

THE WORLD BANK GROUP ARCHIVES

PUBLIC DISCLOSURE AUTHORIZED

Folder Title: A W Clausen Presidents Papers - Outgoing Chronological Records - December 1985 - Volume 54

Folder ID: 1777493

Series: Chronological [outgoing] files

Dates: 12/02/1985 - 12/31/1985

Subfonds: Records of President A. W. Clausen

Fonds: Records of the Office of the President

ISAD Reference Code: WB IBRD/IDA EXC-09-3953S

Digitized: 02/21/2023

To cite materials from this archival folder, please follow the following format:
[Descriptive name of item], [Folder Title], Folder ID [Folder ID], ISAD(G) Reference Code [Reference Code], [Each Level Label as applicable], World Bank Group Archives, Washington, D.C., United States.

The records in this folder were created or received by The World Bank in the course of its business.

The records that were created by the staff of The World Bank are subject to the Bank's copyright.

Please refer to <http://www.worldbank.org/terms-of-use-earchives> for full copyright terms of use and disclaimers.



THE WORLD BANK

Washington, D.C.

© International Bank for Reconstruction and Development / International Development Association or

The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: www.worldbank.org

PUBLIC DISCLOSURE AUTHORIZED

90000/017
PRESIDENT CLAUSEN
CHRONOLOGICAL FILES

December 1985 (54)

DECLASSIFIED
WITH RESTRICTIONS
WBG Archives



1777493

A1990-011 Other #: 8

209516B

A W Clausen Presidents Papers - Outgoing Chronological Records - December 1985 -
Volume 54

December 31, 1985

Dear Adalbert:

It was a pleasure to see you again during my recent visit in Buenos Aires. Thank you very much for helping to arrange the interesting meetings in the Bolsa and ADEBA. I greatly appreciated this opportunity to learn about the concerns of Argentina's private sector. I hope that I was able to clarify the role we in the Bank would like to play in support the Government's stabilization and reform program. It includes, as I mentioned, financial assistance to the private sector so that it can modernize and take advantage of the opportunities a more stable and competitive economic environment will offer.

Best wishes for a happy and successful New Year.

Sincerely,


(Signed) A. W. Clausen

Mr. Adalbert Krieger
San Martin 1143 - Piso 7
1004 Buenos Aires
Argentina

cc: Mr. Camarasa, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP
Gue, Scherer, LC2
cc: Mr. Clausen's Office (2)

December 31, 1985

Dear Mr. Minister

Thank you very much for your stimulating company during the flight to Colonia and the subsequent field visits. I really appreciate your taking time from your busy schedule to join us. Your perceptive explanations gave us many new insights about your country and, of course, your home turf the Province of Colonia.

Best wishes for a happy and successful New Year.

Sincerely,

(Signed) J. W. Clausen

His Excellency
Sr. Jorge Sanguinetti
Minister of Transportation
and Public Works
Rincon 561
Montevideo
Uruguay

cc: Mr. Coates, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP;
Gue, Scherer, LC2
cc: Mr. Clausen's Office (2)

December 31, 1985

Dear Mr. Etcheverri:

It was a pleasure meeting you during my recent visit to the site of the Yacyreta Hydroelectric project. Thank you very much for the courtesies extended to me and my colleagues. We were favorably impressed by the recent progress in the construction of this important project and wish you and your associates success in completing it without further delays.

Best wishes for a happy and successful New Year.

Sincerely,

(Signed)  A. W. Clausen

Mr. Etcheverri
Entidad Binacional yacyreta
Avda. Madero 940
Buenos Aires
Argentina

cc: Mr. Camarasa, EDS
cc: Messrs. Mr. Stern, SPVOP; Southworth, EXC;
Knox, LCNVP; Gue, Scherer, LC2
cc: Mr. Clausen's Office (2)

December 31, 1985

Dear Mr. Pescarmona:

It was a real pleasure to meet you on my recent visit to Mendoza. Please accept my thanks for the courtesy you extended to me and my colleagues, and my congratulations for your impressive achievement in building a modern metallurgical plant. Your success is a good example of how a dynamic entrepreneur can succeed even under difficult economic circumstances. I would hope that your drive and attitude will be contagious, and will motivate other entrepreneurs to take advantage of the opportunities that a more stable and competitive economic environment will offer in Argentina.

Let me add that the qualities of your wines are on a par with the technological sophistication of your enterprise. I enjoyed drinking them, and greatly appreciated the opportunity for a stimulating discussion over the lunch which you had been kind enough to arrange in an especially charming setting.

Best wishes for a happy and successful New Year.

Sincerely,

(Signed) A. W. Clausen

Mr. Ernesto Pescarmona
President
Pescarmona Metallurgical Plant
Manor Oak 2, Suite 536
1910 Cochran Road
Pittsburg, Pennsylvania 15220

cc: Mr. Camarasa, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP
Gue, Scherer, LC2
cc: Mr. Clausen's Office (2)

December 31, 1985

Dear Mr. Maccarone

Thank you very much for arranging the lunch at ADEBA with the members of its board. I greatly appreciate the opportunity to learn about the concerns of Argentina's domestic banking community at first hand, and to exchange views with its leading members.

Argentina's bankers have coped skillfully with the difficult economic environment of the past few years. They now have an increasingly important role in supporting the reactivation of the economy. As in other sectors, public and private banking entities will need to maximize their efficiency if Argentina is to achieve high rates of sustained economic growth. I think that the reduction in domestic inflation that resulted from the Austral plan and a more competitive environment will open very promising possibilities for dynamic bankers such as you and your colleagues. As I mentioned during our discussion, the Bank hopes to provide financial support to the private sector so that it can take advantage of these opportunities.

Best wishes for a happy and successful New Year.

Sincerely,

(Signed)  A. W. Clausen

Mr. Roque Maccarone
President
ADEBA
San Martin 229
9 Piso
Buenos Aires, Argentina

cc: Mr. Camarasa, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP
Gue, Scherer, LC2
cc: Mr. Clausen's Office (2)

December 31, 1985

Mr. Jose Roberto Canton
President
Buenos Aires Stock Exchange
Sarmiento 299
1 Piso
Presidencia
Buenos Aires, Argentina

Dear Mr. Canton:

Thank you very much for arranging the meeting in the Bolsa with leading representatives of industry, agriculture, commerce and the stock exchange. I greatly appreciate this opportunity to learn about the concerns of Argentina's private sector. I hope that I was able to clarify the many issues that were raised in respect of the Bank's role under the Baker Initiative and, in particular, the role that we would like to play in support of Argentina's economic stabilization and reform program. I am sorry that we could not stay for a more intimate exchange of views after the general session.

Argentina has tremendous economic potential and the Austral plan is an impressive first step towards realizing it. If all our hopes for Argentina's rapid economic growth are to be realized, however, major changes will be needed to promote the efficiency of private enterprise as well as that of the public sector. As I mentioned, the Bank stands ready to support the action programs which the Government is preparing to modernize the economy. In this context, we are planning to provide financial support to the private sector, so that it can take advantage of the opportunities that a more competitive environment will offer.

Best wishes for a happy and successful New Year.

Sincerely,


(Signed) A. W. Clausen

cc: Mr. Coates, EDS

cc: Messers Stern SVPOR: Southworth FYC: Knox ICNVP: Gue Scherer IC2

December 31, 1985

His Excellency
Cr. Ricardo Zerhino
Minister of Economy and Finance
Colonia 1089, P.3
Montevideo
Uruguay

Dear Mr. Minister:

It was a real pleasure to see you again during my recent visit to Montevideo, and I hope that you share my feeling that the visit was timely. Our exchange of views helped me understand better the concerns of your Government and the problems it is facing. I trust that my colleagues and I have clarified the role that we in the Bank hope to play in support of Uruguay's economic development.

We were impressed by the progress of your economic stabilization program. It provides a solid basis for shifting the emphasis of policy increasingly towards the resolution of longer term structural issues that are constraining economic growth. We share your concerns about the prolonged decline in GNP and Uruguay's high rates of unemployment, and we agree that the reactivation of the economy is a matter of priority. As I said when we met, the Bank is ready to support action programs that improve the living standards of the Uruguayan people while strengthening the country's capacity to service its external debt.

Increasing exports will be the key to initiating economic growth and managing Uruguay's debt service obligations. Export performance will also be crucial in determining your country's absorptive capacity for additional borrowing in the coming year or so. My colleagues are anxious to work with your team on programs for export promotion and diversification. As you have emphasized, the recent promulgation of the refinancing law is a first and very important step towards restoring confidence among private investors and strengthening the position of the financial system. I understand that work on the regulations for implementing this law is now being completed. Measures under consideration by your Government for improving the operations of public enterprises and streamlining public sector revenues and expenditures are also important components of a comprehensive strategy to develop a more dynamic and competitive economy. Finally, I have noted with interest that you are planning to prepare the basis for a rationalization of the social security system which constitutes a heavy drain on the Government's budget.


December 31, 1985

The Bank is prepared to work with your Government to define detailed action programs that would strengthen Uruguay's export capacity, increase the efficiency and financial position of both the public and the private sectors, and to support these programs by expanding our lending to Uruguay in a substantial way. We hope to send a mission to Uruguay at the end of January 1986 to discuss progress on these programs and the consequent feasibility of a possible Bank Structural Adjustment Loan.

Again, my thanks to you and your Government for making our visit such a pleasant one. In particular, I very much appreciate that you took the time during the critical budget discussion in Congress to host a dinner in the historic Palacio Taranco and to be with us during the reception in the Victoria Plaza.

Best wishes for a happy and successful new year.

Sincerely,


A.W. Clausen
President

cc: Mr. Coates, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP; Gue, Scherer, LC2
cc: Mr. Clausen's Office (2)

December 31, 1985

His Excellency
Dr. Julio Maria Sanguinetti
Presidencia de la Republica
Montevideo
Uruguay

Dear Mr. President:

I have just recently returned to Washington and am writing to you to express my thanks and appreciation for the kind hospitality extended to me and my associates by you and your Government. We had very interesting meetings with the Minister of Economy and the President of the Central Bank, and the Minister of Public Works was kind enough to accompany us to Colonia where we could see the progress in the execution of Bank supported agricultural and infrastructure projects. I was also able to exchange views with representatives of the private sector.

I should like to reiterate our support for your stabilization program and market oriented policies. We in the Bank share your concern about improving the standard of living of the Uruguayan people, reducing unemployment and strengthening the country's export capacity. As I mentioned during our discussion, we are ready to cooperate with your Government in formulating concrete and specific action programs, and in helping with the provision of the financing needed to implement them.

Now that the economic stabilization program is well under way, I hope that your Government will be able to shift priority to the preparation of detailed policies to strengthen Uruguay's export capacity and improve the efficiency of the public and private sectors. There is some urgency in addressing these issues in view of Uruguay's high debt burden. As you are aware, revitalizing the economy will depend critically on its expansion of exports. I also hope that the recently promulgated refinancing law and the necessary implementing regulations will increase investors' confidence, and that the reform programs now under consideration will stimulate the private sector to take advantage of opportunities for diversifying exports.

We are aware that Uruguay faces subsidized competition in its traditional export markets. Let me take this opportunity to reiterate that we in the Bank are firmly committed to free and fair competition in international trade, and that we are doing everything in our power to promote national policies and multilateral arrangements among all our member countries that embody this principle.

His Excellency Julio Maria Sanguinetti

- 2 -

December 31, 1985

Mr. President, it was good to have had the chance to exchange views with you, and to confirm the Bank's desire to work closely with your Government in promoting Uruguay's sound economic growth.

Best wishes for a happy and successful new year.

Sincerely,

A handwritten signature in black ink, appearing to be 'A.W. Clausen', written in a cursive style.

A.W. Clausen
President

cc: Mr. Coates, EDS
cc: Messrs. Stern, SVPOP; Southworth EXC; Knox, LCNVP; Gue, Scherer, LC2
cc: Mr. Clausen's Office (2)

December 24, 1985


Dear Mr. Goel,

Thank you for your letter inviting me to address the Indian Institute of Directors on the occasion of its first anniversary on January 18, 1986 in Calcutta. Regretfully my travel schedule for the month of January does not permit me to return to India at that time, and I must therefore decline.

I note your request for an article from me for inclusion in a souvenir publication. This is in hand and will be forwarded to you, together with a photograph, in the next few days.

May I take this opportunity to congratulate the Institute on its first anniversary and wish it every success in the future.

Sincerely,



A. W. Clausen

Mr. K. M. Goel
President
Indian Institute of Directors
18, R. N. Mukherji Road
Calcutta-700 001
India

✓ bcc: Messrs. Koelle, Grenfell, Southworth
#1526
JG/tb

THE WORLD BANK
Washington, D. C. 20433
U.S.A.

A.W. CLAUSEN
President

December 31, 1985

Dear Mr. Minister:

Let me say how much we appreciated the opportunity to visit with you earlier this month to discuss important issues which are confronting so many developing countries these days. It was good of you to make room in your schedule so that we could get your thoughts on debt matters and international trade challenges.

I have had a chance to read the Declaration of Montevideo and agree with the central thrust of that paper--that growth of the economies of Latin America are essential for solving the debt problems of the countries of the region.

You can be assured that we in The World Bank will do our utmost to help our member countries achieve this goal.

