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THE WORLD BANK
Washington, D.C.

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McNamara papers

Chronological files, 1968 (Oct. - Dec.)

4

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Robert S. McNamara Personal Chronological Files - Chrons 04

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El Chocon loan signing 12/19/68

487/2/186

This occasion gives me the opportunity to welcome to Washington my host during my recent visit to Argentina. Never have I been received with more warmth and grace. Never have I enjoyed a visit more. Mrs. McNamara and I are deeply grateful to Secretary Gotelli and his charming wife for having made that possible.

I am grateful to you for the opportunity to participate this morning in the signing of an \$82 million loan to Argentina for the El Chocon project -- a project of the greatest significance to the future of that country. Not only will it be a source of abundant power for the City of Buenos Aires, but it will serve as a foundation as well for the greatly expanded development of industry in the entire region.

This single loan is larger in amount than the total of all World Bank loans to Argentina during the past five years. It is symbolic of the substantial increase we anticipate in our lending to your country in the next five years -- an increase which we feel is amply justified by the efforts you have made and are continuing to make to control inflation and to move forward to a period of self-sustaining economic growth.

We congratulate you on your progress.

487/2/185



INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT
WASHINGTON, D. C. 20433, U. S. A.

OFFICE OF THE PRESIDENT

December 12, 1968

Mr. Edwin L. Weisl
Simpson, Thacher & Bartlett
120 Broadway
New York, New York 10005

Dear Mr. Weisl:

Before leaving the city today, Mr. McNamara asked that the attached statement on the President's contribution to national defense be sent to you for inclusion in the book to be presented to him on January 13.

Sincerely,

(Miss) Polly Yates
Secretary to
Mr. McNamara

Filed Weisl

..... In the crucial area of national defense, President Johnson has given us a priceless and challenging opportunity -- the option for a new order of world peace.

Who can say for certainty that others will have the desire to join us in the quest for peace? Who can say for certainty that we shall have the sustained courage and wisdom to seize this opportunity for ourselves and for generations to come?

But whatever the perils, whatever the doubts, we have been peace and towards new horizons of human understanding and progress.

And this is possible in no small measure because of the great vision and indomitable spirit of President Johnson, the Commander-in-Chief.

He has worked tirelessly to strengthen our nation. He has done this first to safeguard the United States from any attack. Concurrently, he has recognized that the ultimate goal of our military strength is to permit the attainment of a new order of world peace.

Winner of the Silver Star medal for heroism in World War II, President Johnson brought to his office the experience of more than 20 years service on the House and Senate Armed Services Committees. Thus prepared, he charted bold new Defense programs to meet new requirements.

President Johnson recognized that the safety of the United States demanded a truly secure second strike strategic force, and he made

certain this vital element of national survival was achieved and maintained. Simultaneously, he directed the imaginative task of forging powerful, combat-ready, mobile and well-balanced conventional forces to restore to our nation the widest possible choice of responses to aggression short of nuclear war.

Few men have had a keener insight into the essence of security in the nuclear age and none has known better than Lyndon Johnson the futility of a nuclear arms race. Acting on that knowledge, he initiated the action which all the world hopes will lead to agreement between the United States and the Soviet Union to first limit and then reduce the levels of both defensive and offensive strategic nuclear forces.

History will acclaim his accomplishments, under great duress and at personal sacrifice, in striving to reverse a seemingly inevitable dash towards nuclear holocaust.

Steadfastly holding to the view that deterrence of a general nuclear war must be the overriding objective of our national security policy, President Johnson insisted that we maintain whatever military strength was required. The fact that we have a force today which can withstand any attack and then destroy any aggressor is a tribute to his leadership. What is also a tribute to his military leadership is that with this calculated strength he has provided the opportunity for a new order of world peace.

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

OFFICE OF THE PRESIDENT

December 9, 1968

MEMORANDUM FOR MR. ALDEWERELD

Siem:

When you return please remind me to review
with you my conversation with Mr. Erich Bachem.

Mention to Aldewereld Bachem's suggestion that we could meet Schiller's concern over the impact of large IBRD issues on the German interest rate by raising the same amount through a large number of small private placements. Bachem states he "uses this technique and by doing so has avoided any large issue for almost a year."

