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MISSIONS - General




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Operational - Missions - General - Correspondence - Volume 1



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

RECORDS MANAGEMENT SECTION
February 1969

Mr. Baum, Mr. Evans, Mr. Piccagli

December 14, 1965

H. B. Ripman (signed) H. B. Ripman

Staff Requirements for future missions

Dec. 14/65

I enclose copy of memorandum received from Mr. Fontein setting out in more detail the types of personnel required from us for various future missions planned by his department.

cc : Mr. Chadenet

HBRipman:ch
IBRD

OFFICE MEMORANDUM

TO: Mr. Hugh B. Ripman

DATE: December 14, 1965

FROM: Douglas J. Fontein

SUBJECT: Forecast of Missions

I refer to my memorandum to you of December 8 on the above subject and the attached forecast of missions. I wish to advise you that we need staff members from the various divisions of the Projects Department as follows:

Cyprus. Appraisal of next stage of power project: two staff members from Public Utilities Division.

Iceland. Burfell project: two staff members from Public Utilities Division.

Spain. Renfe appraisal mission: two or three staff members from Transportation Division.

Appraisal of East Coast Autopista: two or three staff members from Transportation Division.

UAR. Economic mission: one agricultural economist and one agricultural engineer from Agriculture Division or FAO; two staff members from Transportation Division.

Yugoslavia. Economic mission: one agricultural economist from Agriculture Division or FAO.

Railway appraisal mission: two staff members from Transportation Division.

Greece. Road appraisal mission: two staff members from Transportation Division.

Economic mission: we are now considering whether we could enlarge the economic mission by the addition of three to four broad-gauged experts to look into agriculture. This matter is being discussed with Mr. Evans. These would come from the Agriculture Division or FAO. In addition, we need one transport economist from the Transportation Division.

Malta. Reconnaissance mission: we have in mind that one or two people from the Public Utilities Division should accompany the mission to look into the question of further lending for power.

Portugal. Agricultural mission: five or six people from Agriculture Division or FAO. Mr. Evans is up-to-date on this.

Bechuanaland. Borehole Project Appraisal Mission: two people from Agriculture Division or FAO.

Ireland: we have just received a request for a general economic mission. We have in mind that the mission would go around March and would consist of about four people, including one agricultural economist and one expert on industry.

cc: Mr. Cope
Mr. Thompson

Missions

December 2, 1965

The Right Honourable
The Lord Hinton
The Electricity Council
30 Millbank
London, S.W.1.

Dear Lord Hinton,

Many thanks for your letter dated November 25, spelling out the periods during which other activities would prevent or limit your participation in Bank activities.

It does not appear that this will give rise to any conflict and Mario Piccagli assures me that it should easily be possible to adjust our own proposals for your participation in Bank missions to your existing other commitments.

Piccagli also wishes me to tell you that he has in mind his promise to firm up the dates for the proposed trip to Brazil. So far, however, it has not been possible to do so, partly because we still have not had a reply from Brazil and partly because it appears that it may be desirable for a short visit to Turkey to take priority over the Brazilian trip. We are just now proposing to the Turkish Government that a short visit by you and Piccagli, by or shortly after the middle of January, appears desirable to begin active consideration of the best way in which to undertake work for the reorganization of the electrical industry there. As I am sure you realize, we would have to wait for their reply before any plans can be made final.

With warm regards,

Yours sincerely,

S. Aldewereld

S. Aldewereld
Vice President

MPiccagli/SALdewereld:mc

cc: Mr. Piccagli (with incoming letter)

McIvor

Mr. Clifford F. Owen

November 29, 1965

O. J. McDiarmid

South Asia Department Needs for Economists from
the Economics Department

I refer to Mr. de Vries' memorandum of November 24, requesting estimates of staffing requirements for Economics Department economists over a 12-month period. In my memorandum to you of November 5, I indicated all the economic and sectoral study missions now contemplated by this Department through 1966. A copy of this memorandum was made available to the Economics Department, and three economists from that Department have already been assigned to us, namely, Mr. de Weille for our agricultural mission to Iran (February or March 1966), Mr. Niebuhr for our economic mission to Pakistan (February 10, 1966), and an economist from Mr. Walstedt's Division for our industrial mission to Pakistan (February 1966). I understand that the Economics Department has also assigned Mr. Please and Mr. Elsaas for Mr. Bell's mission to India early in 1966.

In addition to the assignments mentioned above, this Department would like to obtain a fiscal economist from the Economics Department for the Pakistan mission in February 1966. We also expect to call on the Economics Department to help staff the Third Plan appraisal mission to Afghanistan, and possibly the next economic mission to Iran. The Afghanistan mission will be in late May and the Iranian mission probably in October. While we can be somewhat flexible as to the type of economists required for these latter two missions, a fiscal economist would be most useful for the Afghanistan mission and a general economist for Iran.

cc: Messrs. de Vries
McIvor

OJMcDiarmid:ke

M - A. Harrison

Mr. Armstrong, Mr. Ballantine, Mr. Evans and
Mr. Piccagli
H. B. Ripman

November 22, 1965

Terms of Reference for Appraisal Missions

I enclose for your information copy of a recently prepared Terms of Reference for an appraisal mission. You will see that this is accompanied by a draft outline of the appraisal report and a tentative schedule for the operation.

This seems to be a good way of putting on record the outline of the report and the schedule for the operation, and should be made general practice.

cc : Mr. Baum

HBRipman:ch

IBRD (signed) H. B. Ripman

Mr. Jacques H. Vignes

November 19, 1965

A. David Knox

Budget Dates - Argentina, Bolivia, and Peru

With reference to your memorandum of November 9, the budget dates in the above countries are as follows:

Argentina

1. Budget Message goes to Congress beginning of October.
2. Detailed budget is presented to Congress early November.
3. There is no final date for approving the budget.

Bolivia

I have no information.

Peru

1. President's Message to Congress end of July.
2. Submission of Budget Law to Congress August 30.
3. The budget must be approved by the end of the calendar year. After that date the Executive cannot spend any money until it is authorized to do so by the new budget.

Given the problems we are currently faced with in Peru, I believe that it is significant to try to determine the dates for economic missions by reference to the budget. I would not say, however, that the same applies to Argentina. Here it is much more difficult to specify a critical date except possibly in relation to our last economic review that resulted in a Memorandum of Understanding on Government policies for 1965. Hence it is appropriate to review the situation again early in 1966 to determine how far those policies were actually followed in 1965.

cc: Messrs. Fajans, Ross, Havlik, Masoni, Wyss

ADKnox/mv



Missions

Mr. C. F. Owen

November 16, 1965

C. H. Thompson

Expected Economic Missions and
Staff Needs - January-June 1966


This is in answer to your memorandum of November 3 on the above subject. You will find the information requested in the attachment to the recent memorandum of Mr. Fontein to Mr. Hilken (prepared for Mr. Knapp), a copy of which is attached. We consider all staffing needs listed essential; to the extent that Bank staff would not be available, consultants would have to be obtained from outside.

We may also require an additional economist for the economic review of Spain to replace one of the economists to come from this Department. An economic mission may be required to visit Greece earlier than scheduled. These matters are being examined at present.

Attachment

cc: Mr. Cope/Mr. Fontein

MvanderMel:CHThompson:mb



Mr. M. Weiner

November 12, 1965

E. Lerdaу

MEXICO and VENEZUELA - "Critical Dates"

In response to your inquiry of November 9, here are the main deadlines and dates for budgetary decisions known to me, that are relevant to the timing of Bank economic missions of the "current developments" type. They are only very approximate.

1) Mexico (calendar year budgets)

- December 15: Submission of budget to Federal Congress
- " 31: Approval

2) Venezuela (calendar year budgets)

- April 1-15: Planning agency receives spending agencies expenditure proposals.
- July 15-31: Cabinet discussions of overall levels, gaps, strategy, financing decisions, etc.
- October 1: "Final" decisions at Presidential level.
- " 15: Submission of budget to Congress.

I would like to add that for Mexico early March is also an important date for the planning of economic missions, since at that time many of the annual statistics elaborated by the Bank of Mexico become available. In Venezuela no similar consideration applies; the Central Bank's major economic statistics for the preceding year come out in August, i.e. too late to be very helpful for short-term reporting and analysis.

EL Lerdaу/ve.

Mervyn

Division Chiefs (through Mr. Chaufournier)

November 9, 1965

Mervyn L. Weiner

Economic Missions during 1966

This is the 1966 forecast of economic missions that has just been sent to Messrs. Friedman and Knapp for their information as part of a Bank-wide review of missions that they are making. This forecast, and the separate department mission forecast through June 1966 that was sent up to Mr. Knapp at the same time, have been made consistent with each other and incorporate Alter's and Chaufournier's comments. I regret that the suddenness of the request from the 12th floor and the exceedingly short deadline made it impossible to review this in its final form with you, but it is based on the conversations we had on this matter some while ago. Copies have also been sent to Messrs. Kamarck, de Vries, Chadenet, Owen (Secretary, Economic Committee) and Eschenberg.

It is, of course, understood that details of timing and staffing, especially of the more distant missions, are subject to change. Nevertheless, this forecast should be circulated to each member of your division for his information. Please send me any comments that may arise.

This long-term mission planning exercise has thrown into sharp relief the desirability of timing missions so as to permit mission recommendations to be reviewed with Governments during rather than after the annual budget preparation process. Would you, therefore, kindly arrange to send me, for each of your countries, the "critical dates" which should be borne in mind in the planning of economic missions: e.g. annual statement of Chief Executive to Legislature, presentation of draft budget to Legislature, deadline for enactment of budget law, and any other dates you deem significant.

MLWeiner/mcw

W

missions

Mr. S. Noel McIvor

November 8, 1965

Hans Pollan

Report on Future Missions - India

1. I am attaching our contribution to meet the request set forth in Mr. Hilken's memorandum of November 4.
2. While the contribution looks very neat on paper, I am stating the obvious that any prognostication beyond the missions already gone or proposed for the remainder of 1965, is fraught with varying degrees of uncertainty.

cc: Delhi Office

HPollan/cas

ls

Missions

Mr. Clifford F. Owen

November 5, 1965

O. J. McDiarmid

Staff Needs for Economic Missions - South Asia Department

Nov. 5/65

I have already sent you a list of the economic missions we expect for January-June 1966. These missions will require in all about 24 mission members. I hope that about seven of these can be provided from this Department. Three economists have been promised by the Economics Department and we expect to get three agricultural specialists from FAO for the Iran mission. This leaves about eleven to be recruited. The Projects Department is in charge of recruiting for the Iranian Agricultural Mission, and IFC has been informed of our needs for the Pakistan Industrial Sector Study but no assignments have been made as yet. We will need four more economists to staff these missions, two for the Pakistan mission (industrial and fiscal economists) and two for Afghanistan (agricultural and transport economists).

One difficulty in organizing economic missions is the apparent diffusion of responsibility in the Bank for recruitment. The Area, Projects, Economics and Administration Departments all become involved and responsibility for coordination is not clear. Does your inquiry indicate that your office expects to assume responsibility for such coordination?

cc: Messrs. Kamarek
McIvor
Takahashi
Dyer

OJMcDiarmid:ke

Mr. Clifford F. Owen

November 5, 1965

O. J. McDiarmid

Economic Missions - South Asia Department

In the attached table, I have made an estimate of economic missions and personnel requirements for this Department through 1966. Obviously, the dates are only approximate, and the first mission to Afghanistan is already in the field. With the exception of the sector studies in Iran and Pakistan, the missions are all concerned with the overall economies and/or development programs of the countries concerned. The scope of the missions and their requirements for personnel outside this Department are as follows. I have omitted the Afghanistan mission, which is already in the field, and Mr. Bell's mission to India, for which personnel has already been designated.

Iran: The agricultural sector study will make comprehensive review of Iranian agriculture, with special emphasis on preparations for the Fourth Plan, which is to begin March 22, 1968. The Economics Department and FAO have been apprised of this mission, and have agreed to provide some personnel (an economist from Economics Department and probably three agricultural experts from FAO). The terms of reference of the mission are now being discussed with the Iranian Government. The basic reasons for the mission are the importance of agriculture in the Iranian economy, the present and likely future loan activities of the Bank, and the difficult problems of increasing agricultural production in Iran in the wake of the Iranian land reform program.

Pakistan Economic Mission: This is the regular annual review of the Pakistan Third Plan which the Bank makes each year in anticipation of the meeting of the Pakistan consortium. It will pay special attention to the impact of the recent hostilities on the Pakistan Third Plan. The Economics Department has agreed to provide one economist for this mission.

Pakistan Industrial Sector Study: This will be complementary to the Pakistan economic mission and part of our continuing appraisal of the Pakistan Third Plan. We expect to do at least one sector study each year to make a comprehensive examination of the programs and projects in the Third Plan and the government policies pertaining to the sector involved.

Afghanistan: The Government has requested the Bank to send a mission in June or July 1966, to prepare a critical appraisal of the Third Plan, the preparation of which is now starting. Mr. Hablutzel is now in Afghanistan for discussions with the Government regarding the steps being taken in the preparation of this Plan.

Nepal: Economic Appraisal -- The Bank has made no examination of Nepal's economy for a number of years. The Government has requested us to consider the financing of aircraft and to advise on the development of certain regions in the country. This mission might include the latter point in its terms of reference.

Iran: An economic report on Iran is now being prepared, based on a mission which visited the country in August/September 1965. In view of our loan operations, an annual review of the economy is necessary.

Attachment.

cc: Messrs. McIvor
Mason
Wang
Pollan

Mr. Dyer

OJ: [Signature] :ke

ESTIMATE OF ECONOMIC MISSIONS

THROUGH 1966

Name of Missions and Principal	Estimated Date	No. of Persons		Duration in wks.	
		Total	This Dept.	In Field	Preparing Report
1. <u>Afghanistan</u> - To make a first reconnaissance of work being done on the Third Plan (starting March 1967), suggest lines of future planning activity and (if possible) make recommendations on general Plan frame.	Oct.20- Nov.5, 1965	2	2	2	2
2. <u>Iran</u> - Agriculture Sector Study. To review policy, administration and future lines of investment.	Feb. 1- 1966	7-8	1	8	8
3. <u>India</u> - Economic Mission (Bell) to appraise Fourth Plan.	Early 1966	6	2	6	8
4. <u>Pakistan</u> - Annual Economic Mission.	Feb. 1- 1966	5	2-3	6	8
5. <u>Pakistan</u> - Industrial Sector Study.	Feb. 1- 1966	5-6	1	6	8
6. <u>Afghanistan</u> - To review Third Plan.	June 1- 1966	5	2-3	5	7
7. <u>Nepal</u> - Economic Appraisal.	April 1966	3	2	6	8
8. <u>Iran</u> - Annual Economic Review.	Oct. 1- 1966	3	3	6	8

OJMcDiarmid:ke
November 5, 1965

H. ...

Mr. R. Chaufournier

November 5, 1965

Gunter K. Wiese *W*

Forecast of Missions for the period November 1, 1965 - June 30, 1966

<u>Country</u>	<u>Nov/Dec</u>	<u>Jan/Feb</u>	<u>March/April</u>	<u>May/June</u>
<u>Brazil</u>	<u>Power Distribution Appraisal Mission</u> (Nov. 15) (4 weeks) 2 P.D.	<u>Livestock and Storage Project Preparation Mission</u> (Jan./March, 2 months) 1 P.D. 3 FAO	<u>General Operational Mission</u> (1 week) 2 Loan Officers 1 Economist	<u>Steel Pre-Appraisal Mission (Usiminas/Cosipa)</u> (3 weeks) 2 IFC 1 Loan Officer
	<u>Economic Mission</u> Nov. 8-Dec. 13 1 Loan Officer 2 Area Economist 4 Economic Dep. 2 Consultants	<u>Telecom Project Preparation Mission</u> Feb./March (3 weeks) 1 P.D. 1 Consultant 1 Loan Officer		<u>Road Pre-Appraisal Mission</u> (June, 3 weeks) 2 P.D. 1 Loan Officer
<u>Colombia</u>	<u>Telecom Appraisal Mission</u> (Nov. 8/18) 3 P.D.	<u>Incora (irrigation) Appraisal Mission</u> (2 weeks) 2 P.D.	<u>Economic Mission</u> (April/May, 4 weeks) 2 Economist	
	<u>Yumbo (power) Appraisal Mission</u> (Nov./Dec. 1 week) 2 P.D.	<u>Paz del Rio (steel) Re-Appraisal Mission</u> (1/2 weeks) 3 IFC 1 Loan Officer	<u>Power Inter-Connection Appraisal Mission</u> (4 weeks) 1 Loan Officer 2 P.D.	

November 5, 1965

<u>Country</u>	<u>Nov/Dec</u>	<u>Jan/Feb</u>	<u>Mar/Apr</u>	<u>May/June</u>
<u>Ecuador</u>	<u>Economic Mission</u> (2-3 weeks) Nov. 14-Dec. 4 1 Area economist † Economic Dept. 1 Project Dept. 1 FAO		<u>Livestock Project</u> <u>Preparation</u> <u>Mission</u> Feb./March (4 weeks) 1 Loan Officer 1 Projects Dept. 2 FAO	<u>Guayas Bridge</u> <u>Appraisal</u> <u>Mission</u> June (2 weeks) 2 P.D. 1 Loan Officer

Mr. C. F. Owen

November 4, 1965

M. van der Mel

Forthcoming Missions

In view of our conversation of this morning on the above subject, I send you herewith two copies of a memorandum on forthcoming missions planned by this Department through about mid-1966. The memorandum, which should be considered as confidential at this stage, was prepared in view of staffing needs and discussed with Mr. de Vries on November 1.

In addition to what is stated in the memorandum, I may mention that:

- (a) we now feel that, if possible, the mission to Yugoslavia should leave earlier than April (in March or even February);
- (b) it is very likely that a few additional small missions will be necessary, depending on operational requirements; Ireland, Jordan and Syria are possible cases;
- (c) we have under active consideration an extensive agricultural review in Portugal, similar to the one now undertaken in Spain. The idea is tentative; it will be discussed by Mr. Cope in Lisbon next week.

