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Washington, D.C.

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Washington DC 20433
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McNamara Correspondence,

1973



The World Bank Group
Archives

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McNamara correspondence - 1973

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WBG Archives

DEPARTMENT OF POPULATION PLANNING
CENTER FOR POPULATION PLANNING

December 19, 1973

Mr. Robert S. McNamara
President
World Bank
1818 H Street, N. W.
Washington, D. C. 20433

Dear Mr. McNamara:

This letter is a follow-up to our telephone conversation yesterday. Briefly, I am prepared to write a paper based upon the research I have carried out during the past two and a half years. I am very much attracted by the opportunity for my ideas and analysis to be carefully examined by policy-makers --- and this remains my primary motivation for altering my writing timetable, restructuring my research to focus on the Bank and its relations to the UN, and producing a document that may be useful to the Bank as well as others.

The study that I will prepare for the Bank will incorporate many of the central conclusions I have reached in the course of examining both policy and organizational aspects of the UN system's response to the population problem. I spent one year (1972-73) in Europe using Geneva as a home base to carry out extensive interviews and documentary research at WHO, ILO, UNESCO, FAO, OECD, and other agencies including SIDA and IPPF. During the year, I had discussions with agency staff at all levels including each of the Directors-General. Largely as a consequence of the importance I perceived in the relationship between the Bank and the UN, I travelled to Indonesia, Malaysia, and elsewhere in South Asia and talked with field personnel of both UN and non-UN agencies. Additionally, I have been in close touch with the Bank as well as UNFPA, UNDP, and the Department of State. Although the primary focus of my research has not been on the Bank, the question of the Bank's role in the population field has invariably arisen in my investigation.

I feel that the only additional field research required in order to carry out the study that we discussed would be at least one trip to Washington in order to confer with Bank officials and to review documentary materials which I have not as yet seen. I would also find it necessary to make a similar visit to the UN in New York, devoting much of my time there to UNFPA.

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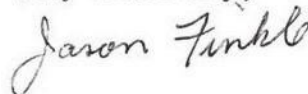
Letter to Robert S. McNamara
December 19, 1973
Page 2

In line with my own disposition and commitment to independent judgment, the study that I am planning should not embarrass any of the participants or agencies, although it will be sufficiently candid and analytical (I hope) to be the basis for some serious rethinking of UN-Bank relations in the population field. I believe that the Bank's relations with the UN in population are not primarily a function of the personalities involved or the particular problems of working in the population field. Thus, my analysis would attempt to show the kinds of institutional characteristics and organizational concerns which govern different agencies' behavior. It would also be concerned to a limited extent with the larger context of the Bank's relations with the UN in other fields of development. Finally, although your own interest is primarily in the Bank's relationship to the UN, it is clear that this in turn is affected by the relationships of the other agencies with one another, for example, UNFPA and WHO. As you know from our discussion, I am particularly concerned with the question of how the Bank's intellectual and financial resources can be most effectively utilized and the alternatives open to the Bank and the UN for achieving this objective.

When a draft of this study is in readable form, I propose to submit it to you for appropriate review. I shall give due consideration to all comments, although as the author of the study, I will determine its final contents. Further, I shall respect all materials both written and verbal conveyed on a confidential basis by members of the Bank's staff. As you know, this study will be included in whole or in part within the book I am doing on the United Nations system and population, although I think there is enough importance to the UN system in the particular study you have offered to commission for it to warrant separate publication in an appropriate journal. Since changes in the system depend not only on the Bank but on the other agencies, I feel it is desirable to share my findings with them. The version that I will submit to you, however, will probably be more blunt and couched in less academic prose than the version that I plan to publish for a more general audience including those in other UN agencies.

I trust that the Bank and the UN may benefit from the insights I have acquired during these years of studying their activities in population. Indeed, my interest in being heard on the issue is sufficiently great that I have decided to accept your invitation, and I leave the terms to your discretion.

Very sincerely,



Jason L. Finkle
Professor of Population Planning

JF/bc

ROUTING SLIP

Date
Nov. 19, 1973

OFFICE OF THE PRESIDENT

Name

Room No.

Susan

D928

To Handle

Note and File

Appropriate Disposition

Note and Return

Approval

Prepare Reply

Comment

Per Our Conversation

Full Report

Recommendation

Information

Signature

Initial

Send On

Remarks

Lord Grantchester called Sir Denis on November 14 to say that it was no longer necessary to meet with him.

I was not sure whether you wanted this correspondence for your files. If not, please send to General Files.

Thank you,

From

Edna

November 2, 1973

Dear Lord Grantchester,

Your letter of October 26 addressed to Mr. McNamara has been passed to me for reply as Mr. McNamara has already left the country.

Sir Denis Rickett is out of town to-day but I did check with him before he left, and he will be delighted to meet you any time after November 13 but it would have to be in Washington as he will not be able to get up to New York at that time.

Perhaps you could let Sir Denis know if you will be able to meet him in Washington.

Yours sincerely,

William Clark
Director
External Relations

Lord Grantchester
52 Westminster Mansions
1 Little Smith Street
London SW1P 3DQ
England.

sf

NOV 1 1973

Dear Henry,

I have tried all ways to come up with a favorable reply to the very kind invitation of your Editor, transmitted by you. But you know what my travel schedule is like, and I don't see at the moment how I could be in Europe in early April.

So I must very reluctantly decline the invitation. Let me just say personally to you that if my plans were to change to enable me to be present I would get in touch with you and see if it was still suitable.

My thanks to you and Harold Evans, and my regrets that I cannot accept.

Sincerely,

Robert S. McNamara

Mr. Henry Brandon
The Sunday Times
814 National Press Building
Washington D.C. 20004

WDCClark:sf

OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara

DATE: October 29, 1973

FROM: William Clark *WOC*

SUBJECT: Black Enterprise Interview

Here is a suggested ending of the interview and the alteration that you made on page 12.

WDCClark:sf

Susan.

Could you make
this up now & send
Special Del + the
corrected original
WOC

Sept 10/30

INTERVIEW WITH McNAMARA, WORLD BANK

IMBRIANO: Mr. McNamara, to begin with could you summarize the role of the World Bank?

McNAMARA: The Bank was created, along with the International Monetary Fund, at the Bretton Woods Conference of 1945, and it was established as a bank, as its title implies, of reconstruction and development. At the time, reconstruction meant reconstruction of the war-torn areas of the world after World War II. Of course, that task has been completed. Now the Bank is a development organization owned by its 123 member countries and operated by them -- a Board of Directors of 20 members represents those 123 countries. The Bank has essentially three subsidiaries, one of which is the so-called soft-loan window, properly known as the International Development Association, which is financed by direct appropriations from governments. In Nairobi last September, at the annual meeting of the governors of the Bank and the International Monetary Fund, we negotiated the fourth replenishment of the funds of the International Development Association. It was agreed that funds for the years 1975, 1976 and 1977 would be supplied in the amount of \$1.5 billion per year. That's up from \$800 million per year for 1972, 1973 and 1974. In any event, the soft-loan operation extends credits to countries that, for lack of foreign exchange, are not considered creditworthy for a normal loan from the Bank. The terms of a soft loan are fifty years for payment, with a ten-year period of grace, and three-quarters of one per cent interest.

Hard loans are extended on a basis of roughly 20 to 25 years maturity, which is far in excess of commercial maturities, about four years' grace and, today 7.25 per cent interest -- which of course is a concessional interest rate compared with the market rates of today. The funds for the hard loans come from the capital markets of the world, in which we sell World Bank securities. These capital markets are highly diverse, they include the markets in Libya, Japan, Kuwait, the Federal Republic of Germany and New York City. We tap all these, and we borrow funds and then loan them at concessional rates to the developing countries. The third activity of the Bank is represented by the Interantional Finance Corporation, a subsidiary of the Bank, which catalyzes the flow of private investment from the developed world to the developing world to stimulate private enterprise there.

IMBRIANO: How does the World Bank's newly assumed five-year, \$22 billion loan program to the underdeveloped nations compare with previous five-year commitments?

McNAMARA: Using constant dollars -- say, 1973 dollars -- the \$22 billion in the five-year loan program for 1974 through 1978 represents a 40 per cent increase over the five years from 1969 to 1973 and a 175 per cent increase over the five years 1964 through 1968. And a major share of the increase, both in the 1969-73 period over the preceding five years and in '74-78 period, benefits Africa. While we slightly more than doubled

our lending worldwide to the developing countries, we tripled it to the African nations. This reflects our belief that the African nations need and can absorb the benefits from a disproportionate rate of increase in these lending activities.

IMBRIANO: Why is so much of the World Bank's lending going to Africa?

McNAMARA: Because the need is greater and the availability of external resources to many of the nations of Africa is less than in some other areas of the world. Take Latin America as an illustration. The African nations do not have the ability to borrow as much as many of the Latin American nations do, simply because they haven't advanced that far in their development. Sixteen of the 25 nations classified as least developed by the United Nations are in Africa. This simply indicates that Africa has not developed to the same stage as say Latin America or even parts of Asia.

IMBRIANO: Many have described the \$22 billion commitment as a new day for the World Bank and a change from object projects to people projects in the world's underdeveloped areas, such as Africa. Is it in fact a new day? If it is, what prompted the change?

McNAMARA: All institutions evolve. I wouldn't want to say this is a revolution; I think it's an evolution. But we are basically a development organization, and when you are a development organization, you have to ask yourself, what development are we

interested in? I think you are right in emphasizing that the objective of our development is a person or a group of people or a nation of people as opposed to a particular project or unit of investment -- a bridge, a road or a power plant. Now, frequently a bridge or a road or a power plant can be an instrument toward the development of a people. But it is not necessarily such an instrument. We insist that every single project, every single investment that we plan, should be what we call economically sound. But economic soundness by itself is not enough. The project must contribute to the advancement and the welfare of a majority of the people of the country that we're dealing with.

IMBRIANO: Have you developed any guidelines for applying this kind of criterion?

McNAMARA: Well, in the case of economic soundness, we don't finance any project that doesn't have a rate of return of something like nine per cent, a minimum rate of nine per cent. Actually, on an average our projects hold an economic return of roughly 17 to 18 per cent of the total investment. But more and more we are insisting, as I say, that projects be directly related to the benefit of a majority of the people of the country.

IMBRIANO: Do you have any specific projects in specific countries that exemplify this objective?

McNAMARA: Let me just tell you about some of the African projects we are involved in. In Senegal, one-third of the population of

Dakar are squatters. With thousands of people coming from rural areas and no housing available, they're just literally squatting, hoping that something will become available, because the housing conditions are deplorable. And of course Senegal is very anxious to improve these housing conditions. They asked us to join them in a program to accomplish that, and we are going to set up a "site and services" project to provide relocation for about 142,000 people, or roughly one-third of the population in Dakar. This is being done on a very extensive basis and I think will be of great advantage to the people. The relocation will be close to employment, there will be reasonable transportation available and much improved hygiene.

Second illustration: Between the ninth and twelfth parallels of southern latitude, extending almost across the entire continent, a plague exists known as "river blindness." This is a disease that is spread by a parasite, the vector of which is a fly which depends on flowing water for its existence. It has so infected the population of not only Upper Volta but five or six other countries as well -- Mali, Niger, Senegal, the Ivory Coast and Ghana -- so there is a very high incidence of blindness. Furthermore this is also the same area that is suffering from this terrible drought that is causing famine, and death of many of the people. This river blindness disease has had the effect of forcing people away from the river valleys, which are a major source of arable land along the White, Black and

Red Volta Rivers, so that the disease has both caused a heavy incidence of blindness and has reduced the amount of available land for development. Together with the World Health Organization, the Food and Agriculture Organization and the United Nations Development Programme, we have organized an attack on these problems through a 20-year program -- first to eradicate the disease in the first six of the 20 years, secondly, in the remaining fourteen years, to redevelop the arable lands now not open to habitation because of this disease. We believe and hope that this program will start next year. The third illustration is in Ethiopia. As is true of much of Africa, there is a very high incidence of illiteracy. In that country, only about 13 per cent of the primary-school-age children are in school. Imagine trying to lead a country economically, politically and socially in the twenty-first century, say, 50 years from now, with 87 per cent of the adults never having been inside a school. It's a very serious problem. So we have a major educational project ahead of us in Ethiopia. In Kenya, we're working on a population project at the present time, among many other projects in areas like agriculture, transportation, etc. The population growth rates are extremely high in eastern Africa. Africa is a relatively uninhabited continent; it's paradoxical that on a continent with as much empty land, there should be a population problem. The problem, though, is not one of excessive density, of excessive numbers in relation to the

size of the continent, as much as it is the excessive rate of growth which is draining off capital that ought to be put to productive use simply to provide enough facilities to allow people to survive. A very severe penalty on existing populations results from this excessive growth rate. So in several countries in Africa we are starting population planning projects, and one of those countries is Kenya. Agriculture is fundamental to the future of development. Seventy to eighty per cent of the population of Africa today depends on agriculture for its livelihood. Thirty years from now, at the end of the century, at least 65 per cent of the people of Africa will be dependent on agriculture for their livelihood. Yet smallholder agriculture in Africa has failed to receive the attention it deserves in terms of credit, fertilizer, water, etc., needed for increased productivity. So we have a number of agricultural projects in several countries designed to raise the productivity in rural areas. This is a very quick indication of our activity -- and it doesn't touch on such other areas of development as transportation, power, etc.