Warm regards.

Sincerely,



His Excellency
Dante Mario Caputo
Minister of Foreign Affairs
Ministry of Foreign Affairs
Reconquista 1088
1003 C. F. Buenos Aires, Argentina

✓ BC: P. Scherer
A. D. Knox

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

Washington,
le 30 décembre 1985

Son Excellence Paul Biya
Président de la République du Cameroun
Présidence de la République
Yaoundé, Cameroun

Monsieur le Président,

Six mois s'étant écoulés depuis ma visite au Cameroun, je pense qu'il serait utile de vous rendre compte des progrès réalisés à ce jour dans l'exécution de notre programme de coopération. Ce faisant, je voudrais me permettre de m'ouvrir franchement à vous au sujet de quelques difficultés que nous avons rencontrées et qui, si elles n'étaient pas surmontées, pourraient limiter l'efficacité d'une collaboration par ailleurs très prometteuse.

Dès mon retour à Washington j'ai fait part à notre Conseil d'administration de votre désir de voir s'accroître notre coopération et j'ai donné à mes collaborateurs les instructions nécessaires afin d'activer la préparation de travaux sectoriels et économiques sur le Cameroun. J'ai appris avec plaisir que votre gouvernement entend profiter de cette assistance. Les dispositions récemment prises avec Son Excellence Sadou Hayatou pour organiser l'appui de la Banque à la préparation du Sixième Plan, par exemple, et celles qui sont déjà en cours dans le cadre de notre travail conjoint sur les entreprises publiques devraient nous permettre d'appuyer vos efforts pour élaborer un consensus sur les problèmes prioritaires et les moyens les plus appropriés pour les confronter. Ceci renforcera notre compréhension réciproque et les relations constructives qui existent entre le Cameroun et notre institution.

Par contre, pour ce qui est du programme de prêts, les améliorations sont moins évidentes. Les hésitations de votre gouvernement à propos des composantes particulières qu'il souhaitait inclure dans son Sixième Projet routier (dont nous avons discuté durant ma visite) fournissent un exemple récent de l'incertitude qui retarde les investissements au Cameroun. Alors que la question semble avoir été finalement résolue pour ce projet, le gouvernement n'a pas encore décidé d'une date pour la négociation des projets Education IV et Recherche

Agricole, alors que nos premières invitations à négocier remontent au 3 mars 1984 pour le premier projet et au 15 avril 1985 pour le second et qu'elles ont été maintes fois renouvelées depuis. L'absence d'un calendrier précis pour ces opérations donne la nette impression que notre participation n'est pas unanimement souhaitée. De même votre gouvernement semble hésiter sur d'autres projets en cours d'étude au point que nous ne savons plus s'il faut ou non en poursuivre la préparation. Pour des raisons que j'explique ci-dessous, il nous est impossible d'adapter notre activité à de telles incertitudes et nous allons devoir annuler ces opérations si nous ne sommes pas assurés à bref délai qu'elles sont vraiment souhaitées par les autorités camerounaises.

J'avoue ne pas très bien comprendre la nature des obstacles qui semblent s'opposer à une efficacité accrue dans nos relations de travail dans ce domaine. J'apprécie pleinement par exemple le fait que le Cameroun veuille poursuivre une politique d'emprunt prudente. Toutefois, les projets devant être financés par la Banque mondiale étant identifiés par votre gouvernement et ayant pour objectif l'augmentation directe ou indirecte des capacités locales de production, ils devraient être parfaitement cohérents avec votre politique d'emprunt. Si tel n'était pas le cas pour certains d'entre eux, nous devrions en être immédiatement informés pour nous permettre de cesser toute activité les concernant. A l'inverse, pour des investissements dont le caractère prioritaire est confirmé, il devrait être possible d'adapter les procédures administratives camerounaises pour assurer l'obtention rapide des approbations nécessaires des autorités concernées aux divers stades de l'instruction des dossiers. Il n'y a aucun intérêt à ce que des investissements prioritaires soient affectés par des procédures inefficaces.

Ces incertitudes conduisent à une hausse considérable du coût des opérations en cause, pour votre pays comme pour notre institution. Comme vous le savez sûrement, dans le contexte de l'initiative spéciale de la Banque en faveur de l'Afrique au Sud du Sahara, la compétition qui s'exerce pour l'affectation de nos ressources, qui demeurent restreintes, devient extrêmement vive. Nous ne pouvons trouver aucune justification nous conduisant à mobiliser notre personnel pour des projets dont le Cameroun ne veut pas ou qu'il n'envisage de réaliser que beaucoup plus tard. Je crains que, dans le cas des opérations au Cameroun qui demeurent en suspens, nous ne soyons proche du moment critique où nous devront réaffecter nos ressources ailleurs. Avant que la Banque ne s'engage plus loin dans ses travaux de préparation, je propose que soit passé en revue tout le programme de prêts et autres activités de notre institution au Cameroun, en

Son Excellence Paul' Biya

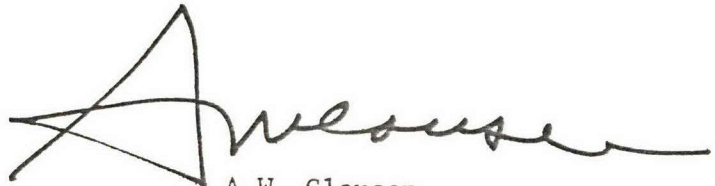
- 3 -

30 décembre 1985

suspens ou à venir, afin de nous assurer que nous restions seulement en présence de celles qui rencontrent votre plein appui et de nous mettre d'accord sur un calendrier pour celles auxquelles nous attribuons de part et d'autre la plus haute priorité.

J'ai demandé à M. Gisle, notre Représentant Résident, de remettre personnellement cette lettre à Votre Excellence et de se tenir à votre entière disposition pour toute discussion supplémentaire que vous souhaiteriez.

Je vous prie d'agréer, Monsieur le Président, les assurances de ma très haute considération et mon excellent souvenir personnel.

A handwritten signature in dark ink, appearing to read 'A. Clausen'. The signature is stylized with a large, sweeping initial 'A' and a long, horizontal flourish extending to the right.

A.W. Clausen
Président

TRANSLATION

Dear Mr. President:

Six months have now elapsed since my visit to Cameroon and I feel that it might be useful that I report to you on progress to date in our program of cooperation. In doing so, I would like to be open with you about certain difficulties we have encountered that may lessen the effectiveness of an otherwise most promising relationship if not quickly resolved to our mutual satisfaction.

Upon my return to Washington I informed the Board of Directors of your desire for increased cooperation and instructed the staff to gear up our economic and sector work programs in Cameroon. And I have been pleased to learn that your Government plans to utilize this assistance. For instance, the arrangements recently made with H.E. Sadou Hayatou to organize Bank support to the preparations for the Sixth Plan, and those underway for joint work on public enterprises, should enable us to support your efforts to develop a consensus on priority issues and means to best address them. In turn, this should strengthen our mutual understanding and the constructive relations which exist between Cameroon and our institution.

In contrast, on the lending side, we have not made as much progress as anticipated. The Government's hesitations about which components it wished to include under its Sixth Highway project (which we discussed during my visit) are a recent example of uncertainty that delays investments in Cameroon. I understand that, finally, this particular issue has been settled but for two other projects (Agricultural Research and Fourth Education), your Government has not yet agreed to negotiation dates, though the first invitations date back to March 3, 1984 for the first project and April 15, 1985 for the second one, and have been renewed on many occasions since. The absence of a firm timetable for these operations conveys a strong impression that our participation is not unanimously desired. There are other projects in the pipeline on which your Government seems rather hesitant, leaving us in the dark as to whether we should proceed or not. For reasons explained below, we cannot accommodate these uncertainties and unless we know very shortly whether these operations are wanted, we will have to cancel them.

I am not sure I clearly understand the obstacles which seem to be in the way of a more efficient working relationship in this area. For instance, I fully appreciate your desire to pursue a prudent borrowing policy. But since projects to be financed by the World Bank are identified by your Government and are designed to increase, directly or indirectly, the local productive capabilities, they should

be consistent with your borrowing policy. If any are not, we should be informed immediately so work on them can be stopped. But if specific investments are of high priority, it should be possible to adapt Cameroonian administrative procedures so that the requisite approvals at various stages of the project processing cycle can be completed expeditiously. It cannot be of interest to handle high priority investments inefficiently.

These uncertainties considerably increase the costs of all operations, to our institution as well as to your country. You must know that, in the context of the Bank's special effort for Sub-Saharan Africa, the competition for our scarce resources has reached a critical intensity and we are not justified in keeping our staff mobilized on projects which Cameroon does not wish at all or only much later and I am afraid we are close to the stage of having to redeploy our resources elsewhere in the case of operations which are pending in Cameroon. Before the Bank engages in further preparation work, I suggest that we review all pending and future operations and activities involving the Bank in Cameroon to make sure that we have only those before us which have your full support and to decide on a common schedule for processing those that we mutually agree are of highest priority.

I have requested Mr. Peter Gisle, our Resident Representative, to deliver this letter to Your Excellency and to put himself fully at your disposal for any further discussion you may wish to pursue.

Sincerely,



A. W. Clausen

Cl. w/ and cc: Mr. Stern

✓MPalein:mp
12/30/85

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex
IMPORTANT—PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORM*Chron*Typewritten
Character
Must Fall
Completely in
Box!

PAGE

OF

OFFICIAL DEPT/DIV
ABBREVIATION

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)

1

1

SVPFI

--	--	--	--	--	--	--	--

--	--	--	--	--	--	--	--	--	--

START
2 HERE

HIS EXCELLENCY MICHIO WATANABE, MINISTER OF INTERNATIONAL TRADE
AND INDUSTRY, TOKYO, JAPAN
I AM DELIGHTED TO LEARN OF YOUR RETURN TO THE CABINET AS MINISTER
OF INTERNATIONAL TRADE AND INDUSTRY. I LOOK FORWARD TO CONTINUING
OUR CLOSE COLLABORATION. EVERY GOOD WISH FOR THE NEW YEAR.
A. W. CLAUSEN

END
OF
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: **TELEX**

TELEX NO.:

DATE: **DEC 31, 1985**

SUBJECT:

DRAFTED BY:

MAQureshi:gmb

EXTENSION:

73665

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

A. W. Clausen

DEPARTMENT:

President

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

chion
—
THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 30, 1985

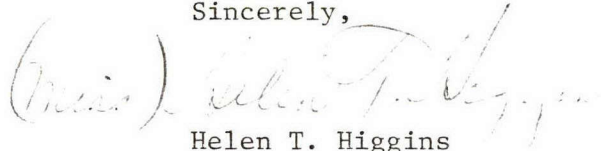
Dear Mr. Morabito:

In the absence of Mr. Clausen, I am acknowledging receipt of your letter to him of December 20, concerning problems you are experiencing with Letters of Credit which are reimbursable through IBRD.

I have referred your letter to Mr. Moeen Qureshi, Senior Vice President for Finance, who will have his people look into the matter and get back in touch with you.

We appreciate your bringing this matter to our attention.

Sincerely,



Helen T. Higgins
Executive Secretary to Mr. Clausen

Mr. Pat Morabito
The Chase Manhattan Bank
One New York Plaza
6th floor
New York, New York 10081

Attention: Letter of Credit Department

Chen

Typewritten
Character
Must Fall
Completely in
Box!

PAGE

OF

OFFICIAL DEPT/DIV
ABBREVIATION

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)

1

1

1

SVPFI

--	--	--	--	--	--	--	--

--	--	--	--	--	--	--	--	--	--

START
HERE

3

HIS EXCELLENCY NOBURO TAKESHITA, MINISTER OF FINANCE,

4

MINISTRY OF FINANCE, TOKYO, JAPAN

5

I AM DELIGHTED TO LEARN OF YOUR REAPPOINTMENT AS MINISTER OF

6

FINANCE AND I LOOK FORWARD TO CONTINUING THE EXCELLENT

7

COLLABORATION BETWEEN JAPAN AND THE WORLD BANK. EVERY GOOD WISH

8

FOR THE NEW YEAR. A. W. CLAUSEN

9

10

11

12

13

15

16

17

18

19

20

21

22

END
OF
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: **TELEX**

TELEX NO.:

DATE: **DEC 30, 1985**

SUBJECT:

DRAFTED BY:

MAQureshi:gmb

EXTENSION:

73665

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

A. W. Clausen

DEPARTMENT:

President

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

DISTRIBUTION: WHITE—File Copy

CANARY—Bill Copy

WHITE—Transmittal Copy

BLUE—Originator to Keep



Record Removal Notice

File Title A W Clausen Presidents Papers - Outgoing Chronological Records - December 1985 - Volume 54		Barcode No. 1777493		
Document Date 30 December, 1985	Document Type Letter			
Correspondents / Participants To: His Excellency Noboru Takeshita From: A. W. Clausen				
Subject / Title Appointee for Director-General position				
Exception(s) Personal Information				
Additional Comments		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td>Withdrawn by Tarsica Morgan</td><td>Date April 08, 2011</td></tr></table>	Withdrawn by Tarsica Morgan	Date April 08, 2011
Withdrawn by Tarsica Morgan	Date April 08, 2011			

December 30, 1985

Ing. Rodolfo Otero
President
Yacimientos Petroliferos Fiscales
Avenida Roque Saenz Pena 777
Oficina 508 - Piso 5
1364 Buenos Aires
Argentina

Dear Ing. Otero:

Thank you for your stimulating company during the flight to Mendoza and your interesting explanations during our well-planned visit to the refinery in Lujan de Cuyo and the oil fields. We were favorably impressed by the progress in the refinery conversion project; while I cannot claim to be an expert on the technology involved, I certainly now know a lot more about secondary recovery than I did previously.