Attachments

MvdM

MvanderMel:mb

Cleared with and cc: Mr. Fontein

cc: Mr. Cope

Mr. Thompson

Harrison

Mr. C. F. Owen

November 3, 1965

M. van der Mel

Forthcoming Economic Missions

This is in answer to your memorandum of October 29 on the above subject. The Europe and Middle East Department has scheduled only one economic mission for November and December, to Finland.

Miss Zafiriou will do a short up-dating economic report in relation to the second loan operation.

Cleared with & cc: Mr. Fontein

cc: Mr. Thompson

MvM
MvanderMel/pm

Murphy

Mr. Clifford F. Owen

November 1, 1965

O. J. McDiarmid

Economic Mission - South Asia Department

Apart from Mr. Hablutzel, who is now in Afghanistan, this Department does not expect any economic missions during November and December.

OJMcDiarmid:ke

Mr. L. von Hoffmann

October 15, 1965

S. Noel McIvor

Requirements of Industrial Personnel for Missions

1. Between now and December 31, we shall have the following requirements:

Pakistan:

One man for the Appraisal Mission of the proposed credit for commercial vehicles and spares (Mr. Kreuter). This mission is expected to leave for Pakistan about October 24 for ten days or two weeks.

One man for supervision of industrial estates credit (30-PAK), possibly November, subject to confirmation from area staff visiting Pakistan October/November.

India:

IISCO Phase I - one man to assist in launching suggested feasibility study on iron ore preparation - November (ten days).

2. Our later requirements, as we see them tentatively, will be:

India:

January/February 1966 - TISCO - two men plus one consultant to reappraise projects appraised spring 1964.

January/February 1966 - one or two men to take part in a study of coal and iron making. This could be combined with the TISCO mission.

February/March 1966 - one or two men to review progress of the two industrial imports credits.

Iran:

One industrial economist for agricultural sector study early 1966.

Pakistan:

Industrial sector study February 1966 - the requirements will be as follows:

October 15, 1965

Mission Chief - senior industrial economist;
Industrial economist;
Specialist on consumer goods industries, particularly textiles;
Specialist on equipment and other capital goods; and
Specialist on small industries.

One economist for this mission may be from the Economics Department.

3. I must emphasize that the above are our tentative requirements as we see them now; but as you know changes can occur at any time.

SNM

SNMcIvor:ptv

cc: Mr. McDiarmid
Mr. Finsaas
Mr. Tolbert
Mr. Votaw

Messrs. Chaufournier & Weiner

October 6, 1965

Barend A. de Vries

Staffing of Economic Missions

In response to your memoranda of July 7 and 14 and your three-month economic mission forecast (as sent to Mr. Owen) we can confirm the following allocation of Economics Department staff to Western Hemisphere Department missions during the last three months of 1965:

Brazil	November 1965	Messrs. Walstedt & Cilingiroglu
Colombia	Oct.-Nov. 1965	Messrs. Ballesteros & Churchill
Ecuador	November 1965	Mr. S. Singh

(a) Messrs. Walstedt and Cilingiroglu will be working on the appraisal of the industrial sector of Brazil. Their mission will have a dual purpose:

- i. Assist Mr. Sirken in updating the Brazil report.
- ii. Prepare a country case study of a broader study of problems of protection of capital goods industries.

In view of other responsibilities, Mr. Walstedt will spend one to two weeks in Brazil, introducing Mr. Cilingiroglu who will be in Brazil for a longer period.

(b) Mr. Churchill will be assigned as a fiscal economist to a mission headed by Mr. Frost. Mr. Ballesteros, the chief of our Fiscal Division, will spend a shorter time in Colombia, acquainting himself with the fiscal problems of Colombia and introducing Mr. Churchill.

(c) Mr. Singh will work on the banana export projection in the updating of the Ecuador report. I understand he will spend about 10 days in Ecuador and about one week in preparing his report upon return.

We are tentatively planning to assign a fiscal economist to your mission to Chile (program review) and Colombia (annual review) which are scheduled for January-February 1966. We hope to designate personnel by December 1965.

cc: Messrs. Ballesteros
 Macone
 Owen
~~Walstedt~~
 Walstedt

BW

M. L. Lejeune - Pen

Mr. James E. Twining

December 17, 1965

Michael L. Lejeune (signed) Michael L. Lejeune

Control of Size of Missions

Everybody recognizes that one of the problems in the Bank is that economic and appraisal missions tend to get too large but nobody does anything about it.

At present there is no control over the size of missions other than that exercised by the mission chief (if we are fortunate enough to have one before forming the mission) and the department head responsible for the mission. On some kinds of missions - and perhaps "missions in depth" in connection with consultative groups are a particular example - the responsibility seems to be diffused among several departments which makes control all the more difficult.

I would like somebody to start doing some imaginative thinking about how control might be exercised, the object being to make the best use of scarce manpower. At this stage I would like to confine this project to our own department, although clearly others would have to be brought into it eventually.

MLL/it

Africa Gen.
OFFICE MEMORANDUM

TO: Mr. J. Burke Knapp

DATE: September 2, 1965

FROM: A. G. El Emery *J.P. J.M.*SUBJECT: Economic Missions

Despite its limited staff, the Africa Department has prepared and has in preparation economic reports on 33 of its 34 countries (we have working drafts on the remaining two, Central African Republic and Rwanda but both require updating missions before they can be issued). A list of all these studies, with dates, is attached. These reports are very variable in quality and usefulness. We have too often, under operational pressure, been forced to send out hastily prepared missions, staffed with inexperienced people and people torn between operational and economic work. Some of the reports are in many cases now too old to serve as a basis for informed judgement about Bank and IDA activities. In very few cases have we been able to follow up past economic work in a way that I would consider satisfactory.

There are only three countries on which I consider we have hitherto made reasonable satisfactory depth studies in the past, Nigeria, Tunisia and Sudan. We have in hand new depth studies on Morocco (survey mission), Nigeria and Tunisia and we have in progress a first serious new look at Ghana.

If we are to have an adequate basis for determining Bank and IDA policies towards member countries and if we are to be in a position to determine project priorities on a satisfactory basis, whether for technical assistance, the work of our Permanent Missions or financing, we have to take in hand, as an urgent matter, the study in depth of up to 31 countries. The sooner this is done the better. Other Area Departments have been making basic studies over a long period of years on the majority of their countries, with which they are very familiar. In view of the recent accession of many of the African members, it is not exacting on my part, I hope, to solicit assistance from outside this department and to request that this work be given first priority in the Bank. Considering the staff shortage in the department and in the Bank in general, I propose that these studies should be undertaken during the three years 1966-1968; even that would mean an average of some 10 countries each year. I realize that it is a formidable task, but in many cases a study in depth would not in fact take very long since we are often faced with economies that are basically rather simple and secondly there is the opportunity and positive advantage in some cases of studying a number of countries together.

The fact that many of the economies concerned are relatively simple reduces the burden of sector analysis required. Moreover, the existence in certain cases of problems common to more than one country, particularly in transport, re-enforces my belief in the advantage of grouping neighboring countries under one mission. It is, moreover, becoming advisable to study many of the African problems in the perspective of a group rather than of an individual country. There is a growing awareness of this fact among some of the countries themselves and it is being expressed openly and in a practical manner. The agreement on common services and trade arrangements among the five countries of equatorial Africa is an example; they share in

any case a common currency. Liberia, Guinea and Sierra Leone are feeling their way to an agreement to develop their resources in common, particularly in industry. Senegal, Mali and Mauritania are cooperating in studies to develop the Senegal River Basin. For the Bank itself to cast its own economic work where possible within the same framework may encourage the countries to appreciate the usefulness of integrated economic approach to their problems.

For studies in depth in the first year, I have in mind the three East African countries, Kenya, Uganda and Tanzania, particularly in view of the fact that they are possible candidates for a Consultative Group, and Sudan when conditions permit the reactivation of the existing Consultative Group. I would include Ethiopia, on the grounds of our existing and prospective stake. I would also include Algeria, in the sense that although we cannot move immediately to a depth mission in the full sense of the term, an economic reconnaissance mission, such as we have discussed, requires adequate attention to individual sectors. The program for the second year would include Cameroon, Chad, Central African Republic, Gabon and Congo (Brazzaville) as a possible group or more probably two groups; the Ivory Coast/Upper Volta; Senegal/Mauritania/Mali; Guinea/Sierra Leone/Liberia. During the third year we would cover the balance and in some cases have to accept the need for updating studies made in the first year.

In any conceivable circumstance, I repeat that we would have to have substantial and continuing help from other departments. At the same time it is evident to me that, even to provide adequate "anchor men" from within this Department and to maintain continued follow up on depth studies once completed, I shall have to ask for additional staff myself. I propose to return to that aspect of the question after the Annual Meeting.

I should note that, within the next three months, that is, before the program I have indicated above can start, we have to send economic missions to the Ivory Coast (mid-October) and Cameroon (early November) for immediate operational needs. I hope to be able to find the economists from within the Department, although I may have to borrow one or possibly two French speaking general economists. To the extent possible, I shall try to include some sector people on both missions, to produce at least an approximation to depth studies in both cases. In addition, we shall have to send small updating missions to Sierra Leone (October/November) and Zambia (November/December).

cc: Messrs. Woods
Aldewereld
Friedman
Broches
Lejeune
Demuth/Gordon
Kamarck

ECONOMIC REPORTS OF AFRICA DEPARTMENT

A - Grey Cover

1	The Economy of Tunisia	August 15, 1962
2	Current Economic Position and Prospects of Morocco	December 6, 1962
3	The Economy of Tanganyika	November 23, 1962
4	Nigerian Development Plan	December 31, 1962
5	The Economy of Togo	January 8, 1963
6	The Economy of the Ivory Coast	March 6, 1963
7	The Economy of Morocco	March 7, 1963
8	Tunisia - Economic Development Plan	April 2, 1963
9	The Economy of Senegal	April 10, 1963
10	The Economy of Liberia	May 9, 1963
11	Report of Economic Mission to Algeria	May 20, 1963
12	The Economy of Ethiopia	September 10, 1963
13	Current Economic Position and Prospects of Tanganyika	October 22, 1963
14	The Ten Year Plan of Economic and Social Development of the Sudan	October 1, 1963
15	The Economy of the Federal Republic of Cameroon	November 26, 1963
16	The Economy of Niger	December 10, 1963
17	Current Economic Position and Prospects of Nigeria	December 31, 1963
18	The Economy of Algeria	March 12, 1964
19	The Economy of Somalia	April 8, 1964
20	The Economy of Sierra Leone	April 3, 1964
21	Review of Plan Progress and Prospects - Tunisia	April 16, 1964
22	The Economy of Upper Volta	May 6, 1964
23	The Economy of the Republic of Congo (Leopoldville)	May 26, 1964
24	The Economy of Gabon	May 25, 1964
25	The Economy of Dahomey	June 29, 1964
26	The Economy of Kenya	June 29, 1964
27	The Economy of Uganda	August 10, 1964
28	The Economy of Mauritania	August 10, 1964
29	The Economy of Southern Rhodesia	September 14, 1964
30	The Economy of Northern Rhodesia	September 14, 1964
31	Current Economic Position and Prospects - Nigeria	December 14, 1964
32	The Economy of Congo (Brazzaville)	January 28, 1965
33	The Economy of Burundi	May 28, 1965
34	Economic Memorandum - East Africa	September 2, 1965

B - Buff Covers

The Economy of Mali	February 19, 1965
Current Position and Prospects of Tunisia	July 13, 1965
Economic Memorandum - Morocco	August 10, 1965
Survey Mission Report	July 19, 1965
The Nigerian Economic Growth	September 1, 1965

C - In Preparation

The Economy of Ghana
The Economy of Tunisia (Plan Appraisal)
The Economy of Malawi
The Economy of Chad
Current Position and Prospects of Kenya
" " " " " Tanzania
" " " " " Uganda
The Economy of Liberia
The Economy of Malagasy Republic
Economic Memorandum - Sudan
Current Position and Prospects of Ethiopia

D - Requiring Revision
after Updating Mission

The Economy of Central African Republic
The Economy of Rwanda

Op files

2

OFFICE MEMORANDUM

TO: Assistant Directors and Advisers

DATE: June 10, 1965

FROM: B. Chadenet ~~B. Chadenet~~SUBJECT: Bank Missions and United Nations Resident Representatives

Mr. Demuth has called my attention and the attention of other departments of the Bank to the following:

"A number of instances have recently come to our attention of Bank missions which visited member countries and failed to make contact with the United Nations TAB and Special Fund Resident Representatives. The results have been embarrassing."

Can you therefore instruct your staff to pay courtesy visits to U.N. resident representatives when they visit a country. You can find the names and addresses of resident representatives in a book which is located in Miss Van Gasse's office.

Such visits are not necessary in countries where the Bank has a resident mission as this mission keeps in permanent contact with the U.N. representative.

cc : Mr. Demuth
Miss Van Gasse

BChadenet:ch
IBRD

OFFICE MEMORANDUM

TO: Mr. Chadenet

DATE: June 4, 1965

FROM: Richard H. Demuth *RD*

SUBJECT: Bank Missions and U.N. Resident Representatives

*Carroll
M2 Luvolo is going
to meet list of UN
representatives - I will make
a memo
to Ass Dir
RDL*

Following on our telephone conversation, I quote below an excerpt from a memorandum which I have recently received on the above subject:

"A number of instances have recently come to our attention of Bank missions which visited member countries and failed to make contact with the United Nations TAB and Special Fund Resident Representatives. The results have been embarrassing.

"Last Fall a Bank mission went to Bolivia to consider transportation problems. In the course of the mission they came up with proposals for technical assistance to the railways in particular and to the transportation sector in general. At no time did they make any contact with the Resident Representative. The latter found out about the mission's visit from the Government and the U.S. Ambassador. Subsequently, we found ourselves in the position of trying to interest the Special Fund in taking on this study and the Special Fund, of course, turned to its Resident Representative for advice. These past slights to the Resident Representative were not helpful in convincing the Special Fund on this project."

*M2 Baum -
For your
input &
if worth while
your comments*

Res Rep Files

OFFICE MEMORANDUM

TO: Mr. Richard H. Demuth

DATE: June 3, 1965

FROM: V. J. Riley *VJR*SUBJECT: Bank Missions and United Nations Resident Representatives

A number of instances have recently come to our attention of Bank missions which visited member countries and failed to make contact with the United Nations TAB and Special Fund Resident Representatives. The results have been embarrassing.

- Europe*
- (1) The Resident Representative in the Syrian Arab Republic wrote a letter to the Bank regarding a request he had received from the Deputy Director of the Area Department for assistance to a recruiting mission going to Syria. After he had set up a number of appointments for the mission with Syrian officials in various government departments, the mission arrived, but made no effort to contact the Resident Representative or his office until a few hours before their departure several days later. With embarrassment he had to cancel all the appointments that he had made and he found the situation awkward, if not somewhat ridiculous. This Resident Representative had been of much help to the Bank in the past in the nomination of EDI candidates and Mr. Adler notes that we were expecting to make use of his services in the future.
 - (2) When I was in Mexico City, the Resident Representative in Brazil told me about difficulties with the head of the recent Bank mission to that country. Though invited to meet with the Resident Representative, the mission chief did not accept. Subsequently, the mission chief went to the Northeast Region without knowing anything about the San Francisco River Project, the most successful Special Fund project in the area. It was reported that the Brazilian Project Director was appalled by the ignorance of the mission chief about this very important project and the fact that the mission chief made inquiries about another project that had been cancelled two years earlier—a fact he did not know. The Resident Representative expressed a belief that this could have been avoided if the mission chief had met with him.
 - (3) Last Fall a Bank mission went to Bolivia to consider transportation problems. In the course of the mission they came up with proposals for technical assistance to the railways in particular and to the transportation sector in general. At no time did they make any contact with the Resident Representative. The latter found out about the mission's visit from the Government and the U.S. Ambassador. Subsequently, we found ourselves in the position of trying to interest the Special Fund in taking on this study and the Special Fund, of course, turned to its Resident Representative for advice. These past slights to the Resident Representative were not helpful in convincing the Special Fund on this project.
- Adler*
- TOD*

June 3, 1965

Mr. Adler has recently written you that this is the kind of unnecessary thing which gives the Bank a bad name. I cannot help but agree. Accordingly, I suggest that you urge Mr. Knapp to send a memorandum to all departments calling upon them to look to this in the future. Alternatively, a mention at the Senior Staff Meeting may serve this purpose. I believe instructions on this were sent out some time ago , but it seems necessary to reiterate and emphasize them.

VJRiley:fph


cc: Mr. Gordon

Mr. Hugh B. Ripman

January 15, 1965

David L. Gordon

✓
With regard to your memorandum of January 11 inquiring what missions are planned that will require staff members or consultants from the Projects Department, the only such requirement that we can see at present is the Turkish Mission which Mr. Demuth will be heading. This, of course, falls within the responsibility of the European Department rather than DSD; in any case, I think Mr. Demuth has already given you some indication of the expected staffing requirements.


DLGordon/pnn

*Mr. Demuth**Mr. Gordon*

OFFICE MEMORANDUM

TO: Messrs. Cargill, Williams, Stevenson,
Fontein and Chauffournier

DATE: January 11, 1965

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

SUBJECT:

In order to make it possible to plan the disposition of staff in the next six months, I should be very glad if you would let me know what missions are planned for your department which will require T.O.D. to supply staff members or consultants.

I should be grateful if you could let me have this information by January 18.

c.c.--Mr. Demuth
Mr. Chadenet

Mr. Hugh B. Ripman

January 18, 1965

I.P.M. Cargill



Mission Personnel Requirements


Missions scheduled by the Far East Department for the first half of 1965 which will require staff members or consultants from the Project Department are -

Korea:

Reconnaissance mission to study need and terms of reference for transportation survey. Time: February (Preferably Mr. Adler, in view of the similar assignment he has carried out in Nepal).