48712/183

December 9, 1968

Dear Jonathan:

Would it be possible for you to meet with
Mr. McNamara at 11:30 a.m. on Wednesday, December
18? Unless I hear from you to the contrary, we
will look for you then.

Sincerely,

(Miss) Margaret S. Stroud
Secretary to Mr. McNamara

Mr. Jonathan Moore
JFK School of Government
Harvard University
78 Mount Auburn Street
Cambridge, Mass. 02138

487/2/773

November 8, 1968

MEMORANDUM FOR MR. RIPMAN

As I believe you know, we are planning on a very substantial expansion in lending to Development Finance Companies, both to old companies and to new companies which must be organized. Assuming that we continue to believe such an expanded program is required, it will be necessary to increase the staff of the Development Finance Companies Department.

Pending further review of the 5-year lending program for Development Finance Companies, a review which should be completed early in January, I will authorize for the Department a tentative personnel budget as of June 30, 1969 of 34 professionals and 24 non-professionals. You may use this budget as a basis for recruitment between now and mid-January. At that time we should reconsider it in the light of our review of the 5-year lending program.

(Signed) Robert S. McNamara

Robert S. McNamara

cc: Mr. Diamond

RMcN:mss

487/2/11/19 To Mr. Alexander
172 Bruce, thanks so much

BROWN INTERNATIONAL CORPORATION

P. O. BOX 4157

633 NORTH BARRANCA AVENUE

COVINA, CALIFORNIA 91722

L. B. ALEXANDER
PRESIDENT

for your note -
I do not know
whether the McNamaras
November 6, 1968
will be in Cambridge
next June, but do
plan on a visit with
me during your
next trip to Washington.
Bob

Mr. Robert S. McNamara
2412 Tracy Place
Washington, D. C. 20008

Dear Bob:

This letter is to report briefly to you that I have heard much favorable comment concerning your philosophy as expressed in "McNamara's Encyclical" in Newsweek, October 7.

If some of the fundamental problems in our world are to be corrected, a firm stand must be taken. You are to be commended as always for taking an unmistakable position.

Barbara and I are making plans to be at the reunion next June and are hoping we may see the McNamaras there.

When you are in Los Angeles and have an hour or two to spare, I should like very much to show you our plant at Covina and acquaint you with the machinery we are placing overseas in a number of food processing plants.

With best personal regards.

Cordially,

Bruce

L. B. Alexander

LBA/pl

Officers conducting lending operations must have an expert knowledge of the nature and capabilities of the countries for which they are responsible, and need to have this knowledge supplemented by expert economic advice in order to arrive at balanced judgments concerning a country's situation, prospects and development strategy.

Rider A

The Chief Economists in the Area Departments are responsible for reviewing and assuring the quality of the economic work done in their departments. At the same time the Economic Adviser to the President has ~~the~~ functional responsibility for the quality of ~~the~~ economic work of the entire economic staff of the institution, including that portion of it assigned to country economic work.

Rider B

487/2/1169



INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT
WASHINGTON, D. C. 20433, U.S.A.

OFFICE OF THE PRESIDENT

November 1, 1968

MEMORANDUM FOR MR. KNAPP
MR. FRIEDMAN

You sent to me a copy of the statement reflecting your understanding of the relationships between you on economic matters. I have reviewed the draft, made certain changes in it to clarify what I believe to be your meaning, and reproduced it in the attached document. If the statement properly reflects your views, you may wish to distribute it to members of your staff.

A handwritten signature in cursive script, appearing to read "R. S. McNamara", is positioned above the typed name.

Robert S. McNamara

Attachment

November 1, 1968

Relationship Between the Economic Staff of the Area Departments and the Economic Staff Reporting to the Economic Adviser to the President

1. The Economic Adviser to the President has general responsibility for the technical standards and the quality of the economic work throughout the Bank. The economic staff is distributed among various Departments of the Bank but should be regarded as a single professional corps for purposes of assignments, salary administration, promotions, etc. A positive policy of encouraging lateral transfers among different branches of the economic staff -- especially between country economic work and work in the functional units reporting to the Economic Adviser to the President -- would foster morale and the quality of output.

