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Sub-Fonds: Records of President Robert S. McNamara

Fonds: Records of the Office of the President

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THE WORLD BANK  
Washington, D.C.

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The World Bank  
1818 H Street NW  
Washington DC 20433  
Telephone: 202-473-1000  
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**PUBLIC DISCLOSURE AUTHORIZED**

McNamara Papers

Chronological files, 1970 (Aug. - Dec)

The World Bank Group  
**Archives**



1772421

A1995-257 Other #: 1

309674B

Robert S. McNamara Personal Chronological Files - Chrons 11

**DECLASSIFIED**  
WBG Archives

December 21, 1970

489/2/166

Dear Rob:

I have today written letters of recommendation to both the Yale and Stanford Law Schools. Needless to say, I was delighted to do so.

Mrs. McNamara left today for Aspen; Kathy and I go out Christmas Eve; Craig is already there; and Margie and Barry are coming shortly after Christmas. We do hope the Goodins will join us there.

While you are on the East Coast preparing your ship for commissioning, do slip away for a visit to Washington. We would love to see you any time.

With best wishes for the holiday season,

Sincerely,

Robert S. McNamara

Lt.(jg) R. A. Goodin  
PreComm - USS Manley (DD-940)  
Fleet Training Center  
U.S. Naval Base  
Norfolk, Virginia 23511

December 21, 1970

489/2/165

Admissions Secretary  
Stanford Law School  
Stanford, Calif. 94305

Dear Sir:

I am writing in support of Mr. Robert Goodin's application for admission to the Stanford Law School.

You should know that I am the godfather of Robert Goodin, having been a college classmate of both his mother and father. My appraisal of him is based on, but I hope not biased by, 40 years of close association with members of his family.

I will not comment on his intellectual capacity which is high, but will stress instead his leadership qualities which are unique. In high school, at Harvard, and in his present assignment as an officer in the Navy, he has displayed an initiative, a drive, and an ability to organize other individuals toward achievement of common goals which is quite uncommon among men of his age. Coupled with this is an active interest in public affairs, a philosophic liberalism which assures that his intellect will be applied to the pressing problems of the remainder of his century, and a lifetime interest in the law inherited from his father and his uncles.

I recommend him most highly for admission to the Stanford Law School.

Sincerely,

Robert S. McNamara

December 21, 1970

489/2/164

Dean of Admissions  
Yale Law School  
New Haven, Conn. 06520

Dear Sir:

I am writing in support of Mr. Robert Goodin's application for admission to the Yale Law School.

You should know that I am the godfather of Robert Goodin, having been a college classmate of both his mother and father. My appraisal of him is based on, but I hope not biased by, 40 years of close association with members of his family.

I will not comment on his intellectual capacity which is high, but will stress instead his leadership qualities which are unique. In high school, at Harvard, and in his present assignment as an officer in the Navy, he has displayed an initiative, a drive, and an ability to organize other individuals toward achievement of common goals which is quite uncommon among men of his age. Coupled with this is an active interest in public affairs, a philosophic liberalism which assures that his intellect will be applied to the pressing problems of the remainder of his century, and a lifetime interest in the law inherited from his father and his uncles.

I recommend him most highly for admission to the Yale Law School.

Sincerely,

Robert S. McNamara

December 17, 1970

489/2/163

Lord Pentland  
Hunting Surveys and  
Consultants, Inc.  
10 Rockefeller Plaza  
New York, New York 10020

Dear Lord Pentland:

I have indeed received the Hunting Diary for 1971. Thank you for sending it to me and for the warm greetings of yourself and your associates. I reciprocate with very best wishes to all of you for a pleasant holiday season and a prosperous and happy new year.

Sincerely,

Robert S. McNamara

December 16, 1970

489/2/162

Mr. Howard R. Dressner  
Secretary  
The Ford Foundation  
320 East 43rd Street  
New York, New York 10017

Dear Mr. Dressner:

Following are the McNamaras expenses during  
the Foundation meetings last week:

Air travel	\$124.00
Meals	48.75
Misc. (tips, buses, etc.)	14.00
	<u>\$186.75</u>

Mr. McNamara will pay the River Club bill  
direct and request reimbursement from you.

Best wishes for a happy holiday season.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

489/2/161

December 15, 1970

The Honorable and Mrs. John B. Connally  
2411 River Oaks Boulevard  
Houston, Texas

The best news in years. It will be marvelous to have the Connallys back in Washington. Let us know when next you come to the city, and whether we can do anything to help in the meantime. With best wishes.

Margaret and Bob McNamara

Sent Western Union and charged to home phone



Chavan  
489/2/160

OFFICE OF THE PRESIDENT

December 9, 1970

After discussion of Chavan's invitation, Sen and I agreed he would tell Chavan:

a. I cannot visit India during the latter part of January because of scheduled discussions on program lending.

b. For the same, as well as other reasons, it is improbable that I could visit early in February.

c. Following Cargill's return immediately after the first of the year, Sen, Cargill and I will discuss mutually convenient dates.

R.S. McN.



वित्त मन्त्री, भारत  
FINANCE MINISTER  
INDIA.

New Delhi,  
December 2, 1970.

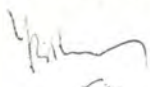
Dear Mr. McNamara,

You will recall that during our meeting in Copenhagen I had invited you to come to India at your convenience. You were good enough to say that some time towards the end of January or the beginning of February 1971 might be convenient from your point of view. This is just to confirm that we would be very happy indeed if you could visit India at the time suggested by you in Copenhagen or at any time thereafter which you may find convenient in view of your other engagements. The detailed programme and the timing of the visit could be settled in consultation with Dr. S.R. Sen. We hope that apart from Mrs. McNamara, you would feel free to bring any other member of your family who may wish to accompany you.

My colleagues and I are looking forward to your visit to India.

With kind regards,

Yours sincerely,

  
(Y.B. Chavan)

Mr. Robert McNamara,  
President,  
International Bank for  
Reconstruction & Development,  
WASHINGTON, D.C.20433, USA.