We are very pleased to hear that you may come to Washington in January to review with us YPF's investment program and financing plan for 1986. I certainly hope that we will reach an agreement on that occasion that would allow signing the Gas Utilization and Technical Assistance Loan. As you are aware, we cannot proceed with the negotiations of the proposed supplemental loan for the Refinery Conversion project unless this loan is signed.

We in the Bank are encouraged by the recent initiatives for focusing YPF's investment priorities more sharply and for improving its efficiency. As I mentioned to you, the Bank is ready to provide strong support for the development of Argentina's hydrocarbon resources if the Government continues with programs and policies that offer adequate incentives for private sector participation.

Again my thanks for the many courtesies extended to me and my colleagues and for your "spirituous" farewell gift. It was most thoughtful of you.

Best wishes for a Happy New Year.

Sincerely, ^{TC}

(Signed) A. W. Clausen 

cc: Mr. Camarasa, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP; Gue, Scherer, LC2
cc: Mr. Clausen's Office (2)

December 30, 1985

Dear Mr. Secretary:

Thank you very much for your stimulating company during our flight to Mendoza and the subsequent discussions in the INTA Research Station. It was good of you to take your busy time to join us. Your perceptive explanations on Argentina's agriculture certainly helped me to understand it better.

We appreciate the fact that your Government is working hard to prepare the final ground for the Bank's proposed Agricultural Sector Loan, and we hope that we shall be able to negotiate this operation in January 1986. As we discussed, reform of agricultural taxation is urgently needed to strengthen exports in an environment of declining world market prices for Argentina's main agricultural products. We would also hope that progress would be rapid enough for Argentina to draw the first tranche of the proposed loan early in the second quarter of 1986, so as to strengthen the balance of payments.

Best wishes for a Happy New Year.

Sincerely,


(Signed) A. W. Clausen

His Excellency
Lucio Reca
Secretary of Agriculture
Ministry of Economy
Hipolito Yrigoyen 250
Buenos Aires, Argentina

cc: Mr. Camarasa, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP;
Gue, LC2DR; Scherer, LC2PB
cc: For Mr. Clausen's office (2)

December 30, 1985

His Excellency
Juan Sourrouille
Minister of Economy
Ministry of Economy
Buenos Aires, Argentina

Dear Mr. Minister:

It was a real pleasure to see you again during my recent visit in Buenos Aires. Our frank exchange of views helped me understand better the concerns of your Government and the problems it is facing. I trust my colleagues and I similarly clarified the role that we in the Bank would like to play in support of your stabilization and reform program. I hope that you share my feeling that our meeting was timely.

I have asked Messrs. Knox and Scherer to follow up on your concerns about the additionality of Bank lending in the context of your discussions with the Fund. We are assured that the Fund takes into account Bank loan disbursements in defining the range of the feasible deficit in the current account of the balance of payments. The volume of Bank disbursements will, of course, depend mainly on progress in implementing the reform program you have under consideration for rationalizing the trade regime, promoting agricultural and industrial exports, strengthening the financial sector and privatizing public sector enterprises.

We endorse the objectives your Government has set in these areas and we would like to encourage you to move now expeditiously in defining the detailed action programs that would convert them into reality. Likewise, we would like to encourage measures that would improve the finances of public enterprises, notably YPF, FA, SEGBA, AyEE and ENTEL. The Bank will be able to accelerate its lending to Argentina to the extent that your Government acts in these areas and puts reforms into place quickly.

I should like to emphasize that any increase in Bank disbursements above the level that has been assumed by the Fund in determining the ceiling for the current account deficit would be additional and would thus allow for a higher volume of imports than would otherwise be the case. Additional Bank lending, commensurate with quick action on policy reforms, would not only relieve the public sector budget. Nevertheless, I hope that the Government will do everything in its power to contain current expenditures, using additional external financing to increase its investment program, while leaving a sufficient financing margin for the private sector.

His Excellency Juan Sourrouille

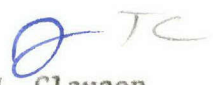
- 2 -

December 30, 1985

Again, my thanks to you and your Government for making our visit such a pleasant one. In particular, I shall remember our "spicy" dinner - not only for the quality of the food and wine but also for the frankness of the discussions.

Best wishes for a happy and successful New Year.

Sincerely,


A.W. Clausen
President

cc: Mr. Camarasa, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP; Gue, LC2DR;
Scherer, LC2PB
cc: For Mr. Clausen's office (2)

December 30, 1985

Dear Mr. Minister:

It was a pleasure meeting you during our recent visit to your country.

We in the Bank are looking forward to cooperating with your Ministry in the important program to privatize the Government's share in selected petro-chemical enterprises, coupled with the establishment of an industrial restructuring growth fund. It is our view, that this fund could help promote the creation of new firms or support the reorganization of existing ones that can operate profitably in a competitive environment.

Mr. Scherer has already written to you about the steps we suggest you may want to consider in implementing the privatization program. We are planning to send a Bank mission to Argentina early next year to prepare the ground for a subsequent appraisal mission which might possibly take place by mid 1986.

Best wishes for a Happy New Year.

Sincerely

(Signed) A. W. Clausen

AWC

His Excellency
Ing. D. Roque Guillermo Carranza
Minister of Defense
Av. Paseo Colon 255 - 9 Piso
1063 - Capital Federal
Buenos Aires
Argentina

cc: Mr. Camarasa, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP;
Gue, Scherer, LC2
cc: Mr. Clausen's Office (2)

December 30, 1985

His Excellency
Raul Ricardo Alfonsin
President of the Republic of Argentina
Balcarce 50
Buenos Aires, Argentina

Dear Mr. President:

I have just recently returned to Washington and am writing to express my thanks and appreciation for the kind hospitality extended to me and my associates by you and your Government during my visit. With the help of "El Tango" and expert briefings by your colleagues, we were able to witness the progress in the execution of the Refinery Conversion Project in Lujan de Cuyo and the Yacyreta Hydroelectric Project. In Mendoza, not only was the quality of the wines impressive but also the dynamic spirit of some of the private entrepreneurs. Let us hope that their attitudes are contagious and will become common currency, since increases in economic efficiency will require changes in private enterprise as well as in the public sector.

We had very interesting meetings with the Ministers of Economy, Public Works, Foreign Affairs and Defense and their senior staff. I found the frank and open exchange of views with Messrs. Sourrouille and Machinea over lunch was particularly useful and hopefully we were able to allay their concerns that Argentina's stand-by program with the Fund would constrain additional Bank lending. As emphasized in my meeting with you, we in the Bank strongly endorse your Government's commitment to faster economic growth and sound external debt management, within a longer term development framework. It is our hope that we will be able to play a catalytic role in mobilizing the additional external resources needed to achieve these objectives.

The Bank is ready to work together with your Government in the proposed reforms for the financial sector, the trade regime, and industrial and agricultural exports, as well as your planned privatization of selected public enterprises. We agree with your objectives in these areas and encourage your Government to prepare now with urgency the detailed policies that will have to be implemented to convert these objectives into reality, including significant improvements in the finances of the public enterprises. As I mentioned, the Bank is prepared to support concrete programs by expanding its lending to Argentina in a substantial way. This would be done mainly through policy-based sector loans, which would not require counterpart funds (a problem about which you expressed some concern when we met). The financing could be freely disbursed for priority imports to support economic reactivation.

December 30, 1985

Mr. President, I believe that our meeting came at an opportune moment: it was good to have had the chance to exchange views with you and to confirm the Bank's interest in working closely with your Government in promoting sound economic growth. Let me reiterate that we are confident that the economic reforms your Government has under consideration will be as bold as the economic stabilization program you are implementing--and we look forward to responding with a very sizeable Bank lending program.

Best wishes for a happy and successful New Year.

Sincerely,


A.W.C.

A.W. Clausen
President

cc: Mr. Camarasa, EDS
cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP; Gue, Scherer, LC2
cc: Mr. Clausen's office (2)

December 27, 1985

Dear Mr. Orsi:

It was a pleasure meeting you during my recent visit to Mendoza. I was favorably impressed by the progress in the construction of the secondary facilities at the refinery in Lujan de Cujo and greatly enjoyed our discussion over lunch.

Please accept my thanks for your thoughtful letter, the portfolio, and the beautiful book on Argentina which are nice mementos of my visit. We share your concerns about many of the issues which you mentioned in your letter. Argentina offers good investment possibilities and I am confident that the economy can be reactivated soon. As I mentioned, the Bank stands ready to help the Government in its efforts to make the Argentine economy more efficient; we also hope to provide financial support to the private sector, so that it can take advantage of the opportunity that a more competitive environment will offer.

Best wishes for a Happy New Year.

Sincerely,

(Signed) A. W. Clausen

Mr. Vittorio Orsi
Managing Director
SADE
Maipu 1-Floor 21th
(1599) Buenos Aires
Argentina

cc: Mr. Camarasa, EDS

cc: Messrs. Stern, SVPOP; Southworth, EXC; Knox, LCNVP; Gue, LC2DR;
Scherer, LC2PB

cc: For Mr. Clausen's office (2)

THE WORLD BANK
Washington, D. C. 20433
U.S.A.

A.W. CLAUSEN
President

December 24, 1985

Dear Sirs:

Thank you for your letter of December 10 to Mr. Clausen, who is currently away from the office. We have passed it to Judith Maguire who wrote you the October 18 letter. She will be in touch shortly.

Sincerely,



V. Roy Southworth
Assistant to the President

The Honorable Mickey Leland, M.C.
The Honorable Tony Hall, M.C.
The Honorable Benjamin Gilman, M.C.
The Honorable Vic Fazio, M.C.
Congress of the United States
House of Representatives
Washington, D.C. 20515

✓ bcc: Judith Maguire w/incoming

NINETY-NINTH CONGRESS

MICKEY LELAND, TEXAS

CHAIRMAN

TONY P. HALL, OHIO

BOB TRAXLER, MICHIGAN

LEON E. PANETTA, CALIFORNIA

THOMAS A. DASCHLE, SOUTH DAKOTA

VIC FAZIO, CALIFORNIA

TAM GEJDENSON, CONNECTICUT

ETER H. KOSTMAYER, PENNSYLVANIA

ALA BURTON, CALIFORNIA

BYRON L. DORGAN, NORTH DAKOTA

MIRANDA G. KATSOYANNIS

CHIEF OF STAFF

TELEPHONE: (202) 226-5470

U.S. House of Representatives

SELECT COMMITTEE ON HUNGER

ROOM H2-507, HOUSE OFFICE BUILDING, ANNEX No. 2

WASHINGTON, DC 20515

MARGE ROUKEMA, NEW JERSEY

RANKING MINORITY MEMBER

BILL EMERSON, MISSOURI

SID MORRISON, WASHINGTON

BENJAMIN A. GILMAN, NEW YORK

COOPER EVANS, IOWA

ROBERT F. (BOB) SMITH, OREGON

DOUG BEREUTER, NEBRASKA

RAYMOND W. KONAN

MINORITY STAFF DIRECTOR

TELEPHONE: (202) 226-5460

December 10, 1985

1537
Mr. A.W. Clausen
President
World Bank
1818 H Street, N.W.
Washington, D.C. 20433

Dear Mr. Clausen:

Thank you for your recent letter of October 18th in response to our inquiry regarding World Bank funding of micro-enterprise projects in developing countries. We were pleased to learn of the World Bank's interest in a proposal that will significantly enhance global efforts to finance micro-enterprises. *attached*

As your letter explained, the World Bank is currently exploring a proposal submitted by Mr. Frank Penna, Director of the Policy Sciences Center. It would be helpful for us to know what plans are being made to implement recommendations outlined in this proposal. We would like to stress that the creation of a special fund to finance micro-enterprises would be of great interest to the Select Committee on Hunger. Such a fund could provide for centralized funding of micro-enterprises in developing countries as well as elevate the profile of such funding among international donors and Third-World micro-entrepreneurs.

The Select Committee on Hunger is planning on holding hearings on micro-enterprise finance early next year. Any information you can provide about the feasibility of creating a special fund would be greatly appreciated. Thank you in advance for your prompt reply.

Sincerely,


MICKEY LELAND, M.C.


BENJAMIN GILMAN, M.C.


TONY P. HALL, M.C.


VIC FAZIO, M.C.

December 23, 1985

Dear Mr. Flores:

My recent visit to Ecuador has left me with many good memories including your warm hospitality. My colleagues, Messrs. Knox and Eigen, join me in expressing thanks for your kindness to us. We were pleased to have the opportunity to discuss with many people, inside and outside the Government, the role The World Bank is willing to play in support of the Government's economic policies. It was particularly important to stress that these policies are defined both in content and timing by your Government and, where consensus exists, Bank support can follow. Hopefully, we managed to clarify this matter because it is only on the basis of a clear recognition of the Government's leadership in defining its economic program that we can go forward together on the challenging path of an enhanced partnership of the Bank in supporting the recovery of the economy of Ecuador. We are hopeful that we can indeed increase our contribution in the future.