Malaysia:

Members of a mission to appraise new five-year development program for Malaysia. Need would be for three specialists to appraise programs proposed for agriculture, education and transportation. Time: May or June. (For agriculture, preferably Mr. Takahashi, in view of his knowledge of the Malaysian agricultural situation).



WMCilmartin:cn
IBRD

Missions


Mr. H. B. Ripman

January 18, 1965

J. H. Williams

Africa - Forecast of Missions Requiring Project Department
Staff or Consultants

Attached is a list of the missions we now envisage for Africa during the first 6 months of 1965, broken down according to country and further according to the nature of expertise required.


EJaycox:mk

ALGERIA:

Agriculture - Appraisal Eau-Namousa irrigation -
2 PD + 1 FAO

CENTRAL AFRICAN
REPUBLIC/CAMEROON:

Transportation - Technical Assistance (UNSF), timing
uncertain - 1 PD (transport economist or engineer)

CHAD:

Roads - Reconnaissance, late March.- 1 PD (engineer)

CONGO-Brazzaville:

Mining - Appraisal Potash project - February (scheduled) -
2-3 PD (engineer, industrial economist + possibly
transportation man)

Roads - Reconnaissance - late March (scheduled) - 1 PD
(engineer)

DAHOMY:

Agriculture - Preparation (technical assistance) palm
oil industry - February/March (subject to confirmation
by Government) - 1 PD (production/marketing expert)

EAST AFRICA -
KENYA:

Education - Appraisal secondary education - March/April -
1 PD (see UGANDA)

EAST AFRICA -
UGANDA:

Education - Appraisal secondary education - March/April -
1 PD (see KENYA)

Roads - Appraisal - March/April - 1 PD (Engineer)

Agriculture - Appraisal, tea project - March/April -
1-2 PD

- Appraisal, road project - March/April -
1 PD (agricultural economist)

ETHIOPIA:

Agriculture - Agricultural Credit (draft terms of reference) -
March - 1 PD (+ FAO)

- Agricultural Credit Study and Report - June/
July - personnel dependent upon findings of
March mission.

ETHIOPIA:
(cont.)

- Project Identification (Arba Minch) - April
(subject to Government's request) - 1 PD
- Preparation - Land Survey/Registration -
March/April

Education - Appraisal secondary/technical education -
February/March - 1 PD (+ 3 UNESCO)

GHANA:

Agriculture - General Economic Mission - February/March
(subject to Government request) - 2 PD (1 agricultural
economist, 1 agricultural credit)

Industry - General Economic Mission - February/March
(subject to Government request) - 1-2 PD (economist/
industrial economist)

GUINEA:

Mining - Appraisal Boko bauxite - timing uncertain - 2-3 PD

IVORY COAST:

Power - Appraisal Bandama hydroelectric or discussion of
alternative thermal program - February/March - 2 PD
(engineer/financial analyst)

KENYA: (see EAST AFRICA - KENYA)

LIBERIA:

Roads - Appraisal - March/April - 2 PD (engineer, economist)

Agriculture - Road Appraisal - March/April - 1 PD (forestry
expert) subject to receipt of information
requested of Government

- Reconnaissance - April/March - 1-2 PD

MALAGASY:

Agriculture - Reconnaissance - Late January (scheduled)

Roads - Appraisal - Late January (scheduled) - 3 PD (2
engineers, 1 economist)

Education - Appraisal - Late March (scheduled) - 2-4 PD
(1-2 education, 1 architect, possibly 1 economist)

MALAWI:

Roads - Appraisal - June/July - 1-2 PD

MALI:

Railway (see Senegal) - Pre-negotiation - February/March
(1 week) - 1-2 PD

MOROCCO:

Agriculture - Appraisal Agr. Credit - February - 2 PD

Education - Appraisal - March - 1-2 PD

NIGERIA:

Agriculture - Preparation/Appraisal oil-palm project -
February/March/April - 2PD + FAO

- General Economic Mission - April/May -
2 PD (agricultural economist, agr.
production)

Roads - Appraisal - Apapa and Western roads - February/
March/April - 2 PD (engineer, economist)

Ports - Appraisal - Port Harcourt Ext. - April/May - 2 PD
(engineer, financial analyst)

Transport - General Economic Mission - April/May - 1 PD
(transport economist)

Industry - General Economic Mission - April/May - 1 PD
(economist)

RWANDA:

Roads - Reconnaissance - Late March (scheduled)

SENEGAL:

Railway (see also Mali) - Appraisal and pre-negotiation -
February March (1-2 weeks) - 2 PD

Ports - Appraisal Dakar Port - timing uncertain - 2 PD

SIERRA LEONE:

Agriculture - Project preparation - February/March - 1-2 PD
with FAO

- Road project preparation/appraisal - April/
May - 1 PD (agr. economist)

Roads - Project preparation/appraisal - April/May - 1-2 PD

Education - Appraisal - February/March - 1-2 PD

SOMALIA:

Ports - Review management situation and progress Hydraulic
Studies Mogadiscio - May - 1 PD

SUDAN:

Agriculture - Review preparation status Roseires irrigation -
June/July - 3-4 PD

- Appraisal Gedaref Land Clearance - March -
2-3 PD

- Technical Assistance - Gezira Study - March
undetermined

TUNISIA:

Education - Technical Assistance school construction
London group meeting - Late February - 2 PD

Agriculture - Appraisal - Agr. credit - April/May -
2 PD + 1 FAO

UGANDA: (see EAST AFRICA - UGANDA)

UPPER VOLTA:

Agriculture - Appraisal - June - 1-2 PD

Minims

Mr. J. H. Williams

January 14, 1965

B. Q. Lan

Forecast of Bank/IDA Missions to East and Central Africa in the next six months which require TOD to supply staff members - Mr. Ripman's memorandum to you dated January 11, 1965

1. The following is a tentative forecast:

<u>Country</u>	<u>Project</u>	<u>Staff Requirements</u>	<u>Timing</u>	<u>Remarks</u>
1. Kenya	Secondary education	1 TOD	March/April	Appraisal
2. Uganda	Roads	2 TOD	March/April	Appraisal
3. Uganda	Tea	1-2 TOD	March/April	Appraisal
4. Uganda	Secondary education	1 TOD	March/April	Appraisal
5. Malawi	Roads	1 TOD	June/July	Appraisal

2. Missions Nos. 1 and 4 might be combined so that an education expert could visit both Kenya and Uganda.

BQLan:mk

Mr. Wang

July 1, 1964

Escott Reid

Appraisal Missions

Could you have this note revised along the lines I have indicated. I would then send it to Mr. Aldewereld with a note reading as follows:

"I have had my people make a study for me of how long it takes on the average for an appraisal mission to circulate its report to the working party concerned. I attach a memorandum giving this information for the appraisal missions which returned to Washington during the year ending March 31, 1964. I should very much like to have a talk with you about this."

att.

ER/uz



OFFICE MEMORANDUM

TO: Files DATE: May 11, 1964

FROM: Richard H. Demuth 

SUBJECT: Sociologists for Bank Missions Recommended by Professor Riesman

I talked to Professor David Riesman of Harvard University, who is perhaps the leading U.S. sociologist, about the possible desirability at some point of including sociologists or anthropologists on Bank survey or other missions: I told him that we were making a first experiment along this line in connection with the de Wilde study on African agriculture. Professor Riesman said that he thought this was a good idea and recommended the following sociologists for consideration by the Bank in any future cases where we wanted to employ such an expert on a mission:

- (1) Edward Hall. Professor Hall is an anthropologist at the Illinois Institute of Technology. He is best known for his work "The Sound of Language." He helped set up the Foreign Service Institute.
- (2) William A. Wyte, Jr. He is a professor of sociology at the School of Industrial Management at Cornell. His principal field of interest is work incentives. He has done work in Latin America and is one of the editors of the magazine "Human Organization."
- (3) John and Ruth Usees. Professor and Mrs. Usees are both sociologists. He is Chairman of the Department of Sociology and Anthropology at Michigan State University. He has written a book called "The Third Culture," which is a study of Americans working in India.

RHD:tf

Mr. L.J.C. Evans

May 1, 1964

A.R. Johnson

Joint Transportation-Agriculture Discussion

Mr. de Gryse of the Transportation Division discussed with me on April 30th the following changes in the Transportation Division travel plans:

1. The Thailand feeder road project appraisal is now expected for August instead of July.
2. A Transportation representative (Mr. Runday) is expected to be in Nicaragua from June 1 to 19 for discussions of the general transport problems including ports and roads.

ARJ/cq
IBRD

cc: Mr. Kordik

Mr. I.P.M. Cargill

January 30, 1964

Sir Penderel Moon

ch
30/1

Liaison with Resident Missions

I had thought of writing to you on the above subject from Thailand some months ago, but as it was decided that the Mission should fade out it became rather superfluous to correct defects in the liaison arrangements. However, it may be useful to bring them to notice for future reference.

2. A Resident Mission attached to anything in the nature of a planning body is concerned with all current and prospective development projects, and therefore necessarily with all projects in which the Bank will or might be interested. It is desirable therefore that such a Mission should be kept in close and immediate touch with the Bank's views and proposed actions in regard to such projects. In the case of the Thailand Mission this was not done. There was no arrangement whereby the Bank's Representative in Bangkok, Mr. Tolley, automatically supplied us with copies of the Bank's communications to him. Nor were copies sent to us direct. We picked up information therefore somewhat haphazardly through meetings or telephone conversations with Mr. Tolley. He himself appeared in some matters to be imperfectly informed of what was going on.

3. I may cite some recent illustrations: --

- (1) No information was supplied to us that the Bank was sending two of its representatives to advise in a preliminary way on the Bangkok Drainage Project, although it was at the suggestion of Mr. Larsen and myself that Dr. Puey asked for this advice. I learned of their presence in Bangkok quite casually at some social function. The next day they unexpectedly turned up to see me, and not having looked at the project for six months, I was not well prepared to receive them.
- (2) Mr. Reid and Mr. Gulhati visited Thailand last summer to report on certain aspects of the progress of the Chao Phya Project, and submitted a report to the Bank. No copy of their report was sent to us, and I first came to know of its existence through the Secretary General of NEDB who requested me to prepare a summary of it for translation into Thai for the information of the Cabinet.

There were other instances in which we first learned, somewhat embarrassingly, from the Thais what the Bank was doing or thinking, but I cannot recall them all. One of them was however in regard to the Bank's arrangements with UNSF

January 30, 1964

for further studies regarding the expansion/improvement of Klengtoi and/or an engineering survey for a second port. This was one of the subjects on which at one stage Mr. Tolley appeared to be imperfectly informed.

4. In the case of further missions of a similar character, I would suggest the following: -

- (1) If there is also a Bank Representative permanently located in the country, copies of all communications sent to him in regard to development projects or on general economic issues of the country should also be sent to the Mission, preferably direct, or, alternatively, the Representative should be instructed to pass on copies. (In the case of cables it would normally suffice to send copies by post).
- (2) Where there is no Representative, copies should be sent to the Mission of all communications addressed to the Government regarding development projects, general economic issues and the visits to the country of Bank personnel, which would normally go to a Bank Representative if there was one.
- (3) In either case copies of important memoranda prepared in the Bank bearing on development projects of the country ~~concerned~~ should also be sent to the Mission.

Sir Penderel Moon for Messrs. Lejeune, Demuth, Melmoth, Tolley, Platenius/Creshkoff
IBRD

CROSS REFERENCE SHEET

COMMUNICATION: Memo

DATED: June 18, 1963

TO: Mr. Tazi

FROM: Mr. Knapp

FILED UNDER: Organization - Area Dept. Relations with E.D.'s.

SUMMARY: Ack. note of June 17, 1963 re. being kept informed of
of missions of interest to Mr. Tazi.

CROSS REFERENCE SHEET

COMMUNICATION: Memo

DATED: June 17, 1963

TO: Mr. Knapp

FROM: Mr. Tazi

FILED UNDER: Organization - Area Dept. Relations with E.D.'s.

SUMMARY: Hoping that there will be a closer liaison between missions and ~~xxx~~ Mr. Tazi in the interest of both the Bank and countries which he (Mr. Tazi) represents.



Missives - gen.
[Handwritten signature]

**INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT**

WASHINGTON 25, D. C.

TELEPHONE: 34987

RESIDENT REPRESENTATIVE IN INDIA
RESERVE BANK OF INDIA BUILDING
NEW DELHI

CABLE ADDRESS-INTBAFRAD-NEW DELHI

Letter No. 83

April 29, 1963

Mr. S.R. Cope
I.B.R.D.
Washington, D.C.

Dear Raymond,

This is my first day back in the office and I am rather belatedly sending you a revision (two copies) of that memo. I hope it is not too late.

Yours sincerely,

Benjamin B. King

1963 MAY 3 11:11 AM
RECEIVED
INDIA



INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

WASHINGTON 25, D.C.

CABLE ADDRESS: INTBANK WASH DC

RESIDENT REPRESENTATIVE IN INDIA

RESERVE BANK OF INDIA BUILDING

NEW DELHI

TELEPHONE 3483

APR 23 1963

Letter No. 83

Mr. S.R. Gope
I.B.R.D.
Washington, D.C.

Dear Raymond,

This is my first day back in the office and I am rather
delatedly sending you a reversion (two copies) of that memo. I
hope it is not too late.

Yours sincerely,

Benjamin B. King

1963 MAY - 3 AM 10: 31

RECEIVED
GENERAL FILES
CORRESPONDENCE

Policy for Technical Assistance Missions*General Comment

It is common knowledge that survey missions and missions of a similar kind have almost invariably been partial failures. Most of the members are recruited from outside the Bank and a large proportion of them are new to the work. The last category often includes the Chief of Mission.

The members are thrown together two weeks before leaving for the field and, much of the so-called "preparatory" period is spent in housekeeping work. When they reach the field, it normally happens that several members of the mission are no good for the work in hand, however eminent they may be in their own occupation. This again sometimes includes the Chief of Mission. Sometimes there is active hostility on the part of a member. Eventually the bulk of the work falls on the two or three Bank staff members, who spend as much of their time undoing what has been done as doing. Frequently they have become bogged down in the detailed effort to produce an investment program.

These characteristics have been well described before (e.g. in a memorandum by Mr. David Davis in February or March 1962). It is not necessary to go further in describing these symptoms.

No Pat Formulas

Other formulas have been tried, e.g. a six-man mission composed entirely - or with one exception - of Bank staff members, charged with producing not an investment program in detail, but a shorter statement (100 pages or so) on economic policy. While the idea of having fewer people in toto, many fewer outside consultants and no investment program in detail is in general sound, one should not be led away with the idea that one pattern will fit all countries at all times. We have suffered long enough from peddling the General Survey Mission around the world as a cure-all. It would be a great mistake to replace it by some new nostrum, just because the latter worked once somewhere. One of the troubles with these general formulas is that they can only be expressed in rather woolly generalities like "broad economic priorities".

The kind of mission required depends a great deal on the circumstances of the case: the degree of development of the country; its sophistication (not necessarily the same thing); the existence of a plan; the political situation; and, above all, what it is that actually seems to be most wrong.

* This note is a revision, necessarily done in a hurry, of a note prepared for other purposes at a different time. For this reason, there may be places where it is a bit laconic.

The first requisite, therefore, is a thorough preparation of the mission and a clear idea of what it is for, within the normal limitations. This should be done before the decision to send a mission is made (except perhaps in principle). The composition and purpose of a mission can only be decided by someone who is thoroughly familiar with the country and its problems; to make the decision on the basis of superficial excursion to the capital city is irresponsible.

Preparing for a Mission

A preparatory mission, consisting of the two or three general economists appointed for the main mission, should go to the country, before any final decision is made, to prepare a report (which need not be long) on the country's economy combined with recommendations for the kind of technical assistance to be provided by the subsequent main mission (not forgetting the possibility that the assistance would be in some other form).

How long this preparatory mission spends is up to it. It will depend on how recently a bank mission has been to the country and prepared a report for other reasons. I would, however, stress the point that these other reports, prepared for different purposes, however good, are not necessarily satisfactory guides to the job of laying down the purpose of a technical assistance mission.

Simultaneously, and perhaps even as an automatic concomitant of its investigation, the preparatory mission could set the country a certain amount of homework in the way of collecting statistical data, making forecasts, preparing descriptive papers on various sectors and so forth. I would lay a great deal of stress on this homework, and I would not send a mission until there was adequate evidence, that the country was willing to put some effort into it. This is a much more important contribution than paying part of the bill (Spain would have scored 3 out of 100).

The nature of the subsequent mission would be decided, while this homework was going on, in consultation with the country concerned on the basis of the preparatory mission's report. The mission might very well contain some specialists. They can be useful. It is only by going deeply into one or two sectors that you can really confirm your general impressions. In some unsophisticated countries, it might be a sine qua non to specify exactly what your general recommendations imply.

The Spanish example

Let me illustrate why I think all this is necessary with a few examples (out of many) from the Spanish mission.

As the terms of reference of the Spanish mission were rather general, one of the first things I did in Spain on the preliminary mission in January 1961, (when the composition was already decided) was to say to the Spaniards: "Let's discuss what kind of report we're going to write, how we are to go about it and what its limitations are". The Minister of Finance as good as told me that was none of my business, which was a fine start.

One of our most trying problems is the extraordinarily confused state of Spanish public finances, which neither they nor we understand, although the Spaniards refuse to admit it, at least at a high level. This should have been an absolutely central issue in deciding on the main mission, but as far as I can see, the decision was made on both sides in total ignorance of the point.

Another issue of great importance is the absence in Spain not only of investment criteria, but in many important places of any idea of the necessity for them (i.e. the main problem is within sectors, not between them; hence the "broad economic priority" idea is peculiarly unsuitable). I drafted a circular questionnaire on this point to be sent to all ministries before we got to Spain. It was sent, but not a single reply was received and the Ministry of Finance people confessed that the ministries were, in fact, incapable of replying. Again, discussion of the mission proceeded in total ignorance of this fact.