489/2/159

December 2, 1970

MEMORANDUM FOR THE RECORD

Harold Stassen requested a meeting with me at which he discussed the attached proposal. I told him I was not sure whether or in what form we could participate. I suggested to him that if he wished to determine Bank interest in the project he should ask the "major U.S. company" and/or the Venezuelan Government to discuss it with us. He said he would do so.

Robert S. McNamara

cc: Mr. Gaud

# STASSEN AND KEPHART

HAROLD E. STASSEN  
FREDERICK D. SARKIS  
THEODORE M. KOSTOS  
ROGER A. JOHNSEN  
JAMES EVANS RIELY  
JOHN J. SPEESE  
JOSEPH N. BONGIOVANNI, JR.  
LOUIS V. SCHIAVO  
BURTON SPEAR  
JOHN W. KEPHART, JR.  
ROBERT M. SEBASTIAN  
DONALD F. COPELAND  
ADELBERT S. SCHROEDER  
RONALD J. BROCKINGTON  
A. S. HARZENSTEIN  
CHARLES B. E. FREEMAN \*  
HAROLD R. TAWRESEY  
SAMUEL H. SAGETT  
JOSEPH N. BONGIOVANNI, III

JOHN W. KEPHART  
1895-1944  
ROBERT E. SCULLIN  
1942-1960

*Law Offices*  
*1020 The Fidelity Building*  
*Philadelphia, Pennsylvania 19109*

TELEPHONE: 215 KINGSLEY 5-7466

CABLE ADDRESS: STADELPHIA

COUNSEL

MILTON BERGER

WASHINGTON OFFICE \*

STASSEN, KEPHART, SARKIS & KOSTOS

December 1, 1970

## INFORMAL NOTES

1. A major Geothermal (natural steam field) electric power development in Venezuela - State of Sucre.
  - A. With related development potential in
    - a. Sulphur
    - b. Desalinization
    - c. Heavy Water
2. The explorer, discoverer, and initial developer.  
Venezuela Sulphur Company  
Subsidiary of Chemical Natural Resources Inc.
3. Experts participating connected with successful geothermal power installations in California, New Zealand, Italy, and Japan.
4. Expropriated in 1959.
5. Projected 1971 Agreement for Development
  - 50% Venezuelan Government
  - 25% and Management  
Major U. S. Company such as  
Bechtel or Westinghouse
  - 25% Venezuela Sulphur Company  
(original discoverer)
6. World Bank Financing to be applied for with usual Venezuelan Government Guarantees.

489/2/158

November 24, 1970

MEMORANDUM FOR MR. RIPMAN

Am I correct in believing that a person moved to a new position is paid from the time he assumes that position at no less than the lower limit of the new job classification?

Robert S. McNamara

489/2/157

November 23, 1970

Dear Dr. Dillow:

Mr. Robert McNamara has asked me to thank you for your letter of November 17 inviting him to become a member of the Advisory Board of John F. Kennedy College.

Mr. McNamara regrets that, because he is already overcommitted in the use of his name in similar activities, he must decline your invitation.

Sincerely,

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

Dr. Theodore E. Dillow  
President  
John F. Kennedy College  
Wahoo, Nebraska 68066

11-23-70

489/21156

PROVISIONS OF THE IBRD AND IDA ARTICLES OF AGREEMENT RELATING TO  
"LOCAL CURRENCY FINANCING" AND PROGRAM LENDING

I. "Local Currency Financing"

IBRD Article IV, Section 3(d) is as follows:

"The Bank, if the project gives rise indirectly to an increased need for foreign exchange by the member in whose territories the project is located, may in exceptional circumstances provide the borrower as part of the loan with an appropriate amount of gold or foreign exchange not in excess of the borrower's local expenditure in connection with the purposes of the loan."

IDA Article V, Section 2(e) is as follows:

"The Association, in special cases, may make foreign exchange available for local expenditures."

II. Program Lending

IBRD Article III, Section 4(VII) is as follows:

"Loans made or guaranteed by the Bank shall, except in special circumstances, be for the purpose of specific projects of reconstruction or development."

IDA Article V, Section 1(b) is as follows:

"Financing provided by the Association . . . , except in special circumstances, shall be for specific projects."

November 20, 1970

489/2/155

Mr. Achim F. Moeller  
Vice President  
Marlborough Gallery, Inc.  
41 East 57th Street  
New York, New York 10022

Dear Mr. Moeller:

Mrs. McNamara has asked me to tell you she is most grateful to you for sending the photos of the Chadwick sculptures. However, she is not interested in a purchase at this time.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mrs. McNamara



489/2/754

November 19, 1970

Dear Mr. Cooke:

Mr. and Mrs. McNamara have again agreed to the use of their names as "Honorary Chairman" of the Ski Ball.

Their attendance will, of course, depend on Mr. McNamara's travel schedule for the coming year.

Sincerely,

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

Mr. B. N. Cooke  
Sterling Drug Inc.  
90 Park Avenue  
New York, N.Y. 10016

November 16, 1970

489/2/753

Dear Sir Robert:

In accordance with your request for information concerning the December schedule of Mr. McNamara, following are the times when he will have to be away from Washington:

December 1 through 5

December 10 through 12

December 24 through end of year

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

Sir Robert Jackson  
Room 419  
Palais des Nations  
1211 Geneva 10  
Switzerland

489/2/150

November 12, 1970

Admissions Department  
Stanford University  
Stanford, California 94305

Gentlemen:

Miss Marcia Weese has applied for admission to Stanford University. I should like to strongly endorse her application.

Miss Weese, whom I have known for six years and whose parents I have known for more than ten years, comes from a family, all members of whom are artistically inclined (her father is a nationally famous architect). She has been studying painting and sculpture at Bennington, where she has displayed unusual creative ability.

Miss Weese is an extraordinarily intelligent, articulate, attractive girl, with interests ranging from skiing, in which she is expert, through political and international affairs, to current domestic issues, in which she is intensely involved.

Not only do I believe Miss Weese would benefit from Stanford, but Stanford would profit from her participation in its affairs.