2. Country economic work -- e.g., economic studies and analyses of individual countries, including appraisal of their creditworthiness, economic performance, and development programs -- is performed by the economic staffs assigned to the Area Departments, operating under the administrative control of the Area Department Director and his Chief Economist. Area Department economists, to the extent practical, will rely upon data collected and processed by the functional units reporting to the Economic Adviser and will utilize standards and analytical approaches developed by these various functional units (e.g., those concerned with creditworthiness problems, development programming and fiscal policies).

3. Country economic missions are organized and scheduled under the immediate direction and supervision of the Chief Economist of the Area Department concerned, acting for the Department Director. The Chief Economist of an Area Department will look to the specialized functional units for needed staff in addition to the economists assigned to his own Department.

4. Country economic policy papers are reviewed in the Economic Committee, chaired by the Economic Adviser to the President who will be advised by the functional units concerned with respect to the methodology and criteria employed. The conclusions and recommendations of the Committee are addressed to the President, or in those cases involving specific lending operations, to the Loan Committee.

5. At all levels in the Bank there is and must be an intimate interplay between lending operations and economic judgments. Lending operations should be directed toward priority economic objectives and must remain within the limits of creditworthiness. Officers conducting lending operations need a timely economic input to incorporate in their lending judgments and have an expert knowledge of the nature and capabilities of their countries ("what makes them tick"), which should be incorporated in economic judgments and economic strategy. It is these intimate interrelationships which make it desirable to weld together in the Area Departments the operating staff and the country economic staff, and both the economic judgments and the eventual lending judgments benefit from this close conjunction.

6. At the departmental level, it is the Area Department Directors, under the immediate supervision of the Chairman of the Loan Committee, who have the primary responsibility for organizing and promoting the lending business of the Bank, and the country economic staffs are therefore placed under their operational direction. At the same time the Economic Adviser to the President has the functional responsibility for assuring the quality of the work of the entire economic staff of the institution, including that portion of it assigned to country economic work. It follows that:

a) Appointments to the posts of Chief Economist and Senior Economist

in the Area Departments should be mutually acceptable to the Area Department Director and the Economic Adviser to the President.

b) In organizing and scheduling country economic work, including country economic missions, the Chief Economist is administratively responsible to the Area Department Head, who must assure that the economic work is appropriately geared to operational requirements. At the same time, because country economic missions employ both the resources of the Area Departments and the specialized talents in the functional units reporting to the Economic Adviser to the President, the latter coordinates the program for economic missions on a Bank-wide basis.

c) In assuring the technical standards and quality of the country economic work, the Chief Economist will follow guidelines established by the Economic Adviser to the President.

7. Conflicts may possibly arise -- although this should be infrequent -- between the economic staff reporting to the Economic Adviser to the President and the economic staff reporting to the Area Department Directors. Such cases should be referred to the Economic Adviser to the President and to the Chairman of the Loan Committee for reconciliation.

November 1, 1968

Relationship Between the Economic Staff of the Area Departments and the Economic Staff Reporting to the Economic Adviser to the President

1. The Economic Adviser to the President has general responsibility for the technical standards and the quality of the economic work throughout the Bank. The economic staff is distributed among various Departments of the Bank but should be regarded as a single professional corps for purposes of assignments, salary administration, promotions, etc. A positive policy of encouraging lateral transfers among different branches of the economic staff -- especially between country economic work and work in the ^{functional units} ~~divisions~~ reporting to the Economic Adviser to the President -- would foster morale and the quality of output.

2. Country economic work -- i.e., economic studies and analyses of individual countries, including appraisal of their creditworthiness, economic performance, and development programs -- is performed by the economic staffs assigned to the Area Departments, operating under the administrative control of the Area Department Director and ~~the general supervision of~~ his Chief Economist. Area Department economists, to the extent practical, will rely upon data collected and processed by the functional units reporting to the Economic Adviser and will utilize standards and analytical approaches developed by these various functional units (e.g., those concerned with creditworthiness problems, development programming and fiscal policies).