IMBRIANO: All this is done, I understand, at the request of the various local governments?

McNAMARA: In both the soft-loan and the hard-loan categories, we are prohibited to move unless it is done with the guarantee of the country and at the direction of its government. Every one of these projects is not really our project, it is the

developing country's project, and we are assisting it with financing and supervision.

IMBRIANO: How are the World Bank's policies and projects expected to meet Africa's needs? Will they actually make a difference?

McNAMARA: Well, let me say first that we're only a relatively minor factor in the development of the African nations. The primary responsibility for development is theirs. Literally and figuratively the bulk of the funds required for investment in those countries must come from their own savings. They do need external resources, however, in order to buy the equipment that can't be manufactured locally and isn't represented by local labor. And they do need technical assistance. I mentioned a moment ago that 87 per cent of the primary-school-age children in Ethiopia are not in primary schools. You can imagine the technical assistance they need in Ethiopia. So, while the primary responsibility is theirs, nonetheless they do need external resources and they do need ^{CONCESSIONARY} ~~social~~ finance and they do need external technical assistance and we are one of the major agencies supplying that assistance.

IMBRIANO: Then, you do expect this assistance to have a major impact?

McNAMARA: Yes. I gave you some indications of how that could be. In the case of Senegal, we expect the welfare of those 142,000 people served by the project to be improved substantially.

In the case of the populations of the six nations associated with the river blindness campaign, we expect a substantial improvement also. In the case of Ethiopia, where by the way, our education project is founded upon an educational survey carried out by the Ethiopians themselves, with our assistance, we expect a major advance in the Ethiopian educational system. To digress just a moment, I should emphasize a point that your readers ought to be aware of, which is that the educational systems of East and West Africa to a considerable degree reflect their colonial inheritance. French-speaking, West African nations generally have an educational system based upon the one in France, and English-speaking African nations have educational systems based upon Britain's. Whereas France and Britain have contributed a lot to these countries, it doesn't necessarily follow that the educational system of France transplanted to West Africa or the educational system of Britain transplanted to East Africa, is the best system for the needs of those particular countries. So we are assisting those countries at their request and adapting the systems to meet their own requirements.

IMBRIANO: What has been the response of the world community to your announced new directions?

McNAMARA: I was extremely pleased with the response of both the developing and the developed nations to the theme of my statement in Nairobi which was that the developing countries must reorient their development policies to address the needs

of the poorest 40 per cent of their people, who in large part have neither substantially contributed to the economic growth of their societies nor have they substantially benefited from the economic growth that has taken place in their societies. And who, as a result, live in conditions of absolute poverty, malnutrition, illiteracy and squalor that are totally degrading. This problem must be addressed by the developing nations, and this requires a much greater emphasis on increasing the productivity of small-holder agriculture, because it is small-holder agriculture that is the foundation of the livelihood for a majority of these people. Forty per cent of the two billion people who live in developing countries means there are 800 million people who are suffering in almost total degradation. There was a very favorable response to that point from the developing countries. Now, the second element in my statement in Nairobi was addressed to the developed countries, who have not been meeting the objectives that were set by them in the United Nations General Assembly some three years ago, when it was agreed that, if the developing countries were to achieve a target rate of growth from 1970 to 1980 of some six per cent, they needed external capital on concessionary terms, known as official development assistance, that would amount to seven-tenths of one per cent of the gross national product of the developed nations. The developed nations have failed to meet that objective. The concessionary aid this year

will amount to about half of that 0.7 per cent. It's not likely to increase in the next two or three years, and this is a very serious problem. It's going to be some time before the developed nations as a group meet that 0.7 per cent objective. Many are moving to do so, particularly the Scandinavian countries; Japan and several of the other larger nations also are beginning to increase their level of assistance to the developing countries. And the developed nations as a group have agreed to substantially increase their flow of funds to the World Bank, funds to be provided in the form of soft loans to the developing nations. ^{But right now the developed nations are} *created JEM ul.* not meeting their 0.7% objectives.

IMBRIANO: Which nations are the major defaulters?

McNAMARA: Without calling them defaulters, I think it is fair ^{surely} ~~just~~ to say that several of the larger developed countries have not met the U.N. target of 0.7 per cent of GNP for official development assistance. In the case of the United States, for example, it's estimated that in the current fiscal year, 1974, U.S. official development assistance will not exceed 0.28 or 0.26 per cent -- roughly no more than 40 per cent of the target. So we, ourselves, have a long way to go before we're doing what we might consider our share.

IMBRIANO: Why are we not meeting our share?

McNAMARA: Because our people are rightly seized with the necessity of doing more to meet some of our domestic problems. But I think they wrongly conclude that it's not possible to both do

more to attack our domestic problems and, at the same time, to divert a tiny share of the increased income that comes to us each year to official development assistance.

IMBRIANO: Are the Communist nations meeting their obligations?

McNAMARA: The socialist nations have their own bilateral programs. Two of them are members of the Bank -- Yugoslavia and Rumania -- but both of them are developing nations and therefore are borrowing from the Bank. The Soviet Union has its own bilateral concessionary aid program, but it's not integrated with the program of the non-Communist countries.

IMBRIANO: Returning to the role of the developing nations themselves, how do you plan to determine whether they are, in fact, more equally distributing the income generated by your assistance?

McNAMARA: Well, the countries themselves will have to develop a program covering their whole agricultural sector. They're going to have to insure they do not penalize the rural areas vis-à-vis the urban areas. In many, many countries today, agricultural prices are set at a relatively low level in order to hold down the food prices for the urban dweller. This has the effect of reducing both and the incentive to produce the income of the rural population, which is the majority population in most of these countries. The developing countries must develop a total program for the agricultural sector that will include rational price relationships and price policies, appropriate investment policies and equitable distribution of the benefits of production. And we will, when a country indicates its desire to move in that direction, provide the assistance for doing so.

IMBRIANO: Then you do not have a standard set of guidelines?

McNAMARA: No. Each program has to be tailored to the needs of a particular country and to its political and social philosophy.

IMBRIANO: In terms of dollars, how much of your budget is allocated for soft loans?

McNAMARA: Last year it was on the order of roughly 40 per cent.

IMBRIANO: As a result of increasing the dollar contribution to the soft-loan window from \$800 million to \$1.5 billion, by how much do you expect the percentage to increase for soft loans?

McNAMARA: It will remain around 40 percent.

IMBRIANO: Do you foresee using any hard-loan money for soft loans?

McNAMARA: We do that now to some degree. We transfer half the profits from the hard-loan operation to the soft-loan operation. In the last five years, since I've been here, we've transferred \$500 million, approximately.

IMBRIANO: Do the richer, more industrialized nations object to the Bank's making such transfers to the soft-loan operation?

McNAMARA: No, but they're not providing as much capital to finance those ^{soft} loans as we could usefully employ.

IMBRIANO: Wouldn't it be in their interest to provide those loans?

McNAMARA: Yes, I think so. In the long run, I don't believe that any nation, not the United States, not any other developed nation can exist as an island of affluence in a sea of poverty. This is bound to lead to social and political and economic tensions which will react adversely on the interests of the people of

that rich nation.

But in the short run, it's very difficult to convince people of that when they see such dramatic evidence of problems requiring attention at home. What they don't realize is that, in the years ahead, there's going to be a continuing increase in the income of all the developed countries including of course the United States of the average person, and a diversion of a small percentage of that increase to the developing world will go very far indeed to enable the poorer countries to proceed with the elimination of absolute, degrading poverty in their midst, and to ensure for all of their citizens at least the minimum requirements of human dignity. ~~Also~~ It would enable us in the richer countries to fulfill at least part of our moral duty to those less fortunate and poorer than ourselves.

IMBRIANO: Thank you, Mr. McNamara.

BLACK ENTERPRISE

from the desk of:

ROBERT J. IMBRIANO

Associate Editor

Mr. Clark,

Here is the transcript of Mr. McNamara's interview. It will appear as you see it in this December's issue of Black Enterprise--except for any changes you might wish to make and/or some minor changes we may make for considerations of length.

The underlined sections near the end of the interview were difficult to understand on the tape and we would appreciate your approving or clarifying them. I am sorry for the delay and, now that we have finally transcribed the interview, am anxiously awaiting your comments. Thank you, and Mr. McNamara, for your time, understanding and cooperation.


Robert J. Imbriano



BLACK ENTERPRISE

from the desk of:

ROBERT J. IMBRIANO

Associate Editor

Mr. Clark,

Enclosed is another copy of the interview with Mr. McNamara. I am forwarding it simply for insurance.

I regret our not being able to meet while you were here but perhaps we will have a chance to do so when you are next in New York or I in Washington.

Again, thank you for your cooperation and understanding.

Bob Imbriano

P.S.--Please put any changes you make on one of the transcripts we have given you.

In peace,

Bob

INTERVIEW WITH McNAMARA, WORLD BANK

IMBRIANO: Mr. McNamara, to begin with could you summarize the role of the World Bank?

McNAMARA: The Bank was created, along with the International Monetary Fund, at the Bretton Woods Conference of 1945, and it was established as a bank, as its title implies, of reconstruction and development. At the time, reconstruction meant reconstruction of the war-torn areas of the world after World War II. Of course, that task has been completed. Now the Bank is a development organization owned by its 123 member countries and operated by them -- a Board of Directors of 20 members represents those 123 countries. The Bank has essentially three subsidiaries, one of which is the so-called soft-loan window, properly known as the International Development Association, which is financed by direct appropriations from governments. In Nairobi last September, at the annual meeting of the governors of the Bank and the International Monetary Fund, we nego-

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IMBRIANO: Many have described the \$22 billion commitment as a new day for the World Bank and

5.

a change from object projects to people projects in the world's underdeveloped areas, such as Africa. Is it in fact a new day? If it is, what prompted the change?

McNAMARA: All institutions evolve. I wouldn't want to say this is a revolution; I think it's an evolution. But we are basically a development organization, and when you are a development organization, you have to ask yourself, what development are we interested in? I think you are right in emphasizing that the objective of our development is a person or a group of people or a nation of people as opposed to a particular project or unit of investment -- a bridge, a road or a power plant. Now, frequently a bridge or a road or a power plant can be an instrument toward the development of a people. But it is not necessarily such an instrument. We insist that every single project, every single investment that we plan, be what we call economically sound. But economic soundness by itself is not enough. The project must contribute to the advancement and

6.

the welfare of a majority of the people of the country that we're dealing with.

IMBRIANO: Have you developed any guidelines for applying this kind of criterion?

McNAMARA: Well, in the case of economic soundness, we don't finance any project that doesn't have a rate of return of something like nine per cent, a minimum rate of nine per cent. Actually, on an average our projects hold a negative return of roughly of 70 to 80 per cent of the total investment. But more and more we are insisting, as I say, that projects be directly related to the benefit of a majority of the people of the country.

IMBRIANO: Do you have any specific projects in specific countries that exemplify this objective?

McNAMARA: Let me just tell you about some of the African projects we are involved in. In Senegal, one-third of the population of Dakar are squatters. With thousands of people coming from rural areas and no housing available, they're just literally squatting, hoping that something

7.

will become available, because the housing conditions are deplorable. And of course Senegal is very anxious to improve these housing conditions. They asked us to join them in a program to accomplish that, and we are going to set up a second service project to provide relocation for about 142,000 people, or roughly one-third of the population in Dakar. This is being done on a very, very extensive basis and I think will be of great advantage to the people. The relocation will be close to employment, there will be reasonable transportation available and much improved hygiene. Second illustration: Between the ninth and twelfth parallels of southern latitude, extending almost across the entire continent, a plague exists known as "river blindness."

This is a disease that is spread by a parasite, the vector of which is a fly which depends on flowing water for its existence. It has so infected the population of not only the Upper Volta but five or six other countries as well -- Mali, Niger, Senegal, the Ivory Coast and

8.

