William Diamond

Attachment

WDiamond:ahs

September 20, 1977

Mr. S.L.N. Simha
Director
Institute for Financial
Management and Research
3 Kothari Road
Nungambakkam
Madras-600 034, India

Dear Simha:

Perhaps you have heard of my new assignment in the Bank. In any event, here is the announcement of it.

May I ask what your Institute has been doing for development bankers? I would be grateful for curricula, copies of readings, your thoughts, your suggestions, etc.

How are you?

I have been back at work full-time since February, and am supposed to be and to behave quite normally, which I try to do.

All good wishes to you.

Sincerely yours,

William Diamond
Senior Fellow

Attachment

WDiamond:mvc

Mr. David L. Gordon

September 20, 1977

William Diamond

This is just to remind ^{you} that I would like very much
to have from you copies of the charters of the three regional
development bank associations and of any reports or studies
they have issued.

WDiamond:us

Messrs. Coudol, Guetta, Knotter, Nouvel, Powell,
Rowat
William Diamond

September 20, 1977

You, or one of your staff, were good enough to send me memos in response to some of the questions I raised with you in our meetings and discussions last month. I am grateful for them. I shall circulate to you all, before long, the draft of a memo I am preparing, as an upshot of those discussions.

WDiamond:us

September 20, 1977

Dear Henry,

It has been so long since last we met, that I am not even certain where you are. So I can only hope this letter reaches you.

I think that, when last we met, we talked about Jamaica, whose development bank you were then advising. As for me, I was then, you will remember, the head of the Bank's Development Finance Companies Department. When, in our reorganization of 1972, that Department was split up, I took charge of the Bank's work in South Asia, including the consortia we chaired for India, Pakistan, Ceylon and Bangladesh. Three years later, I took on a new assignment, to assist the Vice President, Finance, in negotiating the fifth replenishment of IDA. The latest change appears in the attachment.

That announcement doesn't tell the whole story. The fact is that I passed my 30th anniversary at the Bank last month and decided to celebrate the occasion by announcing my intention to retire next March. I say "retire" but I mean simply to leave the Bank, and find new mountains to climb. After 30 years in the "development business", I ought to have something to sell to those who want consultation or advice. We shall see.

Will you be coming to the Annual Meeting? It would be good to see you again.

Best wishes,

Sincerely yours,

William Diamond

Professor Henry S. Bloch
Columbia University
c/o E.M. Warburg, Pincus & Co., Inc.
277 Park Avenue
New York, N.Y. 10017

September 20, 1977

Dear Mr. Kanapathy,

I am sorry about this long delay in replying to your letter of July 20. The reason is that it was only yesterday that I received a decent text to give you. Enclosed you will find a copy of the galley proofs of the final edited version, which the SID should be publishing in October.

I have spoken to Mr. Rice about your interest. He says that, naturally, he has no objection at all to your using the article. In any event, you will have an opportunity to speak to him when you come to Washington.

Since I am so late in sending this letter, I am addressing it to you in Washington, Mr. Rice said you would be staying at the Embassy Row Hotel. I hope this reaches you there.

Incidentally, I had lunch with Alan Walters and did indeed find him an interesting fellow, whom I hope to see more of in the future.

With best regards,

Sincerely yours,

Enclosure

William Diamond

Mr. V. Kanapathy
Economic Adviser
United Malayan Banking Corporation
c/o The Embassy Row Hotel
2015 Massachusetts Avenue N.W.
Washington, D.C. 20036

WDiamond:us

Mr. Brian Svikhart

September 20, 1977

William Diamond

Article on Development Bank Management

Please refer to our memos in June.

It is only now that I have the text of my article on development bank management as it will be printed, at the beginning of October. Enclosed you will find 10 copies of the proofs.

Mr. Rice of SID is familiar with arrangements for reprinting by the Bank.

Please let me know what you decide.

Attachments

WDiamond:us

EXIMBK K26595
(Telex No.)
WORLDBANK WSH

INCOMING TELEX

DISTRIBUTION

Mr. Diamond

1977 SEP 12 AM 9:22

TO INTBAFRAD WASHINGTONDC
FM THE EXPORT-IMPORT BANK OF KOREA SEOUL
SEPT 12 1977

ATTN MR WILLIAM DIAMOND

RECEIVED YOUR LETTER WITH MANY THANKS EYE WILL ARRIVE AT WASHINGTONDO

NEWYORK ON 29TH THURSDAY LOOKING FORWARD TO SEEING YOU SOON REGARDS
IN SANG SONG
CHAIRMAN
26595 EXIMBK

EXIMKOREA

Note: as received.
Presumably via

EXIMBK K26595
WORLDBANK WSH

+++++

INCOMING TELEX

sd

248423 WORLDBANK
AFDEV A ABIDJAN

1977 SEP -6 AM 7: 38

RECORDS AND
COMMUNICATIONS

Distribution: R 9/6

Mr. Diamond

Sept. 6 77

INTBAFRAD
WASHINGTON DC.