A short report would be virtually useless in Spain. Everybody would say - yes, and go on doing just what they had been doing before. The main need in Spain is not to tell them what to do, but why, so that they can correct their mistakes. Most Spaniards we talked to who understand the problem agree with this. Furthermore, they point out that a short report in Spain is no advantage; people are used to reading voluminous documents. I think the most useful kind of report is one which a civil servant can pick up and say to his Minister: "This is how the World Bank says we should go about it and why". It should not be a succession of ex cathedra pronouncements to the poor benighted heathen.

The Need for Administrative Sense and Sensibility

This brings me to my most controversial point. I think the present system in the Bank is an administrative monstrosity. Department X deals with country Y and must be presumed to understand a good deal about it. All of a sudden, the Technical Assistance department is injected into the operation without really understanding the specific problems. Everyone knows that this often leads to a lot of friction. After everything has been "decided", some unfortunate character like myself is pitched into the business with a great deal of responsibility for what happens in the future and absolutely no say in the preceding decision.

This is appalling. The Area Department should have full responsibility for the mission at every stage. If it wants to bring in bodies from outside, they should be brought in at the earliest possible stage and made honorary members of the department for the duration.

The Technical Assistance Department should confine itself to acting as a service department, providing all the necessary assistance on administrative arrangements, which could do with some improvement, and taking no more part in the substantial running of the mission than providing helpful advice on possible precedents without insisting that they are precedents.

The only argument I can think of in favour of retaining the present system is that a department dealing with the substance of technical assistance missions could gain a certain know-how. But, from my experience on missions in 1951 and 1961, I would say that the know-how gained is confined largely to the administrative arrangements. In fact, it is increasingly difficult to distinguish so-called technical assistance missions from operational/economic ones.

I believe the following idea might be helpful. When a mission goes to a country in the ordinary way and produces an economic report, that report should have an appendix outlining what particular problems might be met by some form of Bank technical assistance, if any. I would be sparing in making these suggestions, which should respond only to a crying need. Most of the time, there would be a nil report. Moreover, I would not put the appendix in the copy that goes to the Board. I would keep the information handy within the Bank for future discussion, either at the Bank's initiative or the country's.

Benjamin B. King
New Delhi
April 29, 1963

Mr. J. Burke Knapp

November 7, 1962

Raymond J. Goodman *RJG*

Informing Embassies Abroad of Bank Missions

Mr. Cocke has sent several copies of the attached memorandum to the Secretary with the request that he pass it on to "the people who travel most". He says that if the U.S. Government is to inform its embassies abroad of the arrival of Bank missions he needs about a week's notice, but that he frequently does not hear about missions until they have already left. He implies that unless he gets adequate notice he may be disinclined in future to ask for the usual courtesies to be extended to our missions.

As you know, the rule is that the department head should send a note to the Executive Director representing the country which the mission is visiting, as well as the Executive Directors for the two or three major powers having embassies in that country, informing them in advance of the mission's plans. This usually means the U.S., U.K., Germany and France. Miss Georgion has looked into this and tells me that only the Western Hemisphere follows the rule consistently.

I suggest that instead of sending Mr. Cocke's memorandum around to the area department heads, you consider making a brief statement at tomorrow's Heads of Departments meeting.

RJG:rmeg

*Merrill - 9201.
Gen. file.*

OFFICE MEMORANDUM

TO: Mr. M. Hoffman

DATE: March 12, 1962

FROM: B. B. King *Bark*

SUBJECT: Policy for Technical Assistance Missions

General Comment

I think Mr. Davis gives a very good description of the symptoms of the disease, i.e., the way in which things go wrong on missions. Maybe I could add a point or two here and there, but I do not think it is necessary.

On the other hand, his ideas on the cause of the disease and the remedy, which are necessarily related, appear to me to be nonsense. I shall concentrate on them.

No Pat Formulas

Insofar as Mr. Davis' analysis leads him to the conclusion that there should be fewer people in toto, many fewer consultants, and no investment program in detail, I agree with him wholeheartedly. This is hardly a secret. The main thing wrong with Mr. Davis' six-man all-economist all-bank 100-page idea is the notion that there can be any fixed formula. We have suffered long enough from peddling the General Survey Mission around the world as a cure-all. It would be a great mistake to replace it by some new nostrum, just because the latter worked once somewhere, if, indeed, it did work as well as he makes out. One of the troubles with these general formulas is that they can only be expressed in rather woolly generalities like "broad economic priorities". Except for what the mission should not do, I find Mr. Davis' paragraph 8 just about meaningless.

The kind of mission required depends a great deal on the circumstances of the case: the degree of development of the country; its sophistication (not necessarily the same thing); the existence of a plan; the political situation; and, above all, what it is that actually seems to be most wrong.

The first requisite, therefore, is a thorough preparation of the mission and a clear idea of what it is for, within the normal limitations. This should be done before the decision to send a mission is made (except perhaps in principle). The composition and purpose of a mission can only be decided by someone who is thoroughly familiar with the country and its problems; to make the decision on the basis of superficial excursion to the capital city is irresponsible. We need understanding, not gimmicks.

Preparing for a Mission

A preparatory mission, consisting of the two or three general economists appointed for the main mission, should go to the country, before any final decision is made, to prepare a report, which need not be long, on the country's economy combined with recommendations for the kind of technical assistance to be provided by the subsequent main mission (not forgetting the possibility that the assistance would be in some other form).

How long this preparatory mission spends is up to it. It will depend on how recently a bank mission has been to the country and prepared a report for other purposes. I would, however, stress the point that these other reports, prepared for different purposes, however good, are not necessarily satisfactory guides to the job of laying down the purpose of a technical assistance mission.

Simultaneously, and perhaps even as an automatic concomitant of its investigation, the preparatory mission could set the country a certain amount of homework in the way of collecting statistical data, making forecasts, preparing descriptive papers on various sectors and so forth. I would lay a great deal of stress on this homework, and I would not send a mission until there was adequate evidence, that the country was willing to put some effort into it. This is a much more important contribution than paying part of the bill (Spain would have scored 3 out of 100).

The nature of the subsequent mission would be decided, while this homework was going on, in consultation with the country concerned on the basis of the preparatory mission's report. The mission might very well contain some specialists. They can be useful. It is only by going deeply into one or two sectors that you can really confirm your general impressions. In some unsophisticated countries, it might be a sine qua non to specify exactly what your general recommendations imply.

The Spanish example

Let me illustrate why I think all this is necessary with a few examples (out of many) from the Spanish mission.

As the terms of reference of the Spanish mission were a lot of gobbledygook, one of the first things I did in Spain on the preliminary mission in January 1961, (when the composition was already decided) was to say to the Spaniards: "Let's discuss what kind of report we're going to write, how we are to go about it and what its limitations are". The Minister of Finance as good as told me that was none of my business, which was a fine start.

One of our most trying problems is the extraordinarily confused state of Spanish public finances, which neither they nor we understand, although the Spaniards refuse to admit it, at least at a high level. This should have been an absolutely central issue in deciding on the main mission, but as far as I can see, the decision was made on both sides in total ignorance of the point. */

Another issue of great importance is the absence in Spain not only of investment criteria, but in many important places of any idea of the necessity for them (i.e. the main problem is within sectors, not between them; hence the "broad economic priority" idea is peculiarly unsuitable). I drafted a circular questionnaire on this point to be sent to all ministries before we got to Spain. It was sent, but not a single reply was received and the Ministry of Finance people confessed that the ministries were, in fact, incapable of replying. Again, discussion of the mission proceeded in total ignorance of this fact.

A short report would be virtually useless in Spain. Everybody would say -- yes, and go on doing just what they had been doing before. The main need in Spain is not to tell them what to do, but why, so that they can correct their mistakes. Most Spaniards we talked to who understand the problem agree with this. Furthermore, they point out that a short report in Spain is no advantage; people are used to reading voluminous documents. I think the most useful kind of report is one which a civil servant can pick up and say to his Minister: "This is how the World Bank says we should go about it and why". It should not be a succession of ex cathedra pronouncements to the poor benighted heathen. **/

The Need for Administrative Sense and Sensibility

This brings me to my most controversial point. I think the present system in the Bank is an administrative monstrosity. Department X deals with country Y and must be presumed to understand a good deal about it. All of a sudden, the Technical Assistance department is injected into the operation and throws its weight around without really understanding the specific problems and, what is worse, refusing to listen to advice on them.

*/ We found out about this fairly soon after getting to work in Spain. After we had been in Spain for a month, I addressed a memo to the Chief of Mission pointing this out, inter alia, and recommending discussion of a change in terms of reference. He refused to believe it.

**/ I may say that Mr. Davis has never been willing even to listen to arguments about the Spanish case, which do not fit his pet formula.

Everyone knows that this often leads to a lot of friction. After everything has been "decided", some unfortunate character like myself is pitched into the business with a great deal of responsibility for what happens in the future and absolutely no say in the preceding decision.

This is appalling. The Area Department should have full responsibility for the mission at every stage. If it wants to bring in bodies from outside, they should be brought in at the earliest possible stage and made honorary members of the department for the duration.

The Technical Assistance Department should confine itself to acting as a service department, providing all the necessary assistance on administrative arrangements, which could do with some improvement, and taking no more part in the substantial running of the mission than providing helpful advice on possible precedents without insisting that they are precedents.

The only argument I can think of in favor of retaining the present system is that a department dealing with the substance of technical assistance missions could gain a certain know-how. This seems to be pragmatically disproved by the fact that every mistake made in 1951 on the Iraq mission was repeated in 1961 with compound interest on the Spanish mission. In fact, it is increasingly difficult to distinguish so-called technical assistance missions from operational/economic ones (compare your own Indian mission).

I believe the following idea might be helpful. When a mission goes to a country in the ordinary way and produces an economic report, that report should have an appendix outlining what particular problems might be met by some form of Bank technical assistance, if any. I would be sparing in making these suggestions, which should respond only to a crying need. Most of the time, there would be a nil report. Moreover, I would not put the appendix in the copy that goes to the Board. I would keep the information handy within the Bank for future discussion, either at the Bank's initiative or the country's.

Mission's General

Mr. J. Burke Knapp

February 2, 1962

Kenneth R. Iverson

The information you wanted about Bank missions follows.

In the last two years the Bank has organized general survey and economic missions to Uganda, Spain, Kenya, Philippines and Chile. In each case, (1) the missions have been considered as technical assistance to member countries, (2) the costs of the missions have been shared by the Bank and the member country, (3) Bank costs have been accounted for as Services to Member Countries, and (4) the Development Services Department has taken the initiative or actively assisted in organizing the missions.

In the same period the Bank sent missions to India and Pakistan to appraise the development program and to prepare for the meetings of the consortia, sent a mission to Colombia which is currently appraising the development program of that country, and organized a mission which will shortly go to Iran to appraise that country's development program. The missions to India and Pakistan were largely made up of Bank staff and their assignments were substantially related to the Bank's lending program in the two countries. The decision was made that the expenses of these missions were to be accounted for as operational expenses and not charged to Services to Member Countries.

The missions to Colombia and Iran were also staffed with regular Bank personnel and outside consultants retained especially for the mission. As in the case of India and Pakistan, the assignments were related to the Bank's lending programs in the two countries as well as to the preparation of the basis for discussions with interested governments and institutions of the question of external financial assistance to these countries. It was my understanding from the conversations I had with you and the conversation you had with Mr. Demuth that you felt that the Colombian and Iranian missions should be Bank operation missions and not technical assistance missions, and that there should be no sharing of costs with the member countries. It followed that the expenses of these missions would be accounted for as operational costs and not as Services to Member Countries. In effect, we understood the decision to be that the Colombian and Iranian missions were to be handled in the same way as those for India and Pakistan.

I believe that the missions to Colombia and Iran could well be considered as (1) technical assistance to the countries, and (2) that the Bank costs be accounted for as Services to Member Countries. I also feel that we could have asked Colombia and Iran to share the costs of the mission but inasmuch as this question has not been raised with the governments, it should not now be raised as the missions are in the countries.

KRI:mo
cc: Mr. Poore

Mr. Peter G. Rasm

February 1, 1962

W.C.P. Rutland

Expenses of Resident Missions

I am attaching hereto the procedure for cost sharing dated January 15, 1962, and would draw your attention to page 3 - para. 8 - Payments "based on the Bank's annual estimate of the charges to be made to the member country for its share of the costs of the mission, the country will make semi-annual payments in advance as requested by the Treasurer. On completion of the mission a summary statement will be prepared by the Bank and appropriate adjustments effected".

The following points require clarification:-

1. Who makes the annual estimate? Our thought is that the Administration Department, in collaboration with the area department will make the estimate which will be sent to the member country.
2. Assuming the Finance Division undertakes the transmittal and the reporting, how often would we report to the member country?
3. It is noted that the country will make semi-annual payments as requested by the Treasurer - presumably such reports would not be more frequent than semi-annual, but our preference would be for an annual report or at completion of the mission.
4. When we receive payment for the estimates of the costs we propose to treat such funds as trust funds with separate account N in the depository bank of the member concerned.

WCP/Rutland/ams

cc: Mr. V. Chang
Mr. Deely
Mr. van Saagsvelt

Proscain General

Mr. P. J. Squire

September 26, 1961

William Diamond *WD*

Mr. Young's Mission

1. As a result of the discussion in your office last Friday, I understood that

- a. Mr. Young would spend no more than 10-12 days in El Salvador and Honduras, either during or after his Haiti visit.
- b. If during his Haiti visit, Mr. Gabriel would be left behind in Haiti.
- c. If after his Haiti visit, he would send a draft report on Haiti to the Bank while still in the field.

2. Having heard that Mr. Young wants also to visit Guatamala (never mentioned before), I spoke to Mr. van Helden this morning. Thereafter Mr. Young told me he plans to spend "up to a week" in El Salvador and "up to two weeks" in Honduras-- a total of three weeks, without counting the possibility of Guatamala. Moreover, the draft terms of reference specifically call for Mr. Gabriel's going to Central America with Mr. Young. And nothing is said in the Haitian terms of reference about sending a draft appraisal to Washington, if possible.

3. I realize that terms of reference should be flexible and that much should be left to the fellows in the field. However, the terms of reference referred to seem to me contrary to our understanding of Friday, in that they do not suggest that every effort should be made to help complete the formulation and, if possible, the appraisal of the Haitian projects; do not seem to allow for Mr. Gabriel's remaining in Haiti; require too much time in Central America; and restrict the first portion of the Haitian visit to a week no matter what the circumstances. I should be grateful if the terms of reference could be appropriately revised.

WDiamond:emm

Mr. William Diamond

September 18, 1961

Sidney P. Wheelock

Missions - Mexico

1. An economic mission will visit Mexico in October and could well be made simultaneous with the TOD mission which will be working up the CFE loan.
2. Probably before 6 months have gone by we shall also be ready to appraise the road program for which a Bank--IBA loan has been requested.
3. Probably an operational officer should be included in each of these missions.

SPWheelock:eo

Messrs. Richards, Paterson, Dodd, Sampson

January 25, 1961

J.G. Beevor

Staff Travel

JGB

When any member of your staff is making an official visit to member countries outside the U.S.A. will you please advise my office regarding the country or countries which he is visiting and the main projects on which he is working. Miss MacKenzie keeps an operational record of these visits for statistical purposes and from time to time we advise the Board of Directors about the number of visits during a given period. A telephone message is all that is needed.

As a matter of interest these records show that in the calendar year 1960 IFC staff made 130 visits to 32 countries. This does not include Mr. Darton's visits to countries in Europe.

cc: Mr. Poore

JGB:ga

Mr. Martin M. Rosen

O. Dajany

Bank Missions as of January 1, 1959

MALAYA

<u>Date</u>	<u>Composition</u>	<u>Purpose</u>	<u>Duration</u>
October 59	Perkins	-	1 week
February 60	Cargill	Prepare for Survey Mission	1 week
March 60	Basch Hilken	Study on Capital Market a. related Problems	8 days " "
May 60	Bachem Edelman Takahashi Matsuda Taylor (consultant)	Economic Mission " " " "	8 weeks " " " " " " " "
August 60	White	Enduse 210 MA	17 days
September 60	Nehmer	Rubber Conference	1 week
September 60	Gilmartin Gulhati	Assist Govt. on economic planning	3 months " "
September 60	Edelman Wyss	Discuss Economic Report	1 week " "
November 60	Cargill	Discuss Tech.	1 week

PHILIPPINES

October 59	Arnold Rovani	Enduse inspection Binga	1 week " "
November 59	Edelman King	Reappraisal Credit-worthiness	4 weeks " "
December 59	Bachem	Reappraisal Credit-worthiness	2 weeks
November 59	Perkins	FAO Fertilizer Conference	5 days

<u>Date</u>	<u>Composition</u>	<u>Purpose</u>	<u>Duration</u>
February 60	Cargill	Discussion with Govt. Steel Plant.	5 days
June 60	Arnold Rovani	Enduse Binga . Appraisal Angat a. Thermal Plant	3 weeks " "
November 60	Squire	Review Bank Projects	5 days
December/Jan 61	Lowdon	Appraise Dredge Project	3 weeks
<u>INDONESIA</u>			
November 59	Rosen Bachem	Colombo Plan Conference. Discussions with Govt.	13 days " "
November 60	Cargill	Discussions with Govt.	2 weeks
<u>CEYLON</u>			
February 59	Willems	FAO Rice Conference	2 weeks
March 59	Cargill	Discussions with Govt.	1 week
April 59	Marshall de Roquefeuil	Reappraisal a. updating data on Norton. Enduse 101 a. 209 CE.	2 weeks " "
November 59	Rosen Bachem	Discussions with Govt.	1 week " "
November 59	Main Finsaas Posthuma (Consultant)	Appraisal of Port Problems a. Development	3 weeks " " 2 "
October 60	Cargill	Possible IDA projects. Discussion on Power Authority	10 days
November 60	Cargill Squire	Discuss power loans with Govt.	1 week " "
November 60	Saitzoff Van Dine	Reappraisal Norton. Appraisal 2nd unit Grandpass	3 weeks " "
<u>SINGAPORE</u>			
May 60	Bachem Edelman	Discuss possibility Bank operations	3 days " "
October 60	Edelman Wyss	Appraise Credit- worthiness	4 weeks " "
OCTOBER 60	Cargill	Assess possibilities future Bank operations	-

Sent to Area Heads

October 5, 1960

S. Aldewereldp. J. SQUIRE

Future Missions

Following your recent discussions with the various member countries you will no doubt have some indication of the project appraisal missions and other missions which will be necessary during the coming year and I would be grateful if you would let me have a list of these for your Area with an indication of the probable timing.