Ghana -- so there is a very high incidence of blindness. Furthermore this is also the same area that is suffering from this terrible draught that is causing famine and death of many of the people. This river blindness disease has had the effect of forcing people away from the river valleys, which are a major source of arable land along the White, Black and Red Volta Rivers, so that the disease has both caused a heavy incidence of blindness and has reduced the amount of available land for development. Together with the World Health Organization and the Food and Agriculture Organization we have organized an attack on these problems through a 20-year program -- first to eradicate the disease in the first six of the 20 years, secondly, in the remaining fourteen years, to redevelop the arable lands now not open to habitation because of this disease. We believe and hope that this program will start next year. The third illustration is in Ethiopia. As is true of much of Africa, there is a very high incidence of illiteracy. In that country, only about 13 per

9.

cent of the primary-school-age children are in school. Imagine trying to lead a country economically, politically and socially in the twenty-first century, say, 50 years from now, with 87 per cent of the adults never having been inside a school. It's a very serious problem. So we have a major educational project ahead of us in Ethiopia. In Kenya, we're working on a population project at the present time, among many other projects in areas like agriculture, transportation, etc. The population growth rates are extremely high in eastern Africa. Africa is a relatively uninhabited continent; it's paradoxical that on a continent with as much empty land, there should be a population problem. The problem ^(though) is not one of excessive density, of excessive numbers in relation to the size of the continent, as much as it is to the excessive rate of growth which is draining off capital that ought to be put to productive use simply to provide enough facilities to allow people to survive. A very severe penalty on existing populations results from

10.

this excessive growth rate. So in several countries in Africa we are starting population planning projects, and one of those countries is Kenya. Agriculture is fundamental to the future of development. Seventy to eighty per cent of the population of Africa today depends on agriculture for its livelihood. Thirty years from now, at the end of the century, at least 65 per cent of the people of Africa will be dependent on agriculture for their livelihood. Yet smallholder agriculture in Africa has failed to receive the attention it deserves in terms of credit, fertilizer, water, etc., needed for increased productivity. So we have a number of agricultural projects in several countries designed to raise the productivity in rural areas. This is a very quick indication of our activity -- it doesn't touch on such other areas of development as transportation, power, etc. (and

IMBRIANO: All this is done, I understand, at the request of the various local governments?

McNAMARA: In the soft-loan and the hard-loan categories, we are prohibited to move unless

11.

it is done with the guarantee of the country and at the direction of its government. Every one of these projects is not really our project, it is the developing country's project, and we are assisting it with financing and supervision.

IMBRIANO: How are the World Bank's policies and projects expected to meet Africa's needs? Will they actually make a difference?

McNAMARA: Well, let me say first that we're only a relatively minor factor in the development of the African nations. The primary responsibility for development is theirs. Literally and figuratively the bulk of the funds required for investment in those countries must come from their own savings. They do need external resources, however, in order to buy the equipment that can't be manufactured locally and isn't represented by local labor. And they do need technical assistance. I mentioned a moment ago that 87 per cent of the primary-school-age children in Ethiopia are not in primary schools. You can imagine the technical assistance they need in Ethiopia. So,

12.

while the primary responsibility is theirs, nonetheless they do need external resources and they do need social finance and they do need external technical assistance and we are one of the major agencies supplying that assistance.

IMBRIANO: You do expect this assistance to have a major impact?

(Then)

McNAMARA: Yes. I gave you some indications of how that could be. In the case of Senegal, we expect the welfare of those 142,000 people served by the project to be improved substantially. In the case of the populations of the six nations associated with the river blindness campaign, we expect a substantial improvement also. In the case of Ethiopia, where by the way, our education project is founded upon an educational survey carried out by the Ethiopians themselves, with our assistance, we expect a major advance in the Ethiopian educational system. To digress just a moment, I should emphasize a point that your readers ought to be aware of, which is that the edu-

13.

cational systems of East and West Africa to a considerable degree reflect their colonial inheritance. French-speaking, West African nations generally have an educational system based upon the one in France, and English-speaking African nations have educational systems based upon Britain's. Whereas France and Britain have contributed a lot to these countries, it doesn't necessarily follow that the educational system of France transplanted the educational system of Britain transplanted to to West Africa or East Africa is the best system for the needs of those particular countries. So we are assisting those countries at their request and adapting the systems to meet their own requirements. Agriculturally, in Malawi, Kenya, Senegal and a host of other countries, the projects we have on their way to increase their productivity are bound to lead to improvement in other areas.

IMBRIANO: What has been the response of the world community to your announced new directions?

McNAMARA: I was extremely pleased with the

14.

response of both the developing and the developed nations to the theme of my statement in Nairobi which was that the developing countries must reorient their development policies to address the needs of the poorest 40 per cent of their people, who in large part have neither substantially contributed to ^{the} economic growth of their societies nor have they substantially benefited from the economic growth that has taken place in their societies. And who, as a result, live in conditions of absolute poverty, malnutrition, illiteracy and squalor that are totally degrading. This problem must be addressed by the developing nations, and this requires a much greater emphasis on increasing the productivity of small-holder agriculture, because it is small-holder agriculture that is the foundation of the livelihood for a majority of these people. Forty per cent of the two billion people who live in developing countries means there are 800 million people who are suffering in almost total degradation. There was a very favorable response to that

15.

point from the developing countries. Now the second element in my statement in Nairobi was addressed to the developed countries, who have not been meeting the objectives that were set by them in the United Nations General Assembly some three years ago, when it was agreed that, if the developing countries were to achieve a target rate of growth from 1970 to 1980 of some six per cent, they needed external capital on concessionary terms, known as official dollar assistance, that would amount to seven-tenths of one per cent of the gross national product of the developed nations. The developed nations have failed to meet that objective. The concessionary aid this year will amount to about half of that 0.7 per cent. It's not likely to increase in the next two or three years, and this is a very serious problem. It's going to be some time before the developed nations as a group meet that 0.7 per cent objective. Many are moving to do so, particularly the Scandinavian countries, and Japan and several of the other larger nations

16.

also are beginning to increase their level of assistance to the developing countries. And the developed nations as a group have agreed to substantially increase their flow of funds to the World Bank, funds to be provided in the form of soft-loans to the developing nations.

IMBRIANO: Which nations are the major defaulters?

McNAMARA: Without calling them defaulters, I think it is fair to say that several of the larger developed countries have not met the U.N. target of 0.7 per cent of GNP for official development assistance. In the case of the United States, for example, it's estimated that in the current fiscal year, 1974, U.S. official development assistance will not exceed 0.28 or 0.26 per cent -- roughly no more than 40 per cent of the target. So we, ourselves, have a long way to go before we're doing what we might consider our share.

IMBRIANO: Why are we not meeting our share?

McNAMARA: Because our people are rightly seized with the necessity of doing more to meet some of our domestic problems. But I think they wrongly conclude that it's not possible to both

17.

do more to attack our domestic problems and, at the same time, to divert a tiny share of the increased income that comes to us each year to official development assistance.

IMBRIANO: Are the Communist nations meeting their obligations?

McNAMARA: The socialist nations have their own bilateral programs. Two of them are members of the Bank -- Yugoslavia and Rumania -- but both of them are developing nations and therefore are borrowing from the Bank. The Soviet Union has its own bilateral concessionary aid program, but it's not integrated with the program of the non-Communist countries.

IMBRIANO: Returning to the role of the developing nations themselves, how do you plan to determine whether they are, in fact, more equally distributing the income generated by your assistance?

McNAMARA: Well, the countries themselves will have to develop a program covering their whole agricultural sector. They're going to have to insure they do not penalize the rural areas vis-

18.

a-vis the urban areas. In many, many countries today, the agricultural prices are set at a relatively low level in order to hold down the food prices for the urban dweller. This has the effect of reducing the income of the rural population, which is the majority population in most of these countries, and it also has the effect of causing a percentage of that ~~popu-~~ ^{popu-} lation to expand production and, therefore, is a policy that is contrary to the interests of a majority of the people of that country. Now the developing countries must develop a total program for the agricultural sector that will include rational price relationships and price policies, appropriate investment policies and equitable distribution of the benefits of production. And we will, when a country indicates its desire to move in that direction, provide the assistance for doing so.

IMBRIANO: Then you do not have a standard set of guidelines?

McNAMARA: No. Each program has to be

19.

tailored to the needs of a particular country and to its political and social philosophy.

IMBRIANO: In terms of dollars, how much of your budget is allocated for soft-loans?

McNAMARA: Last year it was on the order of roughly 40 per cent.

IMBRIANO: As a result of increasing the dollar contribution to the soft-loan window from \$800 million to \$1.5 billion, by how much do you expect the percentage to increase for soft-loans?

McNAMARA: It will remain around 40 per cent.

IMBRIANO: Do you foresee using any hard-loan money for soft-loans?

McNAMARA: We do that now to some degree. We transfer half the profits from the hard-loan operation to the soft-loan operation. In the last five years, since I've been here, we've transferred \$500 million, approximately.

IMBRIANO: Do the richer, more industrialized nations object to the Bank's making such transfers to the soft-loan operation?

McNAMARA: No, but they're not providing as much capital to finance those loans as we could

20.

usefully employ.

IMBRIANO: Wouldn't it be in their interest to provide those loans?

McNAMARA: Yes, I think so. In the long run, I don't believe that any nation, not the United States, not any other developed nation can exist as an island of affluence in a sea of poverty. This is bound to lead to social and political and economic tensions which will react adversely on the interests of the people of that rich nation. But in the short run, it's very difficult to convince people of that when they see such dramatic evidence of problems requiring attention at home. What they don't realize is that, in the years ahead, there's going to be a continuing increase in the income of our nation and an increase in the income of the average person, and a diversion of a small percentage of that increase to the developing world will go very far indeed to increase our ^{popu-} ~~popu-~~ ^{larity} around the world and react to our ^{long-} ~~long-~~ ^{run} benefit as a nation. ?

IMBRIANO: Thank you, Mr. McNamara.



52 Westminster Mansions
1 Little Smith Street
London SW1P 3DQ

From Lord Grantchester

26th October 1973

Mr Robert S. McNamara
International Bank for Reconstruction
and Development
International Development Association
Washington, D.C. 20433

Dear *W-McNamara*,

Thank you for your kind letter of the 19th October. It would be more convenient as you will be away, if a meeting could be arranged at your New York office. Would this be possible, say on Thursday, 15th November?

Yours sincerely,

Grantchester

RECEIVED

1973 NOV - 1 AM 10:07

COMMUNICATIONS
SECTION



10/19/73

Dear Lord Grantchester:

Thank you very much for your letter of September 17 which I found on my return from our Annual Meeting in Africa.

I would be delighted to meet you on your visit to the United States but unfortunately I shall be out of the country during most of November.

I have mentioned this matter to our Vice-President, Sir Denis Rickett, who would be delighted to see you in the early part of that week.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Lord Grantchester, O.B.E.,
52 Westminster Mansions,
Little Smith Street,
London, S.W.1., England.

WDClark:sf
cc. Sir Denis Rickett

18/23 To Mr. Clark
Please suggest
a reply
J. M. W.

THE SUNDAY TIMES
OF LONDON

814 NATL. PRESS BLDG. WASHINGTON, D. C. 20004
Cable Address: THOMSONEWS, WASHINGTON Telephone: 628-4310

HENRY BRANDON
ASSOCIATE EDITOR AND
WASHINGTON CORRESPONDENT

October 18, 1973

Mr. Robert McNamara
President
The World Bank
1818 H Street Northwest
Washington, D.C.

Dear Bob,

Harold Evans, the editor of the Sunday Times, has asked me to extend to you an invitation to speak at a conference whose theme will be "The Exploding Cities" next April in Oxford. The three day conference is sponsored by the Sunday Times and the United Nations Population Fund. Following your Nairobi speech, they would particularly appreciate it if you could address yourself to the exploding countryside and what can be done to slow down the flow of people into the cities.

The exact dates for the conference are April 2-6, 1974 and the location is Worcester College, Oxford. Several leading personalities in the field will participate.

I know that your thoughts and your personality would give the conference special meaning and I hope very much that you will find it possible to attend.

Warm regards,

*Yours ever,
Henry*

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1973 OCT 23 AM 8:43

COMMUNICATIONS SECTION

attending.

Special measures and I hope will help that you will find it possible to

I hope that your presence and that of your colleagues will give the conference

location is not far from the center of the city.

The exact dates for the conference are still to be determined and the

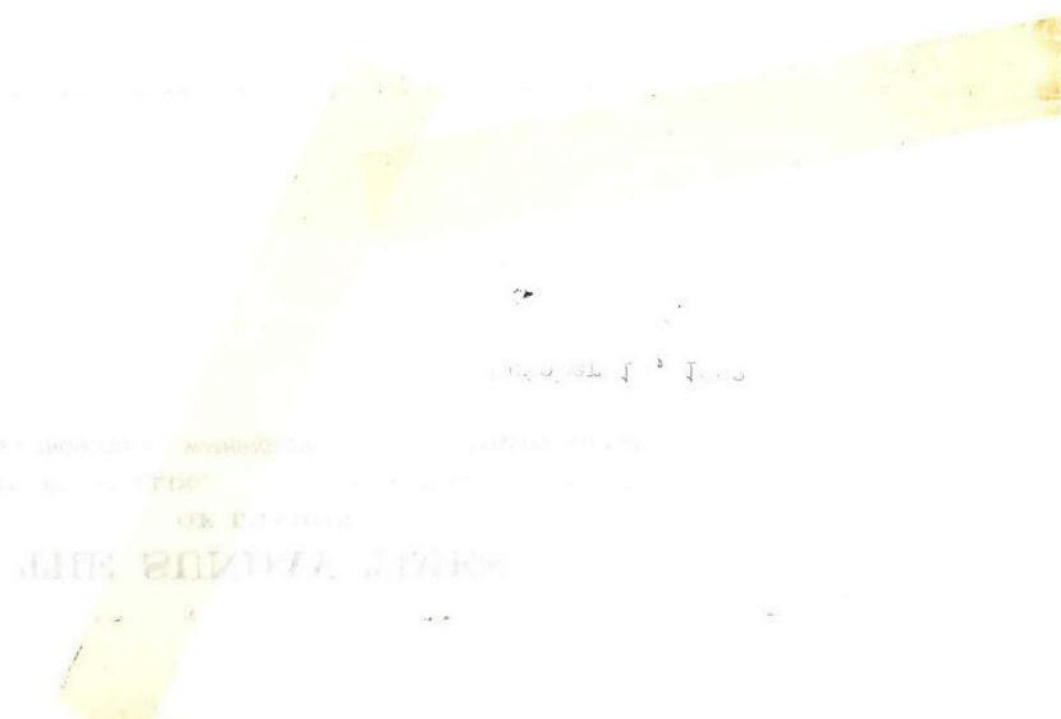
to come to you from the work of people into the city.