Sincerely,

Robert S. McNamara

2412 Tracy Place, N.W.  
Washington, D.C. 20008

489/2/151

November 12, 1970

Internal Revenue Service Center  
11601 Roosevelt Boulevard  
Philadelphia, Pennsylvania 19155

Gentlemen:

Within the past two weeks I have received:

1. The enclosed notice bearing an employer identification number 52-6056486, indicating that you are unable to find a record of the Robert and Margaret C. McNamara Foundation having filed an income tax return for 1969.
2. The enclosed forms for a 1969 income tax return addressed to Robert and Margaret C. McNamara Foundation (52-6056486).
3. The enclosed forms for 1969 income tax return addressed to Robert S. and Margaret C. McNamara Foundation (38-6090089).

The Robert S. and Margaret C. McNamara Foundation did file an income tax return under employer identification number 38-6090089 on April 3, 1970. A copy of that return is enclosed.

Please cancel one of the employer identification numbers attached to the Robert S. and Margaret C. McNamara Foundation and inform me under which of the numbers you wish me to file future returns. Also, please send me forms for the 1970 return, which I propose to file within 90 days after the end of the fiscal year which closes November 30, 1970.

Sincerely,

Robert S. McNamara

2412 Tracy Place, N.W.  
Washington, D.C. 20008

489/2/152

November 12, 1970

Government of the District of Columbia  
Department of Finance and Revenue  
300 Indiana Avenue, N.W.  
Washington, D.C. 20001

Gentlemen:

On the first of October you sent me the following tax bill showing that against an assessment of \$5,575.80 I had paid only \$5,550.11 and that an amount of \$25.69, plus interest, making a total of \$25.95, was due. Although my checkbook indicated I had paid to you \$5,575.80, the cancelled check had not yet been returned, and I therefore paid the additional amount of \$25.95.

I have now received my cancelled checks for the month of October and I find that, as indicated by the enclosed photostats, I did pay \$5,575.80. Therefore, please refund to me \$25.95, plus interest.

Sincerely,

Robert S. McNamara

489/2/749  
2412 Tracy Place, N.W.

Washington, D.C. 20008

November 12, 1970

St. Paul's School

Concord, N. H. 03301

Gentlemen:

Mr. McNamara has asked me to send the enclosed check which is the third payment on his pledge of \$10,000 to establish the Matthew Warren Fund. He plans to pay the remaining \$2,333 due on the pledge within the next twelve months.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

Enclosure

*Cham*  
48972/148

November 4, 1970

Dear Lord Polwarth:

I was pleased to learn you enjoyed the meetings in Copenhagen, and I was even more pleased to receive a repetition of your invitation to come to Aberdeen next summer to receive my degree. Although I will face then the same problems I did this year, I shall make every effort to come to Scotland. Could you have your secretary send me the date of the ceremony.

Sincerely,

Robert S. McNamara

The Lord Polwarth, TD DL  
Bank of Scotland  
The Mound  
Edinburgh EH1 1YZ, Scotland

*File in response folder*

489/2/147

November 3, 1970

Mr. Jon Simmonds  
1440 Southwest Blvd. #B3  
Rohnert Park, Calif. 94928

Dear Mr. Simmonds:

Mr. McNamara has asked me to tell you he does not consider himself qualified to comment on your question, "Why Explore the Unknown." He regrets that it is not possible to help you.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara



489/2/1246

November 2, 1970

Dear Jagannathan:

Many thanks for your letter. We are planning to visit India some time next year, but as yet no firm date has been established.

We will look forward to seeing you; meanwhile I am happy to send you an autographed photo -- unfortunately there is not a suitable one of both Mrs. McNamara and me.

Sincerely,

Robert S. McNamara

Mr. S. Jagannathan  
Governor  
Reserve Bank of India  
Bombay, India

mss

409/2/45

October 23, 1970

Rockefeller Public Service Awards  
Woodrow Wilson School  
Princeton, New Jersey

Gentlemen:

Mr. Robert S. McNamara has asked me to let you know he regrets very much that a previous commitment will prevent his attendance at the presentation ceremony on Wednesday, December 2.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

489/2/744

October 23, 1970

Mr. Malcolm S. Adiseshiah  
Deputy Director-General  
United Nations Educational, Scientific  
and Cultural Organization  
Place de Fontenoy  
Paris 7<sup>e</sup>, France

Dear Mr. Adiseshiah:

Thank you for your recent letter with the very generous and flattering comments. You were thoughtful to write, and to send a copy of the book on development published by Unesco.

Best wishes for much success in your endeavors ahead.

Sincerely,

Robert S. McNamara

489/2/143

October 9, 1970

Mr. Dean E. Richardson  
President  
Manufacturers National Bank  
of Detroit  
Detroit, Michigan 48231

Dear Mr. Richardson:

I was most embarrassed the other day when I learned that by mistake I was talking to the President of the bank on a minor matter.

Let me say how grateful I am for your prompt attention to my request.

With best wishes,

Sincerely,

Robert S. McNamara

489/2/142

October 8, 1970

Mr. Eric Hall Morrison  
Vice-President  
The Newcomen Society in  
North America  
P.O. Box 113  
Downingtown, Penna. 19335

Dear Mr. Morrison:

I am grateful for and complimented by your invitation to become a member of The Newcomen Society. Regretfully, however, I feel I must decline because I have already accepted more commitments than I can fulfill.

Many thanks for the honor you have paid me.

Sincerely,

Robert S. McNamara

*Chris*  
489/2/141

October 7, 1970

Lord Robbins  
Chairman  
The Financial Times  
Bracken House, Cannon Street  
London EC 4, England

Dear Lord Robbins:

I shall be delighted to accept your invitation to join you and your guests at the Harvard Club for dinner on December 1. Many thanks for thinking of me.

Sincerely,

Robert S. McNamara

489/2/190

October 7, 1970

Dear Mr. Minister:

Mrs. McNamara and I appreciate so much your lovely gift of the bridge of elephants. It was most thoughtful of you to bring it to us.

Sincerely,

Robert S. McNamara

Shri V. P. Naik  
Chief Minister of Maharashtra  
Office of the Chief Minister  
Bombay, Maharashtra  
India

489/2/139

October 6, 1970

Dear Mr. Chambers:

Mr. McNamara has asked me to tell you that he and Mrs. McNamara are going overseas for two weeks, departing on October 9. Regretfully, they will not be able to have dinner with you the week of the 12th.