I appreciate that this can only be in the nature of a rough guide, but it would be a great help in assessing our probable work load.

Sent to Messrs. Cope, Rucinski, Schmidt and Rosen

Mr. Neil Perry

28 October 1958

Bruno Luzzatto

Bank Missions - November 15 - February 15, 1959

BRAZIL - January-February, 4-6 weeks, Luzzatto-Ross. Review of economic situation and of status and prospects of power legislation.

NOTE: I would not stay in Brazil for more than 2-3 weeks but I would introduce Murray to various people in Rio and Sao Paulo and will get him started. This mission has not been discussed with Orvis but seems "natural".

CHILE - Although I believe that Murray Ross should go to Chile sometime in the near future, I am unable to suggest any schedule. It is clear that with the new administration taking over in November, it would be appropriate to establish contact with them some time in December or January. I am planning to talk about this with Orvis and you in a day or so.

BLuzzatto/GW

Mr. E. R. Black

October 23, 1956

Joseph Rucinski

Missions - Asia and Middle East Department

- I. During the Annual Meeting, we agreed to send the following missions:
1. Ethiopia: to prepare a second Highway Project and make an economic and technical study of the Port of Assab project. This mission will be leaving during the week-end of October 27. It is headed by Mr. Cargill.
 2. India: to study the Koyna hydroelectric project. The mission, consisting of Messrs. Gray Marshall and deFargues, is due to arrive in Bombay on or about October 29.
 3. Thailand: to study various aspects of the Yan Hee multi-purpose project. The mission will be leaving on October 31 and arriving in Bangkok on November 6. It will be headed by Mr. Spottswood.
 4. Jordan: to assess creditworthiness. This mission was promised to visit Jordan early in December, after the General Survey Mission Report had been studied by the Management. (The sending of this mission will be reviewed with Mr. Black.)
 5. Pakistan: to study a railway program. The date of this mission was not determined. It will be sent after the Economic Mission's report has been studied and a broad understanding with the Government on our future operations has been reached. The Mission's report will be presented to SLC in the middle of November.
 6. Ceylon: to study the so-called stage II-B of the Laksapana hydro-electric power and to re-assess Ceylon's creditworthiness. This mission was promised after a comprehensive report of this project had been reviewed and studied by the Bank. The project report is not likely to be made available to the Bank for another few months.

7. Burma: to review the development plan expenditures and assist in the formulation of projects for future Bank financing. This mission will visit Rangoon early in 1957. It will be headed by Dr. Basch.
8. Japan: to re-assess economic situation and credit-worthiness. This mission will visit Japan in the spring of 1957.

II. In addition to the above missions, we promised to pay visits to the following countries:

- a. Viet-Nam and Korea - Mr. Gilmartin will visit both countries in the coming winter with the view to establishing contacts with Government officials, etc.
- b. Indonesia - a senior officer will visit Indonesia to review with the Government progress achieved in the economic field.

III. During the discussions with Mr. B.K. Nehru, we have agreed

- a. to send our consultants to examine Railways' operational, managerial and financial situation. Their visit may take place late this year and may be extended until early 1957.
- b. to send a mission to assess, in the broadest sense, the requirements of the Transportation Sector of the economy (railways, ports, highways and coastal shipping). This mission would go early in 1957.
- c. to send a mission to examine the new Damodar projects (fourth thermal unit at Bokaro and Durgapur power plant) and the multi-purpose Rihand projects. This mission will be organized after the technical reports on both projects have been received and studied in the Bank and after DVC has satisfied the Bank regarding the implementation of the end-use mission's recommendations.

IV. We have also promised to send a representative or representatives to the Colombo Plan meeting which will take place in Wellington, New Zealand from November 19 to December 8, 1956.

Jancinski:smr

cc: Messrs. Eliff
Sommers ✓
Knapp
Howell
Aldewereld
Perry

Mr. J. Burke Knapp

April 27, 1955

Patrick Acheson

Bank Missions

You asked me this morning to find out whether there was anything laid down in the Administrative Manual on the subject of bank missions. I can find nothing either in the Administrative Manual or in the Operational Memoranda on this subject. Mr. Johnston, of the Administration Department, tells me that an attempt was made some time ago to draft an Operational Memorandum on Missions but the attempt was eventually abandoned.

PAcheson:mc

Mr. J. C. Mahaffey

December 8, 1954

J. F. Main

Missions

1. This morning, Mr. Demuth took the chair at a meeting at which Messrs. Aldewereld, deVries, French, and I, were present.
2. Demuth started off by saying he would enumerate the missions for which members had to be found between now and Christmas. He would first deal with "firm" missions, the composition of which was known and then with others which were likely to come up. A total of 25 people are required, four of them to be transportation engineers or economists. Only the missions affecting this Division are mentioned in the following list.
3. General Survey Mission to Jordan: A transportation engineer, preferably French, German, or Belgian, is required for 4 to 5 months. The mission will leave at the beginning of March.

Demuth is going to write to John Miller in Paris, to approach the OEEC Transportation Department and the UN recruiting office there.
4. Cauca Valley Mission - Colombia: Harold Larsen is to be Chief of the Mission, which will leave some time in February for about two months in Colombia. A transportation economist is required for about six weeks. Finsaas was suggested.
5. Honduras Mission: This is the mission which was discussed with Fowler, Haraltz, and Franco the other day. An all-round engineer with emphasis on highways, is required. Aldewereld suggested approaching John Slater (which, as since arranged with you, I will do). Demuth proposes approaching the Colonial Office, London. The idea of writing to an ex-Argentine railway engineer, who is also a good all-round civil engineer, was considered a sound one.
6. Iran Mission: The Bank is going to know more about this mission within a week. It is expected, however, that a transportation engineer will be required for this mission which is expected to leave early in February for 2 - 3 months.
7. It was decided that, in general, all letters to prospective mission members should be sent out by Technical Assistance, so that any suggestions from this Division should be sent to them. In the case of the Argentine engineer, it was suggested that we should send the letter.

Mr. Francois-Midier Gregh

November 4, 1954

Milton C. Cross **MILTON C. CROSS**

Mission Schedule

The other day in a discussion with you I raised a question as to the amount of TOD assistance at this time to be scheduled for Burma and Ethiopia. As to Burma, we are making Perkins available for the rice study but we do not believe any useful purpose would be served by sending a transportation consultant in the immediate future. In Ethiopia we have Matter scheduled for an end-use visit but we do not want to keep Bolton scheduled in the absence of a highway loan request as we need him for other travel.

The attached memoranda from General Mehaffey explain the position of the Transportation Division in some detail in respect of these two situations and make a great deal of sense to me.

Attachments

MCC: sm

cc: Gen. Mehaffey

Missions - gen

X

Alphabet-

Sessums, A

June 25, 1954

Dear Mr. Sessums:

As promised I am sending you the enclosed copy of the study of Nicaragua and the press releases covering various general survey missions organized by the World Bank. The mail room at the Federal Reserve called to say that somehow the material on Nigeria had been separated from the other material which I sent you, and that you will be receiving it under separate cover. If it does not arrive, please let me know.

As to the types of missions employed by the Bank in its operations, I believe the following is a fair description:

1. Preliminary Mission: Most frequently sent out to a country shortly after it has joined the Bank, or to countries where we have not previously made a loan or had close contacts. These missions make a general assessment of a country's economic and financial situation and establish an acquaintanceship with both governmental and business people connected with development. Missions of this kind may give the government useful advice on development policies or on general economic problems, and in the past the kinds of economic analyses done by these missions have proven valuable both to us and the governments concerned. For example, Syria had the economic report of a preliminary mission we sent there several years ago translated into Arabic and distributed to Syrian officials concerned with economic affairs, including the economic attaches of the country's diplomatic missions abroad.
2. Technical Missions: Are usually related to specific problems and projects arising in connection with a prospective loan by the Bank in a country. Frequently they give useful technical advice in such fields as engineering, management and finance. Recently, for example, we have had people in both India and Ceylon, assisting officials and businessmen who are concerned with establishing in those countries private development banks similar to the Industrial Development Bank of Turkey which we helped to create. In the field of engineering problems, it is not unusual for the Bank to suggest to a prospective borrower that private consultants be retained to make studies or prepare plans for a development project or program. Depending on the particular case, the Bank may share the cost of such services with the borrower; or, if a loan is made for the project involved, may allocate part of the loan to reimburse the borrower for the foreign exchange spent to obtain technical advice.

3. End-Use Missions: Examine progress on projects being financed by the Bank. Their examinations cover the actual physical work being done as well as the quality of management shown by the borrower and the flow of local capital available to meet the local costs of the project. One of the principal objectives of end-use missions is to spot trouble before it really gets started, so that the Bank and the borrower in consultation may take the proper steps to avoid it. These missions may offer technical advice on management and control problems, as well as on engineering and other factors related to the construction of the project. They may also suggest the retention of private consultants by the borrower, perhaps on a cost-sharing basis with the Bank.

Excluding general survey missions, the Bank during the current fiscal year has sent out 75 or more missions to more than 30 different member countries, and the total of such groups over the years is probably up around the 200 mark.

4. Resident Mission: In several cases, notably Nicaragua and Panamá, we have stationed Bank representatives in a country, at the Government's request, to help in the carrying out of a development program. This device is particularly successful where the ability to carry through such a program is not highly developed.

5. General Survey Missions: These missions are outside of the general operations of the Bank in that they are not related, at least directly to loans. I believe that if you read the material on Nigeria you will get a good idea of what their functions are. The reports of general survey missions, however, are useful to us in our later dealings with member countries where they have visited. In addition, the countries themselves have found their services and reports very useful. Iraq, for example, has incorporated a general survey missions report and recommendations into a development program and the mission's recommendations account for about 80% of the work on development being done in that country. Ceylon, as another example, has tied the investment schedule for her development to the magnitudes outlined in the report of a World Bank general survey mission. For your interest and use I am sending you under separate cover the general survey mission report on Ceylon, which admittedly is putting our best foot forward in this respect as we believe this is the best example of this type of report.

I hope very much that you will find all of this rather rambling letter useful, as well as the enclosures and the Ceylonese report. If there is any further help that we can give you in this matter please do not fail to call on us. Again please remember me to Sam and Mrs. Lewis.

With kindest regards, I am

Sincerely yours,

William L. Bennett
Office of Public Relations

Enclosures

Mr. Alec Sessums
Associate Editor
Finance Magazine
20 No. Wacker Drive
Chicago 6, Illinois

Mr. Arnold F. Johnston

March 23, 1954

Francis R. Poore

Information re Missions

As suggested at the last staff meeting of the Department, I discussed with Mr. Woolley the desirability of receiving a short note from him when a decision is made in a Staff Loan Committee meeting to send a mission to one of the member countries.

Mr. Woolley was quite agreeable to giving us this informal notice and also stated that if, in meetings with members of the operating staff, he learned of plans to send a mission abroad he would give us an informal note. This is about all Mr. Woolley can be expected to do.

I should like to point out, however, that the mission to Finland, which was the subject of discussion at the staff meeting, did not have any sort of coverage in the Staff Loan Committee meeting.

We must work out some plan to have Department Heads call us before a mission is set up. Until an arrangement of this sort is made I do not believe we will ever be completely in the know.

cc: Mr. Fowler

FRPnd

VARIOUS MISSIONS

BRITISH-GUIANA

(1953)

Kenneth A. Bohr

Cyril H. Davies

W. F. Eijsvoogel

Maurice Guillaume

E. Roger Hondelink

Johannes H. L. Joosten

Eugene C. Reichard

Economist

Assistant to the Chief of
Mission

Adviser on Drainage and
Irrigation

Adviser on Agricultural
Production

Adviser on Transport and
Communications

Agricultural Economist

Adviser on Forestry

C E Y L O N
(1951)

Sir Sydney Caine, K. C. M. G.	Chief of Mission
Leopold Baranyai	Adviser on Finance
Eric Beecroft	Assistant to Mission Chief
Francantonio Biaggi	Adviser on Power
Jean R. de Fargues	Adviser on Irrigation and Water Resources
Paul T. Ellsworth	Chief Economics
William M. Gilmartin	Economist
Francis W. Godwin	Adviser on Industry and Mineral Resources
Arie Kruithof	Agricultural Economist
John D. M. Luttman-Johnson	Adviser on Transportation and Communication
Amolak R. Mehta	Adviser on Public Health
John F. V. Phillips	Adviser on Agriculture
Elizabeth P. Dallas	Secretaries
Myrtle C. Timmins	

C O L O M B I A

(1949)

Lauchlin Currie	Chief of Mission
Gordon Grayson	Assistant to Chief of Mission
Roger Anderson	Adviser on Foreign Exchange
Haywood R. Faison	Adviser on Highways and Waterways
Carl W. Flesher	Adviser on Industry, Fuels, and Power
Frederick C. Gill	Adviser on Transportation
David L. Gordon	Adviser on Community Facilities
Wilfred Johns	Assistant Adviser on Agriculture
Juan Antonio Montoya	Assistant Adviser on Health
Joseph W. Mountin	Adviser on Health and Welfare
Richard A. Musgrave	Adviser on Finance and Money and Banking
Raymond C. Smith	Adviser on Agriculture
Jacques Torfs	Economist
Joseph White	Adviser on Railroads
V. Lewis Bassie	Consultant on National Accounts
The Marshall-Moorman Development Co.	Consultants on Petroleum Refineries
Hector Abad Gomez	Ministry of Hygiene
Jorge Boshell Manrique	Ministry of Hygiene

(continued)

Guillermo Camacho Gamba	Administrative Council of the National Railroads
Miguel Fadul	Banco de la Republica
Joaquin Franco	Ministry of Commerce and Industry
Jorge Franco	Banco de la Republica
Augusto Hannabergh	Banco de la Republica
Jorge Infante	Ministry of Agriculture
Jorge Peja Polo	National Council of Communica- tions, Ministry of Public Wks.
Joaquin Prieto	National Steel Corporation of Paz de Rio
Norberto Solano Lozano	Ministry of Education
Leonel Torres	Banco de la Republica
Concha Triana	National Institute of Nutrition
Jorge Zuluaga	Ministry of Agriculture

C U B A

(1950)

Walter J. Armstrong

Herman A. Benton

Jose Camacho Lorenzana

Richard L. Funkhouser

Philip J. W. Glaessner

Francis W. Godwin

Malcolm B. Lees

William B. Mather

Penti Pajunen

Edward W. Russell

Charles L. Shrewsbury

Eugene Staley

Boris C. Swerling

Francis Adams Truslow

Simon H. J. Wijdenes

Calvin O. Williams

Noel H. Wood

G U A T E M A L A

(1950)

George E. Britnell, M. A. Ph. D., F. R. S. C.	Chief of Mission
Ralph H. Allee	Adviser on Agriculture
Richard F. Behrendt	Economist
Georges De Fleurieu	Economist
Federico Consolo	Liaison Officer
Maj. Gen. Edmund H. Leavey	Adviser on Transportation and Communications
Julio O. Morales	Assistant Adviser on Agriculture
Albert O. Rhoad	Assistant Adviser on Agriculture
J. Stuart Sneddon	Adviser on Industry Mining and Power

I R A Q

(1951)

Jean R. de Fargues	Adviser on Irrigation, Flood Control and Drainage
Ivar Rooth	Chief of Mission
John C. de Wilde	Chief Economist
Carl Flesher	Adviser on Industry and Power
E. R. Hondelink	Adviser on Transportation
Luther G. Jones	Agronomist
Antonio Kayanan	Adviser on Community Planning and Housing
Benjamin B. King	Economist
Miroslav A. Kriz	Adviser on Public Finance, Money and Banking
Albert Lorenzen	Adviser on Public Health
C. H. J Maliepaard	Agricultural Economist
K. G. Saiyidain	Adviser on Education
C. W. Schuller	Adviser on Public Administration
T. Threlkeld	Adviser on Animal Husbandry

J A M A I C A

(1952)

John C. de Wilde

John Hugh Collier

Albert Winsemius

A. D. Spottswood

Douwe Groenveld

W. V. Blewett

I. M. Labovitz

Chief of Mission

Economist

Economic Adviser on Industry

Engineering Adviser

Agricultural Economist

Adviser on Agricultural Production

Adviser on Social Services

J O R D A N

(1955)

Pieter Liefstinck	Chief of Mission
G. H. Bacon	Adviser on Agriculture
James A. Barr	Adviser on Mineral Resources
Roy J. Cameron	Economist
Constantine Doxiadis	Adviser on Housing and Community Planning
Bernard H. de Fontgalland	Adviser on Transportation
Cedric E. Hahn	Assistant to Mission Chief

M A L A Y A

(1954)

Sir Louis Chick, K. B. E.	Chief of Mission
Francantonio Biaggi	Adviser on Power
John Franklin Booth	Agricultural Economist
Isidore S. Falk	Adviser on Social Services
William M. Gilmartin	Economist
Erich R. Hondelink	Adviser on Transport and Communications
E. H. Jacoby	Adviser on Land Tenure
Bruno Lincke	Adviser on Industry
G. C. Monture	Adviser on Mineral Resources
Carl Adolph Murray	Adviser on Public Finance
John F. V. Phillips	Adviser on Agriculture
Trevor Swan	Economist
A. M. Thomson	Adviser on Agricultural Marketing

M E X I C O

(1952)

Raul Ortiz Mena

Victor L. Urquidi

Albert Waterston

Jonas H. Harllz

Nacional Financiera, S. A.