It will be necessary to make arrangements for the conference and to

to be able to attend the conference and to make arrangements for

to you in connection with the conference and to make arrangements for

Information
Date of receipt
Name of person
Address
City



COMMUNICATIONS SECTION

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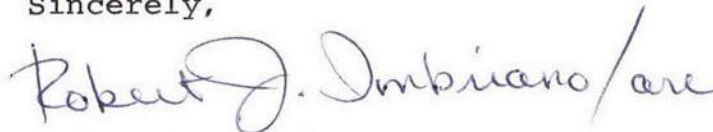
Mr. Robert S. McNamara
President
International Bank for Reconstruction
and Development
1818 H St.
Washington, D.C. 20433

Dear Mr. McNamara:

This is just a quick note to confirm the details as arranged over the phone with your office several weeks ago, of the interview for our December issue. Mr. Earl G. Graves, our publisher, I myself, and our photographer will be at your office at 2 p.m. on Wednesday, October 10.

I'd also like to thank you again for this chance to present your thoughts on African development to the readers of BLACK ENTERPRISE.

Sincerely,



Robert J. Imbriano
Associate Editor

cc: Mr. Paul Danquah
Mr. Earl G. Graves

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1960-10-10

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1973 OCT -5 AM 8:54

COMMUNICATIONS
SECTION

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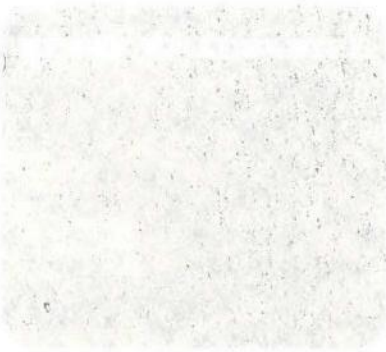
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Urgent.

I would recommend
a query to do this
between Oct 8-12
I suggest 30 minutes
8 p.m. on Wednesday
Oct 10.

nmh.

9/11

Plz you can arrange
for 2' 15' as well 10/10 -
also notify Mr. Clark's
Office. ✓ Rmew OK

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

10-9

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

OFFICE OF THE PRESIDENT

September 12, 1973

MEMO

Mr. Graves will be accompanied by
Robert J. Imbriano, Associate Editor.

They wish to bring their own photog-
rapher which I said was OK.

ps

Persan —

This has been set
up —

P.S.



INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

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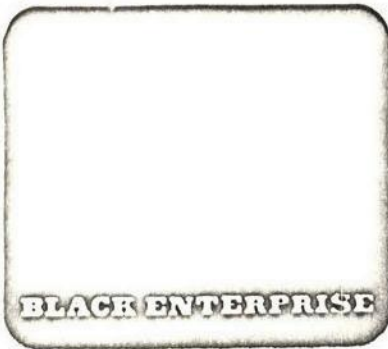
B.V.
Wed 10

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9/11

Per, you can arrange
for 4' 15' on Wed 10/10 -
also notify Mr. Clark's
Office. RMC



EARL G. GRAVES PUBLISHING CO., INC. 295 MADISON AVENUE NEW YORK, N.Y. 10017 (212) 889-8220

9/5 B.N. Clark
William, what
do you recommend
L.N.

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Chairman of the Board,
H. G. Parks Inc.
(Parks Sausage)

August 28, 1973

Mr. Robert S. McNamara
President
International Bank for
Reconstruction & Development
1818 H Street
Washington, D.C. 20433

Dear Bob:

It's a long journey from working for the late Senator Robert Kennedy as an administrative assistant to publishing a national magazine. Sometimes, the period from his death to now, which includes the three years I have been publishing Black Enterprise, seems like a lifetime.

I don't expect that you've been following my career, but I do hope you've had occasion to see my magazine, Black Enterprise. With this letter I'm enclosing several copies, some clips about what I've been doing and a couple of pictures from the old days to remind you of who Earl Graves is!

Each month we run an exclusive interview in Black Enterprise of a well-known person in the field of economic development or finance. We would like you to be our interviewee in our special issue on Black Africa, to be published this coming December.

Mr. Robert S. McNamara
August 28, 1973
Page Two

One of the major themes of this issue will be the role of Africa as a newly emergent force on the global economic scene. In this connection, the relevant efforts of the World Bank naturally need to be brought to the attention of our readership (which includes in excess of 150,000 upper-income black business and professional, controlled circulation readers). The magazine is carried on board all the major airlines in the United States and is read monthly by over two million people. We can think of no better way to present the role of the World Bank than to publish your own direct comments on this and related topics.

The interview we are requesting would appropriately extend the series which has included, as recent interviewees, Congressman Wilbur Mills, Prime Minister Pindling of the Bahamas, Tom Clauson, Chairman of the Board of Bank of America and James Needham, Chairman of the Board of the New York Stock Exchange.

To give you an idea of the format of our interview, I am enclosing the June issue with the Ted Cross and Arthur Burns interview. In its presentation of the first systematic overview of major black businesses in this country, this issue also exemplifies (probably better than any other in our three year history) the magazine's focus on the concerns of the business segment of the community.

To meet the deadline for our December issue, it would be most advantageous if the interview could take place sometime before you leave for the World Bank Conference in Nairobi. If necessary, however, a date in early October would be feasible for us, provided we could count on receiving your comments and correction on the interview transcript within ten to fourteen days of delivery of the transcript to you.

Mr. Robert S. McNamara
August 28, 1973
Page Three

Needless to say, I would be most pleased if you could
comply with this request. It would be a fine beginning
to renewing an old acquaintance.

Sincerely,

Earl G. Graves
Publisher

EGG:ah

Enclosures

September 25, 1973

My Lord:

Your letter dated September 17, 1973, addressed to Mr. McNamara, has just been received. He will no doubt wish to reply to it personally after his return from Nairobi. In the meantime, I enclose a copy each of the 1972/73 Annual Reports of the Bank/IDA and IFC as requested.

Yours faithfully,

U.K. Ghoshal

U. K. Ghoshal
Assistant to the Secretary

Enclosures

The Right Honorable
The Lord Grantchester, OBE
52 Westminster Mansions
Little Smith Street
London, SW1, England

✓ cc: Office of the President

UKGhoshal:al



it
9/26

From: Lord Granchester OBE.,
52 Westminster Mansions,
Little Smith Street, London SW1.

Robert S McNamara Esq
The World Bank
1818 H Street,
Washington DC.,
U.S.A.

17th September 1973

Dear Mr McNamara,

I hope to be in the States during the week commencing the 12th November next. If there was a chance of seeing you or one of your officers to bring me up-to-date with the achievements you refer to in "News Report" available this morning, I would come over to Washington all being well on Thursday 15th or Friday 16th November. Since Bill Martin left the Federal Reserve Bank I have not been so often to Washington, but I should like very much to have the opportunity of a talk at your headquarters.

Yours sincerely,

Granchester

P.S. In the meantime perhaps I could be
sent a copy of the report just
produced. I am a Vice-President of the
U.N.A. - S.



RECEIVED

1973 SEP 24 AM 8:14

COMMUNICATIONS
SECTION

August 30, 1973

Dear Arne,

I must apologise that owing to a muddle on my part you failed to get an answer from Mr. McNamara to your letter of July 17 about inviting him to your International Conference in October.

I had meant to say in my reply of August 15 that unfortunately Mr. McNamara would be sharing my schedule and he also could not get away at that time.

He is particularly sorry about this because the subject of the Meeting interests him greatly, as you will see from his recently past speeches and probably from his speech in Nairobi next month.

Again may I say how much we all hope that your Conference is a success, and that we can have any papers that emerge from it.

Yours sincerely,

William Clark
Director
External Relations

Mr. Arne Haselbach
Director
Vienna Institute for Development
Obere Donaustrasse 49
A-1020 Wien, Austria.

WDCClark:sf

9/5 to Mr. Clark
William, what
do you recommend
L. M. W.

BLACK ENTERPRISE

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Mr. Robert S. McNamara
August 28, 1973
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Mr. Robert S. McNamara
August 28, 1973
Page Three

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to renewing an old acquaintance.

Sincerely,

Earl G. Graves
Publisher

EGG:ah

Enclosures

Sent by Spec. Messenger
10/10/73
12:30 p.m.

~~Date:~~

re Earl Graves RSM interview.

There are 36 African professionals on the Bank staff, or 2%.

No statistics on western hemisphere blacks-- race categories not kept (in accordance with US law.)

F. M. Mc Namara
before 2 p.m.
N.H.

Earl G. Graves
Publisher
Black Enterprise Magazine

Graves, a former Administrative Assistant to Senator Robert Kennedy, has evidently met Mr. McNamara once or twice in the past, and looks forward to "renewing" an old acquaintance. A director of more than five corporations, Graves seems to be an imaginative and competent entrepreneur who appeals to the black business community through his magazine Black Enterprise. This magazine boasts a readership of almost half a million professional and managerial people. Black Enterprise has had several articles in the recent past which outline business opportunities in the Caribbean and potentially in Africa. The advertisers in the magazine are companies that are found in the Who's Who of top American business firms, mostly white. However, recently Black Enterprise did a story on the nation's 100 top black businesses.

Graves seems to be an extremely competent and articulate person. While he will not try to embarrass Mr. McNamara or the Bank, he is likely to ask if there are any black business firms who have participated in Bank Group procurement.

2) *Black Bank Accounts*
3) *Black Employees*
Forty-two years old and a Reserve Captain in the Army Green Berets, I am informed by Ted Kennedy's office that he is known by the Senator.

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of Representatives*

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*Award-winning staff
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*Former Chairman of SNCC,
Exec. Dir. Voter
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*Chairman of the Board,
H. G. Parks Inc.
(Parks Sausage)*

EARL G. GRAVES

Born in Brooklyn's Bedford-Stuyvesant area in 1935, Earl Graves knows all too intimately the economics of being Black and what it takes to overcome those financial obstacles. In fact, he overcame those obstacles so well that as the publisher of BLACK ENTERPRISE Magazine, he was named one of the ten most outstanding minority businessmen in the country by President Richard Nixon and was presented the National Award of Excellence in recognition of his outstanding achievement in minority business enterprise and support of equal business opportunity for all Americans for the year 1972. Mr. Graves further is recognized nationally as a leading authority on black business development.

Today, he heads more than five corporations, which include Earl G. Graves, Ltd. and the Earl G. Graves Publishing Company, Inc., which publishes BLACK ENTERPRISE Magazine, a how-to-succeed magazine designed to help Black businessmen and women.

As it completes its third year, BLACK ENTERPRISE is something of an anomaly in magazine publishing. It has been profitable since its first issue, and yearly advertising sales (currently over \$2.0 million) are constantly increasing. BLACK ENTERPRISE has a controlled circulation of 150,000 with an estimated 550,000 pass-along readership. It is carried on board all major airlines.

Only four years ago, Graves was an Administrative Assistant for the late Senator Robert F. Kennedy. Joining Senator Kennedy's staff in 1965, Graves' primary efforts were in setting up pilot urban development programs throughout New York State.

No stranger to urban and Black problems, Graves was a member of the Brooklyn NAACP and played a key role in establishing the Stuyvesant Heights Achievement Corporation, an organization which encourages young Black professionals from the Bedford-Stuyvesant area to contribute their talents to the redevelopment of the community.

After Senator Kennedy's assassination in 1968, Graves formed his own management consultant firm to advise organizations on urban affairs and economic development. Included among the firm's clients were the National Bank of North America, Barbados Tourist Board, and the New York City Health and Hospital Corporation.

He was also named a member of the McGovern Commission, organized in 1968 to restructure the Democratic Party.

Mr. Graves, who lives in Westchester County, is a member of the Board of Directors of the Liggett & Myers Tobacco Company, and of the Westchester Residential Opportunities Corporation, a non-profit corporation founded to assist minority members in finding suburban homes. Graves is also a member of the Board of Advisors of the Robert F. Kennedy Theatre for Children, the Library Board of Armonk, and the National Board and Executive Committee of the Interracial Council for Business Opportunity. He is also a guest lecturer and speaker at schools and colleges throughout the country.