3. Country economic missions are organized and scheduled under the immediate direction and supervision of the Chief Economist of the Area Department concerned, acting for the Department Director. The Chief Economist of an Area Department will look to the specialized functional units for needed staff in addition to the economists assigned to his own Department.

4. Country economic policy papers are reviewed in the Economic Committee, chaired by the Economic Adviser to the President who will be advised by the functional units concerned with respect to the methodology and criteria employed. The conclusions and recommendations of the Committee are addressed to the President, or in those cases involving specific lending operations, to the Loan Committee.

5. At all levels in the Bank ~~from the "country desk" on up~~, there is and must be an intimate interplay between lending operations and economic judgments. Lending operations should be directed toward priority economic objectives and must remain within the limits of creditworthiness. Officers conducting lending operations need a timely economic input to incorporate ⁱⁿ their lending judgments and have an expert knowledge of the nature and capabilities of their countries ("what makes them tick"), which should be incorporated in economic judgments and economic strategy. It is these intimate interrelationships which make it desirable to weld together in the Area Departments the operating staff and the country economic staff, and both the economic judgments and the eventual lending judgments benefit from this close conjunction.

6. At the departmental level, it is the Area Department Directors, under the immediate supervision of the Chairman of the Loan Committee, who have the primary responsibility for organizing and promoting the lending business of the Bank, and the country economic staffs are therefore placed under their operational direction. At the same time the Economic Adviser to the President has the functional responsibility for ~~reviewing and~~ assuring the quality of the work of the entire economic staff of the institution, including that portion of it assigned to country economic work. It follows that:

a) Appointments to the posts of Chief Economist and Senior Economist

November, 1968

ISFriedman/JBKnappp

October 31 1968

Economic Staff

*M. ed
Changes*

Relationship of Between the Economic Staff of the Area Departments and the Staff Reporting to the Economic Adviser to the President

1. The Economic Adviser to the President has general responsibility for ~~the technical standards and the quality of the economic work throughout the Bank.~~ reviewing and coordinating the work of the economic staff in the Bank. The economic staff is distributed among various Departments of the Bank but should be regarded as a single professional corps for purposes of assignments, salary administration, promotions, etc. A positive policy of encouraging lateral transfers among different branches of the economic staff - especially between country economic work and work in the ~~general economic group~~ ^{divisions reporting to the Economic Adviser to the President} - would foster morale and the quality of output.

2. Country economic work - i.e., economic studies and analyses of individual countries, including appraisal of their creditworthiness, economic performance, and development programs - is performed by the economic staffs assigned to the Area Departments, operating under the ^{administrative control of the Area Department Director and the} general supervision of ^{his} the Chief Economist in each of these Departments. ~~Country economic work, however, is frequently a team effort because it combines the general experience of the country economists with the specialized knowledge found in the various functional units in the general economic group. For example, "country economists" will rely upon data collected and processed by various parts of the general economic group and will utilize standards and analytical approaches developed by the various functional units in the general economic group (e.g., those concerned with creditworthiness problems, development programming and fiscal policies). The specialized functional units will have the responsibility for the quality of their contributions to the country economic work, including country economic reports.~~

3. Country economic missions are organized and scheduled under the immediate direction and supervision of the Chief Economist of the Area Department concerned. ^{acting for the Department Director:} He will look to the specialized functional units for needed staff in addition to the ^{the Chief Economist of the Area Department} country economic generalists ^{economists assigned to} in his own Department.

4. Country economic policy papers are reviewed in the Economic Committee, chaired by The Economic Adviser to the President who will be advised by the functional units concerned with respect to the methodology and criteria employed. The conclusions and recommendations of the Committee are addressed to the President, or in those cases involving specific lending operations, to the Loan Committee.

5. At all levels in the Bank from the "country desk" on up, there is and must be an intimate interplay between lending operations and economic judgments. Lending operations should be directed toward priority economic objectives and must remain within the limits of creditworthiness. ~~Lending operations are an instrument in obtaining better country economic performance.~~ Officers conducting lending operations need a timely economic input to incorporate their lending judgments and have an expert knowledge of the nature and capabilities of their countries ("what makes them tick"), which should be incorporated in economic judgments and economic strategy. It is these intimate interrelationships which make it desirable to weld together in the Area Departments the operating staff and the country economic staff, and both the economic judgments and the eventual lending judgments benefit from this close conjunction.