I am grateful for my opportunity to learn firsthand about the reality of your beautiful country. In closing, you have my special thanks for the wonderful hat you gave me; it will serve as a classic memento of my visit to Ecuador.

Sincerely,



Economista Marco Flores
General Manager
Banco de Desarrollo del Ecuador
Paez y Ramirez Davalos
Quito, Ecuador

cc. Messrs. Knox, LCNVP; Steckhan, LCIDR; Barham, Saenz-Jimenez
Jones-Carroll, LCIPA

9
PEigen/bw, 1ch

OFFICIAL FILE COPY

December 23, 1985

Dear Mr. Kury:

Thank you for your part in the most instructive meeting on the industrial sector during my trip to Ecuador. I am sorry I was unable to visit the two companies which had benefited from CFN loans. It would have been very interesting.

My special thanks to you and President Villaquiran for the fascinating books on Ecuador which CFN so kindly gave me. They will be a wonderful reminder of my pleasant stay in your country.

Sincerely,

A handwritten signature, likely of the sender, consisting of a stylized 'A' or 'K' shape with a horizontal line extending to the right.

Mr. Alberto Kury
Deputy General Manager
Corporacion Financiera Nacional
Quito, Ecuador

cc. Messrs./Mesdames Knox, LCNVP; Steckhan, LC1DR; Barham,
Sáenz-Jiménez, Jones-Carroll, LC1PA

PEigen/bw, ich

OFFICIAL FILE COPY

December 23, 1985

Dear Cesar:

The meeting with representatives of the private sector which you organized for Mr. Knox and me on December 11 was a very impressive beginning to my recent visit to Ecuador. The thoughtful and wide-ranging questions I received during this meeting provided the opportunity to engage in a dialogue which I found helpful and constructive. I appreciate very much your efforts in putting together this event.


Warm regards,



A. W. Clausen

Mr. Cesar Duran Ballen
Financiera de Guayaquil
Guayaquil, Ecuador

cc. Messrs. Mesdames Knox, LCNVP; Steckhan, LC1DR; Barham,
Saenz-Jimenez, Jones-Carroll, LC1PA

 PEigen/bw, ich

OFFICIAL FILE COPY

December 23, 1985

Dear Mr. Maspons:

The meeting with representatives of the private sector which you hosted for Mr. Knox and me on December 11 was a very impressive beginning to my recent visit to Ecuador. The thoughtful and wide-ranging questions posed during this meeting provided the opportunity to engage in a dialogue which I found helpful and constructive.

Our thanks to you and Banco del Pacifico for your hospitality. The "ambiente" of your facilities for this event was excellent.


Sincerely,



A. W. Clausen

Mr. Victor Maspons
President of the Directorate
Banco del Pacifico
Casilla 988
Guayaquil, Ecuador

cc. Messrs./Mesdames Knox, LCNVP; Steckhan, LC1DR; Barham,
Saenz-Jimenez, Jones-Carroll, LC1PA

 PEigen/bw, 1ch

OFFICIAL FILE COPY

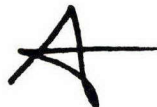
December 23, 1985

Dear Mr. Vice President:

After my return from our very interesting visit to your beautiful country, I feel challenged to work toward an enhanced role of The World Bank to support your Government's economic recovery program. Messrs. Knox and Eigen join me in expressing our thanks for your hospitality and for the opportunity for a frank exchange of ideas. Hopefully, this exchange has helped to clarify the support the Bank will give your Government's program; in particular, I feel it is important that it be clearly understood that this support will be the product of a consensus about the Government's own programs and not part of a package of policies which are imposed on Ecuador in one way or another. I am pleased that this is fully recognized by the economic team because this is the only sound basis for entering into a more expanded partnership as you requested.

Again, let me express appreciation to you and your Government for giving us the opportunity to learn first-hand about the reality of your diverse and beautiful country and its wealth of human and natural resources.

Sincerely,



Doctor Blasco Penaherrera
Vice President of the
Republic of Ecuador
Quito, Ecuador

cc. Messrs. Knox, LCNVP; Steckhan, LC1DR; Barham, Saenz-Jimenez
Jones-Carroll, LC1PA

PEigen/bw, ich

OFFICIAL FILE COPY

December 23, 1985

Dear Sixto:

Our visit to Quito, including your impressive housing projects, was one of the highlights of my recent trip to Ecuador. It was indeed a great pleasure to have you personally guide us around. Your sense of pride and enthusiasm for your city were clearly evident and justified. Thank you very much for your hospitality and especially for the fascinating book about Quito which will be a reminder of my brief visit there.

We recognized, particularly during our visit to the Guasmo area in Guayaquil, how important the housing sector efforts are in the Government's policy to reactivate the economy in order to help the poor improve their living standards. We are proud to be associated with the Government's efforts and congratulate you on the significant progress attained in implementing the two on-going housing projects. As we discussed, my colleagues will be ready to start preparing further operations in the urban sector in order to avoid discontinuity in these efforts.

Messrs. Knox and Eigen join me in expressing our thanks to you and your colleagues and our expectation that we will be able to continue this challenging partnership in the future.

Warm regards,



A. W. Clausen

Architect
Sixto Duran Ballen
President Banco Ecuatoriano de la Vivienda
Av. 10 de Agosto 2252
Quito, Ecuador

cc. Messrs./Mesdames Knox, LCNVP; Steckhan, LC1DR; Eigen, Barham,
Saenz-Jimenez, Jones-Carroll, LC1PA


PEigen/bw, ich

OFFICIAL FILE COPY

December 23, 1985

His Excellency
Ingeniero Leon Febres Cordero
President of the
Republic of Ecuador
Quito, Ecuador

Dear Mr. President:

Our short but intensive visit to Ecuador has made a deep impression on me. Your hospitality and impressive exchange of ideas have greatly helped us to understand better the reality of your beautiful country and its diversity and its wealth of human and natural resources. My colleagues, Messrs. Knox and Eigen, join me in expressing our thanks and appreciation.

As we discussed, we seek to further strengthen our support for the economic policies of your Government. Not only will we increase our lending program in this fiscal year but we hope to be able to maintain a high level of lending including an appropriate mix of fast-disbursing, policy-based loans, economic and sector work and technical cooperation. In my conversations with Minister Swett, I mentioned this could also include a Consultative Group meeting, although it would have to be largely prepared by your own technicians.

While we are looking forward to greater cooperation, let me reiterate a point that I clarified during my visit: any enhanced role of The World Bank would have to be in support of appropriate programs and policies which the Government itself has defined. The timing and content of these reforms are the full responsibility of the Government. The nature of our role will depend on the decisions taken by the Government and a consensus about what reforms we are able to support. I encountered a diversity of opinions on this point during my stay but I am confident that we succeeded in clarifying it to a large extent and am grateful to you for providing me this opportunity.

OFFICIAL FILE COPY

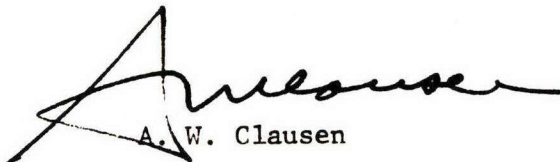
His Excellency
Ingeniero Leon Febres-Cordero

- 2 -

December 23, 1985

Unfortunately, I will not be in Washington during your forthcoming visit but my colleagues are looking forward to meeting you and your team on that occasion to further deepen our understanding and to chart the way for becoming even better partners in your challenging efforts.

Sincerely,



A. W. Clausen

cc. Messrs./Mesdames Knox, LNCVP; Steckhan, LCIDR; Barham,
Saenz-Jimenez, Jones-Carroll, LCIPA

G
PEigen *bw*, ich

OFFICIAL FILE COPY

December 23, 1985

Dear Kandiah:

On the occasion of your forthcoming retirement, I would like to thank you for your service to the World Bank during the past sixteen years.

You have been highly regarded here and abroad for your important role in initiating the Bank's population program. As Special Adviser, you brought a wealth of knowledge to bear on the Bank's population activities and have made a valuable contribution to the institution.

My best wishes to you for many happy and fulfilling retirement years.

Sincerely,

(Signed)  A. W. Clausen

Dr. Kandiah Kanagaratnam
7513 Glennon Drive
Bethesda, MD 20817

cc: Office of Mr. A.W. Clausen (2)

FGStone:Ews

December 23, 1985

Dear Doctor Palau-Rivas:


During our recent visit to Ecuador we found the opportunity to talk to the representatives of the foreign banking community particularly interesting. Please accept my thanks and those of Messrs. Knox and Eigen for organizing the splendid breakfast for that purpose. It confirmed my sense of optimism about the Government's economic policy and our opportunity to play an enhanced role to support these policies.

Sincerely,



Doctor Luis Palau-Rivas
Director
Chase Manhattan Bank
P.O. Box 9434 - Sucursal No. 7
18 de Septiembre 332 - 7° Piso
Quito, Ecuador

cc. Messrs./Mesdames Knox, LCNVP; Steckhan, LC1DR; Barham,
Saenz-Jimenez, Jones-Carroll, LC1PA

 PEigen, bw, ich

OFFICIAL FILE COPY

December 23, 1985

Economista Francisco Swett
Minister of Finance and Public Credit
Av. 10 de Agosto 1661
Quito, Ecuador

Dear Pancho:

Our recent visit to Ecuador was both very pleasant and useful. Messrs. Knox and Eigen join me in expressing our warmest thanks for your extraordinary hospitality. The program was indeed colorful and impressive; some of the events, including the splendid dinner you hosted in the San Francisco Convent, are truly unforgettable. A special thanks is due for the books on Ecuador you so kindly gave me. They are welcome additions to my office library.

As I mentioned to you, we are pleased to be associated with your economic recovery program. We will seek to strengthen further our partnership because we know that the next years will not be easy. In our many conversations we encountered a number of differences of opinion about the Government's policy package and the role The World Bank could play in supporting that package. I hope that our visit has helped to clarify the essential aspects of our support. Whenever you choose, I believe there is a good possibility for building a consensus between us which could result, during the next few years, in a larger and more diversified lending program including an appropriate mix of fast-disbursing, policy-based loans and traditional operations.

OFFICIAL FILE COPY

Economista Francisco Swett

- 2 -

December 23, 1985

We are looking forward to this enhanced partnership of the Bank in your challenging efforts. The meetings scheduled during the next few months, including President Febres Cordero's visit to Washington, will be good opportunities to further deepen our cooperation.

As promised I am sending a copy of my address on the debt issue which I gave to the Central Bankers in Buenos Aires.

Warm regards.

Sincerely,



A. W. Clausen

Attachment

cc. Messrs./Mesdames Knox, LCNVP; Steckhan, LC1DR; Barham,
Saenz-Jimenez, Jones-Carroll, LC1PA

PEigen/bw, ich

OFFICIAL FILE COPY

A. W. CLAUSEN
President

December 23, 1985

Dear Aklilu:

Just a note to thank you for the copy of the book by George Psacharopoulos and Maureen Woodhall. It will no doubt prove to be an important contribution to the field of investment analysis for education projects. The Bank has an impressive wealth of information and experiences from which to draw and by sharing this information with others interested in the field, we can make everybody's efforts more effective.

Please extend my congratulations to George for a fine job and thank you again for thinking of me.

Warm regards.

Sincerely,

Mr. Aklilu Habte
Education Department
The World Bank
1818 H Street
Washington, D.C. 20433

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 23, 1985

Dear Mrs. Taylor:

When your nice note arrived, it made my day!

It was extremely thoughtful of you to write. Although I am not certain I deserve your nice comments, I am happy to have them.

I am still enjoying my work at The World Bank and will continue hard at it until July 1. It is an outstanding organization with a staff of very dedicated people. It's refreshing to know that even in retirement our staff remains loyal. Hearing from you meant a lot.

Best wishes to you for a Merry Christmas and a Happy New Year.

Sincerely,

A handwritten signature in dark ink, appearing to read "A. W. Clausen". The signature is fluid and cursive, with a large initial "A" and "W" that are connected to the rest of the name.

Mrs. R. K. Taylor
2601 Woodley Place, N.W.
Washington, D. C. 20008

December 23, 1985

Dear Rafique:

On the occasion of your forthcoming retirement, I would like to thank you for your dedicated service to the World Bank during the past seven years.

You have been highly regarded for your professional competence, sound judgment, and the effective way in which you have worked with our borrowers. Your valuable contribution to the Bank's agricultural activities is greatly appreciated.

My best wishes to you for good luck and happiness in the years ahead.

Sincerely,



A.W. Clausen
President

Mr. Rafique A. Qureshi
8605 Post Oak Road
Potomac, Maryland 20854

bcc: Mr. Clausen's Office (2)



Record Removal Notice



File Title A W Clausen Presidents Papers - Outgoing Chronological Records December 1985 - Volume 54		Barcode No. 1777493		
Document Date December 20, 1985	Document Type Letter			
Correspondents / Participants Mr. Patricio U. Rubianes, Advisor, Office of the Executive Director, and A.W. Clausen				
Subject / Title [Letter of thanks - Ecuador visit]				
Exception(s)				
Additional Comments Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date April 21, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date April 21, 2023
Withdrawn by Kim Brenner-Delp	Date April 21, 2023			

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 20, 1985

Dear Peter:

Our agenda in Ecuador was a busy one but also extremely productive. I appreciate the role you played in putting it together and seeing to it that we were briefed before and during our days there.