A graduate of Erasmus Hall High School in Brooklyn, Graves worked his way through Morgan State College in Baltimore, where he was a Dean's List Student and leader of eight major campus organizations. After graduation, Graves went into the military and was honorably discharged with the United States Army Commendation Ribbon with Medal Pendant. He currently holds the rank of Captain in the United States Army Special Forces Reserve (Green Berets).

Long active in scouting, Graves recently received the highest recognition for volunteer work, the Silver Beaver Award. He is also a member of the Executive Committee of the Greater New York Council of the Boy Scouts of America.

As BLACK ENTERPRISE Magazine completes its third year of publishing, Graves and the magazine have garnered numerous awards which include: The Horace Suddoth Special Award for Pioneering Work in Quality Minority Enterprise Magazine Journalism, made by the National Business League; The Interracial Council for Business Opportunity at its National Awards Dinner recognized BLACK ENTERPRISE for its major role in assisting black businessmen move into the Free Enterprise System; in August of 1971, the National Medical Association presented Mr. Graves with its Scroll of Honor for "his outstanding contribution to the community and country." BRAG, the Black Retail Action Group, Inc., has honored Mr. Graves by selecting him as the recipient of their Business Achievement Award; the ITAS Award by the Interamerican Travel Agents Society for contributing to the Black Travel Agents Society, the R. R. Wright Award for consistent and progressive leadership in community and economic development.

Earl Graves is married to the former Barbara Kydd and is the father of three sons - Earl, Jr., John and Michael.

BLACK ENTERPRISE ADVERTISERS

(As of May, 1973)

AUTOMOTIVE

CHRYSLER CORPORATION
Chrysler/Plymouth Division
Dodge Division

FORD MOTOR COMPANY
Ford Division
Lincoln-Mercury Division

GENERAL MOTORS CORPORATION
Cadillac Motor Division
Chevrolet Motor Division
Oldsmobile Division
Pontiac Motor Division

TIRE & RUBBER COMPANIES

Goodyear Tire & Rubber Co.
Firestone Tire & Rubber Co.
Uniroyal, Inc.

BUSINESS PRODUCTS

Executron Products Company
Hewlett-Packard Company
International Business Machines Corp.
Pitney Bowes, Inc.
Xerox Corporation

BUSINESS SERVICE

American Telephone & Telegraph Co.
Avco Financial Services
Blue Cross
Chase Manhattan Bank
Chemical Bank
The First Pennsylvania Banking & Trust Co.
Grand Bahama Properties Ltd.
Merrill Lynch, Pierce, Fenner & Smith
Morgan Guaranty Trust Company of N.Y.
Office of Minority Enterprise
T. Rowe Price and Associates, Inc.
Savings & Loan Foundation, Inc.
Shell Oil Co.
Trinidad & Tobago Ind. Development Corp.
Yellow Pages

INSURANCE

Allstate Insurance Co.
Connecticut General Life Insurance Co.
Equitable Life Assurance Society of the U.S.
Metropolitan Life Insurance Co.
New York Life Insurance Co.
Prudential Insurance Company of America
State Farm Mutual Automobile Insurance Co.
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CORPORATE

American Can Company
American Machine & Foundry Company
American Oil Company
Atlantic Richfield Company
Bank of America
Cedar-Riverside Associates Inc.
Continental Can Co., Inc.
Columbia Broadcasting System, Inc.
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Gulf Reston Inc.
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San Antonio Ranch
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BLACK ENTERPRISE ADVERTISERS

Cont'd as of 5/73

CONSUMER PRODUCTS

American Tobacco Company
Anheuser-Busch, Inc.
Bacardi Imports, Inc.
Beconta, Inc.
Brown & Williamson Tobacco Corp.
BVD Company, Inc.
Carter-Wallace, Inc.
The Coca-Cola Company
Dansk Designs, Ltd.
Faberge, Inc.
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Johnson Products Company, Inc.
Kobrand Corporation
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Lorillard Corporation
Magnavox Company
Matsushita Electric Corp. (PANASONIC)
Merchant Prince
National Distillers Products Co.
Paddington Corporation
Pepsi-Cola Company
Philip Morris, Inc.
Polaroid Corporation
Schenley Industries, Inc.
Seagram Distillers Company
Somerset Importers, Ltd.
Sperry Rand Corporation

TRAVEL

Antigua-Barbuda Information Office
Air Afrique
Avis Rent A Car System, Inc.
American Airlines, Inc.
Barbados Tourist Board
Barclays Bank International Ltd.
Bermuda Department of Tourism
British Overseas Airways Corporation
Braniff International
Delta Air Lines
Eastern Air Lines, Inc.
Ethiopian Airlines
First National City Bank
Greyhound Lines, Inc.
The Hertz Corporation
Hilton Hotels Corporation
Iberia Air Lines of Spain
ITT Sheraton Corporation of America
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State of Maine
City of Miami
Pan American World Airways
Trans World Airlines, Inc.
Trinidad & Tobago Tourist Board
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GOVERNMENT AGENCIES

U.S. Department of the Air Force
U.S. Department of Agriculture
U.S. Department of the Army
U.S. Department of the Navy
U.S. National Guard
U.S. Coast Guard

OFFICE MEMORANDUM

TO: Mr. William Clark

DATE: August 20, 1973

FROM: Max Epstein

SUBJECT: "Hundred Countries, Two Million People"

You have requested information as to the number of copies Praeger has sold so far. Since mid-July we have periodically contacted Mr. Fred Howard, the last time this morning. It appears that Praeger is switching from one computer system to another and they cannot get the proper information out of the computer. Praeger's office is unable to provide this kind of information not only on Mr. McNamara's book, but also on other books, since the end of April. They have promised us again to call us as soon as the information is available.

Mr McNamara.

of all the perils of computers
I think this is the most absurd yet.
WSE

President has seen

OUTGOING WIRE

TO: MRS NAKAMARU
NAKAKOKUSAIKEN
TOKYO

DATE: AUGUST 16, 1973

CLASS OF
SERVICE: LT

COUNTRY: JAPAN

TEXT:
Cable No.:

PRIOR TO RECEIPT OF YOUR CABLEGRAM WE HAD INFORMED
MR. FRANK BABA OF FOREIGN PRESS CENTER THAT PROPOSED INTERVIEW
WOULD NOT BE FEASIBLE AT TIME INDICATED BY YOU IN VIEW OF
WORLD BANK ANNUAL MEETING IN KENYA IN LATE SEPTEMBER AND
MR. MCNAMARAS PLANNED FOREIGN TOUR THEREAFTER STOP WE
MUCH APPRECIATE YOUR INTEREST IN DEVELOPMENT AID ISSUES
AND HOPE WE MAY COLLABORATE IN FUTURE STOP REGARDS

WILLIAM CLARK
DIRECTOR EXTERNAL RELATIONS INTBAFRAD

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME Mr. William Clark *me*

DEPT. External Relations

SIGNATURE _____
(SIGNATURE OF INDIVIDUAL AUTHORIZED TO APPROVE)

REFERENCE: WDClark:sf

CLEARANCES AND COPY DISTRIBUTION:

For Use By Communications Section

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch: _____

THE FORD FOUNDATION
320 EAST 43RD STREET
NEW YORK, NEW YORK 10017

DAVID E. BELL
EXECUTIVE VICE PRESIDENT

9/7 To Meever Baum
Clark
Yudofman
for discussion at
our 14 noon meeting
today. Lined

August 14, 1973

Mr. Robert S. McNamara
President, International Bank for
Reconstruction and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Bob:

As you suggested, I am recording in this letter some of the comments I made on the telephone Friday about the recent meeting of the Consultative Group on International Agricultural Research. Hill, Hardin and I all thought it was a good and useful meeting, particularly marked by the thorough involvement of the Center Directors, the excellent performance of Sir John Crawford and the TAC, and further progress in fund-raising.

Looking ahead, we see several problems on which it seems to us stronger leadership on behalf of the Group will be required:

1. Important conceptual issues are coming to the fore, concerning relationships among the "core programs" of international Centers, their "outreach" projects, and the building of national research and extension capacity in less-developed countries. It is not only natural but essential that these issues arise, and that the Centers be seen increasingly as elements of a world-wide system. But the consequence could be much confusion and wasted effort unless these conceptual issues are carefully thought through and all concerned are working in the same direction.

2. The forward financial planning for the Group is still rudimentary. The TAC is providing increasingly clear indications of research needs, but a systematic means for relating research needs to potential financial availabilities, for considering the competing claims of existing and new Centers against inevitably

limited financial resources, and for involving the donors in forward planning of financial availabilities beyond the immediate year ahead, has still to be devised. There has been no major difficulty thus far, but as the Group approaches \$30 million in annual funds, heading rapidly toward \$50 million, and the number of Centers and programs coming within the Group's responsibility multiplies, it seems to us increasingly urgent to improve the Group's forward planning processes.

3. In the last year or two, we have all seen the crucial importance of first-quality scientific leadership in each Center, and the scarcely less crucial importance of first-quality membership on the Centers' Boards. Without infringing in the slightest on the essential autonomy of the Centers, we believe there needs to be more attention paid to these matters on behalf of the Group, to accomplish a number of objectives - for example, to think systematically about how to enlarge the pool of potential Center Directors (especially non-Americans) and of Board members; to make sure that the best experience becomes standard practice in establishing procedures for making appointments of new senior staff to the international Centers; to develop appropriate means for ensuring transfer of experience to the Boards of new Centers. (It is possible that this point should be broadened to cover other personnel issues, such as the best means to ensure the maintenance of top-quality scientific staffs at the Centers, without depriving less-developed countries of their best research talent.) Sen

4. Until now, the consideration of possible new Centers has been handled on a catch-as-catch-can basis, with TAC, the Bank, FAO and various donors playing differing roles in different cases. Without straight-jacketing desirable sources of initiative, it should be possible to develop a somewhat more regularized process for reviewing new ideas and bringing them to the Group for decision.

These are in our opinion broad and difficult problems which should concern all members of the Group. The Foundation has tried and will continue to try to contribute as strongly and sensibly as we can to their solution. But as the Group's concerns have inevitably grown larger and more complex, we have come to believe that to deal effectively with these problems will require strengthening the Bank's staff, and we recommend specifically that you consider adding a full-time, senior professional to be concerned with the work of the Consultative Group. We have in mind someone who would have professional standing with the Centers and with the donors, and who could without limiting the autonomy or authority of either Centers or donors contribute in a major way to the evolution of the international agricultural research system that by now has such a promising start. The four problems listed above should in our opinion form a major part of the initial work assignment for such a person, but there are many other issues which will inevitably arise.

Mr. McNamara

-3-

August 14, 1973

Needless to say, this recommendation should in no way be interpreted as critical of the work of the staff the Bank has assigned to the secretariat of the Group. We think their efforts have been admirably energetic and effective. We simply consider that the time has come to augment them with additional strength.

We would be delighted to discuss these comments with you or any of your colleagues if that would be helpful.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Dave".

David E. Bell

August 14, 1973

Mr. McNamara:

The discussion at yesterday's President's Council meeting of conflict of interest and disclosure reminded me of a play I saw while on holiday in London last week, in which there is a passing but potentially embarrassing reference to your own purported investment holdings.

The play ("Savages" by Christopher Hampton - the programme is attached) is set in Brazil two or three years ago. It juxtaposes in a series of short scenes two themes: the history of systematic extermination of the Indian population of Brazil, and a dialogue between a kidnapped foreign diplomat and the urban guerillas who hope to exchange him for the release of political prisoners. In the course of this dialogue a guerilla mentions the debate within the movement about the appropriate use of violence. To make his point, he says something along these lines:

"When McNamara came a couple of years ago we blew up a Sears store because he was a shareholder. That was a stupid thing to do - firstly because the masses had no idea that McNamara was a shareholder, and secondly because it meant their main source of cheap goods was no longer available".

The historical incident which the author had in mind is presumably the Rockefeller visit in 1969 (?), when I believe a Sears store was blown up (as I remember, the connection was that IBEC had invested in Sears of Brazil). There is no reason

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

- 2 -

in the context of the play for using your name rather than Rockefeller's (or anyone else's), and the incident is not dwelt on or referred to again.

It is a good play, extremely well acted and directed, and likely to appeal to American audiences, so it is quite likely to come in due course to New York and perhaps other cities in the USA. I doubt that there is anything to be done about the reference, but I thought you might like to know of it.