6. At the departmental level, it is the Area Department ^{Directors,} ~~Heads,~~ under the immediate supervision of the Chairman of the Loan Committee, who have the primary responsibility for organizing and promoting the lending business of the Bank, and the country economic staffs are therefore placed under their operational direction. At the same time The Economic Adviser to the President has the functional responsibility for reviewing and assuring the quality of the work of the entire economic staff of the institution, including that portion of it assigned to country economic work, ~~which he will normally exercise in the Area Departments through the Chief Economists.~~ It follows that:

(Revisions made)

Nov 1968

SFriedman/JBKnap
October 31 1968

Relationship Between The Economic Staff of The Area Departments and The Staff Reporting to The Economic Adviser to The President (including Economists in The Economic Department)

1. The Economic Adviser to the President has general responsibility for ~~the technical standards and the quality of the economic work throughout the Bank.~~ reviewing and coordinating the work of the economic staff in the Bank. The economic staff is distributed among various Departments of the Bank but should be regarded as a single professional corps for purposes of assignments, salary administration, promotions, etc. A positive policy of encouraging lateral transfers among different branches of the economic staff - especially between country economic work and work in the ~~general economic group~~ *division reporting to the Economic Adviser to the President* - would foster morale and the quality of output.

functional units

2. Country economic work - i.e., economic studies and analyses of individual countries, including appraisal of their creditworthiness, economic performance, and development programs - is performed by the ~~economic staffs assigned to the Area Departments, operating under the general supervision of the Chief Economist in each of these Departments.~~ *administrative control of the Area Department Director and the Chief Economist* ~~Country economic work, however, is frequently a team effort because it combines the general experience of the country economists with the specialized knowledge found in the various functional units in the general economic group. For example, "country economists" will rely upon data collected and processed by various parts of the general economic group and will utilize standards and analytical approaches developed by the various functional units in the general economic group (e.g., those concerned with creditworthiness problems, development programming and fiscal policies). [The specialized functional units will have the responsibility for the quality of their contributions to the country economic work, including country economic reports.]~~

Area Department Economists, to the extent practical, the functional units reporting to the Economic Adviser

3. Country economic missions are organized and scheduled under the immediate direction and supervision of the Chief Economist of the Area Department concerned. *acting for the Department Director* He will look to the specialized functional units for needed staff in addition to the ~~country economic generalists~~ *economists assigned to* in his own Department.

4. Country economic policy papers are reviewed in the Economic Committee, chaired by The Economic Adviser to the President who will be advised by the functional units concerned with respect to the methodology and criteria employed. The conclusions and recommendations of the Committee are addressed to the President, or in those cases involving specific lending operations, to the Loan Committee.

5. At all levels in the Bank ~~from the "country desk" on up,~~ there is and must be an intimate interplay between lending operations and economic judgments. Lending operations should be directed toward priority economic objectives and must remain within the limits of creditworthiness. ~~Lending operations are an instrument in obtaining better country economic performance.~~ Officers conducting lending operations need a timely economic input to incorporate their lending judgments and have an expert knowledge of the nature and capabilities of their countries ("what makes them tick"), which should be incorporated in economic judgments and economic strategy. ~~It is these intimate interrelationships which make it desirable to weld together in the Area Departments the operating staff and the country economic staff, and both the economic judgments and the eventual lending judgments benefit from this close conjunction.~~ *It is for this reason that*

6. At the departmental level, it is the Area Department ^{Directors,} Heads, under the immediate supervision of the Chairman of the Loan Committee, who have the primary responsibility for organizing and promoting the lending business of the Bank, and the country economic staffs are therefore placed under their operational direction. At the same time The Economic Adviser to the President has the functional responsibility for reviewing and assuring the quality of the work of the entire economic staff of the institution, including that portion of it assigned to country economic work, ~~which he will normally exercise in the Area Departments through the Chief Economists.~~ It follows that:

X
Rider
A

X
Rider
B

X

a) Appointments to the posts of Chief Economist and Senior Economist in the Area Departments should be mutually acceptable to the Area Department ^{Director} ~~Head~~ and The Economic Adviser to the President.

b) In organizing and scheduling country economic work, including country economic missions, the Chief Economist is ^{administratively} responsible primarily to the Area Department Head, who must assure that the economic work is appropriately geared to operational requirements. At the same time ~~The Economic Adviser to the President reviews and coordinates the program~~ for economic missions on a Bank-wide basis, partly because country economic missions employ both the resources of the Area Departments and the ^{functional units reporting to the Economic Adviser to the Pres, the latter} specialized talents in the ~~general economic group~~ (as well as the Projects Department.).

c) In assuring the technical standards and quality of the country economic work, the Chief Economist ^{will follow guidelines established by} is responsible to The Economic Adviser to the President.

7. Conflicts may possibly arise - although this should be infrequent - ^{the economic staff reporting to the Economic Adviser to the Pres} between the operational direction exercised by the Area Department Head and ^{and the economic staff reporting to the Area Department Director.} the functional supervision exercised by The Economic Adviser to the President, ~~and in~~ such cases they should be referred to The Economic Adviser to the President to and/the Chairman of the Loan Committee for reconciliation.

a) Appointments to the posts of Chief Economist and Senior Economist in the Area Departments should be mutually acceptable to the Area Department Head and The Economic Adviser to the President.

b) In organizing and scheduling country economic work, including country economic missions, the Chief Economist is ^{administratively} responsible primarily to the Area Department Head, who must assure that the economic work is appropriately geared to operational requirements. At the same time ~~The Economic Adviser to the President~~ ~~reviews and~~ coordinates the program for economic missions on a Bank-wide basis, partly because country economic missions employ both the resources of the Area Departments and the specialized talents in the ^{functional units reporting to the Economic Adviser to the Pres, the latter} general economic group (as well as the Projects Department.)

c) In assuring the technical standards and quality of the country economic work, the Chief Economist ^{will follow guidelines established by} is responsible to The Economic Adviser to the President.

7. Conflicts may possibly arise - although this should be infrequent - ^{the economic staff reporting to the Economic Adviser to the Pres} between the operational direction exercised by the Area Department Head and ^{and the economic staff reporting to the Area Department Director.} the functional supervision exercised by The Economic Adviser to the President, ~~and in~~ Such cases they should be referred to The Economic Adviser to the President to and/the Chairman of the Loan Committee for reconciliation.

48712/1702
To Mr. Hecht
idea was this subject
on pages 1418 to 1419
my book "The Essence
of Security". You may
October 30, 1968
quite any portion
you wish to.
Drew

JAMES L. HECHT
176 OAKGROVE DRIVE
WILLIAMSVILLE, NEW YORK 14221

Honorable Robert S. McNamara
2412 Tracy Place
Washington, D. C.

Dear Mr. McNamara:

I am writing a book for Little, Brown which will broadly cover the subject of equal opportunities in housing with particular emphasis on the fair housing movement and the role of citizen action. I am a research scientist-administrator at DuPont and for the last five years have been head of a large fair housing group in the Buffalo area.

In this book the action of the Department of Defense during your tenure as Secretary will receive much praise, and your action will be used as an example of what leaders of organizations can do. I think the book - and the cause it champions - would be helped if you would give me a one or two paragraph statement on why you took the action you did. Specifically, what factors, events or people, or combination of these, most influenced you to order sanctions placed on landlords who would not rent to Negroes? Also, did you see any negatives to this course of action and did these negatives or others occur?

Let me thank you in advance for any comment you give me.

Sincerely yours,

James L. Hecht

James L. Hecht

JLH:kme

487/2/167

October 29, 1968

MEMORANDUM FOR RECORD

Today I gave to Rainer Steckhan an aquamarine ring, presented to Mrs. McNamara Minister of Planning Beltrao and Mrs. Beltrao, for disposition in accordance with Bank procedures. Some think the ring might be valued at \$500.00.

Robert S. McNamara

487/2/1164

October 17, 1968

Mr. John R. Hoke
5020 Lowell St., N.W.
Washington, D.C. 20016

Dear Mr. Hoke:

As Mr. McNamara was leaving for South America this morning, he asked me to thank you for your letter and to send you the attached speech given by Mr. McGeorge Bundy.