ZZ2242 - FOR MR. BILL DIAMOND STOP THANKS URLET AUGUST 15 WHICH
ARRIVED DURING MY ABSENCE FROM IVORY COAST STOP WILL BE GLAD TO
DISCUSS THE MATTER RAISED IN URLET AT TIME OF ANNUAL MEETING STOP
MY SECRETARY WILL CONTACT YOUR OFFICE ON HER ARRIVAL TO ARRANGE
CONVENIENT DATE AND TIME STOP WARMEST REGARDS

KWAME FORDWOR
PRESIDENT
AFDEV

COL. ZZ2242 -

6/9/77 AT 10.53

AFDEV A ABIDJAN
248423 WORLDBANK
FIN ++

WELL RECE VED PLS ???

248423 WORLDBANK

INCOMING TELEX

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IRAN

212816 IMDB IR (TELEXX NO)

Distribution: Mr. Diamond

R 9/6

212816 IMDB IR

1977 SEP -5 PM 1:02

RECORDS AND
COMMUNICATIONS

TLX TO INTBAFRAD WASHINGTON USA

5/9/77

OR MR WILLIAM DIAMOND

URTEL SEPTEMBER FIRST MANY THANKS STOP LET US HAVE AN
HOUR'S DISCUSSION ON WEDNESDAY SEPTEMBER 28 AFTER THE IFC
LUNCHEON BEST PERSONAL REGARDS

KHERADJOU

INMIDEL TEHRAN

✱

248423 WORLDBANK

212816 IMDB IR

Calls for Mr. Diamond

- .77 4111 ✓ Helen Hughes' office. Helen would like to schedule a lunch when Mr. Diamond returns. (x 4111)
- ✓ Ravi Gulhati. Back in Washington; would like to see Mr. Diamond some time. (Home No. 965-9307)
-
- 9/8 0241 ✓ Mr. Guetta: would like to see on return
- " 3625 ✓ Mr. Puri (EDI) : Would like Mr. Diamond to talk to participants in forthcoming industrial projects course.
- " Mr. Wyatt Mick, friend of Mrs. Diamond and family. In town briefly Did some legal work for Mrs. Diamond's mother on real restate. Will be in town again September 27, for 2 days. Will call Mrs. Diamond.
- " 3655 ✓ Mr. Stevenson dropped by. Will see on return.
-
- 9/9 ✓ Melvin Lord called other office. Will not be here when Mr. Diamond returns. Sorry to miss.
- " 6693 ✓ Frank Vibert back. Would like to have lunch some time.
-
- 9/13 ✓ Mrs. Alexander Kirk. Had been trying to get Mrs. Diamond. In town this week, but fear they will miss you - slight possibility they might be here still early next week. Tel : 785-2000. Sent love and best wishes from them both and if do not see you this time will look forward to doing so soon. Expect to be back in Washington by February 1978.
-
- 9/15 ✓ Martin Rosen wanted to talk to Mr. Diamond urgently. Gave him the number in Massachusetts.
-
- 9/16 3066 ✓ Mr. Vongsathorn, IMF, would like a call.
- " 622-9888 ✓ Mr. Don MacDonald, would like a call

ROUTING SLIP		DATE: 9/16/77
NAME		ROOM NO.
Mr William Diamond		G1027
Gunderson		
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>I look forward to your call. John</p>		
FROM:	ROOM NO.:	EXTENSION:
J. Waterston	H838	61377

Cape Cod 9/5

Dear John,

I had planned to see you last week before going off on this holiday, but in the end found myself continuously tied up & couldn't make it. So I write.

I want to consult you! Professionally.

You no doubt saw the announcement of my re-assignment in the Bank - to E.D.I. I enclose a copy of it. One of the two aspects of the job concerns E.D.I.'s own course in development banking. The announcement refers to "development" of that course. The better word would be "improvement" of it.

The course has been given 4 times in Washington. It has changed over those 4 years, but it is safe to say that the curriculum for the 4th course, given Spring 1977, represents the E.D.I.'s present view of what the devbank course should be like. - I have telephoned my secretary (Miss Shephard, ext. 4485/82) to send you a copy of the '77 curriculum. If you have not received it by the time you receive this, please call her for it.

I have one principal observation about that curriculum - an observation which is shared by all my former colleagues in the devbank field. That observation is that the course is overwhelmingly oriented towards the so-called "project cycle", & towards project appraisal in particular. It hardly touches the many other aspects of ~~the~~ the work done in a ~~dev~~ devbank; and it is of value primarily to the middle-level technician rather than

to the manager or almost-manager. This, many of us think, is a significant weakness.

When I've made this point to those who give the dev bank course, the response has been: (a) We know about project appraisal and have developed an effective "E.D.I. pedagogy" which gets it across; so let's ~~start~~ ^{help} ~~to~~ ^{to} let me know how to do. (b) You can't teach "management". Besides, the Bank doesn't know anything about it. And if it did, we wouldn't have the "pedagogy" to get it across.

I am dissatisfied with this response. I imagine you will be, too. And I would like to discuss the matter with you. Would you be good enough to give something to it? I shall call you on my return to Washington, in two weeks.

Please do not discuss this matter with others. I may in due course be stepping on some people's toes, & I don't want to do it until I am fully prepared.

Many thanks.

Best wishes,

Bill Diamond

P.S. - Please make a copy of this letter for me.