Mr. McNamara has also asked me to recommend to you Dr. Bernard Berelson, President of the Population Council, 245 Park Avenue, New York City (telephone: 687-8330) as one most qualified to answer your questions about the help voluntary organizations can give to the population crisis.

Sincerely,

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

Mr. Frank G. Chambers  
Bank of America Center  
San Francisco, Calif. 94104



489/2/138

October 1, 1970

Mr. Clifford V. Brokaw, III  
General Partner  
Eastman Dillon, Union Securities & Co.  
1 Chase Manhattan Plaza  
New York, New York 10005

Dear Cliff:

I did receive the Head tennis racket --  
it is magnificent. And I, too, "hope it helps  
my game."

Margaret and I both enjoyed talking to  
you and Bill on the plane. I shall be looking  
forward to seeing you during Thanksgiving.

With best wishes,

Sincerely,



Robert S. McNamara

489/2/137

October 5, 1970

Mr. John Dillenberger  
President  
Graduate Theological Union  
Berkeley, California 94709

Dear Dr. Dillenberger:

When you first described to me your plans for the Theological Union at Berkeley and asked for my support, I was both interested in what you were doing and hopeful that I could contribute toward accomplishment of your objectives. Unfortunately, almost two years have passed and I have been able to add but little to your progress. I fear the future will be but a repetition of the past -- my travel schedule and responsibilities here are such as to make it impossible for me to take on any additional commitments. Regretfully, therefore, I have concluded I cannot be of any real help to you.

With best wishes for success in your efforts,

Sincerely,



Robert S. McNamara

489/2/136

October 5, 1970

Dear Bill:

I, too, was concerned by the confusion which surrounded the House's discussion of tax exemptions afforded to employees of the World Bank. I should be most happy to send you information on the policies we follow in this matter. May I defer its submission for two or three weeks until I return from a trip to Yugoslavia and Ethiopia?

With best wishes,

Sincerely,

Robert S. McNamara

Honorable William S. Moorhead  
House of Representatives  
Washington, D. C. 20515

Chen 10/15/70  
489/2/135

Questions re Yugoslavia

1. How will the Government reconcile greater reliance on the "market" and an increase in the freedom of the firm to accelerate and direct the use of "profit" with achievement of the social objectives of the State; for example, elimination of regional differences, expansion of the infrastructure, and the reduction of unemployment.

2. What is Tito's view of:

- a. The Middle East
- b. Soviet-U.S. relations
- c. The role of the super-powers
- d. The role of the countries of the Third World
- e. The U.N.
- f. Rumania's interest in the Bank

3. What is Yugoslavia's plan for the participation of foreign private investment in its industrial development; what amount of investment is desired, and how will the control and management of that investment be reconciled with the "official ownership" and "worker management" of Yugoslavian enterprises.

4. What is the disparity in per capita income by region. How has this disparity changed in the past, and what are the projections for the future; how important does the Government believe the reduction in the disparity to be; what steps is it taking to reduce it.

5. What has been the effect of economic decentralization on personal liberties (press, speech, movement, etc.); political institutions; stability of the State; the Communist party (for example, stimulus to criticism, organization of opposition parties, etc.). What are the political consequences of the movement to a "market" economy? Does the party fear (or oppose) economic decentralization.

6. What is the form and extent of Government participation in decisions relating to prices, wages, expansion of a firm, choice of management, and availability of credit.

7. How is mobility of capital assured and to what degree is it restricted. How will the concept of ownership evolve; for example, will one firm be allowed to own an interest in another firm; will mergers be accepted or stimulated.

8. Agriculture: What percent of the land is State-owned vs. privately-owned: how has this percentage changed and how will it change in the future; does the Government desire to increase the percentage of State-owned land, and, if so, what actions is it taking to accomplish this objective. How is the management of the State land organized (choice of crop, availability of credit, stimulus of efficiency, etc.). What is the relative productivity of State vs. privately-owned firms, and what are past trends and future projections. How does the Government compensate private owners for the transfer of land to State ownership and what use can the private owners make of the compensation received. How has the State provided an incentive to high productivity in the operation of State lands and avoid the penalties associated with State "collectivization" in other nations.

9. Worker Management: What is the role of workers in management. How do they organize to carry it out; what decisions do they influence and to what extent; what positions in the enterprise are held by members of the Board.

10. Compensation: To what extent does the Government control compensation and by what means; are there restrictions on the number of firms, price policy, etc. What is the range of efficiency and profits among firms in the same industry; as between industries.

11. Taxation: What forms, amounts, percent of GNP, and use of proceeds. What are the trends. What discretion as to form, rate, and use of proceeds exists at the "region." What protection does the system provide against a firm utilizing a monopoly position to achieve excess profits.

12. The National Plan. In what detail is it prepared; for what purpose; does it serve as a forecast or a guide to action; if the latter, what action is based upon it. How does actual performance compare with the plan.

13. Private Property: What limits are there on ownership of private property; for example, land, buildings, savings from wages, and returns from ownership of property (rent, interest, etc.).

14. Compensation: What is the range of compensation:

a. By skill (unskilled, skilled, management, etc.); how have the ratios changed and what has been the result of the changes.

b. In relation to worker output

c. In relation to the profit of the firm

15. Prices: How are they established. What protection exists against:

a. Excessive profits in situations of scarcity or monopolistic or oligopolistic

b. Socially undesirable production (for example, excessively large cars)

c. A stimulus to excessive consumption and inadequate savings

16. Profits: If a substantial percentage of the profits of an enterprise results from conditions beyond the control of the firm, what is the logic of distributing profits to the workers in the form of wages.

17. Role of the Party: What is the role of the Party in the Federal Government; Regional Government; industrial management. How has the role changed and how is it likely to change. Who is eligible for Party membership. Approximately what percent of the members of the following groups are members of the Party: Federal Assembly, business management, university professors.

18. Workers Self-Government and the Withering Away of the State: How real is it today; what further changes are likely ahead.

19. External Debt: Past trends and future projections of total debt, debt service, debt service as a percentage of foreign exchange receipts, etc. What are the Government's objectives and what controls does it propose to apply in order to obtain them. What net inflow of external capital is required per year, compared to past flows, and where did it and where will it come from.