Alex McNaughton is in his second year at Cornell, and from all reports, is doing very well.

Sincerely,

(Miss) Polly Yates
Secretary to
Mr. McNamara

487/2/161

October 14, 1968

Honorable Charles E. Wyzanski, Jr.
United States District Court
Boston, Massachusetts 02109

Dear Charlie:

I enjoyed so much reading your essays, particularly "Learned Hand." I have long carried with me the following quotation from his writings -- I hope Justice Jackson would agree it should be both quoted and followed:

"I believe that that community is already in process of dissolution where each man begins to eye his neighbor as a possible enemy, where non-conformity with the accepted creed, political as well as religious, is a mark of disaffection; where denunciation, without specification or backing, takes the place of evidence; where orthodoxy chokes freedom of dissent; where faith in the eventual supremacy of reason has become so timid that we dare not enter our convictions in the open lists to win or lose. Such fears as these are a solvent which can eat out the cement that binds the stones together; they may in the end subject us to a despotism as evil as any that we dread; and they can be allayed only in so far as we refuse to proceed on suspicion, and trust one another until we have tangible ground for misgiving. The mutual confidence on which all else depends can be maintained only by an open mind and a brave reliance upon free discussion."

Many thanks for remembering to send me your book.

Sincerely,

RS/Boh

Robert S. McNamara

487/2/160

October 14, 1968

MEMORANDUM FOR MR. DEMUTH

As you know, I am planning to lunch with U Thant on Tuesday, October 29. It is probable that Paul Hoffman will be present at lunch. I should like to be prepared to talk to him about a possible expansion in the Bank's work as executive agent for UNDP projects. Mike Hoffman is, I believe, working with the Projects Department to develop an estimate of the extent to which we could expand our activities in this area. Please ask him to be prepared to review with me on Monday, October 28, the information he is gathering. It should include estimates for the past and future of UNDP's expenditures on pre-investment studies and the extent of Bank participation therein.

(S) R.M. N

Robert S. McNamara

cc: Mr. Aldewereld



INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT
WASHINGTON, D. C. 20433, U. S. A.

OFFICE OF THE PRESIDENT

October 14, 1968

*retype, sign
send*

MEMORANDUM FOR MR. DEMUTH

As you know, I am planning to lunch with U Thant on Tuesday, October 29. It is probable that Paul Hoffman will be present at lunch. I should like to be prepared to talk to him about a possible expansion in the Bank's work as executive agent for UNDP projects. Mike Hoffman is, I believe, working with the Projects Department to develop an estimate of the extent to which we could expand our activities in this area. Please ask him to be prepared to review with me on Monday, October 28, the information he is gathering. It should include estimates for the past and future of UNDP's expenditures on ~~projects~~ and the extent of Bank participation therein.

*for
pre-investment studies*

Robert S. McNamara
Robert S. McNamara

cc. Mr. McEwen

487/2/159

October 14, 1968

Dear Sister Mary Lucella:

I was deeply and sincerely touched by your letter which expresses what so many of us -- in this country and the world over -- felt about John and Robert Kennedy.

There is no formal text of my remarks on the day the John F. Kennedy was commissioned, but a newspaper in Newport News reprinted them -- apparently from a tape recording -- and I am enclosing a copy with my best wishes.

Sincerely,

Robert S. McNamara

Sister Mary Lucella, R.S.M.
Our Lady of the Sacred Heart
2199 Abbott Road
Buffalo, New York 14218

487/2/158

October 12, 1968

MEMORANDUM FOR MR. FRIEDMAN

I have noticed that the Country Economic Reports produced by the Bank often fail to adequately treat the population question in terms of its implications for policy and program requirements in critical sectors such as agriculture, education, etc.

Please arrange for each economic mission to be instructed to give full attention to the rate of population growth, the actions being taken to reduce excessive growth to acceptable levels and to comment fully on this subject in their report.