Our dialogue with the government was most worthwhile and I see a good possibility for an enhanced Bank role in Ecuador, both in support of traditional projects and the government's adjustment efforts. Our project visits were also very interesting and I am pleased to see the progress being made toward improving living conditions in the country and proud that our Bank is playing such a vital role.

Thanks, Peter, for your assistance. It was good to have you along.

Sincerely,

Mr. Peter Eigen
Division Chief
Latin America and the
Caribbean Regional Office
Room A-912

THE WORLD BANK
Washington, D. C. 20433
U.S.A.

A.W. CLAUSEN
President

December 20, 1985

Dear Ciro:

Just a brief note of appreciation for your contribution to the success of our visits in Uruguay and Argentina. Your coordination of media activities was very helpful and made life a lot easier.

Coverage of our visit was very good and I am sure that much of the credit for that goes to you because of your expertise in handling the press. Thanks again.

Sincerely,

Mr. Ciro Gamarra
Public Affairs Specialist
Information and Public Affairs
Room D-827

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 20, 1985

Dear Peter:

My thanks for everything you did to make our trip to Uruguay and Argentina so successful. Our meetings and visits in both countries brought into sharp focus the opportunities and risks facing the government officials as they seek to undertake adjustment and stimulate growth.

You and your colleagues have established a solid foundation for an important Bank role in helping these officials implement effective adjustment and reform programs. And I think we succeeded in furthering the dialogue a little more during our talks. You face difficult challenges in both countries but I'm confident that you will be able to build effective and lasting Bank programs.

Thanks again and my congratulations to you and your staff for a job well done.

Sincerely,



Mr. Peter R. Scherer
Division Chief
Latin America and The
Caribbean Regional Office
Room F-925



Record Removal Notice



File Title A W Clausen Presidents Papers - Outgoing Chronological Records December 1985 - Volume 54		Barcode No. 1777493		
Document Date December 20, 1985	Document Type Letter			
Correspondents / Participants Mr. Felix Camarasa, Alternate Executive Director and A.W. Clausen				
Subject / Title [Letter of thanks - Argentina visit]				
Exception(s)				
Additional Comments Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date April 21, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date April 21, 2023
Withdrawn by Kim Brenner-Delp	Date April 21, 2023			

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 20, 1985

Dear David:

Just a note to thank you for all your hard work in connection with our Latin America trip.

Our efforts in Argentina, Ecuador and Uruguay illustrate both the potential for an enhanced Bank role in the adjustment process as well as potential pitfalls for the countries and ourselves. You have done a good job in nurturing the Bank's program in these countries and I sense that our contribution to their adjustment will be significant and lasting.

The trip was most instructive for me and I believe we were successful in furthering the dialogue on the important issues facing these countries. You and your staff are to be congratulated on the fine preparations and briefings for various visits and meetings.

My personal thanks for all your help and companionship throughout a very busy and demanding schedule. You and your staff did an excellent job and I appreciate it.

Warm regards.

Sincerely,



Mr. A. David Knox
Vice President
Latin America and the
Caribbean Region
Room A-907



Record Removal Notice

File Title A W Clausen Presidents Papers - Outgoing Chronological Records December 1985 - Volume 54		Barcode No. 1777493		
Document Date December 20, 1985	Document Type Letter			
Correspondents / Participants Mr. Kenneth Coates, Executive Director and A.W. Clausen				
Subject / Title [Letter of thanks - Uruguay visit]				
Exception(s)				
Additional Comments Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date April 21, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date April 21, 2023
Withdrawn by Kim Brenner-Delp	Date April 21, 2023			

December 20, 1985

Dear David:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. A. David Knox
Vice President, Latin America &
the Caribbean Region
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Anne:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mrs. Anne O. Krueger
Vice President, Economics and Research
The World Bank
Washington, D. C. 20433

MDC1ark/JDyck:ky

December 20, 1985

Dear Shiv:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Shiv S. Kapur
Director-General, Operations Evaluation
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Ibrahim:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Ibrahim F.I. Shihata
Vice President and General Counsel
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Tim:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Timothy T. Thahane
Vice President and Secretary
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Bill:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Sir William Ryrie
Executive Vice President
International Finance Corporation
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Martijn:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Martijn J.W.M. Paijmans
Vice President, Personnel
and Administration
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 20, 1985

Dear Lary:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

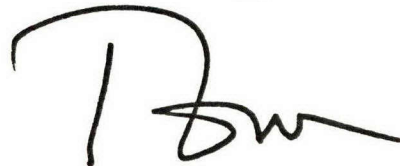
We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,



Mr. Hilary P. Reddy
Vice President, Portfolio
and Financial Management
International Finance Corporation
Washington, D. C. 20433

December 20, 1985

Dear Jud:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,



A. W. Clausen

Mr. Judhvir Parmar
Vice President, Investment Operations
International Finance Corporation
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Javier:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,



A. W. Clausen

Mr. Francisco J. Alejo
Vice President, Corporate Affairs
and Development
International Finance Corporation
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Ernie:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Ernest Stern
Senior Vice President, Operations
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Shahid:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. S. Shahid Husain
Vice President, Operations Policy
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Jean-Loup:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Jean-Loup Dherse
Vice President, Energy and Industry
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Kim:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Edward V.K. Jaycox
Vice President, Eastern & Southern
Africa Region
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Attila:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Attila Karaosmanoglu
Vice President, East Asia &
Pacific Region
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear David:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. W. David Hopper
Vice President, South Asia Region
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Willi:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Willi A. Wapenhans
Vice President, Europe, Middle East
& North Africa Region
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Georg:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. K. Georg Gabriel
Vice President, Pension Fund
The World Bank
Washington, D. C. 20433

MDCIark/JDyck:ky

December 20, 1985

Dear Mr. Ohuchi:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Teruyuki Ohuchi
Vice President, Cofinancing
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Botafogo:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Jose Botafogo Goncalves
Vice President, External Relations
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Wilfried:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Wilfried P. Thalwitz
Vice President, Western Africa Region
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

THE WORLD BANK
Washington, D. C. 20433
U.S.A.

A.W. CLAUSEN
President

December 20, 1985

Dear Bob:

I've been traveling lately and only recently caught up with the press you have received.

Your departure from McKinsey & Company is indeed a great loss to them for you have contributed greatly to their success over these past twenty-one years. However, I am pleased that we all will continue to benefit from your expertise in the field of management. You've had a stellar career as an author and undoubtedly your next two volumes will also make the "best seller" list.

Best wishes, Bob, for the future.

Sincerely,

Mr. Robert H. Waterman, Jr.
c/o McKinsey & Company
555 California Street
San Francisco, California

December 20, 1985

Dear Moeen:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Moeen A. Qureshi
Senior Vice President, Finance
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Gene:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Eugene H. Rotberg
Vice President and Treasurer
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Hans:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. Hans C. Hittmair
Vice President and Controller
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Joe:

There has been a disturbing reversal in the good progress made in our recruitment diversification objectives during the late 70's and early 80's. The trend in the past two years has been disappointing.

We need to confront this issue and I know you share with me the commitment of the Bank to promote and maintain a wide geographical representation among the staff. This commitment is important to ensure a rich and varied exchange of ideas required by the diverse and multinational character of the Bank's activities.

Our efforts to attract qualified professionals from Part II member countries and other under-represented countries, like Japan, must be a high priority for the Bank during the remainder of this century. We are looking to you to support our recruitment goal of 50% Part I, 50% Part II and 20% women into positions graded 21-29 this year and in the years ahead. Also you are urged to employ more consultants from Part II countries. I am looking to you to ensure that these guidelines are followed.

The Personnel Management Department is responsible for coordinating these efforts and has been asked to take a much more active role in this process. However, all managers are personally accountable within their units for contributing to and meeting our recruitment goal. At my request the Personnel Management Department will meet with you and your managers to agree on an action plan to achieve the stated goals. In addition, the Personnel Management Department will report back to the Managing Committee each quarter on the selection decisions taken by you and your managers.

Your commitment to this important matter is greatly appreciated.

Sincerely,

A. W. Clausen

Mr. D. Joseph Wood
Vice President, Financial Policy,
Planning and Budgeting
The World Bank
Washington, D. C. 20433

MDClark/JDyck:ky

December 20, 1985

Dear Senator Kasten:

Thank you for bringing Russell Selman's interest in employment here at the Bank to our attention. He seems to have quite a depth of experience in environmental law, and we will be pleased to take a look at his candidacy in terms of any appropriate openings that may exist. I will pass your letter and his resume on to my colleagues in our Personnel Department, who will get in touch with Mr. Selman directly.

Thanks again for writing.

Sincerely,



A. W. Clausen

The Honorable
Robert W. Kasten, Jr.
United States Senate
Washington, D. C. 20510

bcc: Mr. Chandran (w/ incoming)

MH

THE WORLD BANK
Washington, D. C. 20433
U.S.A.

A.W. CLAUSEN
President

December 20, 1985

Dear Mr. President:

Thank you very much for sending the autographed picture taken at the Blue House at the time of the Bank/Fund Annual Meetings in Seoul.

Mr. Park, your Alternate Executive Director on our Board, brought it in earlier this week and I was delighted to receive it.

It was a pleasure to visit with you during those busy days and I appreciate having this memento of a memorable occasion.

In the spirit of this holiday season, I extend best wishes to you for a Merry Christmas and a Happy New Year.

Sincerely,



His Excellency
Chun Doo Hwan
President of the
Republic of Korea
The Blue House
Seoul, Korea

BC: Y. K. Park
Alternate Executive Director

Typewritten
Character
Must Fall
Completely in
Box!

PAGE

OF

OFFICIAL DEPT/DIV
ABBREVIATION

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)

1

1

START
HERE

TO MR. PIETER HUIZER, EDESA MANAGEMENT AG, ZURICH, SWITZERLAND.
DEAR PIETER, THANK YOU VERY MUCH FOR YOUR TELEX OF DECEMBER 17.
IT WAS A PLEASURE TO HEAR FROM YOU AGAIN. THE BANK'S VICE
PRESIDENT AND GENERAL COUNSEL, MR. IBRAHIM SHIHATA, WHO HAS BEEN
CLOSELY INVOLVED WITH THE MIGA INITIATIVE, WOULD BE HAPPY TO MEET
WITH MR. GERBER TO DISCUSS THE NEW AGENCY. JANUARY 13 AT 3:30
P.M. WOULD BE A CONVENIENT DATE AND TIME FOR MR. SHIHATA. HE CAN
BE REACHED AT TEL. NO. (202) 477-4945. WARM REGARDS AND SEASON'S
GREETINGS, TOM CLAUSEN.

END
OF
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: Telex	TELEX NO.: 816315 ROTH C	DATE: 85/12/20
SUBJECT: Log no. 1530 - Answer	DRAFTED BY: IFIShihata/AParra	EXTENSION: 74945
CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (Name and Signature): A. W. Clausen, President	
	DEPARTMENT:	
	SECTION BELOW FOR USE OF CABLE SECTION	
CHECKED FOR DISPATCH		

December 19, 1985

Dear Ambassador and Mrs. Jorio:

Just a note to thank you for your thoughtfulness in sending us the box of oranges. They are especially flavorful and much enjoyed by our whole family.

We are very touched by this expression of goodwill and kindness at this time of the year, and Mrs. Clausen and I send you our best wishes for a happy and successful New Year.

Sincerely,



A. W. Clausen

His Excellency
Ambassador and Mrs. Maati Jorio
Embassy of Morocco
1601 21st Street, N. W.
Washington, D. C. 20009

MH

December 17, 1985

Dear Ms. Shalhoub:

Just a note to acknowledge receipt of your letter to Mr. Clausen and your resume. We have asked our colleagues in our Personnel Department to review your resume.

Again, I must warn you that a freeze on staff growth has limited our ability to hire new staff and the competition is very stiff for the few available openings. Nevertheless, we will give your application every consideration and someone from Personnel will be in touch with you shortly.

Sincerely,

V. Roy Southworth
Assistant to the President

Ms. Norma Shalhoub
7070 Forward Avenue #309
Pittsburgh, PA 15217

bcc: Mr. S. Chandran (w/incoming)

(Log #1250 & 1503)

VRS: sbp

December 19, 1985

Dear Thelma:

Just a note to pass on to you a copy of a letter sent to Mr. Clausen by Richard P. Lynch with comments on your fine job as a loaned executive to the United Way Campaign. We are very pleased to know that your valuable contribution has been appreciated and we are taking the liberty of sharing Mr. Lynch's letter with your Personnel Officer and our colleagues involved with the United Way Campaign.

You should be very proud, Thelma, and congratulations for a job well done.