*Ch...*

INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT  
ASSOCIATION

INTERNATIONAL FINANCE  
CORPORATION

OFFICE OF THE PRESIDENT

October 2, 1970

489/2/134

MEMORANDUM FOR MR. RIPMAN

Hugh:

Please provide me with a list of names of all Division Chiefs in the Bank Group, their current salaries, and the number and salary classification of staff which they supervise.

Also, please send me an up-to-date progress report on your efforts to recruit secretarial staff. To what extent are we still having to rely on temporary secretaries?

Robert S. McNamara

Chr  
489/2/133

October 1, 1970

Mr. Edward H. Erath  
Los Angeles Technical  
Services Corporation  
3600 Wilshire Boulevard  
Los Angeles, Calif. 90005

Dear Mr. Erath:

Mr. McNamara has just returned from the Annual Meeting in Copenhagen and will be leaving again within a few days on the first of two foreign trips. He regrets that you, along with others, have been caught up in a period of feverish activity when it will not be possible for him to meet with you. He suggested, however, that perhaps Mr. William Gorham, President of The Urban Institute, is more qualified to discuss your operation. His address is 2100 M Street, N.W., Washington, D.C. 20037; phone: Area Code 202, 223-0577.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

cc: Mr. Gorham w/copy incoming and brochure



Ch  
489/2 / 132

October 1, 1970

Chancellor Roger W. Heyns  
University of California  
University House  
Berkeley, California 94720

Dear Roger:

Marg and I are extremely sorry not to be able to be at the dinner in your honor on October 20th. We are leaving next week on a trip to Yugoslavia and Ethiopia and will not have returned by that time.

We send our very best wishes to Esther and you; do take care of yourself.

Sincerely,

Robert S. McNamara

Ch  
489/2/131

October 1, 1970

Mr. Clyde W. Bauer  
President  
Operation Helping Hand Foundation  
Box ORH  
FPO San Francisco, Calif. 96626

Dear Mr. Bauer:

Thank you for your letter of September 19 concerning Operation Helping Hand Foundation. I wish it were possible for me to assist in this operation, but my contract with the World Bank prohibits my participation in such activities.

I wish you and your associates every success in this very humane and worthwhile endeavor.

Sincerely,

Robert S. McNamara

489/2/130

EXTRACTS FROM GOVERNORS' STATEMENTS TO COPENHAGEN BANK AND FUND MEETING

Monday, September 21

Chad:- Link SDRs and development

Bank should devote greater attention to Development Banks

Bank and Fund should act to mitigate consequences of fluctuation in prices of primary products.

Spain - Restoration of price stability should be our primary goal -- without trade restrictions excessive rigidities of export/import rate systems should be reduced.

Bank should speed up processing of its loans.

IDA -- improve equity of distribution (L.A.); voting rights, etc.

Malawi - LDCs should support IIIA.

Stressed need to reread Chapter 6 of "Partners in Development": LDCs don't want to be told what to do by bilateral donors or international agencies.

"IDA only" countries should be eligible for Bank loans instead of being forced to borrow at higher levels elsewhere.

Fund should invest (at "low" interest rate) in Bank bonds.

Should study link of SDRs and "aid".

FRG - World-wide inflation threatens to undermine economic and social progress -- new international effort is required.

Both "monetary and fiscal policies" and "incomes policy: should be used.

Must improve the system of exchange rates: prompter adjustment; widening of range; must reestablish price and cost stability in the U.S.

Opposed to linking SDRs and development aid.

Should "pay attention" to proposals for IIIA.

Korea - Urge expeditious implementation of 3rd IDA Replenishment to avoid hiatus of the 2nd.

Concerned about increase in Bank interest in view of debt service problem.

Strongly supported IIIA.

Supported "program" loans.

Explore possibility of linking SDRs and development aid.

Concerned by changes in Board representation.

India - How many countries will announce, next month at UN, acceptance of .7% target.

Tied-aid is a penalty

Support exchange rate system.

Fund should: study link of SDRs and aid

consider investment in IBRD bonds

Bank and Fund should study question of basic reforms in voting rights.

Fails to understand why non-project lending is considered less advantageous than project loans.

Supported Chairman's and McN's eloquent statement of necessity for "social reform."

- Guyana - No sign of progress in trade liberalization.  
Supports IIIA  
Opposes inter-competitive bidding at expense of local product.  
There is a limit to capital an LDC can contribute to its development.  
SDRs should be related to development aid.  
Quality of increased per capita for IDA credits should be changed.
- Cambodia - An inappropriate "war" speech.
- Ireland - "Par value" system still valid but improvement in method of adjusting "large country" exchange rates is important.  
Elimination of inflation vital -- "income policy" is useful.  
Hopes 3rd Replenishment will become effective without undue delay.  
LDCs should avoid mistakes of developed countries re "ecology" and encouraged by McN's remarks that Bank will play a larger role in environmental and social role of development.
- Equatorial Guinea - Glad to be here.
- New Zealand - Opposes other than a small widening of margins.  
Urges Bank to examine problems of agricultural trade when financing agricultural projects.  
Would only support linkage of SDRs and aid if consistent with purpose of Fund.  
Primary purpose of Fund and Bank: a better life for people of the world.
- Philippines - Present system of parities may not be appropriate for developing countries.
- Nepal - Fund needs to consider more realistically the problems of the least-developed countries.
- Zambia - Opposes any measure weakening present exchange rate system.  
Requests review of criteria of eligibility for IDA credits.  
Requests reserve of fund be invested (at low rates) in Bank bonds.  
Expressed concern re: world price inflation- high rates of interest in capital markets- reduction in percent of LDCs in world exports.  
Requests search for SDR link to aid.  
Supported Chairman's views on importance of LDCs: own efforts; regional organization.
- Malaysia - Emphasizes importance of Pearson recommendations re removal of trade restrictions on LDC products and terms of trade.  
Criticizes tying of aid as "export promotion".  
Would welcome increasing activity of Fund and Bank in primary product problems: e.g., buffer stocks.  
Inflation a problem: must hold wage increases to productivity gains.  
Strong compliment on McN's remarkable speech.  
Opposes opposition of developed countries to 21st seat.
- UK - Supports McN's speech re requirement for aid and population planning.  
Hopes for: no delays on IDA ratification.  
additional flexibility in IDA lending policies; project lending; local currency.  
Support for Pearson Committee Report (as did Malaysia and Zambia).  
Emphasized need for LDCs to maintain incentive for external private investment.  
Inflation: damaging on world economy and LDCs.  
Opposed floating rates.