(Signed) Robert S. McNamara

Robert S. McNamara

487/2/157

October 11, 1968

Dr. Reza Arasteh
7905 Custer Road
Bethesda, Maryland 20014

Dear Dr. Arasteh:

You were most generous to bring to my office
your three books, and I am indeed looking forward
to reading them.

I deeply appreciate your kind sentiments.

Sincerely,

Robert S. McNamara

487K/15518/9 to Robert Hutchins
Bob, I believe John

Center for the Study of Democratic Institutions

THE FUND FOR THE REPUBLIC, INC.

Box 4068, Santa Barbara, California 93103

October 4, 1968

Foster does not
favor deployment
of a Soviet-oriented
ABM system. I
am not even
if he does I don't &
I would not wish to
encourage him to speak
in support of such a
plan.

Robert S. McNamara
President
World Bank
20 Exchange Place
New York, New York 10005

Dear Bob:

I ask your help in persuading John S. Foster, Jr.,
whom you mentioned to me, that he should present the case
for ABM to our November 19-20 meeting in New York. Enclosed
is a copy of the invitation sent to him early this week;
can you possibly find time to telephone your backing of
this suggestion?

Professor Teller pondered the matter for 10 days
and yesterday said he would not appear. We had planned to
have both Teller and Foster. Thus our need to obtain an
outstanding advocate of ABM is doubly great. I shall
appreciate anything you can do on our behalf.

Sincerely,

Bob

Robert M. Hutchins
President

cc: Harry S. Ashmore

If you
don't him
to present
the pros &
cons + his
judgment
against, I'll
be happy to
talk to him.
Bob

48 7/2 1154

October 9, 1968

Dear Arthur:

I attempted to reach you this morning in order to respond to your letter inviting me to speak to the American Society of International Law next April.

I will be leaving for Latin America the evening of October 17 and will call you again after my return around October 28.

With best wishes,

Sincerely,

Robert S. McNamara

Mr. Arthur H. Dean
Sullivan and Cromwell
48 Wall Street
New York, N. Y. 10005

487/2/153

October 8, 1968

MEMORANDUM OF CONVERSATION

Mr. Walt Rostow called today to say the President would like me to dictate my thoughts of the factors influencing the President's decisions on:

- a. sending troops to the Dominican Republic,
- b. starting the bombing of North Vietnam in February 1965, and
- c. sending combat troops to Vietnam in July 1965.

I told Walt that I did not have access to documents referring to the decisions and that my memory was so bad I hated to rely upon it. However, he urged me to dictate whatever came to mind, and I promised him to give further consideration to the request.

Robert S. McNamara

487/2/151

October 7, 1968

Honorable Chester Bowles
American Ambassador
New Delhi, India

Dear Chet:

For almost seven years you have been
furnishing me advice by memos such as your
most recent one. I am grateful.

I followed your suggestion that I approach
Desai as a hard-headed staunch friend. I hope
he felt the conversation was as satisfactory
as I did.

Sincerely,

Robert S. McNamara

48712/150

October 7, 1968

Dear Mr. Dormann:

Mr. McNamara has asked me to thank you for your letter of September 30 regarding the Library of Presidential Papers.

Because of an extremely heavy travel schedule over the next month or so, it will not be possible for Mr. McNamara to see you until after the first of December. Perhaps after that time we can arrange a meeting.

Sincerely,

(Miss) Margaret S. Stroud
Secretary to Mr. McNamara

Mr. Henry O. Dormann
Executive Director
The Library of Presidential Papers
17 East 80th Street
New York, N. Y. 10021

487/2/148

October 7, 1968

Dear Jonathan:

As you may know, our Annual Meeting has just finished its formal gathering. We are still up to our ears with visiting Ministers of Finance, etc. who are anxious to see Mr. McNamara, and we expect his calendar to be full for the next week until he departs on a trip to South America. Following that, after a short time back here, he will go to Asia, returning around the first of December.

Could you be in touch with us around that time so we can arrange an appointment? Our office phone is 212-381-2001.

Sincerely,

(Miss) Margaret S. Stroud
Secretary to Mr. McNamara

Mr. Jonathan Moore
John Fitzgerald Kennedy
School of Government
Harvard University
78 Mount Auburn Street
Cambridge, Mass. 02138