Banco de Mexico

International Bank for Reconstruction
and Development

International Bank for Reconstruction
and Development

N I C A R A G U A

(1952)

E. Harrison Clark	Special Representative
Walter J. Armstrong	Engineering Adviser
George Garvy	Adviser on Public Finance
Alvaro Marfan	Adviser on Development Organization and Planning
John F. V. Phillips	Adviser on Agriculture and Forestry
Arthur Wubning	Adviser on Transportation and Communications
Suzanne Lessard	Secretary

N I G E R I A

(1953)

A. Broches	Chief of Mission
John H. Adler	Chief Economist and Assistant Chief of Mission
Robert F. Skillings	Economist
David Finch	Adviser on Money and Banking
Bernard de Fontgalland	Adviser on Transportation
Francis W. Godwin	Adviser on Industry
David Kerr-Cross	Adviser on Agricultural Economics
Ilhami Masar	Adviser on Agricultural Economics
F. D. Patterson	Adviser on Education
Hugh C. Trumble	Adviser on Agriculture
J. Attali	Consultant on Roads
Paul F. Craig-Martin	Consultant on Agricultural Export Commodities
J. R. de Fargues	Consultant on Water Resources
Neil R. Reid	Consultant on Animal Husbandry
Giuseppe Tardini	Consultant on Power

S O M L I L A N D

(1957)

D. Crena de Iongh

John F. V. Phillips

J. H. Williams

J-M. Jentgen

Chief of Mission

Agricultural Adviser

Economist

Economist

S U R I N A M

(1954)

Richard H. Demuth

Chief of Mission

W. V. Blewett

Adviser on Agriculture

Carl Flesher

Adviser on Industry, Mining
and Power

J. Kenneth Pearce

Adviser on Forestry

Jacques Torfs

Economist

Arthur Wubnig

Transportation Economist

S Y R I A

(1954)

Pieter Liefstinck	Chief of Mission
John C. de Wilde	Deputy Chief of Mission
H. H. Bagnall	Adviser on Industry
Feliks Bochenski	Economist
Constantine Doxiadis	Adviser on Housing and Community Planning
Jean de Fargues	Adviser on Water Resources and Power
Carl Fritze	Adviser on Agricultural Production
Richard Goode	Economist
Johannes J. Hanrath	Adviser on Transportation
V. Webster Johnson	Agricultural Economist

T U R K E Y

(1950)

James M. Barker	Chief of Mission
B. U. Ratchford	Deputy Chief of Mission
E. Roger Hondelink	Specialist in Transportation and Communications
Theodore J. Kauffeld	Specialist in Energy and Power and Consultant on Industry and Mining
Robert W. Kerwin	Economist in Industry and Mining and Research Assistant
Laurence E. Kirk	Specialist in Agriculture
William P. H. Lightbody	Specialist in Public Health
G. Stewart Mason	Liaison Officer
William H. Nicholls	Specialist in Agricultural Economics
Emery E. Olson	Specialist in Public Administration
Robert A. Rennie	Specialist in Finance
Richard D. Robinson	Area Specialist and Research Assistant
Murray Ross	Specialist in National Economic Accounts and Investments

Munro

CROSS REFERENCE SHEET

COMMUNICATION:

General Correspondence

DATED:

Various

TO:

Mr. Hill, Paris Office

and

FROM:

International Bank for Reconstruction & Development.

SUMMARY:

Mr. Hill's speeches before the Federation of British Industries and questions which have arisen in connection with the policy and procedure used for contractors.

FILED UNDER:

Policy & Procedure - Contractors

CROSS REFERENCE:

Mr. Hill's speeches
Procurement
Consultants
Missions ✓
Federation of British Industries

Missions Com.

CROSS REFERENCE SHEET

COMMUNICATION: FORM 214

DATED: October 24, 1952

TO:

INSERT FOR ADMINISTRATIVE MANUAL

FROM:

SUMMARY: AUTHORIZATION OF BANK MISSIONS

FILED UNDER: SERVICES-Travel and Expense

CROSS REFERENCE: PERSONNEL-Consultants-Bank Mission Personnel

SERVICES-Forms

OPERATIONAL FILES-Missions-General

CROSS REFERENCE SHEET

COMMUNICATION: Memorandum

DATED: October 14, 1952

TO: Mr. William F. Howell

FROM: Mr. A. F. Johnson

SUMMARY: Enclosing a draft of the procedure for submitting Authorization of Bank Mission which the Bank proposes to have inserted in the forms section of the Administrative Manual.

FILED UNDER: General Files
Services - Travel and Expense

CROSS REFERENCE: Administration - Personnel - Consultants - Mission Personnel
Operational Files - Missions - General

July 27, 1951

Summary of Comments by Mr. Woolley on Mission Program

As soon as the decision is made regarding the organization of a mission, Archives should begin assembling a complete bibliography based on the fields to be covered by the mission. This should not be limited to books but should also include monographs and other information available from the State Department and reference to the "catalogue of surveys." Staff of the Economic Department should be consulted in assembling useful reference material but we cannot depend on them to take the initiative.

Consultants should spend as much time as possible at the Bank before departing on the mission in order that they may take full advantage of the wealth of material here and to have time to discuss their respective programs with qualified regular staff members, particularly in the Economic Department. A program should be arranged to see that they are introduced to anyone on the staff who has particular knowledge of the area.

The Archivist should see what routine material should be sent to the missions in the field. In the past this seems to have been working satisfactorily. Mission members should be instructed to note any surveys they come across for inclusion in the "catalogue of surveys." Response to this request has not been good.

Missions should weed and arrange their files before turning them into Archives on completion of their work. In the interest of uniformity they should be briefed on the Bank filing system by Miss Georgion and Mr. Rasmussen.

The importance of an efficient administrative officer for the mission cannot be over emphasized. If practicable he should have experience and capacity as a coordinator and editor.

Advance knowledge of translation requirements is helpful in easing the problem of obtaining interpreters (i.e., the Arabic translations for the Iraq mission).

LOAN DEPARTMENT

July 13, 1951

ADMINISTRATIVE MEMORANDUM NO. 30

Subject: Terms of Reference for Consultants and Missions

1. In the future, prior to the departure of any mission or consultant, the terms of reference of the mission or consultant should be cleared with the Loan Director or the Assistant Loan Director.
2. In the case of missions, terms of reference should be cleared with the Working Party before submission to the Loan Director. It would be desirable also to clear with the Working Party, the terms of reference of consultants, provided the consultant's mission is not solely to obtain technical information relating entirely to the engineering aspects of a particular project.

A.S.G. Hoar
Loan Director

MISSIONS

FILE COPY

Sir Ernest Rowe-Dutton

June 18, 1951.

W. A. B. Iliff

Bank Missions in the Middle East.

I am replying to your memorandum of 31st May on the above subject.

Up to now there has only been one instance where the Bank has experienced any serious difficulty in the field that you mention. In that particular case we were able to sort the matter out satisfactorily and quickly by a representation to the embassy in Washington of the country concerned.

With regard to Syria specifically, Stephens tells me that he had no difficulty "since he was not relying on the Syrians for services."

Obviously, if the work of our Mission was being held up for the reasons you mention, we should take immediate steps to have matters put on a satisfactory basis but, in the nature of things, I imagine that a Bank Mission would receive more consideration than a Mission from another agency.

W.A.B.

WABIliff/mo.

Di. Hon.

✓ X SYRIA MISS.



**INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT**

WASHINGTON 6, D. C.

May 31st, 1951.

MEMORANDUM TO: Mr. W.A.B. Iliff

FROM: Sir Ernest Rowe-Dutton

SUBJECT: Bank Missions in the Middle East

No doubt you will have heard from Dorsey Stephens about his doings in Damascus.

I have seen a despatch from the British Minister there to London which contains the following paragraph which I think worthwhile bringing to your attention. We ought to be pretty sure that when we send people out on missions for which member Governments are expected to pay and provide service, they will not get held up for the reasons indicated in this paragraph:

"As regards technical aid, the Minister of Finance told me that his head was literally swimming with the various unco-ordinated projects which had been brought to his notice and Stephens tells me that he is about to appoint a committee to co-ordinate consideration of these various offers and to formulate Syrian requirements. This was a suggestion which I had put to Nazim Qudsi months ago, but nothing had ever come of it. In the meantime some of the most valuable technical experts already here, such as Deyoe of F.A.O., and Davidson of the B.M.E.O., have been immobilized for the last few months owing to lack of money, secretarial and transport facilities and, in some cases, subsistence allowances. I have taken this up with the Minister of Finance, who tells me that this situation was brought about by the fact that the previous government signed agreements and contracts without bothering to obtain the necessary financial powers. He assured me that, as regards the foreign experts already in Syria, he would rectify this state of affairs as quickly as possible and I have little doubt that he will do so as my impression is that he is a man of action."

Mr. Iliff:

Sir ER-D**ju*

I had no difficulties since I wasn't relying on the Syrians for services.
ERD

ERD

*D. Stephens
low for loan in
difficult - 5-11-51
a Syria? and down
LVI
12/11*

Mr. Johnston

April 10, 1951

S. Rasmussen and M. Georgion *SAR*

Information for Mission's Check List

This is to inform you that the Archives Division wants to have the following items inserted in the Check List for missions:

1. Documentation - Mr. French will arrange that Mr. Rasmussen be present at the conference where the mission's needs for background material is discussed. The secretary or administrative assistant to the mission should contact Mr. Rasmussen (Room 212, Ext. 2308) on questions relating to filing of the mission's documentation.
2. Communications - Arrangements should be made with Miss Georgion (Room 210, Ext. 2165) by the secretary or administrative assistant regarding cables, mail, codes, numbering and filing of correspondence.

x Cables & Mail

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

ROUTING SLIP

Date 2/28/51

TO-	Name	Room No.
1	Mr. Pearce	
2	Mr. Johnston	
3		
4		

FOR-	Action	Initialing
	Approval	Preparing Reply
	Comment	Previous Papers
	Filing	Noting and Returning
	Full Report	Recommendation
	Information	Signature

REMARKS

Nothing very new here, but may help Johnston in putting together something for mission evaluation.

FROM- Hewell

OFFICE MEMORANDUM

TO: Mr. Johnston

DATE: February 27, 1951

FROM: William F. Howell

SUBJECT: Evaluation of Missions

I had lunch with Mr. Edward Russell today. As you know, Mr. Russell served as Assistant Mission Chief to Cuba. I summarize his comments on missions, as follows:

He thinks from experience that the Bank-country technical mission concept is sound. The Bank is in a strategic position to organize and sponsor such missions, since it has nothing to sell, can offer some incentive for good mission work in the form of loans and can be in an international non-political position vis-a-vis country concern. Mr. Russell felt that the success of missions would depend on three factors:

- 1) Selection of competent personnel, with particular reference to a sound and sensible Mission Chief. He felt that such a Mission Chief should have a practical approach to problems rather than that of a specialist - particularly an economist.
- 2) Organizing and staffing of missions should be on an international basis but not to such an extent that the inclusion of nationals would be primarily to get international representation rather than obtaining the best qualified.
- 3) Neither the Bank nor the country concerned should expect "miracles" as a result of such a mission. He would consider the mission and its report more like a general physical check-up than the remedy for any specific illness.

With respect to the preparation of the mission's report, Mr. Russell felt that we should anticipate quite long reports requiring considerable time for preparation if we expect to get down in writing the work of a large variety of technicians. He felt the report preparation could be speeded up if as much of it as possible were done in the field and if each mission had in a commanding position someone skilled in coordinating the work of technicians, including the written reports.

He commented that in the case of the Cuban Mission it might have been helpful to have more stenographic help in Cuba, particularly with respect to report writing, but warned against over-staffing since it would encourage technicians to write more than the minimum requirements.

Mr. Russell thought that the idea of keeping the mission together, such as was done with the Cuban Mission by sending them up to Poconos Manor, was sound in principle but had serious reservations as to whether Poconos Manor was the place to go.

Mr. Russell lays great stress on the quality of staff secured for such missions as these. He emphasizes the need for the practical type of Mission Chief, not a specialist in any particular field.

He is dubious that the Cuban experience warrants using outside institutes again, as was done in this case. He believes the Bank could obtain just as good personnel and doubts that the facilities of the institutes contribute much to such short-term missions.

cc - General Files

ADMINISTRATIVE MEMORANDUM NO. 25

Mission Field Reports

1. In order that the Bank may be furnished with timely and adequate information concerning the progress and plans of all missions, each mission in the field should submit periodic reports by airmail. These reports, to be called "Mission Field Reports", should be sent by the Chief of the Mission addressed to the Loan Director. If typewritten, two copies should be sent, one for the Loan Director and one marked for the attention of the division chief. If they are handwritten or otherwise not readily prepared in duplicate, one copy will suffice; it should in this case be sent to the division chief who will arrange for its duplication and distribution.

2. Mission Field Reports should inform the Loan Director of the progress of the mission while it is away from Headquarters and should include as a minimum the following:

- (a) Impressions being formed concerning matters bearing on the mission's objectives, such as:
 - (i) creditworthiness of the country;
 - (ii) the political situation and factors affecting political stability;
 - (iii) development priorities and types of projects most suitable for Bank consideration;
 - (iv) important factors limiting or impeding the country's development and possible obstacles to Bank financing;
 - (v) policy questions arising from the mission's findings;
- (b) Summaries of important conferences or discussions;
- (c) List of important individuals (identified by title or otherwise) with whom members conferred on Bank business;
- (d) Itineraries of the members of the mission for the period covered by the Report, and as planned for the foreseeable future.

These Reports are not a substitute for the reports which the mission prepares at the end of a mission embodying its final conclusions and recommendations.

3. The Reports should relate to the operations of the entire mission. They should include significant information concerning work being done by all members of the mission including technicians. Some members of the mission will want to send detailed or purely technical information directly to their own department heads. When this is done, the Mission Field Report should indicate the substance of these separate reports, should identify the documents transmitted and should indicate to whom sent.

4. The Reports should be numbered consecutively. Paragraphs in the series of reports on one visit to a country should be numbered in one sequence regardless of the number of reports submitted. Thus, for example, the fifth report of a mission visiting Ruritania in April, 1950 should have the following heading:

Mission to Ruritania (Apr./50)
Mission Field Report No. 5

The first paragraph should be numbered to designate it as succeeding the last paragraph of Report No. 4.

5. Any supplementary material being submitted (such as charts, maps, tables, printed reports, etc.) should be clearly marked for identification purposes as an annex or enclosure and its submission should be recorded in the appropriate installment of the Report.

6. The intervals at which installments should be submitted must depend upon a number of factors (such, for example, as the amount of time spent in travel, the progress made in discussions, etc.). Chiefs of missions should strive, however, to submit installments at least once a week.

A. S. G. Hoar
Assistant Loan Director

February 13, 1951

CROSS REFERENCE SHEET

COMMUNICATION: Memorandum

DATED: February 9, 1951

TO: Mr. William F. Howell

FROM: William E. McCorkle

SUMMARY:

Services and supplies costs-Bank Missions.

When budget for Office Services was approved for fiscal year 1950-51 no provision was made for services and supplies for Bank Missions.

FILED UNDER: FINANCE-Budgets-Administration

CROSS REFERENCE: ADM.-Services-Supplies and Equipment
OPERATIONAL FILES-Bank Missions

Mission Proceed

OFFICE MEMORANDUM

TO: FILES

DATE: January 2, 1951

FROM: William F. Howell *W.F.H.*

Memorandum of November 17 from Mr. French to Messrs. Demuth and Howell re:
SUBJECT: Proposal to attach student assistants to our missions

No further action needed on this matter at this time. I have discussed with Fowler and we are somewhat skeptical on the proposal, feeling that each case would have to be sifted quite carefully. If the matter comes up again from the U.S. National Student Association, suggest it be considered in connection with our mission activity at that particular time.

*Mission Proceed
File*

OFFICE MEMORANDUM

TO: Messrs. Crena de Iongh, French, Lejeune, E.H. Clark DATE: December 5, 1950

FROM: Donald D. Fowler *DF*

SUBJECT: Bank Missions

With reference to Mr. Garner's memorandum of October 26, 1950, ✓
on the subject of Bank missions, the attached Form No. 214, Authorisation of Bank Mission, has been prepared.

It is suggested that for all future missions, this be submitted in duplicate to the Vice President. One copy will be returned to the department head concerned with the Vice President's action indicated thereon and the other copy will be forwarded to the Administration Department for action on all administrative requirements of the mission.

cc: Mrs. Margaret Russell *[Signature]*

Yellow paper from Head Office

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

11/52

Don...
I agree with French's last ¶ - let's kick the
proposition around and in absence of any
good reason not to fallow through, let's by
all means have a trial run.

Idea certainly is to students' and our benefit.
Only objection I see is how much time the
student would spend with his contacts (¶ 5)
and might there be publicity which we wouldn't
want overseas? I note in ¶ 4 that student's
full time would be devoted to mission's work.

Leak

*Mission -
Proceed*

OFFICE MEMORANDUM

TO: Messrs. Demuth and Howell

FROM: Patterson H. French

SUBJECT: Proposal to attach student assistants to our missions.

DATE: November 17, 1950

At Bill Howell's request I talked with Mr. Herbert W. Eisenberg, who is on the staff of the U.S. National Student Association in Madison, Wisconsin.

This Association represents some 300 student government organizations in colleges and universities. The information I have is that it is entirely free from communist influences. The Association is trying to establish a program of international student contacts and cooperation to counter the influence of communist youth organizations. As a part of this program they are attempting to promote student participation in international missions and other international activities.