John Blaxall



I N C O M I N G C A B L E

DATE AND TIME OF CABLE: AUGUST 14, 1973 1514

LOG NO.: 28 / 14

TO: INTBAFRAD MCNAMARA

FROM: TOKYO

| R O U T I N G | |
|-------------------|---------------|
| ACTION COPY: | MR. MADDUX |
| INFORMATION COPY: | MR. MACNAMARA |
| DECODED BY: | |

TEXT: AS PRODUCER AND MMCC OF JAPANS MOST WIDELY VIEWED INTERVIEW PROGRAM, WORLD PERSONALITIES, SEEN SUNDAY NIGHTS BY TWENTY MILLION JAPANESE, I AM ANXIOUS TO FEATURE AN INTERVIEW WITH YOU FOCUSING ON AN APPEAL BY YOU AS YOU DID SO ELOQUENTLY DURING YOUR RECENT TOKYO VISIT TO THE WEALTHY OVERFED WORLD TO CONSIDER THE STARVING MILLIONS WHO OUTNUMBER US. HOPE YOU WILL AGREE TO MEET ME AND MY CAMERA CREW ANYTIME AT YOUR CONVENIENCE BETWEEN SEPTEMBER EIGHTEEN TO OCTOBER TWENTIETH. GRATEFUL FOR A REPLY TO MY CABLE ADDRESS "NAKAKOKUSAIKEN" KINDEST REGARDS

MRS KORU NAKAMARU

dj

WORLD BANK GROUP

| ROUTING SLIP | | DATE |
|--|-------------------------|---|
| | | <i>July 27, 1973</i> |
| NAME | | ROOM NO. |
| <i>Ms. Fritz Steuber</i> | | |
| <i>Paris Office</i> | | |
| <i>(via Pouch)</i> | | |
| | | |
| | | |
| <input type="checkbox"/> | TO HANDLE | <input type="checkbox"/> NOTE AND FILE |
| <input checked="" type="checkbox"/> | APPROPRIATE DISPOSITION | <input type="checkbox"/> NOTE AND RETURN |
| <input type="checkbox"/> | APPROVAL | <input type="checkbox"/> PREPARE REPLY |
| <input type="checkbox"/> | COMMENT | <input type="checkbox"/> PER OUR CONVERSATION |
| <input type="checkbox"/> | FULL REPORT | <input type="checkbox"/> RECOMMENDATION |
| <input type="checkbox"/> | INFORMATION | <input type="checkbox"/> SIGNATURE |
| <input type="checkbox"/> | INITIAL | <input type="checkbox"/> SEND ON |
| REMARKS | | |
| <p><i>Susan</i> <i>Could I see</i> <i>my ref pls?</i> <i>me</i></p> | | |
| FROM <i>Liana Chitwood</i> | | |

**VIENNA INSTITUTE
FOR DEVELOPMENT**

Telephone 33 43 57

**INSTITUT DE VIENNE
POUR LE DEVELOPPEMENT ET LA COOPERATION**

Obere Donaustrasse 49
A-1020 Wien, Austria

**WIENER INSTITUT
FUR ENTWICKLUNGSFRAGEN**

Cables: DEVELINST WIEN

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1973-07-17

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ARNE HASELBACH

Mr. Robert McNamara
President

INTERNATIONAL BANK FOR RECONSTRUCTION
AND DEVELOPMENT
1818 H Street, N.W.
Washington D.C. 20433

Dear Mr. President,

During the last years it has become increasingly evident that socio-economic structures of many countries and of the world at large are not conducive to an equitable distribution of the benefits derived from technological advancement and economic growth.

The efforts of developing countries aimed at building socio-economic structures ensuring all of their inhabitants an increased standard of living have met with little success. While in most cases they have led to an appreciable rate of economic growth, the benefits derived therefrom have not reached those who would have needed it most, the poor and poorest groups of society.

During the last years the existing socio-economic structures have also been challenged in Western and Eastern industrialized countries by workers and youths from all walks of life, who have been demanding a larger say in the running of their countries as well as a higher degree of social justice.

./..

RECEIVED 31 JUL 1973 /CE 443

1973-07-17

Mr. Robert McNamara
President
INTERNATIONAL BANK FOR RECONSTRUCTION
AND DEVELOPMENT
1818 H Street, N.W.
Washington D.C. 20433

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1973 JUL 26 AM 9:38

1..

RECEIVED 31 JUL 1973 10B W 3

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- DIRECTOR
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To all this a new dimension has been added by the need to find better ways to protect the human environment and the remaining irreplaceable natural resources, which may have great influence on socio-economic structures and their distributional aspects.

Since this is a problem of great concern to all countries and to the world community as a whole, on the occasion of the newly instituted World Development Information Day, the Vienna Institute for Development will hold an

International Conference on

DEVELOPMENT STRATEGY:
SOCIO-ECONOMIC STRUCTURES AND THE DISTRIBUTION OF
INCOME

(Austria, 24 to 28 October 1973)

to which high-ranking politicians and international civil servants, distinguished social scientists, economists and journalists from all parts of the world are being invited in their individual capacities.

This conference does not aim to propose a new model of development, nor should it deal with unrealistic models of technocratic or ideological origin. Rather it should try to review, on the basis of concrete cases from all parts of the world and in the light of recent studies, experiences and ideas, the socio-economic structures of the main areas of national life and their distribution effects.

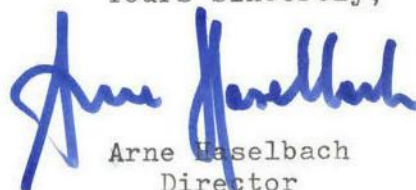
../...

-We feel that a confrontation of differing views on these qualitative aspects of development might stimulate re-thinking and provoke a re-orientation of the discussions on world development both in scientific circles and in the public at large. In this way the conference should add momentum to the search for development strategies capable of overcoming the major inequalities in the economic and technological as well as in the cultural and political fields.

We have the honour to invite you to attend this conference. However, should it be impossible for you to attend personally, we would be grateful, if you would extend this invitation to those of your colleagues who you feel would most contribute towards the goal of this conference.

The time remaining until the conference is already rather short. Therefore we would appreciate if you would inform us about your decision at your earliest convenience.

Yours sincerely,



Arne Haselbach
Director

July 14, 1973

*He cannot because
of ECOSOC & ACC
and reports.
I did 5 in front
of phone
July 16*

The Honorable Robert S. McNamara
President
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Bob:

I was sorry to hear that you could not give the concluding speech at the International Development Conference at the Mayflower Hotel on October 25 because of the probability of the overriding priority of an ECOSOC appearance.

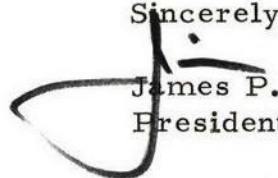
Is there any prospect that you might be able to speak the day before, on October 24, either at the luncheon or the dinner? There is little doubt that this will be the most impressive gathering of Americans to assemble in Washington in recent years to discuss development issues, including the role of the rich countries. Without question your participation in the conference would add importantly to the perceptions of the participants-- as well as help to attract the type of participants we should be involving.

I do not want to pre-judge your theme, if you could speak; however, a theme on which your views would be of great value at this time would be how best to address the problem of the poorest majority in developing countries, and the prospects for combining greater justice for them with national growth. As you know, the Congress is in the process of directing that highest priority be given to projects aiding the poorest majority, with particular reference to projects which enable them to participate more effectively in the development process. Of all the major invited speakers, you are the one who can address this most effectively, and do the most to give it the needed critical momentum. We also should get some useful media coverage out of this at a time when both trade and aid will be major topics in Washington.

Therefore, I hope that you might be able to participate somehow in a major way in the IDC. Onward and upward!

With best wishes,

Sincerely,


James P. Grant
President

June 11, 1973

Dear Bob:

Thank you for your letter of June 1 confirming our earlier telephone conversation.

I have checked with my calendar and find that I am hopelessly tied during that week of October 22 by the fact that the Secretary-General of the United Nations has called a special meeting of the heads of U.N. Agencies which I must attend. It is ironic that it should be U.N. business which keeps me from celebrating U.N. Day with you in Dallas, and I much regret that it is so.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Robert S. Strauss
Akin, Gump, Strauss, Hauer
& Feld
Attorneys at Law
2800 Republic National
Bank Building
Dallas, Texas 75201

cc: for Mr. McNamara's Office (2)

WClark:esp

June 8, 1973

AKIN, GUMP, STRAUSS, HAUER & FELD

ATTORNEYS AT LAW

2800 REPUBLIC NATIONAL BANK BUILDING

DALLAS, TEXAS 75201

214 - 741-2111

ROBERT L. ABBOTT
HENRY D. AKIN
MOLLY W. BARTHOLOW
WAYNE S. BISHOP*
MICHAEL CAOLO, JR.
EDWARD A. COPLEY
CLARICE M. DAVIS
EDWARD J. DEMPSEY*
ALAN D. FELD
EDWARD M. FISHMAN
CHRISTOPHER G. GILLAM*
ROBERT E. GOODFRIEND
THOMAS P. GORANSON
RICHARD A. GUMP
JOHN L. HAUER
GARY A. HERMAN
LAURENCE J. HOFFMAN*
JAMES R. KUHN*
WALTER N. KUNTZ III
FORD LACY
MALCOLM LASSMAN*
MICHAEL LOWENBERG
BENJAMIN A. MAZOW
ROBERT MILBANK, JR.
CARL E. OATES
HAILEY A. ROBERTS
EDWARD F. SCHIFF*
CHARLES L. STEWART
ROBERT S. STRAUSS

*D. C. BAR

June 1, 1973

*Skd on
20 May ACC.*

*6/6 To Mr. Clark
Please draft a reply -
"revised" reports to African
governments after*

TELEX: 73-2324

CABLE ADDRESS
AGSH&F, DALLAS

WAYNE S. BISHOP
EDWARD J. DEMPSEY
CHRISTOPHER G. GILLAM
LAURENCE J. HOFFMAN
JAMES R. KUHN
MALCOLM LASSMAN
EDWARD F. SCHIFF
THE MADISON OFFICE BLDG.
1155 15TH STREET N. W.
WASHINGTON, D. C. 20005
202 - 833-3816

*the annual meeting and
cant do it.
R. New*

Mr. Robert McNamara
World Bank
1818 H Street N.W.
Washington, D.C. 20433

Dear Bob:

Confirming our telephone conversation with respect to your possible appearance in Dallas for United Nations Day, let me advise you further as follows.

The appearance would be under the auspices of the Dallas United Nations Association and Southern Methodist University. It could be a noon or evening meeting any day during the week beginning Monday, October 22; although, since October 24 is National U. N. Day, that date would be preferred. U. S. District Court Judge Sarah T. Hughes, an appointee of President Kennedy and a distinguished jurist, will be Dallas U. N. Day Chairman. The occasion would be well sponsored and, if at all possible, I would like to have a modest gathering of local business people for cocktails.

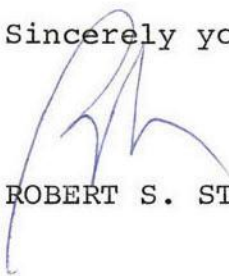
My sister-in-law, Mrs. T. H. Strauss, is president of the local chapter and I can assure you that the occasion of your visit will be meaningful to the total community and would be in good taste.

AKIN, GUMP, STRAUSS, HAUER & FELD

Mr. Robert McNamara
June 1, 1973
Page two

I would appreciate hearing from you at your early convenience, but it is not necessary that they know immediately. With appreciation for your courtesy and kindest personal regards, I am,

Sincerely yours,



ROBERT S. STRAUSS

RSS:rb

(Clark has yellow file copy)

ESCOTT REID
HANNAH'S HILL FARM, R.R. 2
~~XXXXXXXXXXXX~~ Ste-Cécile de Masham
QUÉBEC, CANADA

May 15, 1973

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

Dear Mr. McNamara:

I have waited to reply to your letter of April 23rd until I could give you definite news about the publication of my book on the Bank. The book is being published by the Adlai Stevenson Institute at the beginning of September under the title, "Strengthening the World Bank". Praeger made an offer to publish the book but they would have sold it at \$18.50 and would, it seems to me, have made little effort to sell it. The Adlai Stevenson Institute has set the price of \$7.50 for the book in the United States and Canada, £3 in England and 40 rupees in India. At this price we hope that the sales may be considerable.

The book will be an attractive one. It is being designed by an expert. It will be about 400 pages long. It will be in hard cover and have a jacket. Maurice Strong has written the introduction. We are hoping for an endorsement from Barbara Ward.

The Adlai Stevenson Institute, not being a commercial publisher, will rely mainly on advertising by mail. I have written William Clark asking for the co-operation of the Bank in helping us distribute information about the book and order forms for the book to the 1800 professional officers of the Bank and the 3000 people who will be attending the annual meeting. I enclose a copy of my letter to William Clark.

As you know I agree entirely with you that it is in the interest of the Bank and of myself that the Bank should not sponsor my book. There are two requests which I should like you to consider which in my opinion would not involve the Bank in sponsoring the book but which would be of enormous help to the Adlai Stevenson Institute in getting the book published and distributed without a subsidy from the Institute which it can ill afford to give.

/...

The first request is that the Bank place a bulk order with the Adlai Stevenson Institute for copies of the book. This is the only book which considers at length and in depth the problem of what steps might be taken during the next ten years to strengthen the World Bank Group. There is not likely to be any other book of the kind published, certainly for many years. The Bank would not, therefore, be setting an embarrassing precedent by buying the book. Moreover it seems to me that if the Bank were to place a bulk order for the book this could not be interpreted as sponsoring the book. Rather the interpretation which would be given would be that the Bank considered the book to be a serious study and wished to have members of its governing bodies and its senior staff have copies of it.