Japan- Greatest problem is world-wide inflation; also environmental deterioration.  
Opposes major change in exchange rate system.  
Aid: 1% by '75; IDA will increase as a % of GNP.  
Supports untying.  
Intends to continue support of World Bank, ADB.  
IIIA proposal highly commendable.  
World Bank should lead study of how to promote private investment.

Indonesia- McN "drive with compassionate feeling."  
Link SDRs and aid.  
Use Fund income for development; Fund reserves for purchase of Bank bonds.  
Warm thanks to Bank.  
International stability (prices; primary product price; etc.) "under threat."  
"Par value" cornerstone of the system.

France - "cost-push" inflation difficult to control: must use persuasion.  
Opting for inter. division of labor" cause disequilibria for one to affect  
all and in proportion to their mass --"none would agree to set his watch  
by a clock out of order."  
SDRs should be regulated re changes in reserves.  
Supports African states in proposal to organize stabilization of prices of  
primary products.  
Compliments "energetic efforts" of McN to increase IDA.  
France will maintain the level of aid considered desirable [by Pearson?]  
Opposes using multi-lateral aid to offset inequalities of bi-lateral.  
Opposes greater flexibility in exchange rate system: exports failures of  
"weak" countries to "stable" countries.

US - Emphasized determination of US to deal with inflation.  
Nixon plans to resist "protectionist" pressure.  
Supports aid untying.  
Supports Fund report: "stability in exchange rates with somewhat more flexibility."  
Propose to increase percentage of aid through multi-lateral channels.  
Plan to submit IDA legislation early next session.  
Need to appraise rising debt burdens.  
Need longer range planning of flow of external resources and supports World  
Bank economic reports and programs as contributing to this.  
Welcomes "internal auditing" program of Bank.  
Hopes for early agreement on IIIA.  
New Institute to push development, including population planning.

Austria - Supports expansion of IDA; agricultural and education lending of Bank; IFC

China - Supports transfer of \$100M; close collaboration with UN agencies.  
Supports Bank financing of agricultural research; local currency financing.  
Strongly supported McN on population planning; reduction of illiteracy;  
reduction of income inequity.

Netherlands - Bank should continue to borrow regardless of high cost.  
Plans a special \$5M contribution to IFC.  
Present split of Bank profit is well balanced.  
Supports Pearson recommendations.  
Bank should not operate out of its sphere of activity.  
Wishes Bank to help LDCs develop inter. competitive bids as aid is untied.  
Supports IIIA  
Opposes SDR link to aid.  
Inflation is the enemy.  
Supports "stable" rates with somewhat more flexibility.

Dominican Republic - Inflation and economic slowdown in US has adversely affected  
(for Latin America) Latin American trade balance.  
Link SDRs to aid.  
Supports "par value" system with more flexibility.  
Wishes Fund to participate more fully in regional integration  
projects.  
Not a word re the Bank.

Peru - Opposed tying; trade restrictions.  
No longer possible to have a liberal society in the traditional model --  
are moving to a collective society with, at the end, 'full political freedom.'

Canada - Desire more flexibility in the exchange systems.  
Welcomes Bank's increasing role in aid coordination: e.g., "reporting."  
Bank's work with specialized agencies should reinforce UNDP's leadership  
in development of country programs of technical assistance and pre-  
investment studies.  
Bank should give more weight to social factors.  
Supports Bank financing of agricultural research.  
Should not underestimate seriousness of debt service problem.  
Bank should increase financing of local currency expenditure.  
Bank has become the leading international development institution.

Italy - Control of inflation requires use of "incomes" policy.  
Favors moderate degree of exchange flexibility.

China - Referred only to Fund: inflation; 21 EDs; etc.

Kenya - Excessive emphasis on monetary policy and trade restrictions to control  
inflation, harm LDCs.  
Should like SDRs to aid.  
Opposed "tying"  
Very few African projects can sustain 7½%; should finance more by IDA and blend.  
Should eliminate delays in commitments and between commitments and disbursements.  
A "demagogue" statement.  
Bank should: make program loans  
overlook requirement for economic return.  
Bank missions are arrogant.

Trinidad &  
Tobago - Should link SDRs and aid.  
Changes in exchange system - should consider effects on LDSs.  
Representation on Board should be studied.  
Thanks McN for his statement.  
Hope urban rehabilitation will be eligible for lending.  
Bank should: reexamine eligibility for IDA loans- reexamine "preference  
for domestic suppliers"; reexamine procedures for identifying and appraising  
projects and appraising loans.

Tanzania - Inflation and high interest rates in developed countries hurt LDCs.  
Desirable to assist LDCs advance quality of life but must be based on  
national plan.  
Deep disquiet at lack of attention in Fund to link of SDRs to aid.