The proposal which they are making to us and to other international agencies is that they will supply one or more carefully selected graduate students or college seniors to serve as assistants on missions. For example, they would provide a graduate student in economics to serve as a research assistant to a mission that might have two or three senior economists on it. They would undertake to provide such students in almost any fields; Mr. Eisenberg mentioned economics, engineering and education as three that might be of interest to us.

They would expect these students to devote full time to the work of the mission. The work would be done without salary and the Association would pay transportation if the individuals could be provided with funds for subsistence. Candidates would be chosen by a process of notifying the various schools and screening through a central committee.

The quid pro quo would be that the students would be expected to talk with students, student organizations, labor groups and others in the countries to which they went in order to develop international understanding on all sides. They would be instructed to do this on a personal basis in a way that would not interfere with the work of the mission. They would also be instructed not to make speeches, write articles or otherwise attract publicity during the work of the mission.

The Association feels that work of this kind might well be useful to certain missions and that it would have broad general advantages in increasing understanding among individuals and groups and giving foreign experience to promising individuals who might go on into careers in the international field.

The matter is academic at the moment since the Association could not supply people in time for our mission to Iraq even if we should by chance wish them to do so. They would like to have us consider attaching one or two such people to later missions, either those which we operate or those of the Loan Department.

I would have no objection to kicking this idea around a little to see whether such an assignment could be worked out on some future mission. I should be happy to have your comments or instructions so as to know how to deal with the Association or other people if and when the question is brought to us again.

FILE COPY

Missions

November 17, 1950

Mr. Herbert W. Eisenberg
U.S. National Student Association
304 N. Park Street
Madison, Wisconsin

Dear Mr. Eisenberg:

I enjoyed our conversation the other day. I have circulated a memorandum summarizing it to certain people around the Bank with whom I want to discuss in more detail the possibility that we might use student assistants in some future mission.

As I told you, I am not at all sure that we can work out such an arrangement under the special circumstances of our missions. I think the idea is important enough and challenging enough, however, so that we should certainly discuss it carefully around here.

Sincerely yours,

Patterson H. French
Technical Assistance Officer

PHF:cl

LEGAL DEPARTMENT ROUTING SLIP

Date October 30, 1950

Name	Initials	Room
Mr. Luxford		
Mr. Deniston	[Handwritten initials]	1121
Mr. Broches		1121
Mr. Janero		1121
Mr. Clark		1119
Mr. Yurick	LN	1119
Miss Morsey		1116
Mr. Rull	[Handwritten initials]	1114
Mr. Oppenheimer		1114
Mr. Villechaize		1114
Mr. Fonteln	[Handwritten initials]	1116
Mr. Perlman	[Handwritten initials]	1116
Files		1123

Circular

All Department Heads

October 26, 1950

R. L. Garner

14 de

Bank Missions

The number and size of missions composed of Bank staff members has increased materially in the past several months. While recognizing the necessity for such missions, I am sure you agree that it is essential to hold the staff to a number consistent with needs.

In addition, recent action of the United States Government pertaining to 3(7) visas makes it absolutely necessary, for the time being at least, that we obtain clearance for the return of all staff members who are non-U. S. Nationals, prior to their departure.

The head of a department or office responsible for initiating a mission and for its general supervision is requested to present the proposal for such mission and the staffing thereof as long before the scheduled date of departure as possible. I suggest that these proposals be discussed in staff meeting and, after agreement has been obtained in principle, including the number and types of people required, that the department or office head concerned send me a confirming memorandum with a copy. I will note approval and send the copy to the Administration Department which then can readily cooperate with the department or office concerned on all administrative requirements. Any additions or changes subsequently agreed should be similarly confirmed.

This arrangement is effective immediately.



- cc: Mr. Rist
Mr. Sommers ←
Mr. Iliff
Mr. Mendels
Mr. Crena de Tongh
Mr. Graves
Mr. Parker

Information copy to Mr. Black

FILE COPY

Missions

Sir Ernest Rowe-Dutton

June 26, 1950

W. A. B. Iliff

W.A.B. Iliff

Notification regarding Missions

It has now been arranged that the Office of the Loan Director will be the focal point within the Bank from which requests will go out to Executive Directors asking that they would notify their diplomatic missions in the country concerned of the imminent descent upon them of a Bank mission.

WABIliff:dh
6/26/50

*Procedure -
Missions*

May 18, 1950

TO: Loan Officers and Assistant Loan Officers

FROM: Loan Director

SUBJECT: Listing of names of important individuals met, or with whom negotiations were conducted by Bank Missions.

1. It will be of great assistance to the Bank if the names of important individuals met on Bank Missions, or with whom negotiations are conducted by Loan Officers, or Assistant Loan Officers, can be listed and filed for future reference.

2. Accordingly, upon return to the Bank from any Bank Mission of which you may be a member, will you please prepare and send to Mr. Paul Foster (Loan Director's Office) a memorandum in duplicate containing the following:

(a) names of important individuals met in an official capacity, or with whom negotiations were conducted, showing their positions and their connections (i.e. government, banking, industry, etc.) with translations of titles and organizations;

(b) short personality sketches of such officials or individuals, and any miscellaneous information you deem useful for the purpose stated above.

3. One copy of this list will be sent to the Archives Division for filing and one copy will be retained for use in the Office of the Loan Director in connection with Loan Status Reports.

Loan Dept. - Missions

OFFICE MEMORANDUM

TO: FILES

DATE: November 21, 1949

FROM: Samuel Biddle *SB*

SUBJECT: MISSIONS, Composition, Payment.

1. COMPOSITION is determined by the mission objective(s), consequent number of fields for investigation. Prevailing Bank practice is to staff a mission with:

<u>Bank</u>	<u>Consultant(s)</u>
1 Loan Officer	Number and type as required.
1 Economist	

In the case of the COLOMBIAN MISSION, its composition was:

<u>Bank</u>	<u>Consultants</u>
1 Loan Officer	1 - Economist, Chief of Mission
1 Economist	1 - " , Bal. Pays. Exch. Cont.
1 Administrative Assistant	1 - " , Fin. & Fiscal
	1 - " , Transport
	2 - Engineers, "
	1 - Engineer , Ind. & Elec. Power
	2 - M. D.'s , Public Health
	2 - Agronomists, Agriculture

No secretarial assistants were provided directly by the Bank. Three people were hired in Colombia.

2. PAYMENT of salaries and expenses of the personnel on the COLOMBIAN MISSION and others of its type has been arranged on the following basis:

	<u>Salaries</u>	<u>For. Travel</u>	<u>Int. Travel & Living Expenses</u>
Bank Personnel	IBRD	IBRD	M G (Member Gov't.)
Consultants	1/2 IBRD		
	1/2 M G	IBRD	M G
Secretarial	M G	-	M G

cc: Mr. Consolo
Mr. de Fleurieu
Mr. Grayson

Administrative Circular

International Bank for Reconstruction and Development

November 3, 1949

ADMINISTRATION OF BANK MISSIONS

Recent trends indicate that the Bank will be sending an increasing number of missions to visit member countries. Questions have arisen regarding the responsibility for the administrative actions for Bank missions. Included in such questions are responsibility for seeing that personnel and payroll procedures are complied with and furnishing space and secretarial services while consultants are in the Bank. Responsibility will be fixed as follows:

1. When the head of a mission is a member of a department, that department will initiate personnel actions for consultants, provided space and secretarial service, and work with the Administration Department to arrange details in the same manner as is done for normal operations.

2. When the head of a mission is responsible to the Vice President, the Administration Department (Mr. Howell) will assume the responsibility and will keep the Vice President and operating departments concerned informed of actions taken.

Chauncey G. Parker

Chauncey G. Parker
Director of Administration

Procedure Miss.

Ly
OFFICE MEMORANDUM

TO: Mr. A. S. G. Hoar

DATE: August 18, 1949

FROM: Harold Folk *(F)*

SUBJECT: Picture-taking Equipment for IBRD Missions

Within the past few days we have discussed the question of cameras for Bank Missions and have considered among others the Stereo-Realist which you suggested upon your return from the Indian Mission. Mr. Iliff and Mr. Black believe that at this time we should confine the picture taking of Bank Missions to the 35 mm. stills from which transparencies can be projected to a screen. Should the matter be reopened at any time we can again give consideration to the Stereo-Realist. I might say that while I think that it has some very good features, its usefulness in connection with Bank Missions is rather limited and price-wise does not compare very favorably with other still cameras.

*Procedure -
Missions*

OFFICE MEMORANDUM

TO: Mr. W. A. B. Iliff

DATE: May 3, 1949

FROM: S. R. Cope

SUBJECT: Bank Missions - Lists of persons contacted

Much of the value of the work of a Mission lies in the contacts it makes. Part of this value is in danger of being lost if the Loan Officer who has visited a particular country on a Mission ceases to deal with that country. Means should, therefore, be devised of making readily available to the Loan Officer who takes over, as much information on personalities as possible.

I do not think that sufficient experience has been accumulated to make it worth while at this stage to set up any elaborate records. I think, however, that we might consider a simple system whereby every Mission should, on its return, list the names and official positions of the individuals contacted during the Mission's stay. Such a list would be of value not merely in the event of a change in responsibility within the Loan Department, but would also serve to remind the Loan Officer on a subsequent visit of the people he had seen previously, and would also be useful to members of other departments, for example, the Treasurer's Office, who might visit the country.

Ultimately, a common system should be applied throughout the Bank; it might be well, however, to try it in the Loan Department first.

Enclosed is a list of the people Dr. Robinson and I met in Finland which I have prepared for Mr. Aldewereld's use; this gives an idea of the plan I had in mind.



*Dr. Schmidt
C. W. ...
& appropriate procedure
W.D.
11 May*

SRC/pm
c.c. Mr. A.S.G.Hoar
Mr. O.A.Schmidt

FILE COPY

*Procedure -
Mission*

Mr. C. Harold Folk

April 7, 1949.

A. S. G. Hoar

Picture-taking equipment for IBERD Missions.

On my voyage back to the United States last month I met a representative of Marshall Field's who was discussing a new camera which his firm is marketing, called the Sterec-Realist.

It seemed to me that the stereo-scopic photography possible with this camera might be of considerable value to the Bank for pictures of projects and I asked for further particulars, which have now come along.

The price at present is \$162.50, which seems reasonable enough. Would you care to take the matter up in the right quarter?

ASHHoar/mc.

FILE COPY

Procedure - Mission

Mr. Orvis A. Schmidt

March 24, 1949

Albert J. Rosenthal

Checklist of Steps to be Taken by Loan Department before a Mission Leaves

1. Terms of Reference
 - a. preparation
 - b. submission to Staff Loan Committee, if appropriate
2. Consultants
 - a. procurement
 - b. investigation
3. Notification of Executive Directors
 - a. representing country or countries of destination
 - b. " U.S.
 - c. " U.K.
 - d. " other appropriate countries.
4. Notification of appropriate embassies or legations in Washington.
5. Notification of other appropriate agencies.
 - a. I.M.F.
 - b. U.N.
 - c. U. S. Government Departments
 - d. private institutions
 - e. others
6. Notification of any IERD representatives in area
7. Press release
8. Camera and film

OUTGOING AIRGRAM

DEPARTMENT OF STATE DIVISION OF COMMUNICATIONS AND RECORDS TELEGRAPH BRANCH

Procedure - Missions

*File
D. Schmidt
To Mr. I. L. ...
9:00. I can ...
9:00. I can ...
H.M. to act as
Lundgren!
W.T.
15 March.*

RESTRICTED

March 8, 1949
8:15 a.m. **DECLASSIFIED**

To
Certain American Diplomatic Officers.

JUN 28 2022

WBG ARCHIVES

3
J
ORIGIN OFD
INFO
ENR
NEA
ARA
FE
DC/L
ITP
OLI
CIA
UNA
USUN

The practice of the International Bank for Reconstruction and Development of sending missions to its member countries has become an important element in its operations. A member country may request a mission either as a result of preliminary conversations regarding a proposed loan; or prior to discussions about a proposed loan, to examine the need for and possibilities of IBRD financing; or in order to obtain the suggestions of IBRD experts for the improvement of the member's fiscal policies or general financial situation; or to assist in the formulation of a long-range development program.

The main purposes of IBRD missions are: (1) to make a general survey of the economic and financial situation of a member country; (2) to make an analysis of specific projects which have been presented by the member country to the IBRD for financing, with a view to determining their engineering feasibility and economic justification; (3) to select from a member country's overall development program those projects which could lend themselves to IBRD financing; and (4) to assist in the formulation of concrete loan applications. In certain cases IBRD missions may make an analytical study of the member country's economy with a view to suggesting fiscal or other measures which would make the member country more productive or credit-worthy and also enable it to be eligible for IBRD assistance. The composition of the IBRD Missions is varied according to the tasks in hand, specially qualified experts being recruited by the IBRD on a temporary basis where necessary.

Generally IBRD makes its own arrangements for its missions. Personnel of IBRD Missions are considered as international civil servants. However, IBRD and the Department would appreciate the extension of appropriate courtesies and assistance when and if the Embassy is so approached by IBRD mission personnel.

The Department will endeavor to give the Embassy, in each instance, prior notice when an IBRD mission is sent to a member country. Also, the Embassy should keep the Department fully informed concerning activities of such missions.

ACHESON

OFD:ED:BAatterberry:lrb OFD ITP ARA NEA ENR FE
2/18/49

DECLASSIFIED

JUN 28 2022

RESTRICTED

WBG ARCHIVES

-2-

March 8, 1949
8:15 a.m.

Sent to:

AMBASSY, CAIRO.	AMBASSY, BUKHARIN.
AMBASSY, VIENNA.	AMBASSY, NEW DELHI.
AMBASSY, BRUSSELS.	AMBASSY, TEHRAN.
AMBASSY, LA PAZ.	AMBASSY, BAGHDAD.
AMBASSY, RIO DE JANEIRO.	AMBASSY, ROME.
AMBASSY, OTTAWA.	AMBASSY, BEIRUT.
AMBASSY, SANTIAGO.	AMBASSY, LUXEMBOURG.
AMBASSY, NANKING.	AMBASSY, MEXICO, D.F.
AMBASSY, BOGOTA.	AMBASSY, THE HAGUE.
AMBASSY, SAN JOSE.	AMBASSY, MANAGUA.
AMBASSY, HABANA.	AMBASSY, OSLO.
AMBASSY, PRAGA.	AMBASSY, PANAMA.
AMBASSY, COPENHAGEN.	AMBASSY, ASUNCION.
AMBASSY, CIUDAD TRUJILLO.	AMBASSY, LIMA.
AMBASSY, QUITO.	AMBASSY, MANILA.
AMBASSY, CAIRO.	AMBASSY, WARSAW.
AMBASSY, SAN SALVADOR.	AMBASSY, DAMASCUS.
AMBASSY, ADDIS ABABA.	AMBASSY, ANKARA.
AMBASSY, HELSINKI.	AMBASSY, VICTORIA.
AMBASSY, PARIS.	AMBASSY, LONDON.
AMBASSY, ATHENS.	AMBASSY, MONTVIDEO.
AMBASSY, GUATEMALA.	AMBASSY, CARACAS.
AMBASSY, TEGUCIGALPA.	AMBASSY, BELGRADE.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

ROUTING SLIP

Date _____

TO-	Name	Room No.
1	Mr. Ugrasidi	
2	Mr. Rosenthal (Loan)	
3		
4		

FOR-

<input checked="" type="checkbox"/>	Action		Initialing
	Approval		Preparing Reply
	Comment		Previous Papers
	Filing		Noting and Returning
	Full Report		Recommendation
	Information		Signature

REMARKS

I made one or two minor additions
on 'Poland' and 'Colonies'.

L. P. Welch

FROM-

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

L & Missions

File

OFFICE MEMORANDUM

TO: Messrs. William A. Welk, and Victor L. Urquidi
DATE: January 24, 1949

FROM: A. J. Rosenthal *ajr*

SUBJECT: Bank Missions

The Public Relations Department has requested me to obtain some brief data on each of the missions we have sent out. On the basis of the rather sketchy data I have been able to obtain, I have compiled the following list, and would greatly appreciate your making such corrections or additions as you can.

Attachment

LD Missions file

OFFICE MEMORANDUM

TO: Messrs. Bayne, Butcher, Clee, Consolo, Cope, DATE: January 19, 1949
Penton, Schmidt

FROM: A. J. Rosenthal *ajr*

SUBJECT: Bank missions

The Public Relations Department has requested me to obtain some brief data on each of the missions we have sent out. On the basis of the rather sketchy data I have been able to obtain, I have compiled the following list, and would greatly appreciate your making such corrections or additions as you can.

OK
EB Bayne
24 I 49

*Three more to sent 1/24/49
William C. Webb, Rm 320
Victor L. Arguende - 304*

SOUTH AMERICA

- Bolivia - April 1948
Clee and Larsen
Exploratory study of economic and financial situation and development opportunities.
- Brazil - Four missions, 1947-48
General economic studies, project analyses, engineers.
- Chile - Four missions, 1947-48
General financial and economic, railroad electrification, forestry, discussion of Guarantee Agreement.
- Colombia - Clee and Torfs, Aug. 1948
Smyster and Lund, Dec. 1948 - Jan. 1949.
General study of country and project analysis.
- Ecuador - Clee, Larsen and Butcher, July 1948
General study.
- Paraguay - Glastra and Parker, September 1948
General study.
- Peru - Clee and Larsen, March 1948
Williams (borrowed from FAO) January, 1949
General study and irrigation development assistance.
- Uruguay - Iliff, Larsen and Spottswood, December, 1948
General study and analysis of electric and telephone expansion projects.
- Venezuela - Clee and Urquidi, September, 1948
General study.