My hope is that you might consider purchasing enough copies for the governors of the Bank, the deputy governors, the executive directors, the alternate directors and about 100 members of the senior staff. The Institute could send the bulk order direct to the Bank or it could send copies of the book to the persons whom you designate that you wish to receive it.

The other request I have to make has to do with the Annual Meeting. We are sending 500 copies of the book by air freight to Nairobi to a book seller there to reach him about a week before the Annual Meeting. We hope he will be able to sell the 500 copies to the 3000 people attending the meeting. His chances of being able to do this depend to a very great extent on whether he has a place where he can display the book to persons attending the meeting and where they can easily go to buy the book. The obviously best place would be in the lobby of the building where the Bank is having its meeting. Would it be possible for you to authorize Bill Brakel, your representative in Nairobi, to co-operate with the book-seller in Nairobi in making arrangements for such a book store for the sale of the book.

As you know from seeing early editions of the book I have tried my best to be objective and constructive. I have dealt with the successes of the Bank Group and with what I consider to be its failures. I have made concrete positive suggestions for strengthening it. A book of this kind necessarily contains both praise and criticism of management and staff. I know that you will not agree with everything in the book. I know that the officers of the Bank will not agree with everything. My hope, however, is that there will

/...

15 May 1973

be very few members of the management and staff of the Bank who will not agree with most of the things I say in the book. I also hope that there will be virtually unanimous agreement that the publication of the book will in the long run help to strengthen the World Bank Group of institutions.

I am sending a copy of this letter to William Polk, the President of the Adlai Stevenson Institute.

With all best wishes.

Yours sincerely,



Escott Reid

c.c. William Polk

Mr. Mc Namara

R.R.2

~~XXXXXXXXXXXX~~ Ste-Cécile de Masham

15 May 1973

Mr. William Clark,
Director,
Information and Public Affairs,
World Bank,
1818 H Street, N.W.,
Washington, D.C. 20433,
U.S.A.

Dear William:

The Adlai Stevenson Institute is publishing my book. The title is "Strengthening the World Bank". It will be out by September 1st.

Praeger would have charged \$18.50 for the book. The Adlai Stevenson Institute will charge \$7.50 or £3 sterling. The Institute will do most of their publicity by using mailing lists. The officer in charge at the Institute is Ms. Susan Philipson.

In order to save the Institute money would it be possible for the Bank to send Ms. Philipson address labels of the 1800 professional officers. Further savings would be made if Ms. Philipson could send the addressed envelopes containing the publicity material to the Bank in bulk and the Bank distribute to the officers through its internal distribution system.

The Institute is sending 500 copies of the book by air freight to Nairobi and is making arrangements with a book seller in Nairobi to sell the book to persons attending the annual meeting. Again money would be saved if the Bank could supply the Institute with address labels of the 3000 or so people attending the annual meeting.

I do hope that the Bank can help us on this.

Yours ever,



c.c. Ms. Philipson
Adlai Stevenson Institute
Mr. McNamara

5/2/73

Dear Tom:

My apologies for not having replied to your letter of April 5 before this, but it reached me just as I was setting off for a visit to Japan.

While you are in Paris you certainly ought to see Ed Martin, the Chairman of the Development Assistance Committee of the OECD. He has a large measure of responsibility for the economic relations between the United States and the other members of the OECD, particularly in relation to the Third World.

In London I am sure you will see the leaders of the present Government, but I would recommend that you try to have a talk with Roy Jenkins, the former Labour Chancellor of the Exchequer, who is giving a good deal of thought to Britain's relations with Europe and with the Atlantic powers.

In Brussels the person who has been doing the most thinking about relations with the United States is one of the German Commissioners, Ralf Dahrendors; he speaks flawless English, and has negotiated with the present American Administration in the past. I think you would find him quite critical of U.S. policy, but very interesting.

I would be very interested to hear how things went when you get back.

With all good wishes to you and Iris,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Thomas Vail
The Plain Dealer
1801 Superior Avenue
Cleveland, Ohio 44114

WDClark:sf

THE PLAIN DEALER

OHIO'S LARGEST NEWSPAPER
1801 SUPERIOR AVENUE
CLEVELAND, OHIO 44114

THOMAS VAIL
PUBLISHER AND EDITOR

AREA CODE 216
523-4220

April 5, 1973

Mr. Robert S. McNamara
International Bank for
Reconstruction & Development
1818 H Street NW
Washington, D.C. 20433

Dear Bob:

I am planning to visit London, Paris, Brussels, Bonn and Zurich between the middle of June and the middle of July. The purpose of my trip is to get an update on European attitudes toward the United States with particular emphasis on economic questions. If you have any special advice on who in particular to see in these cities I would most appreciate your views.

We had a nice day with Ted Ryan at Ashcroft. He told me of all the other places nearby we should explore.

I hope all is well with you. Iris joins me in our best to you and Margaret.

Sincerely,



Thomas Vail

ITINERARY

| | |
|-------------|---|
| Sat June 16 | Leave New York morning Arrive London evening |
| Sun June 17 | In London |
| Mon June 18 | In London |
| Tue June 19 | In London |
| Wed June 20 | In London |
| Thu June 21 | In London |
| Fri June 22 | Leave London Arrive Paris |
| Sat June 23 | In Paris |
| Sun June 24 | In Paris |
| Mon June 25 | In Paris |
| Tue June 26 | In Paris |
| Wed June 27 | Leave Paris Arrive Brussels |
| Thu June 28 | In Brussels |
| Fri June 29 | In Brussels |
| Sat June 30 | Leave Brussels Arrive Bonn |
| Sun July 1 | In Bonn |
| Mon July 2 | In Bonn |
| Tue July 3 | In Bonn |
| Wed July 4 | Leave Bonn Arrive Frankfurt |
| Thu July 5 | Leave Frankfurt Arrive Zurich |
| Fri July 6 | In Zurich |

THE WASHINGTON MONTHLY
1028 CONNECTICUT AVENUE, N.W.
WASHINGTON, D. C. 20036
—
202-659-4866

March 20, 1973

Robert S. MacNamara
President
I.B.R.D.
Washington, DC

Dear Mr. MacNamara:

I am an editor of The Washington Monthly. Over the next few months, I plan to research and write a major article for our magazine on the World Bank's policies and performance during your years as president. I believe such an article is timely, because while American political sentiment seems to be turning against bi-lateral aid, it seems that there has been insufficient examination of how well the multi-lateral aid agencies perform. I do have some background in this field, having studied development economics at Harvard and Oxford. In this article, I would like to focus on the new policy directions you announced last year, and then consider how they have been reflected in the Bank's operations.

I would be grateful for a chance to interview you, for two different purposes. In the course of my study, I would like discuss some of the points and themes with you. More immediately, I would like to request a brief interview, for use in a syndicated newspaper column which The Washington Monthly will produce starting next week. The column, syndicated by Publishers-Hall, will appear in more than 20 papers, includ-

THE WASHINGTON MONTHLY

1028 CONNECTICUT AVENUE, N.W.

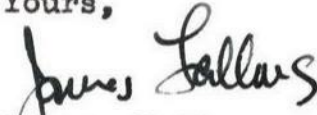
WASHINGTON, D. C. 20036

—
202-659-4866

ing the Baltimore Sun, the Philadelphia Bulletin, the Detroit Free Press, the Oakland Tribune, and others in St. Louis, Richmond, Salt Lake City, Cincinnati, etc. The column will consist of brief (1000-word) question-and-answer interviews with political figures. For the column, I would ask you general questions about Bank policies, problems of underdevelopment, and US attitudes toward the Bank and toward foreign aid.

I enclose a copy of the current issue of The Washington Monthly, in which I have an article on US aid programs. I will be grateful for any help you can give me.

Yours,


James Fallows

ROUTING SLIP

Date

March 23, 1973

OFFICE OF THE PRESIDENT

Name

Room No.

Mr. McNamara to see

President has seen

Sir Denis to prepare reply for
RMcN signature

To Handle

Note and File

Appropriate Disposition

Note and Return

Approval

Prepare Reply

Comment

Per Our Conversation

Full Report

Recommendation

Information

Signature

Initial

Send On

Remarks

om

Anders Ljungh



COMMITTEE OFFICE
HOUSE OF COMMONS
LONDON SW1A 0AA

01-219 3259 (Direct Line)
01-219 3000 (Switchboard)

14th March 1973.

Sir

Select Committee on Overseas Development

I have the honour to inform you that a Select Committee at the House of Commons was set up on Tuesday, 27th February 1973 to consider United Kingdom assistance to overseas development and to report thereon. The Committee have chosen Sir Bernard Braine as their Chairman.

A Select Committee on Overseas Aid reported to the House of Commons in March 1971, but since that Report was made there have been a number of important changes, not the least of which has been the United Kingdom entry into the E.E.C. In addition, there has been more time to digest and analyse the experience of aid and development acquired during the 1960's in relation to the second U.N. decade.

The Committee have, therefore, decided to embark upon an inquiry into a wide range of policies of the U.K.'s aid programme and to examine how these will be affected by changes resulting from U.K. membership of the E.E.C. and eventual contribution to the E.D.F., or whatever replaces it.

The Committee recognises that aid cannot be treated in isolation and that any assessment of its value to the developing countries must take into account trade and monetary considerations. Trade with Associate and Non-Associable countries of the E.E.C. is an important issue since changes resulting from the U.K. entry into the E.E.C. could have repercussions on the U.K. aid programme.

The Committee wish to examine what immediate problems will have to be faced in the development field and what decisions have to be made before the U.K. becomes a contributor to the E.D.F. on 31st January, 1975, and the basic consequences to the U.K. aid programme of entry into the Common Market if there are no significant changes made in present circumstances by that date.

/continued



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SECTION
COMMUNICATIONS
1973 MAR 23 AM 11:25

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In as far as the multi-lateral organisations are concerned the Committee is anxious to receive evidence on the U.K.'s present role in such organisations and whether this could be affected by entry into the E.E.C. They would also be grateful to know whether it is considered that, with the enlarged E.E.C., there would be any advantage to be gained if some E.D.F. funds were to be channeled through one or more of the multi-lateral agencies, and the argument for and against such a procedure.

I have been directed by the Committee to write to you to inquire whether the I.B.R.D. would be willing to submit a memorandum to them relating to those matters which they have under consideration. If it is possible to meet this request it would be helpful if a paper could be submitted to reach me by Friday, 1st June, 1973.

The Committee would also be grateful to know whether, if they deem that it would assist them in their inquiry, it would be possible for them to take oral evidence from representatives of the I.B.R.D. If this could be agreed in principle, details such as time and place could be arranged later as necessary.

I have the honour to be, Sir
your Obedient Servant,



C.C. RICKETTS
Clerk to the Committee

The President,
International Bank for Reconstruction & Development,
1818 H Street NW
WASHINGTON DC 20433,
U.S.A.

Sent to Lajoie, CIDA

319

People Present at Mr. McNamara's Press Briefing
in Toronto

| | |
|-----------------------------|---|
| Mr. W.J. Carradine | Vice President and General Manager of Southam Press Ltd. |
| Mr. Murray H. Chercover | President and Managing Director, CTV Television Network Ltd. |
| Mr. James Cooper | President and Publisher of the Globe and Mail. |
| Mr. J. Lin Craig | Executive Vice-President of Maclean-Hunter Limited. |
| Mr. Martin Goodman | Editor-in-Chief, Toronto Star |
| Mr. Eugene Hallman | Vice-President and General Manager of the English Services Division of the C.B.C. |
| The Hon. Kenneth R. Thomson | Joint Chairman and Director of the Thomson Organization Ltd., London. |

For Canada

Brief biographies of the seven men who have accepted Mr. McNamara's invitation for an informal meeting at the Royal York Hotel between 10 a.m. and 11 a.m. on Thursday, March 8, 1973. Prepared by Frederick Nossal.

Mr. W.J. Carradine, Vice President and General Manager of Southam Press Limited. Southams own newspapers in many cities across Canada -- but not in Toronto which nevertheless is the headquarters of the chain. The chain has more newspaper readers than any group in Canada. Mr. Carradine between 1968 and 1972 headed the London (Ontario) Free Press, one of the chain's main papers. Between 1954 and 1968, he worked for Proctor and Gamble in Mexico, Switzerland and Belgium. His boss, Mr. St. Clair Balfour, who is President and Managing Director of Southam Press Limited, was genuinely sorry to miss the meeting. He will not be in Toronto.

Mr. Murray Howard Chercover, President and Managing Director, CTV Television Network Limited. CTV was established in 1961, and brings together a chain of private stations across Canada. CTV competes directly with the Canadian Broadcasting Corporation, which is the Canadian equivalent of the BBC. Mr. Chercover, who is 43, has had wide experience in theatre, radio and television productions in Toronto, New York; Kennebunkport (Maine), and has been a top executive at CTV in Toronto since 1961. I've known him for several years as I used to give international affairs commentaries over the CTV network. He's brisk, highly competent, very friendly. He offered Mr. McNamara use of the CTV Board Room for the meeting.