Sincerely,

V. Roy Southworth
Assistant to the President

Ms. Thelma Doris Jones
PMDSB
Room S-6-124

bcc: Mr. C. Dewey
Y. Hadar
Mrs. F. Stone

SBP



Record Removal Notice



File Title A W Clausen Presidents Papers - Outgoing Chronological Records December 1985 - Volume 54		Barcode No. 1777493		
Document Date December 19, 1985	Document Type Letter			
Correspondents / Participants Mr. C. Ulrik Haxthausen Executive Director and A.W. Clausen				
Subject / Title [Letter of thanks]				
Exception(s)				
Additional Comments Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td>Withdrawn by Kim Brenner-Delp</td><td>Date April 21, 2023</td></tr></table>	Withdrawn by Kim Brenner-Delp	Date April 21, 2023
Withdrawn by Kim Brenner-Delp	Date April 21, 2023			

THE WORLD BANK
Washington, D. C. 20433
U.S.A.

A. W. CLAUSEN
President

December 19, 1985

Dear Peter:

Just wanted you to know how sorry I was to read the news of your Father's death earlier this week.

The loss of a parent is especially sad because I think we all tend to feel our parents are "immortal." But there comes a day in our lives when we have to face and accept the inevitable.

Your Father had an outstanding and successful career with Safeway and was responsible for building a strong foundation for others to expand upon. I know he was very proud of the fact that you followed in his footsteps.

I hope, Peter, that the knowledge your friends share in your sorrow will help you and your family in the days ahead.

Sincerely,

Mr. Peter A. Magowan
Chairman
Safeway Stores, Inc.
201 4th Street
Oakland, California 94660

December 18, 1985

Dear Mr. White:

Thank you for your letter inviting me to be the keynote speaker at the biennial meeting of CIGRE in Paris on Wednesday, August 27, 1986.

Regretfully I must decline, as I shall be retiring from The World Bank on June 30, 1986.

We do indeed know of the work of CIGRE through our long involvement in the development of hydroelectric power facilities in our developing member countries. Should you feel it appropriate, I am sure that our Energy Department would be interested in being represented, as it has been on occasions in the past.

May I take this opportunity to wish CIGRE's biennial meeting and its continuing work every success.

Sincerely,



A. W. Clausen

Mr. W. S. White, Jr.
Chairman of the Board
American Electric Power Company, Inc.
P.O. Box 16631
Columbus, OH 43216-6631

cc: Messrs. Rovani, Koelle, Grenfell, Southworth
Mesdames Maguire, Sheen

J.Grenfell/avs 12/17/85
#1498

December 18, 1985

Dear Congressman Lundine:

Just a note to thank you for your role in the successful outcome of the Continuing Resolution in the House. The legislative authorizing language contained in the Resolution is most vital to the Bank's continued ability to meet its operational responsibilities. Without these authorizations, especially for the IFC capital increase, we would have had to face serious setbacks to our future plans and operations.

I understand that your personal involvement and leadership were crucial to securing this very impressive legislative accomplishment. We in the Bank are most appreciative for your fine efforts on our behalf and, until I get a chance to do so personally, please accept our sincerest thanks.

May you and your family have a blessed and happy Christmas. You have earned a good rest.

Sincerely,



A. W. Clausen

The Honorable Stanley Lundine
Member of Congress
2427 Rayburn House Office Building
Washington, D. C. 20515

JWStanton/VRS:MH

December 18, 1985

Dear Matt:

I must confess that when a U.S. contribution to the Special Facility began working its way through the long and tedious legislative process almost a year ago, the odds seemed so stacked against it that I gave it absolutely no chance of passage. Thus, we here in the Bank were both surprised and deeply gratified by your success with the Facility.

Bill Stanton says that, considering the quality and quantity of the opponents to the Facility, it is the greatest legislative accomplishment he has seen, and I bow to his judgment in this regard. Success normally requires the input of many people, and I'm sure that this was the case in this instance. However, all agree that you have been the motivator and guiding light and that without you and your most capable staff, the efforts to help the poorest of the poor in Africa would not have been successful. Until I can do so in person, please accept my personal thanks.

May you and your family have a blessed Christmas and a successful New Year.

Sincerely,

(Signed) A. W. Clausen

The Honorable Matthew McHugh
Member of Congress
2335 Rayburn House Office Building
Washington, D. C. 20515

JWStanton/VRS:MH

December 18, 1985

Dear Congressman Obey:

The good news concerning the Bank's participation in the Continuing Resolution was awaiting my return on Monday from a trip to Latin America. It certainly contributed to a pleasant homecoming! All of our people agree that, while this important outcome was due in part to other members on your subcommittee, you are the main person responsible for promoting the Bank's interests.

Your personal efforts and those of your subcommittee will make this world a better place for thousands of human beings who will never know of your leadership. But we in the Bank know, and we are deeply appreciative of your fine efforts. Congratulations and, on behalf of all those who will benefit, please accept our sincerest thanks.

I hope to thank you in person after the holidays, but, in the meantime, may I extend to you and your family my very best wishes for a blessed Christmas and a successful New Year.

Sincerely,



A. W. Clausen

The Honorable David R. Obey
Member of Congress
2217 Rayburn House Office Building
Washington, D. C. 20515

JWStanton/VRS:MH

December 18, 1985

Dear Mr. Watson:

As promised in my letter of November 27, I am enclosing a copy of my remarks at the Cartagena meeting. I look forward to seeing a copy of the Proceedings in due course.

Sincerely,



A. W. Clausen

Mr. William C. Watson, Jr,
Project Manager
The Task Force for Child
Survival
1989 North Williamsburg Drive
Suite I
Decatur, Georgia 30033

Attachment

bcc: Messrs. North
Sai
Measham

ARMeasham:HH: sbp

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 18, 1985

Dear Helen:

Just a brief note to let you know how saddened I was to receive word of George's recent death. He was a good friend to many of us and will be greatly missed.

Perhaps the group who will feel his loss most keenly are his Hill Billies' campmates. George was respected, admired and loved by all of us. Our Grove weekends in July were always made a lot happier because we knew he would see to our gastronomical well being and he never let us down!

George's death creates a terrible void in your life, Helen, and it means a big adjustment for you. Hopefully, knowing that you have many friends who will keep you in their thoughts and prayers will be of some comfort to you.

Sincerely,



Mrs. George A. Selleck
40 Montclair Terrace
San Francisco, California 94109

December 17, 1985

Dear Mr. Miller:

Thank you for your invitation to be a keynote speaker at a monthly meeting of the World Trade Center Association of Orange County.

Regretfully I must decline. Much as I would have enjoyed discussing with your membership current conditions and opportunities in the developing world, I have an overcommitted schedule of speaking engagements and travel during the first two quarters of calendar 1986. I am, however, delighted to know that your plans are going forward for a Spring conference on export opportunities offered through The World Bank. You can count on our staff to be of every assistance.

I hope you understand the constraints on my time. Please accept my best wishes for the continuing success of your Association's dedicated work fostering international trade.

Sincerely,



A. W. Clausen

Mr. Donald A. Miller
Chairman of the Board
World Trade Center Association
Hutton Centre
200 East Sandpointe Avenue, Suite 480
Santa Ana, CA 92707

cc: Messrs. Koelle, Grenfell, Southworth
Mesdames Maguire, Sheen

✓ J.Grenfell/avs 12/16/85
#1470

Chiron

A. W. CLAUSEN
1818 H Street, N.W.
Washington, D. C. 20433

December 18, 1985

Dear Bill:

I am happy to say that I will be attending the annual dinner of the Alfalfa Club on Saturday, January 26.

In addition to myself, my guests will be:

Mark W. Clausen (my son)
3539 Williamsburg Lane, N.W.
Washington, D. C. 20008

(film producer)

J. William Stanton
3041 West Lane Keys
Washington, D. C. 20007

(Senior Adviser, External Relations,
The World Bank)

To cover the cost of the dinners, I am enclosing my check for \$270.00 payable to the Alfalfa Club.

Sincerely,

Mr. William T. Bell
Chairman, Alfalfa Dinner Committee
Alfalfa Club
P. O. Box 1600
Washington, D. C. 20013-1600

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 17, 1985

Dear John:

A few months back I learned of your anticipated retirement in January 1986. Liz Prettyman was good enough to give me the date of January 9 for the party in your honor and it was duly inscribed on my calendar. But (and there seems always to be a but) my associates here have concluded that January 9 is a good day to start my trip to the Yemens. I'm truly sorry, John, that I cannot share in this special evening of tribute to you.

It is difficult to think of you are "retired," but it isn't too difficult to envision you in waders reeling in a "big one." That sounds like fun to me and I'm sure there are many of your friends who will be envious.

Needless to say, I think that the Fed is losing a good man. You are leaving behind an outstanding track record not only within the Federal Reserve Bank of San Francisco but in the Fed System itself and in the financial and banking circles around the country. Your successor will have a hard time matching your accomplishments!

Probably the only one besides yourself who is happy that this day is approaching is Jane. I'm sure there are many projects you and she have had to postpone because of time constraints and now they can become realities. Peggy joins me in sending to you both our very best wishes for continued good health and much happiness in the years ahead.

Sincerely,



Mr. John J. Balles
President
Federal Reserve Bank of San Francisco
San Francisco, California

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 17, 1985

Dear Anne:

It was very shocking and sad news for Peggy and me to hear about your Father's death last week. As you know, we had great respect, admiration and love for him. He was such a good friend and we will miss him very much.

We realize how very difficult this is for you, Anne, since it is such a short time ago that you lost Dick. The emotional adjustments one has to make at times like these are not easy but you, like your Mother, have the strength it takes to do it, as well as the support of your wonderful family to help you.

Peggy and I have you and your family in our thoughts and prayers these days and we send you our deepest sympathy.

Sincerely,



Mrs. Richard K. Miller
2505 Divisadero Street
San Francisco, California 94115

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 17, 1985

Dear Harry:

Since your retirement from The World Bank is approaching, I wanted to write you a brief note of appreciation for the fine job you have done for us since coming to the Bank.

You have played a major role in getting our cofinancing program off the ground, and your many contributions to it and to the Bank as a whole are deeply appreciated by all of us in management.

Wish we could have had you with us longer but your appointment with Henry Ansbacher & Co. Ltd should be a challenging and interesting assignment. It certainly is in keeping with your capabilities.

You have my very best wishes for continued success in your new career, and in this holiday season I extend my good wishes to you for a Merry Christmas.

Sincerely,



Mr. Harry Sasson
Cofinancing Advisor
Room F-1233

23 THE RIGHT HONORABLE E.P.G. SEAGA
22 PRIME MINISTER AND MINISTER OF FINANCE AND PLANNING
OFFICE OF THE PRIME MINISTER
20 JAMAICA HOUSE
19 KINGSTON, JAMAICA

MARK XX FOR CODE
() CODE

DISTRIBUTION

START TEXT HERE
18 1. FOLLOWING CONVERSATIONS WITH YOU, WE HAVE BEEN
17 ACTIVELY ENGAGED IN MAKING ARRANGEMENTS TO MEET YOUR
16 REQUEST FOR A MISSION OF THE WORLD BANK, FUND AND USAID
15 THAT WOULD EXAMINE JAMAICA'S ECONOMIC STRATEGY, AND
14 SUGGEST ADDITIONAL COURSES OF ACTION TO DEAL WITH THE
13 PROBLEMS OF THE ECONOMY, NOW EXACERBATED BY THE DECLINE IN
12 BAUXITE EXPORTS. LIKE YOU, WE BELIEVE TIME IS OF THE
11 ESSENCE AND WE ARE PLEASED TO INFORM YOU THAT WE HAVE
10 ALREADY NAMED THE PRINCIPAL REPRESENTATIVES FROM OUR TWO
INSTITUTIONS AND WORK ON THE PREPARATION OF THE REQUIRED
8 BACKGROUND MATERIAL IS PROCEEDING AS RAPIDLY AS POSSIBLE.
7 THE ESSENTIAL PURPOSE IS TO REINFORCE OUR EFFORTS TO HELP
6 JAMAICA FRAME AND PURSUE A CONSISTENT SET OF ECONOMIC
5 POLICIES WHICH WILL STRENGTHEN THE PROSPECTS FOR ACHIEVING
4 THREE FUNDAMENTAL OBJECTIVES: (i) TO RAISE THE RATE OF
3 ECONOMIC GROWTH SO THAT LIVING STANDARDS CAN BEGIN TO
2 IMPROVE; (ii) TO REDUCE UNEMPLOYMENT; AND (iii) TO RESTORE
1 VIABILITY TO THE BALANCE OF PAYMENTS, MEANING A

SPECIAL INSTRUCTIONS

TEXT MUST END HERE

TELEX NO.

DRAFTED BY
NAME (TYPE) STERN/ERB

EXT.: 4565

DEPT.: OMD

DATE: 12/17/85

AUTHORIZED BY
NAME (TYPE) STERN/ERB

AUTHORIZED BY
NAME (TYPE)

TYPE ** ON LAST OR ONLY PAGE OF MESSAGE

Log

23 PAGE 2

MARK XX FOR CODE
() CODE

DISTRIBUTION

18 POSITION WHEREBY JAMAICA CAN SERVICE ITS EXTERNAL DEBT
17 IN A SUSTAINABLE WAY.

16 2. IN ORDER TO SPEED THE PROCESS, WE WOULD STRESS THE
15 IMPORTANCE OF BUILDING UPON THE RESULTS OF OUR MISSIONS
14 CURRENTLY IN JAMAICA. AS YOU WILL APPRECIATE, IT IS OF
13 THE UTMOST IMPORTANCE FOR THE WORK OF THE JOINT MISSION
12 THAT THE CURRENT ADJUSTMENT EFFORT BE MAINTAINED IN ORDER
11 TO PREVENT EROSION IN THE CONDITIONS THAT ARE NECESSARY
10 FOR ATTAINMENT OF YOUR ULTIMATE OBJECTIVES.