CENTRAL AMERICA, MEXICO AND CARIBBEAN

- ✓ Costa Rica - Rucinski, Biddle and Waterston, September 1948
General study and analysis of suggested projects
- Mexico - Four missions, 1947-48
General analysis of country, studies of suggested projects, surveys of electric power development projects of Federal Electricity Commission and Mexican Light and Power Company, Ltd.
- Guatemala, Honduras, Nicaragua, Costa Rica, El Salvador, Panama, Dominican Republic - Visit by McCloy, November- December 1948
General discussions and familiarization

EUROPE

- Austria - Stephens, Svoboda, Jockin, Spottswood, May, 1948
Conversations, en route from other missions
Stephens, January, 1949
Conversations.
- Belgium - Penton, January 1948 and November 1948
Discussions of projects and preliminary negotiations.
- Czechoslovakia - Stephens, Svoboda, Jockin, Rembert, Spottswood, April - May 1948
General survey and project analysis
- Denmark - de Roth and Lynch, January, 1947
General study.
- Finland - Cope and Robinson, November, 1948.
General and project study.
- France - Hill, August 1947
- Penton and Rosen, April 1948
General economic study
- Germany - Burland, Lipkowitz, Hebley, July 1947
Spottswood, June 1948
General surveys
- Italy - Stephens, Rembert, Robinson, September-November 1947
Stephens, Rembert, Svoboda, April - June 1948
General study, project analysis.
- Netherlands - Mason and Andersen, June 1948
Study and negotiation
- Poland - Welk, Burland, Lipkowitz, Hebley, ^{July,} 1947
Study of Polish coal mining development possibilities.
- Timber Equip. - Hoar, June 1948
Schmidt, Stephens, Nurick, September 1948 et seq.
Consultations and negotiation at ECE Timber Subcommittee
in Geneva and elsewhere.
- Turkey - Mason, Diamond, E. H. Clark, January 1949
General study and selection of projects

MIDDLE EAST AND AFRICA

- Lebanon - Consolo and Bochenski, September 1948
General study

ASIA

- Philippines - Beecroft, and Lund, January - February, 1948
General study and analysis of projects.
- India - Hoar, Rucinski, Beecroft, Basch, Gilmartin, January-March 1949
General study and analysis of projects.
- Netherlands East Indies - Black and de Sercey, June 1948
General study.

GENERAL

- U. K. Colonies - Bayne, December, 1948
Consultations with colonial and other officials in London.
- W.K. French and Belgian Colonies - Craig-Martin and Schmidt - June-July 1948
Discussions in Paris and Brussels

London

LOAN DEPT.
AJRosenthal:dh
January 19, 1949.

FILE COPY

Proced - Missions

Mr. Chauncey G. Parker

3 January 1949

W.A.B. Iliff

I think the question of providing Bank Missions with photographic equipment is worthy of reconsideration and Mr. Folk has made a good and sensible case in his memorandum of 31 December.

Attachment:

Mr. A.S.G. Hoar

31 December 1948

Harold Folk

Use of Pictures to Supplement Field Mission Reports

This is in response to your request for recommendations regarding the use and cost of pictures to supplement reports submitted by Field Missions. The following factors should be considered in making a determination.

- (1) The pictures will be limited by the skill of the operator. Many Loan Officers and Economists are already well-trained, and others can be trained, in the use of cameras but professional results should not be expected. Results satisfactory to the Bank can be obtained, however.
- (2) The pictures will be limited to the area covered by the Mission and will only reflect the situation at the time of the visit. It will not always be possible to obtain complete photographic surveys nor to show successive stages in the completion of projects, but the pictures will reflect the current situation, any work that has been done and, to some extent, what remains to be done.
- (3) Pictures should be considered as supplementary to rather than in lieu of any part of the present type of report. Many pictures will convey a deeper and more lasting impression than words and figures and will aid in emphasizing important parts of the report.

Pictures can be a valuable addition to the field reports and it is recommended that they be used. I discussed this matter with Rucinski, Smyser, Schmidt, Clee, Mason, Glastra and others who have had experience in taking pictures and each thought that their reports would be improved by the use of pictures. Smyser said that he was planning to take some pictures to supplement his Colombia report.

The use of both miniature-still and movie cameras should be considered. The miniature-still is especially designed for landscapes, other still objects and moving objects where a still picture of action is satisfactory. The movie is designed primarily for photographing objects in motion and broad panoramas. Pictures made by the miniature-still camera permits a more satisfactory concentrated study on particular pictures of interest, requires less training on the part of the operator and is considerably cheaper. From my understanding of the type of projects visited by Bank Missions, I believe that the miniature-still is generally more adaptable and will produce more satisfactory results than the movie camera. There may be some projects or parts of projects for which the movie camera would be best suited, for instance, some of the African Colonial Development Projects. I recommend therefore that the Bank normally use miniature-still cameras, using movie cameras only for the exceptional projects. In view of the difficulty of predicting the number of missions and inasmuch as many of the Loan Officers already have excellent cameras which they would probably be willing to use for this purpose, I recommend that the Bank obtain at this time

only two miniature-still cameras and one or possibly two movie cameras. Additional cameras can be purchased later if needed. In addition to the cameras it will be necessary to obtain one projector for slides and another for movie films, a screen which can be used for both, camera cases and probably a few color filters. I do not believe the Bank's requirements will necessitate the purchase of light meters or other special equipment. It is recommended that color film normally be used; it is more expensive than black and white film but gives more information.

Both the initial cost and the cost of film subsequently is relatively small in relation to the cost of Bank Missions. The list cost of the items recommended above is:

2 Kodak 35 f/3.5 Cameras with rangefinder and case @ \$86.58	\$ 173.16
2. Cine-Kodak Magazine 16 Cameras with case @ \$203.59 (The 16 mm. is recommended in preference to the 8 mm. because of more distinct delineation of objects which will be important in many projects)	407.00
1 Golde Manumatic Slide Projector with case	62.00
1 Sound Kodascope FS-10-N 16 mm. Movie Projector (The sound projector is recommended in order that the Bank may be able to use films with sound made by prospective borrowers and others.)	500.00
1 Radiant Screen	<u>22.50</u>
Total	\$1,164.16

The Bank should be able to obtain at least a 10% to 20% discount from these prices.

Many variables make it difficult to estimate the average cost of film for a Mission. If we assume an average of 300 color slides per Mission and allowing for wasted shots, the cost will be less than \$50 per Mission. For those Missions using movie film, exclusively, I think we might expect an average use of 1,000 feet at a cost of slightly more than \$100.

Many Loan Officers already have sufficient training and experience to obtain satisfactory pictures. Some Loan Officers will require additional training and others have had little or no training. I understand Mr. Madigan is looking into the training question. The training might be handled by someone in the Bank with camera experience, such as myself or others.

FILE COPY

L. S. Og

1. TRAVEL AUTHORIZED SINCE 31 DECEMBER 1947.

Directorate

Nil

Loan Officers

Belgium - 4 man-weeks (Mr. Penton)

Office of Assistant to Director

Routine - nil.

Induction - one journey
(Mrs. Collier,
U.K. to U.S.)

N. W. European Division

Belgium - 4 man-weeks (Mr. Waterston)

Western Latin American Division

Peru, Bolivia - 5 man-weeks (Mr. Clee)

2. TRAVEL PLANNED, BUT NOT YET AUTHORIZED, UP TO 30 JUNE 1948.

Directorate

U.K. and Western Europe - 4 man-weeks

Western European Division

Western Europe - 4 man-weeks

Italy - 6 man-weeks

Northwestern European Division

Netherlands, Denmark - 4 man-weeks

Central European Division

Germany - Austria - 8 man-weeks

Eastern European Division

Turkey - 8 man-weeks

FILE COPY

Page 2.

Eastern Latin American Division

Brazil - 3 man weeks

Colombia - 8 man weeks

Western Latin American Division

Honduras, Costa Rica - El Salvador -

16 man-weeks

Asia Africa Division

Iran - 12 man-weeks

Ethiopia - 12 man-weeks

Loan Officers

Italy - 6 man-weeks

Loan Dept.
CHD:dh
3/30/48.

L.S. 089.

Mr. Davies

24th March 1948

P. Acheson

Prospective Loan Department Travel

The following members of the Loan Department may travel on missions outside the United States before June 30, 1948.

	<u>Countries to be visited</u>	<u>Length of trip in weeks</u>
Mr. Hoar	UK and Western Europe	4
Mr. Stephens	Italy	4-6
<u>Central European</u>		
Two?	Austria?	4
Two?	Germany?	4
<u>Eastern European</u>		
One or two	Turkey?	4
One or two	Yugoslavia?	4
<u>Eastern Latin-American</u>		
Mr. Urquidi	Brazil	2-3
Two	Colombia	4
<u>Western Latin-American</u>		
Two	Honduras) Costa Rica) El Salvador)	8
<u>Asia-Africa</u>		
One or two	Iran ?	4-6
One or two	Ethiopia?	4-6

No one in Mr. Schmidt's Division could give me any information about travel prospects but I shall check with him upon his return.

PA/ts

L. D. Org.

Mr. Davies

24th March 1948

P. Acheson

Loan Department Travel

The following members of the Loan Department have been away on missions outside the United States since July 1, 1947:

	<u>Weeks away on mission</u>	<u>Where</u>
Messrs. Beecroft	8	Philippines
Burland	12	Poland, Ruhr
Clee	3	Chile
Clee	5 4	Peru, Bolivia
Corbett	9	Mexico
Elliott	6	Brazil
Hill	6 1/2	France & England
Hill	4	England
Hoar	2	Brazil
Lynch	1 1/2	Brazil
Mason	18	France, Switzerland
Penton	4	Belgium
Penton	4	Belgium
Robinson	11	Italy
Stephens	11	Italy
Torfs	7	Chile
Waterston	4	Belgium
Welk	8	Poland

PA/ts

FILE COPY

L.D. - Org

Mr. C. H. Davies

February 20, 1948

Gilbert H. Clee

Estimated travel schedule of the Western Latin American Division

It is anticipated that the following travel may be undertaken by members of the Western Latin American Division during the rest of 1948:

<u>Date</u>	<u>Destination</u>	<u>Number of Representatives</u>	<u>Duration of Trip</u>
March	(Peru Bolivia)	1	1 month
May	Honduras (Costa Rica El Salvador)	2	2 months
July	Chile Peru Bolivia	1	2 months
August	Mexico	1	1 month

GHC:nmr

Mr. A. S. G. Hoar

September 30, 1947

Gilbert H. Clee

Suggestions which might be advanced during Staff Loan Committee Meeting called to discuss coordination between IBRD and IMF in sending missions to member countries.

Statement of Problem

It is understood that the IMF has received invitations to send missions to Peru, Bolivia and Costa Rica.

The IBRD has received invitations to send representatives to Mexico, Peru and (informally) Bolivia.

It is considered that uncoordinated IMF and IBRD missions operating simultaneously in a member country may be unsatisfactory for the following reasons:

- a. Unnecessary duplication of effort may result.
- b. The IBRD and the IMF may arrive at different answers to the same problem. If this happens, it may be embarrassing to the Bank and very confusing to the member government.

Recommendations

It is recommended that a meeting be held with representatives of the IMF in order to endeavor to reach agreement on the following proposals.

- a. If the IBRD and the IMF receive requests for missions simultaneously, such missions should be coordinated. Inasmuch as the member government being studied probably will request a loan, the coordinated mission should be headed up by a representative of the IBRD. Under his direction, various phases of the mission's work can be allocated to qualified Bank and Fund staff members.

If the above suggestion is not accepted, the Bank and Fund should at least agree that each mission will handle a portion of the total work in order to prevent duplication and disagreement. The IMF portion should be confined to money and banking matters.

- b. If only the IBRD receives a request for a mission, arrangements should be made whereby an IMF staff member can be borrowed for the purpose, if such action seems desirable. Conversely, if only the IMF receives such a request, the IMF should be able to borrow a Bank staff member (s) if available.

GHC:mmr

cc: Messrs. W. Hill
M. Elliott

OFFICE MEMORANDUM

TO: Mr. Garner *lg*

FROM: Mr. Demuth

SUBJECT: Participation by Bank in U. N. Missions

DATE: March 27, 1947

*Noted
JK*

Attached hereto is a memorandum dated November 9 which Mr. R. B. Bryce, formerly Executive Director for Canada, submitted to Mr. Meyer on the above subject. I believe you may be interested in reading it in connection with the decision which must now be made as to our participation in the proposed FAO mission to Poland.

The following considerations seem to me to be the most important ones in connection with determination of our policy in this matter:

1. U. N. missions to devastated or under-developed countries for the purpose of assisting them, at their request, in preparing comprehensive plans of national reconstruction and development should be encouraged. Many countries do not have the necessary experts and technicians to prepare such plans themselves without outside assistance. Accomplishment of the purposes for which the Bank was created will be facilitated if such outside assistance is made available to member nations at their request.

2. The Bank should take no action which restricts, or gives the appearance of restricting, its complete independence of judgment with respect to the action to be taken on any request for a loan made to help finance a reconstruction or development program formulated with the assistance of a U. N. mission.

3. If it is possible to do so consistent with the principle stated in paragraph 2, the Bank should cooperate with missions of the type referred to in paragraph 1 for the following reasons:

A. To the extent to which there are experts on the Bank's staff whose technical know-how would be of assistance to such missions, the cooperation of the Bank in making such experts available to the mission would contribute to their success.

B. Failure by the Bank to cooperate with such missions would create the impression that the Bank is stand-offish in its relations with the United Nations and the other specialized agencies. This should be avoided if at all possible.

C. Cooperation by the Bank with such missions would put the Bank in a position to evaluate, in connection with any loan application resulting from the work of the mission, the nature of the investigations conducted by the mission and the basic soundness of its proposals.

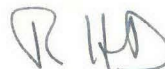
D. Cooperation by the Bank would tend to prevent proposals being made by the mission which involve financing beyond the scope or capacities of the International Bank or of other available sources of capital. This might well avoid embarrassment to the Bank such as has been caused by the report of the FAO Mission to Greece.

It occurs to me that there is one method of cooperation by the Bank with missions of the type under discussion which would have the advantages above listed, while still avoiding any restriction, or appearance of restriction, on the Bank's independence of judgment concerning any loan application which may be filed as a result of the mission's work. This would be for the Bank to loan to the mission, for the period of the mission's work, an expert on its staff. Such expert would not, while participating in the mission's work, be a representative of or even an official observer for the Bank. He would simply be made available as an expert to the mission in order to enable him to contribute the value of his technical know-how to the work of the mission. By such loan of expert technicians, the Bank would be cooperating with the U. N. and the other specialized agencies, would contribute to the success of the mission, and would protect itself against embarrassing recommendations in the mission's report. It would also put itself in a position where it could readily evaluate the weight which should be given to the report. On the other hand, it would in no way be bound by the recommendations of the mission, since it did not have any official representation on or participation in the mission.

The principal question with respect to the foregoing proposal, as I see it, is whether the Bank now has available on its staff, or could or should so organize as to have available on its staff, the necessary experts for this activity. Our present staff is probably not sufficient for this purpose and, as Mr. Bryce points out in his memorandum, if we should employ the necessary technicians to discharge these responsibilities properly, it might be difficult to keep such additional staff members usefully employed in between peak loads. However, my own feeling is that it is important enough to us to cooperate in the manner suggested as to warrant the

employment of three or four high caliber men, in addition to the staff which would otherwise be necessary for the operations of the Bank, who would be available for this purpose.

In making the foregoing suggestion, I do not mean to be taking any position with reference to the specific request for participation by the Bank in the FAO mission to Poland. I have no judgment as to whether we now have available on the staff an expert who could with value be loaned to the FAO mission without undue interference with the normal work of the Bank or, if there is no such expert available, whether it would be possible to employ one for this purpose in time to be indoctrinated in the Bank's operations and thereafter to be made available to the FAO mission.



R. H. D.

RC 860

P.P. - human resources
mg. PE group

OFFICE MEMORANDUM

TO: Mr. G. M. Wilson through
~~Mr. Lejeune~~
 FROM: J. Burke Knapp
 SUBJECT: Appraisal Missions - Peru and Venezuela

DATE: December 16, 1964

Attached are two memoranda from Gerry Alter, one to me regarding his plans for program appraisal missions to Peru and Venezuela, and one to you regarding the establishment of new positions in his department.

I would like to offer you the following comments:

1. As I have told Gerry, I have great sympathy with his objectives but he will simply have to limit his activities to the manpower available. I realize that a lot of the manpower for these missions could be drafted from outside the Bank but nonetheless, it seems to me that they are considerably over-staffed.
2. To the considerable extent that these missions make demands upon TOD they will have to be fitted in to the various competing demands for manpower there. I know from Aldewereld that these Venezuelan and Peruvian missions are giving him a major headache.
3. Gerry's request for the establishment of new positions in the Western Hemisphere Department seemed to me to raise the ghost of his proposal at the Lost Weekend that the Area Departments be staffed with sector specialists (see the first full paragraph on page two of his memorandum). I have challenged Gerry on this and he says that what he had in mind was not Sector Program personnel, but rather General Country Program people. Maybe so, but the case which he presents seems to me to tread pretty close to the margin of his Lost Weekend proposal.

Attachments

Mr. Wilson

Mr. Knapp,
 I think this is
 back to you now.

G.M.W.
 1/7

1. My own view is that large missions (Spain, Mexico, et al) had only to extra work, longer preparation periods and unwieldy reports. I think we should keep them under a dozen, preferably under 10.
2. I agree with Burke para 3.

mqVE group

OFFICE MEMORANDUM

TO: Mr. J. Burke Knapp

DATE: December 7, 1964

FROM: Gerald Alter *GA*

SUBJECT: Appraisal Missions on the Development Programs of
Peru and Venezuela

1. Attached for your information are the detailed plans for our appraisal missions on the development programs of Peru and Venezuela, now scheduled for March 1965. Mr. Havlik will head the mission to Peru. I would like to ask Mr. Woods to lend Mr. Rist to the Western Hemisphere Department to head the Venezuela mission. Mr. Rist has no objection.

2. Our plans for these missions have been discussed with the Governments; they are in agreement. Recruitment for the missions has been initiated.

cc: Mr. Weiner
Mr. de Vries
Mr. Havlik