- Ceylon - Associates himself to tributes paid to management of Bank and Fund.  
Bank should work out a Supplementary Compensation plan.  
Past government stressed growth in GNP to exclusion of social justice.  
Should study the link of SDRs to aid.  
Supports limited flexibility of exchange rates.
- Uganda - Supports McN's strong plea for .7% of ODA.  
Expand program lending.  
Hopes Bank will support national and reg. Development Banks.  
Bank should take initiative in untying.
- Nepal - Challenge of 70s -- social reform in LDCs and increased aid from rich countries.
- Burundi - Increase benefits of SDRs to LDCs.  
Bank should strengthen local representation in Africa to assist in project preparation.
- Austria - Fund only: hazards of inflation; in a free society many elements of society have to work together voluntarily to achieve this task.  
An open economy makes easier the impact of inflation.
- So. Africa - Opposed to system which encourages correction of weaknesses of those nations tolerating inflation through revaluation by the "sound" nation.  
Economic stability in US a pre-condition for stability elsewhere.
- Mexico - Congratulated McN on speech.  
If IDA is to apply "income test" it should apply it by region within nations and therefore provide larger credits to Latin America.  
Use Bank reserves in a way to reduce Bank lending rate (Bank "does not need such large reserves since its debtors are governments.")  
Give greater "local procurement preference."  
A "simple arithmetic" analysis of Latin American debt overstates the problem; but if problem is serious more IDA aid is justified.  
Greater scope should be allowed for exports of LDCs.
- Philippines - Bank emphasized "debt" problem and therefore should have a 3rd lending rate.  
In view of debt problem, rich countries should reform their credit policies.
- Nigeria - Thanked Bank for moral and financial assistance during the civil war.  
Bank should "forget" there is a division between private and public sectors.  
Principles re disbursement of Bank loans should be more flexible: recipient country should be allowed to determine allocation of Bank loans by sector."  
"Reappraise conduct of Bank affairs to reduce distortion, disequilibria, and waste."  
Increase equitability of distribution of IDA credits.  
Study link of SDRs to aid.  
Suggests "informal meetings of Big Five and LDC representatives take place during Annual Meetings under chairmanship of Bank or Fund."



- Pakistan - Inflation in rich countries adversely affects LDCs.  
Supports present exchange system with special account of problems of LDCs.  
Link SDRs to aid.  
Untie aid.  
Situation is one of stagnant aid flow and mounting debt burden.  
Increase non-project aid to increase speed of flow of disbursements.  
If population planning not making progress, it is because competing programs do not permit local currency to be devoted to it.  
Endorsed McN conclusion.
- UAR - Link SDRs to aid.  
Supports fixed exchange system.
- Norway - Accepts .7% target for ODA by mid-seventies.  
Supports McN emphasis on population planning; social reform; etc.  
Supports conclusions of Fund's "exchange" report.
- Turkey - Develop means to protect LDCs from adverse effects of actions of rich countries to stabilize their countries.  
Untie aid.  
Link SDRs to aid.  
Supports McN emphasis on social reform.
- Israel - Distribution of SDRs should discriminate in favor of LDCs.  
Complimented McN on "dynamic leadership" and opening speech.  
Israel needs loans to finance technical assistance to LDCs.  
Rich countries should restrain their inflation without burdening LDCs.
- Nicaragua - Central American Common Market is a failure and needs to be reorganized.  
"Difficulties in maintaining growth due to factors beyond their control."
- Lebanon - Supports fixed parities.
- Gambia - Supports new orientation of the Bank  
Referred to problems of: debt; omf-atopm; inadequacy of aid.  
Study link of SDRs to aid.  
Supports present exchange system.
- Lesotho - Study link of SDRs to aid.  
Bank should develop explicit criteria for IDA lending.  
IFC should lower its minimum investment below \$1 million.  
Bank should not limit "annual economic" reports to countries over 10 million.
- Mauritius - Study link of SDRs to aid.  
Supports Fund's exchange rate report.  
"Take a relaxed view re tests of profitability."  
Bank should make lending for unemployment a major objective.

48912/129

September 17, 1970

Mr. Samuel C. Townsend  
Secretary  
Eisenhower Exchange Fellowships, Inc.  
256 South 16th Street  
Philadelphia, Pennsylvania 19102

Dear Mr. Townsend:

Mr. McNamara will be out of the country  
on October 15, and, therefore, will not be  
able to attend the meeting on that date.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

489/2/129

September 17, 1970

Pan American World Airways, Inc.  
P.O. Box 4090  
Grand Central Post Office  
New York, New York 10017

Gentlemen:

Attached is a voucher which was erroneously sent to Mr. Robert S. McNamara. He assumes that the next statement received from you will reflect an adjustment to his account.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

Enclosure

489/2/128

September 17, 1970

Mr. Eugene M. Emme  
National Aeronautics and  
Space Administration  
Washington, D.C. 20546

Dear Mr. Emme:

Mr. McNamara asked me to return the attached to you and to tell you he regrets he was not able to review it before departing for the Annual Meeting in Copenhagen, to be followed by other visits out of the country.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

Enclosure: Draft Chapter VI (The Nadir) of the Gemini Narrative History

489/2/127

September 16, 1970

Mr. H. V. Hodson  
Provost  
The Ditchley Foundation  
Ditchley Park  
Enstone  
Oxford, England

Dear Mr. Hodson:

Just before departing for Copenhagen, Mr. McNamara asked me to let you know that Mrs. McNamara and he will not be able to accept Mrs. Hodson's and your kind invitation for Wednesday, September 30, at the Hay-Adams. Most unfortunately, they have a conflicting engagement for that evening.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

*Ch...*  
489/2/126

2412 Tracy Place, N.W.  
Washington, D.C. 20008

September 15, 1970

Mr. Kenneth D. Hubbard  
Holland & Hart  
Mountain Plaza Building  
P.O. Box 1128  
Aspen, Colorado 81611

Dear Mr. Hubbard:

I am returning the proposed deed signed by Mrs. McNamara and myself and acknowledged by a Notary Public. The Goodwin address has been inserted as you requested.

I believe it would be wise to arrange to have the deed recorded before delivering it to the Goodwins.

Many thanks for the speed with which you have responded to my request.

Sincerely,

Robert S. McNamara

Enclosure

*File - Aspen (Stacks, etc. folder)*

489/2 1125

September 2, 1970

Mr. T. C. Combs  
Secretary  
California Institute of Technology  
Pasadena, California 91109

Dear Mr. Combs:

Mr. McNamara regrets that he will not be able to attend the Trustee meeting on September 14 since he will be leaving for Copenhagen on the 15th to co-chair the World Bank/International Monetary Fund annual meeting. He would appreciate your notifying the Chairman.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

September 1, 1970

489/2/124

Dear Mr. Stump:

Mr. Robert McNamara has asked me to thank you for bringing to his attention the availability for purchase of Schwandegg Castle, and to tell you that he is not interested in the property.