3. WE WOULD EXPECT THAT THE JOINT MISSION WOULD BE IN A
8 POSITION TO START IN THE FIRST HALF OF JANUARY 1986
7 SUBSTANTIVE DISCUSSIONS ON THE POLICY STRATEGY OF JAMAICA.
6 THIS FIRST VISIT WOULD BE FOLLOWED BY FURTHER WORK AT
5 HEADQUARTERS AND BY ANOTHER VISIT IN EARLY FEBRUARY TO
4 JAMAICA TO COMPLETE DISCUSSIONS WITH YOU AND THE
3 REPRESENTATIVES OF JAMAICA. ON THE BASIS OF THESE
2 DISCUSSIONS, WE EXPECT THAT THE JOINT MISSION WILL PREPARE
1 A POLICY ORIENTED REPORT WHICH WOULD, INTER ALIA, SPELL
SPECIAL INSTRUCTIONS TEXT MUST END HERE

TELEX NO:

DRAFTED BY
NAME (TYPE)

EXT:

DEPT:

DATE:

AUTHORIZED BY
NAME (TYPE)

AUTHORIZED BY
NAME (TYPE)

TYPE ** ON LAST OR ONLY PAGE OF MESSAGE

Log

23 PAGE 3

MARK XX FOR CODE
() CODE

DISTRIBUTION

START TEXT HERE

OUT THE EXTERNAL FINANCING IMPLICATIONS OF ALTERNATIVE
ADJUSTMENT SCENARIOS. TOGETHER WITH THE REPORT OF THE
BANK'S COUNTRY IMPLEMENTATION REVIEW MISSION, WHICH IS IN
JAMAICA AT THE PRESENT TIME, AND THE REPORT OF THE CURRENT
AND ANY SUBSEQUENT FUND MISSIONS, THIS REPORT WOULD FORM
THE BASIS FOR THE MEETING WITH DONORS UNDER THE AUSPICES
OF THE CARIBBEAN GROUP FOR COOPERATION IN ECONOMIC
DEVELOPMENT WHICH COULD BE HELD IN SPRING 1986 AND FOR THE
DELINEATION OF FURTHER ACTION BY OUR TWO INSTITUTIONS IN
SUPPORT OF JAMAICA'S STRUCTURAL ADJUSTMENT EFFORT.

4. WE TRUST THAT THE JOINT MISSION WILL PROVIDE THE BASIS
FOR A CONTINUATION OF THE CLOSE WORKING RELATIONSHIP THE
BANK AND THE FUND HAVE ENJOYED WITH JAMAICA.

SINCERELY YOURS,

A. W. CLAUSEN

PRESIDENT

WORLD BANK

J. DE LAROSIERE

MANAGING DIRECTOR

INTERFUND

SPECIAL INSTRUCTIONS

TEXT MUST END HERE

TELEX NO.

DRAFTED BY
NAME (TYPE)

AUTHORIZED BY
NAME (TYPE)

EXT.:

DEPT.:

DATE:

AUTHORIZED BY
NAME (TYPE)

(**)

TYPE ** ON LAST OR ONLY PAGE OF MESSAGE

Log

December 16, 1985

Dear Mr. Hocke:

Congratulations on your election by the General Assembly to be United Nations High Commissioner for Refugees.

In recent years, a continuing dialogue and active collaboration on matters of common concern have characterized relations between UNHCR and the Bank. My colleagues and I look forward to maintaining and strengthening these relationships. We are confident that under your leadership, UNHCR's commitment to refugee needs will remain as strong as ever, and its initiatives in addressing these needs will meet with continuing success.

Sincerely,

(Signed) A. W. Clausen

Mr. Jean-Pierre Hocke
Director of Operational Activities
International Committee of the Red Cross
Geneva, Switzerland

VJRiley:ka/yrb

December 16, 1985

Dear Poul:

As you come to the end of your service as United Nations High Commissioner for Refugees, I want to offer my congratulations on a job well done, and to extend to you very best wishes for the future.

Under your leadership, the dialogue and active collaboration between the World Bank and UNHCR have grown significantly, and moved forward in areas unperceived only a few years ago. Refugees represent some of the most vulnerable members of society. With pragmatism you have sought to address a problem that tragically is all too common in today's world, and your efforts have enriched all of humankind. I, like all of those who have been privileged to work with you, are grateful for all you have done.

With warm regards,

Sincerely,

(Signed) A. W. Clausen

Mr. Poul Hartling
United Nations High Commissioner
for Refugees
Palais des Nations
1211 Geneva 10, Switzerland

VJRiley:ka/yrb

December 17, 1985

Dear Mr. Ambassador:

Just a note to thank you again for the excellent lunch yesterday. I am sorry that Dr. Palacios was not able to be there, but my colleagues and I appreciated the opportunity to get together with a number of officials from the Colombian Government to discuss the economic situation there and in Latin America in general.

Let me also take this opportunity to congratulate your country on the signing of the billion dollar loan to complete the commercial bank financing of your 1985/1986 program. This is indeed an important step forward for Colombia and is indicative of the confidence the international financial community has in your Government.

Warm regards.

Sincerely,



A. W. Clausen

His Excellency
Rodrigo Lloreda-Caicedo
Ambassador of Colombia
2118 Leroy Place, N. W.
Washington, D. C. 20008

MH

December 16, 1985

Dear Orville:

Just a note to thank you for your letter which landed on my desk just as I was departing for a trip to Latin America. It is thoughtful of you to send your action summary on the use of U.S. agricultural surpluses as an input into the development process as well as a market building tool. I also appreciate the copy of the Business International study of Agribusiness and The Small-Scale Farmer. The concept it explores of small farmers supplying a corporate core is indeed promising.

Thanks again for sending this material. I am taking the liberty of sharing it with my colleagues in our Agricultural and Rural Development Department.

Warm regards.

Sincerely,



A. W. Clausen

Mr. Orville L. Freeman
Popham, Haik, Schnobrich,
Kaufman & Doty, Ltd.
Suite 300 South
1800 K Street, N. W.
Washington, D.C. 20036

bcc: Mr. E. Schuh (w/book)

VRS: sbp

(Log #1443)

December 16, 1985

Dear Martin:

Just a note to thank you for your articles on tax reform, social security, and the international consequences of the U.S. budget deficit. They were awaiting my return from a trip to Latin America. I am pleased that you are continuing to take the opportunity to speak-out on these important issues. Yours is a voice of reason and your contributions help to inform and shape the debate on these topics. Congratulations and keep up that good work.

Warm regards.

Sincerely,



A. W. Clausen

Mr. Martin Feldstein
President
National Bureau of Economic
Research, Inc.
1050 Massachusetts Avenue
Cambridge, Massachusetts 02138

P.S. To reciprocate enclosed is a copy of a speech I made December 9 in Argentina on the debt problems of developing countries and the steps required to address them.

VRS:sbp

(Log #1465)

Chen

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 16, 1985

Dear Louise:

Peggy and I were shocked and saddened when we heard today of Don's death. We have lost a good and close friend!

Don and you have been very special to us. We felt quite fortunate to have had the opportunity to share many happy occasions with you during our years in San Francisco and, even since we've been in Washington, we always looked forward to spending an evening with you both when we visited the Bay Area.

Don was a great visionary and a humanitarian who gave of himself and his finances generously to aid others and to help improve the city he loved so well. San Francisco has lost a true friend and benefactor. In addition, he was a giant in the railroad industry and has bequeathed an outstanding legacy of achievements for which the nation owes him a debt of gratitude.

Peggy joins me in sending you our deepest sympathy, Louise. We will miss Don very much. Please know that you and the family are in our thoughts and prayers during this difficult time.

Sincerely,



Mrs. Donald J. Russell
2298 Pacific Avenue
San Francisco, California 94115

A. W. CLAUSEN
1818 H Street, N. W.
Washington, D. C. 20433

December 16, 1985

Dear Bob:

Your nice invitation to cocktails arrived just as I was preparing to leave for a trip out of the country and so I did not have the opportunity to write before this. However, my office did RSVP to your number in Seattle.

The date of your party in Washington coincided with the day I had to leave for my trip. Peggy and I regret we could not be with you as I am sure the evening was a fun one for both of you as well as your guests. It was kind of you to think of us and we missed seeing you. Your mention of an "announcement" has us curious! Congratulations!

Warm regards.

Sincerely,



Mr. Robert M. Arnold
Seattle First National Bank Building
Suite 3706
Seattle, Washington 98154

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 16, 1985

Dear Betty:

When I returned yesterday from a trip out of the country, the news of Fred's death awaited me.

How very sad to lose such a good friend! And Peggy and I always considered both of you our good friends. Unfortunately, the pace of these past few years hasn't allowed us much time to see one another but, nevertheless, we have thought about you frequently and of the good times we shared with you in New York on our trips there.

Fred was respected, loved and admired not only for his skills as an outstanding banker and member of the financial community but also for his warmth and gentlemanly qualities. He will be greatly missed by his friends and his colleagues.

Peggy joins me in extending to you and your family our deepest sympathy on your great loss.

Sincerely,

Mrs. Frederick J. Leary
P. O. Box 15
Piping Rock Road
Locust Valley, New York 11560

THE WORLD BANK
Washington, D. C. 20433
U.S.A.

A.W. CLAUSEN
President

December 16, 1985

Dear Brad:

For some weeks now I've been reading all the well-deserved press you have been receiving in anticipation of your retirement from the United Nations Development Programme in 1986. Now it is my turn to write to express my feelings and those of my colleagues at The World Bank for all you have done to aid the causes of the developing world.

You've had a stellar career with the UNDP, Brad, and one that I am sure has given you a tremendous amount of personal satisfaction. Your contributions to that institution have made history. However, in my view, history is not only written in books--it is written on the faces of the hundreds of thousands of people in the developing countries who have been the beneficiaries of the UNDP's fine work. It is this type of intangible in life that gives the greatest reward.

You are a humanitarian in every sense of the word and your leadership qualities have proven themselves in the achievement of the UNDP these past fifteen years. Brad, you will be sorely missed!

I have enjoyed my association with you and hope that we will continue to be in touch in the years ahead. In your future endeavors you have my best wishes for continued success and happiness and, for the present, I wish you and your family a very Merry Christmas.

Sincerely,



Mr. Bradford Morse
Administrator
United Nations Development Programme
One United Nations Plaza
New York, New York 10017

December 16, 1985

Dear Punchie:

Many thanks for your letter bringing Romesh Suneja to our attention. He indeed has impressive credentials and we will, of course, be pleased to review his background against available openings here in the Bank. Unfortunately, I can't be too optimistic that we'll be able to find something suitable for him. We are operating under tight budgetary constraints that have forced us to implement a freeze on staff growth. This freeze has limited the number of positions available, particularly at the senior professional levels most appropriate for Mr. Suneja.

Nevertheless, I will pass his material to our Personnel Department for a careful review. They will get in touch with him directly with the results. In the meantime, thanks again for bringing him to our attention.

Warm regards.

Sincerely,



A. W. Clausen

Mr. P. C. Sen
Bank of America
P. O. Box 735
New Delhi 001 001
India

✓bcc: Mr. S. Chandran (w/incoming)

(Log # 1248)

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex
IMPORTANT—PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORMTypewritten
Character
Must Fall
Completely in
Box!

PAGE

OF

OFFICIAL DEPT/DIV
ABBREVIATION

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)

1

2

EXC

--	--	--	--	--	--	--	--

--	--	--	--	--	--	--	--	--	--

START
2 HERE

MR. ALLAN R. TAYLOR, PRESIDENT AND CHIEF OPERATING OFFICER,
THE ROYAL BANK OF CANADA, TORONTO, ONTARIO, CANADA. THANK
YOU FOR YOUR TELEXES OF DECEMBER 13 TO THE WORLD BANK AND
THE IMF CONVEYING THE STATEMENT OF THE CANADIAN BANKS WITH
RESPECT TO THE BAKER PROGRAM FOR SUSTAINED ECONOMIC GROWTH.
WE WELCOME THE POSITIVE RESPONSE TO THE DEBT INITIATIVE BY THE
CANADIAN BANKING COMMUNITY. THE CONSTRUCTIVE APPROACH ADOPTED
BY YOU AND YOUR COLLEAGUES IS MOST ENCOURAGING AND WE LOOK
FORWARD TO COLLABORATING WITH YOU IN PUTTING THE DEBT STRATEGY
INTO PRACTICE. FOR YOUR INFORMATION, THE TEXT OF A JOINT
STATEMENT WE ISSUED DECEMBER 15 ON THIS TOPIC IS COPIED BELOW.
QUOTE IN A STATEMENT ISSUED ON DECEMBER 2, THE PRESIDENT OF THE
WORLD BANK AND THE MANAGING DIRECTOR OF THE INTERNATIONAL
MONETARY FUND (IMF) EXPRESSED THEIR STRONG SUPPORT FOR THE
DEBT INITIATIVE PROPOSED BY THE GOVERNOR OF THE FUND AND THE
BANK FOR THE UNITED STATES, SECRETARY OF THE TREASURY JAMES A.
BAKER III, ON THE OCCASION OF THE ANNUAL MEETINGS OF THE IMF
AND THE WORLD BANK IN SEOUL, KOREA, IN OCTOBER 1985. SECRETARY
BAKER'S INITIATIVE WHICH HE DESCRIBED AS 'A PROGRAM FOR
SUSTAINED GROWTH' IS DESIGNED TO STRENGTHEN THE INTERNATIONAL
DEBT STRATEGY AND TO DEAL WITH THE DEBT PROBLEM IN THE CONTEXT

END
OF
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE:

TELEX NO.:

DATE:

SUBJECT:

DRAFTED BY:

EXTENSION:

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

DEPARTMENT:

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex
IMPORTANT—PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORMTypewritten
Character
Must Fall
Completely in
Box!PAGE
OF

2

2

OFFICIAL DEPT/DIV
ABBREVIATION

EXC

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)START
2 HERE

OF GROWTH AND ADJUSTMENT.