Mr. James Cooper, President and Publisher of the Globe and Mail, the only Canadian newspaper that has a truly national image. Its Report on Business sells across Canada, and the Globe and Mail used to consider itself the newspaper of record in Canada under the previous publisher. Around the world, the Globe and Mail is well known because of its bureau in Peking which I opened in 1959. Mr. Cooper was one of Lord Beaverbrook's correspondents in North America when I first met him in Toronto in 1952. He was assistant to a well-known Canadian editor and publisher, the late Oakley Dalgleish, when he died suddenly in the summer of 1963. Mr. Cooper has held the present post since then. He's a quiet, charming man whose droll British wit comes through when he relaxes. He's in his sixties.

Mr. J. Lin Craig, Executive Vice-President of Maclean-Hunter Limited, a wealthy publishing house that owns the national monthly magazine Maclean's and also publishes the weekly Financial Post. Maclean-Hunter has built its empire on a series of small, specialized business and technical publications that have a wide readership. Mr. Craig (the Lin stands for Lindley but he insists on Lin) has been with the company for more than 30 years, and reached his present post by building up the firm's business and technical magazines. He is responsible not only for the company's Canadian operations, but for a series of small subsidiaries Maclean-Hunter have established in the United States, Britain, France, West Germany, Italy and South Africa. The President of Maclean-Hunter, Mr. Donald G. Campbell, is travelling abroad at the moment, and could not be reached. Mr. Craig told me that Mr. Campbell had a most important 10 a.m. meeting which had been scheduled for a long time, and which he felt sure he would have to attend.

Mr. Martin Goodman, Editor-in-Chief, Toronto Star. The Star in 1971 bought out the Toronto Telegram, making it the wealthiest daily in Canada, and the newspaper with the largest circulation. It sells more than 600,000 copies daily which is impressive for a city with a population of a little more than 2,000,000. Mr. Goodman is 37, bright and ambitious. I've known him for about 10 years. He joined The Star as a reporter specializing in economics and politics in 1958, served as correspondent in Washington and in Ottawa between 1962 and 1966. He has been city editor, assistant managing editor and managing editor, and was appointed Editor-in-Chief in 1971. Due to his recent news background, it might be wise to tell him privately that the meeting is off-the-record. He was, by the way, a Nieman Fellow at Harvard in 1961. His boss, multi-millionaire president and publisher of the Toronto Star, Mr. B.H. Honderich, could not be reached by telephone. His secretary said it would be quite impossible for Mr. Honderich to attend the meeting. Mr. Honderich is a tough, self-made man (his staff consider him ruthless) who is interested primarily in the power and influence he has acquired within Canada. Mr. Goodman could well be better value from the World Bank's viewpoint.

Mr. Eugene Hallman, Vice President and General Manager of the English Services Division of the Canadian Broadcasting Corporation. He has held this post since 1968, and has full responsibility for the direction and performance of the CBC English language network throughout Canada, and also for the operations and development of the CBC's Toronto television as well as AM and FM radio broadcasts. One of Mr. Hallman's interests was Intertel, the International Television Federation, an organization engaged in the production of documentaries and public affairs programs of an international nature. Mr. Hallman is 53, and was a meteorologist before he joined the CBC as a program organizer in 1950. He has held various top positions at the CBC, including Director of Radio (1958-9). Between 1960 and 1968, he was a vice president in charge of programming, sales policy, planning, research, statistical analysis and evaluation of programs. The CBC's annual expenditures are about \$240 million. The Corporation is subsidized by the Canadian Federal Government but operates independently of Government policy.

The Honorable Kenneth R. Thomson, Joint Chairman and Director of the Thomson Organization Limited, London. However, he is attending the meeting as Chairman and President of Thomson Newspapers Limited which owns 45 newspapers in Canada. He is also President and Director of Thomsons Newspapers Inc. which owns 74 newspapers in the United States. Although in Canada the Thomson chain does not control any of the large dailies, the group has a wide readership in most of the provinces. Mr. Thomson's influence extends beyond Canada into the United States, Britain and other countries. Mr. Thomson, son of Lord Thomson of Fleet, is chairman, president, managing director and director of numerous firms, including insurance and freight companies, banks, pulp and paper manufacturers, and television stations. He began his working life on the editorial department of the Timmins Daily Press in Timmins, Ontario, in 1947. He spends much of his time in Britain, but I caught him in Toronto. I know Lord Thomson better than his son. Mr. Thomson, who will be 50 in September this year, strikes me as a quiet man, somewhat overshadowed by his father's worldwide fame as a newspaper publisher and entrepreneur. He told me he had admired Mr. McNamara for many years, and was extremely grateful that the invitation had been extended.

MAR 20 1973

UNITED NATIONS
DEVELOPMENT PROGRAMME

UNITED NATIONS
FUND FOR POPULATION ACTIVITIES



PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

FONDS DES NATIONS UNIES
POUR LES ACTIVITES EN MATIERE DE POPULATION

UNITED NATIONS
NEW YORK

TELEPHONE: 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE: FPA/551/IBRD/GEN

9 March 1973

Dear Mr. McNamara,


I would like to thank you and through you the Bank more generally for the IBRD's kindness and cooperation in recently lending to the United Nations Fund for Population Activities for three months the services of Miss Agnes L. Maher of the Bank's Information and Public Affairs Department.

The Bank took this action in response to the Fund's request for Miss Maher's services in preparing the Fund's first major public report, covering the Fund's activities during the years 1970 - 1972. The Fund made its request in order to take advantage of the Bank's experience and competence in the matter of preparing such reports.

The three months' work which Miss Maher has done here has served this purpose admirably. Despite the short period of time available to her considering the magnitude of the task assigned, and despite the many problems she encountered in collecting the large volume of information necessary, Miss Maher has produced a well balanced and interesting document which we are sure will prove a major contribution to the Fund's development.

The patience, determination, good humor and high level of professional competence which Miss Maher displayed in her work here deserve the highest praise.

Sincerely,


Rafael M. Salas
Executive Director

Mr. Robert McNamara
President
International Bank for
Reconstruction and Development
1818 H. St., N.W.
Washington, D.C. 20433

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1973 MAR 20 PM 2:02
COMMUNICATIONS SECTION

MAR 14 REC'D

*8/19 to Mr. Clark
pleasantly
Lynn*

American Broadcasting Company 1124 Connecticut Avenue NW Washington, D.C. 20036 Telephone 202 393-7700

March 7, 1973

Mr. Robert S. McNamara, President
International Bank for Reconstruction & Development
1818 "H" Street, NW
Washington, D.C. 20433

Dear Mr. McNamara:

This is a follow-up to my conversation with Mr. Lars Lind in which he mentioned you might be available for an ISSUES AND ANSWERS program appearance on April 1, your second anniversary as President.

We are very enthusiastic about this one and shall be in touch on March 19, as Mr. Lind suggested, to set it up.

Very best wishes,

Peggy
Peggy Whedon, Producer
ISSUES AND ANSWERS

Mr. Clark 3/20

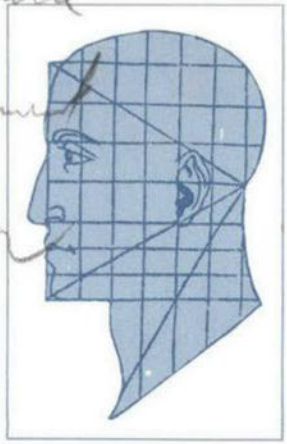
*I talked to Peggy W.
3/20; said \$500
still interested, but
not now - probably
May; you (or I) would
remain in touch.
LRL*

CC: Mr. Lars Lind

SECTION
COMMUNICATIONS
1973 MAR 14 11:08

RECEIVED

317 T.D.M. Clark
From the
you recommend
L.S.



February 27, 1973

THE INSTITUTE ON MAN AND SCIENCE / RENSSELAERVILLE, NEW YORK
PROGRAM OFFICE 325 EAST 41ST STREET, NEW YORK, NEW YORK 10017/(212) 687-3650

The Hon. Robert McNamara
President, International Bank for
Reconstruction and Development
1818 H Street
Washington, D. C.

I told
Tex. I
would
attend.
Meeting
May
13 March 73

Dear Bob,

Your secretary kindly left word for me that you would not be able to attend the seminar on "Relief and Reconstruction in Southeast Asia" in March which I described in my February 16th letter. Since writing you, Ambassador Yost and I have decided to delay the seminar until the situation becomes somewhat clearer. We now hope this will be the case in another couple of weeks, and therefore are setting the weekend of April 13-15 as the time for meeting.

Dr. T.D.M. Clark
May

We hope this would be a possible time for you to join us. If not, we would be grateful if one of your colleagues, knowledgeable in various possibilities for multilateral arrangements, could come. He need not necessarily speak for the World Bank but might contribute, informally, views as to its possibilities and constraints. As I mentioned in my earlier letter, we are looking at the problem from the United States angle but we want to keep in mind all possible solutions.

With good wishes,

Sincerely,

Arthur E. Goldschmidt
Coordinator, Seminar on
Relief and Reconstruction
in Southeast Asia

Pats/Sanka
Who do you
assist.
me

Some with
Baptist
experience?

RECEIVED

1973 MAR -7 AM 9:41

COMMUNICATIONS
SEC 25



The Empire Club

Suite 600, 365 Bay Street, Toronto, 366-6281

From the Office of the President

February 9, 1973

Robert S. McNamara, Esq., M.B.A., LL.D.,
President,
The World Bank,
1818 H Street, N.W.,
Washington, D.C. 20433,
U.S.A.

Dear Mr. McNamara:

Permit me to draw your attention to our previous correspondence in June of last year and in particular your letter dated June 13 and my reply of June 22.

I have been advised that the Hon. Mitchell Sharp, Secretary of State for External Affairs, has invited you and your wife to visit Canada on March 8 and 9, 1973 and that the plans include a visit to Toronto on Thursday, March 8.

Speaking on my own behalf, as President of the Empire Club of Canada and on behalf of J.E. Brent, President of The Canadian Club of Toronto, I wish to extend to you a cordial invitation to address a joint luncheon meeting of the Empire Club of Canada and of The Canadian Club of Toronto on Thursday, March 8 to be held in the Royal York Hotel. It would also be our hope that Mrs. McNamara would be free to join you at the head table on that occasion. The audience will consist of both ladies and gentlemen.

(cont'd.)

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COMMUNICATIONS
SECTION

Robert S. McNamara, Esq., M.B.A., LL.D.

February 9, 1973
Page 2.

We do hope that it will be possible for you to accept our invitation and can assure you that you will receive a very warm reception. It would be very much appreciated if you would advise us in this regard at your earliest convenience, preferably, in the first instance, by telephone or telegraph.

If you are able to accept, we would be pleased to work out the details of your visit with you or any other person you wish to designate.

Yours very sincerely,



J.H. Potts
President

mw

January 22, 1973

Mr. David Sommers
Chairman, CED Finance Committee
The Equitable Life Assurance Society
of the United States
1285 Avenue of the Americas,
New York, 10019, N. Y.

Dear Mr. Sommers,

Shortly before leaving with Mr. McNamara on an extensive trip to West Africa he passed me your letter of December 1 in order to review the list of Bank staff who receive CED publications and hereby you will receive part II with some corrections in order to keep more staff members abreast of the committee's activities.

Kind regards.

Yours sincerely,

William D. Clark
Director
Information and Public Affairs

Encls.

ME/irg

Mr. Clark
to handle
DEC 5 REC'D

THE EQUITABLE LIFE ASSURANCE SOCIETY
OF THE UNITED STATES

1285 AVENUE OF THE AMERICAS, NEW YORK, N. Y. 10019

DAVIDSON SOMMERS
Chairman of the Board

December 1, 1972

Mr. Robert S. McNamara
International Bank for Reconstruction
and Development
1818 H Street, N. W.
Washington, D. C. 20433

Dear Mr. McNamara:

As National Finance Chairman of the Committee for Economic Development, I want to thank you for your subscription of \$250 for the year 1972. A receipt is enclosed for your records.

Your subscription to CED makes it possible for us to continue our work on the nation's pressing economic and social problems. On CED's current agenda are such vital issues as: The Transition From Phase II to Longer-Term Policies for Economic Stabilization, Revenue Needs and the Tax System, Improving the Quality of the Environment, Financing the Nation's Housing Needs, and other issues of great significance to the business community.

As a supporter of CED, you will probably want to keep your company's senior executives abreast of the Committee's activities. I am enclosing a list of those in your company who now receive CED publications. May I suggest that you review this roster personally, noting on the second sheet any additional names you consider appropriate, and return it to CED's Computer Division at your early convenience. All of the executives on your list will receive CED policy statements and other publications.

We welcome your continued support of CED. On behalf of the Board of Trustees I want to express our sincere appreciation.

Yours sincerely,

Davidson Sommers

Davidson Sommers
Chairman, CED Finance Committee



COMMITTEE FOR ECONOMIC DEVELOPMENT

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