Yours truly,

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

Mr. Jakob Stump  
Neptunstrasse 69  
8032 Zurich, Switzerland



September 1, 1970

489 / 2 / 123

Dear Mr. Smith:

I feel complimented by your invitation to serve as a member of the advisory board of the Lincoln Mint project in connection with the series of medals dedicated to the late President Kennedy. Regretfully, however, I find myself so overcommitted that I cannot in good conscience accept an additional assignment.

With best wishes for the success of your project,

Sincerely,

Robert S. McNamara

Mr. Daniel Mark Smith  
Director of Subscription Issue  
The Lincoln Mint  
714 West Monroe Street  
Chicago, Illinois 60606

August 31, 1970

489/2/122

Dear Mr. Geyer:

I feel complimented by your invitation to serve as a member of the Board of Governors of the Center for the Study of World Security. Regretfully, however, I find myself so over-committed that I cannot in good conscience accept additional assignments.

With best wishes for the success of your project,

Sincerely,

Robert S. McNamara

Mr. Alan Geyer  
Editor, The Christian Century  
407 S. Dearborn Street  
Chicago, Illinois 60605

August 31, 1970

489/2/121

Dear Mrs. Leo:

Mr. McNamara has just returned from two weeks' vacation and has told me that he would be interested in knowing when the new edition of prints by Josef Albers will be available.

Will you therefore notify me when they are available.

Many thanks for your help.

Sincerely,

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

Mrs. Beverly Leo  
Sales Office  
The Metropolitan Museum of Art  
New York, N. Y. 10028

August 31, 1970

489 K / 120

Dear Mrs. Poole:

Reference is made to your letter to Robert S. Dunham, Trustee of the McNamara Foundation, requesting a copy of the Foundation's annual report. I regret that it is not possible to comply with your request since no such report is prepared.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

Mrs. Richard A. Poole  
Manager of Development  
Corcoran Gallery of Art  
17th St. and New York Ave., N.W.  
Washington, D.C. 20006

August 31, 1970

489 12 / 119

Dear Mr. Danner:

Mr. McNamara has asked me to thank you for your letter of August 26 concerning comments on essential features of good communication. He receives so many requests of this nature that he has found it impossible to comply with them. Therefore, he regrets that he cannot be responsive to your request.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

Mr. John J. Danner, Jr.  
Administrative Assistant for  
Personnel Services  
Huyck Corporation  
733 Summer Street  
Stamford, Connecticut 06902

August 31, 1970

489/2 /118

Mr. Willard W. Brown  
Chairman, Board of Trustees  
National Recreation and  
Park Association  
1700 Pennsylvania Avenue, N.W.  
Washington, D.C. 20006

Dear Mr. Brown:

To my very great regret, I again find that it will be impossible for me to attend the meeting of the Trustees of the National Recreation and Park Association. On September 29 I must be in Copenhagen co-chairing a meeting of the Governors of the International Monetary Fund and World Bank.

Because my record of participation in the affairs of the Association has to date been so poor, and because I fear that in the future I will continue to find conflicts between my responsibilities to the Bank and the Association, I regretfully submit my resignation as a Trustee of the Association.

Sincerely,

Robert S. McNamara

August 21, 1970

489/2 /mz

Miss Judith Kipper  
Special Assistant to  
Mr. Jean-Jacques Servan-Schreiber  
25, rue de Berri  
Paris 8e, France

Dear Miss Kipper:

Mr. McNamara has asked me to forward the  
attached which may be of possible use to  
Mr. Servan-Schreiber in his talks with Mr. Helmut  
Schmidt.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

August 17, 1970

489/2 1/116

Department of the Treasury  
Internal Revenue Service  
Washington, D.C. 20224

Gentlemen:

Mr. Robert S. McNamara has asked me to return the attached material to you. It appears that the Robert S. and Margaret C. McNamara Foundation is listed under two different employer identification numbers, that which is represented by the attached forms, i.e. 526056486 (Robert and Margaret C. McNamara Foundation), and also under 386090089 (Robert S. and Margaret C. McNamara Foundation, the correct designation under which tax returns have been filed).

Would you please arrange cancellation of the identification number 526056486.

Thank you for your consideration.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

Attachment



August 14, 1970

489/2 /115

Dear Mr. Drucker:

Mr. Robert McNamara has just left Washington on vacation. He will return only briefly before going to the Annual Meeting of the Bank in Europe. Unfortunately, because of the short amount of time between his trips, it will not be possible for him to meet with you.

Sincerely,

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

Mr. Mark L. Drucker  
2512<sup>1/2</sup> East Place, N.W.  
Washington, D. C. 20007

August 11, 1970

489/2 /114

Dear Mr. Brennan:

Mr. Robert S. McNamara has asked me to acknowledge your recent letter and to express his regrets that the McNamara Foundation is not able to assist in Banneker program. The funds of the Foundation are extremely limited and are now totally committed.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

Mr. Kevin J. Brennan, Jr.  
4414 Q Street, N.W.  
Washington, D.C. 20007

August 10, 1970

489/2 /113

Miss Kathy Friery  
Steuben Glass Company  
5th Avenue & 56th Street  
New York, New York

Dear Miss Friery:

In accordance with your phone conversation today with Mr. Carlos Azevedo of the World Bank, I am enclosing herewith an envelope to be placed on the package containing the eagle which the McNamara's would like delivered to Mme. Mobutu, wife of the President of the Congo. The Mobutus are staying at the Waldorf Astoria Towers and will be leaving New York on Thursday of this week. Therefore, there is some urgency in making delivery, perhaps to some member of the Presidential party.

Please send the bill to The World Bank, 1818 H Street, N.W., Washington, D.C. 20433, to my attention. The Purchase Order number is ~~56985~~, price \$225.00.

56985

Thank you for your courtesy in helping us out on such short notice.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

*Chen*

489/2 /112

August 1, 1970

Mr. Eugene H. Stossel  
Councilor, Buchanan & Mitchell  
3900 Wisconsin Avenue, N.W.  
Washington, D.C. 20016

Dear Mr. Stossel:

As you will see from the attached papers, the District of Columbia has assessed an additional tax for Calendar Year 1968. Mr. McNamara hopes you will be able to look at these papers and he will plan to call you the early part of next week.

Sincerely,

(Miss) Polly Yates  
Secretary to  
Mr. McNamara

Enclosures