OVER THE LAST FEW DAYS, THE INTERNATIONAL BANKING COMMUNITY HAS ALSO BEEN EXPRESSING ITS SUPPORT FOR THE DEBT INITIATIVE IN MESSAGES RECEIVED BY THE MANAGING DIRECTOR OF THE IMF AND THE PRESIDENT OF THE WORLD BANK. UP TO NOW REPRESENTATIVES OF BANKS FROM THE MAJOR FINANCIAL CENTERS, ACCOUNTING FOR AN OVERWHELMING MAJORITY OF BANK CLAIMS ON HEAVILY-INDEBTED, MIDDLE-INCOME COUNTRIES, HAVE WELCOMED SECRETARY BAKER'S INITIATIVE AS A POSITIVE AND CONSTRUCTIVE APPROACH AND CONFIRMED THEIR WILLINGNESS TO PLAY THEIR PART ON A CASE-BY-CASE BASIS, IN COLLABORATION WITH ALL OTHER PARTIES, IN THE IMPLEMENTATION OF THE DEBT STRATEGY. THE PRESIDENT OF THE WORLD BANK AND THE MANAGING DIRECTOR OF THE IMF WELCOME THESE POSITIVE AND ENCOURAGING EXPRESSIONS OF SUPPORT FOR THE DEBT INITIATIVE FROM THE BANKING COMMUNITY AND LOOK FORWARD TO COOPERATING WITH THE BANKS IN PUTTING THE STRATEGY INTO PRACTICE QUICKLY AND EFFECTIVELY. UNQUOTE.

SINCERELY, A.W. CLAUSEN AND JACQUES DE LAROSIERE.

END
OF
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: **TELEX**TELEX NO.: **055-61086**DATE: **12/16/85**

SUBJECT:

DRAFTED BY:

EXTENSION:

VRS:MH**72001**

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

A. W. Clausen

DEPARTMENT:

Office of the President

cc: Mr. de Larosiere
Mr. Stern
Mr. Qureshi (o/r)

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

December 16, 1985

Dear Mr. Secretary:

I enclose a copy of a letter dated November 25, 1985, from Mr. Sommai Hoontrakool, Minister of Finance and Governor of the Bank for Thailand, the official channel of communication between the Government of Thailand and the Bank, requesting you to extend to Mr. Vibul Aunsuntha, an Executive Director and Principal Resident Representative of Thailand in the International Bank for Reconstruction and Development, the privileges and immunities accorded to officials of Specialized Agencies referred to in paragraph 4 of Section 15 of Article V of the Headquarters Agreement between the United Nations and the United States. Mr. Vibul Aunsuntha has succeeded Mr. Phaichitr Uathavikul.

As President of the Bank, I shall have no objection in the event you decide to accede to this request.

Sincerely,



A. W. Clausen

Enclosure

The Honorable George P. Shultz
Secretary of State
Department of State
Washington, D.C. 20520

✓ HRMalik:ml

A. W. CLAUSEN
1818 H Street, N. W.
Washington, D. C. 20433

December 17, 1985

Dear LeRoy:

Many thanks for your recent newsy letter. You are correct. I, like you, never had a commencement program or got to see coverage of the graduation and so I was particularly happy to at long last to get the chance. Can't imagine Herbert Peterson hanging on to it for so long but I am glad he did and that you were thoughtful to pass it on to me.

I left Carthage in the spring of '43 when I was called into the service in March of that year. However, during my service time, I accumulated credits from the University of Chicago to complete Carthage's graduation requirements. But it can be said forty years later that Carthage College failed to notify the family that I would be graduating in June of '44 so no one was there.

The present economic climate really is hurting the farmers of the Midwest especially, and there's just no way to predict the outcome. From my perspective, it seems to me the media has done a responsible and adequate job in highlighting the problem. Moreover, do not underestimate the ability of existing mechanisms and institutions to make the necessary adjustments to cope with the problem. While there is no doubt that many individual farmers are suffering extreme hardship, it is still evident that agriculture is a strong and responsive industry that will weather the crisis.

I appreciate your nice comments about my recent TV interview. Believe it or not, I haven't had the chance to see it yet although we have the cassette at home.

Best wishes, LeRoy, to you and your family for a very Merry Christmas.

Sincerely,



Mr. LeRoy A. Ufkes
Attorney at Law
546 Main Street
Carthage, Illinois 62321

December 16, 1985

Dear Mr. and Mrs. Jayaraman:

As always, many thanks indeed for sending us the fruitcake. It is one of the best I have ever tasted, and my family and I thoroughly enjoy it.

It is most thoughtful of you to remember us every year, and we all send you our best wishes for the holidays and the new year.

Warm regards.

Sincerely,



A. W. Clausen

Mr. and Mrs. V. Jayaraman
P. O. Box 435
Hargeisa, Somalia

MH

December 16, 1985

Dear Senator:

Thank you very much for passing on to me Dr. Chowdhury's letter. I believe the response is self-explanatory. Should occasion warrant it, I shall keep you further advised.

Best wishes,

Sincerely,



A. W. Clausen

Honorable Orrin G. Hatch
United States Senator
135 Russell Senate Office Building
Washington, DC 20510

Ref.: L-02564.BT

cc and cleared with: Mr. Amin-Arsala, ASABA

✓ cc: Messrs. Southworth, Grenfell, Koelle

J.Grenfell/avs 12/06/85
#1415

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 16, 1985

Dear Lew:

Thanks very much for your letter of December 11. We in The World Bank welcome the positive responses to the debt initiative that are being received by the U. S. Consultative Group.

Similar expressions of support have come from the banking institutions in the U.K., Europe, Japan and Canada. The constructive approach adopted by the banking community to this initiative is most encouraging and we look forward to working with you and your colleagues in putting it into practice.

For your information I am enclosing a copy of a statement issued yesterday by the Managing Director and me in response to the various messages of support that we have received.

Sincerely,



Mr. Lewis T. Preston
Chairman of the Board
Morgan Guaranty Trust
Company of New York
23 Wall Street
New York, New York 10015

Enclosure

✓ BC: J. de Larosiere
E. Stern
M. Qureshi

December 27, 1985

Dear Christiane,

On the occasion of your retirement, I am writing to express the thanks of management for your ten years of dedicated service to the World Bank. We appreciate the valuable contribution you have made to the organization and especially to the Language Services Division in the Administrative Services Department.

You are highly regarded for your professional competence, commitment to your work and excellent relations with others. Though you will no doubt miss your daily contacts with your colleagues, I am sure you must be looking forward to doing some of the things you have not had time for during your career.

My best wishes to you for good health and happiness in the years ahead.

Sincerely,



A. W. Clausen

Mrs. Christiane T. Deroche
3900 Watson Place, N.W. #7B
Washington, D.C. 20016

cc: Mr. Clausen's Office (2)

December 16, 1985

Dear Mr. Parker:

Many thanks for "Toward the Year 2000" which was awaiting my return from a trip to Latin America.

The book tackles a fascinating topic in an innovative and thought provoking manner. It contains a number of important messages and will be a valuable learning tool for statemen, businessmen and other interested readers. It has earned a prominent spot in my own library and I'm honored to have contributed to this important work. Thanks again for sharing a copy with me.

Sincerely,



A. W. Clausen

Mr. Hugh Parker
Chairman
Business International
Corporation
One Dag Hammarskjold Plaza
New York, New York 10017

✓ bcc: Mr. Botafogo (w/cc inc. letter)

VRS: sbp

(Log #1457)

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 16, 1985

Dear Mr. Bullock:

Thank you for your recent note offering to propose me for membership in The Pilgrims of the United States.

It is nice of you to make such an offer but I must decline. I have indeed heard of this prestigious group. However, these days I have a very full plate of activities both within and outside the Bank and cannot assume anything more. In addition, over the years I have made it my practice not to join an organization or committee if I could not give it the time and attention it deserved--including attendance at periodic functions.

I hope you understand my position and, again, let me say how much I appreciate your thoughtfulness.

Sincerely,



Mr. Hugh Bullock
One Wall Street
New York, New York 10005

December 16, 1985

Dear Mr. Minister:

I would like to take this opportunity to thank you for your kind invitation to visit your country. Both Mr. Wapenhans and I are looking forward to our visit now scheduled for January 12-15th. We hope that this will give us the opportunity to follow up with you and your colleagues in the Cabinet on our discussions during the Annual Meetings as well as other matters of mutual interest.

I understand that details for this visit are being arranged by CPO and the Bank's Programs Division and thank you for these arrangements.

Sincerely,


A. W. Clausen

His Excellency
Dr. Mohamad Saieed Al-Attar
Deputy Prime Minister,
Minister of Development and Chairman
Central Planning Organization
Sanaa, Yemen Arab Republic

!Cleared with and cc: Messrs. Lari (EM1); Southworth (EXC)!

!cc: Messrs./Mmes. Stern (SVPOP); Wapenhans (EMNVP); Moreau, Nouvel (EM1)!

!AKanaan/RHilton:mct!

Typewritten
Character
Must Fall
Completely in
Box!PAGE
OF

1

1

OFFICIAL DEPT/DIV
ABBREVIATION

EXC

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)START
2 HERE

HIS EXCELLENCY DR. FRANCISCO SWETT, MINISTER OF FINANCE AND
PUBLIC CREDIT OF ECUADOR AND DR. CARLOS JULIO EMANUEL, GENERAL
MANAGER, BANCO CENTRAL DEL ECUADOR, NEW YORK, NEW YORK. MANY
THANKS INDEED FOR YOUR KIND INVITATION TO THE DINNER ON THE
18TH AND SIGNING OF THE MULTI-YEAR REFINANCING AGREEMENT ON
THE 19TH OF DECEMBER IN NEW YORK. I KNOW THIS IS AN IMPORTANT
OCCASION FOR THE REPUBLIC OF ECUADOR, AND I WOULD LIKE TO BE
THERE. UNFORTUNATELY, MY SCHEDULE HERE IN WASHINGTON MAKES
IT IMPOSSIBLE FOR ME TO JOIN YOU, BUT I UNDERSTAND THAT
PETER EIGEN WILL REPRESENT THE BANK. LET ME SAY AGAIN HOW
MUCH I ENJOYED MY VISIT TO ECUADOR AND HAVING THE CHANCE TO
MEET WITH YOU AND THE PEOPLE OF YOUR WONDERFUL COUNTRY. PLEASE
ACCEPT MY BEST WISHES FOR CONTINUED SUCCESS. WARM REGARDS,
TOM CLAUSEN, THE WORLD BANK.

END
OF
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE:	TELEX	TELEX NO.:	225946 MINEC UR	DATE:	12/16/85
SUBJECT:				DRAFTED BY:	EXTENSION:
			MH 72801		
CLEARANCES AND COPY DISTRIBUTION:			AUTHORIZED BY (Name and Signature):		
cc: Mr. Eigen			A. W. Clausen		
			DEPARTMENT:		
			Office of the President		
			SECTION BELOW FOR USE OF CABLE SECTION		
			CHECKED FOR DISPATCH		

December 16, 1985

Dear Sonny:

Thank you for your letter of November 18, enclosing a copy of your statement officially launching the Commonwealth Secretariat Debt Recording and Monitoring System (CS-DRMS). We welcome this initiative for the need for complete, accurate and timely information on external debt can hardly be over-emphasized as financial planning and debt management become core issues of development policy in indebted countries.

I am pleased that staff of the Bank's Economic Analysis and Projections Department have been of assistance in the development of CS-DRMS, and we wish you every success in its implementation. As you may know, we are also expanding our own program of debt management assistance, and look forward to working closely with the Secretariat in this important area of mutual concern.

Your statement appropriately places this program in a broader context, stressing that "there is no single solution to the problem of debt and action is necessary on several fronts." The areas you and the Commonwealth Finance Ministers and Heads of Government have emphasized are consistent with our own efforts and the Seoul meetings have given us additional support to help the heavily-indebted countries move to a path of sustained growth. In this connection, enclosed is a speech I made last week in Buenos Aires on this very topic.

Once again, congratulations on this important initiative. And thank you for your continued efforts on behalf of the World Bank. We are most grateful, as always.

Sincerely,


(Signed) A. W. Clausen

Mr. Shridath S. Ramphal
Secretary-General
Commonwealth Secretariat
Marlborough House
Pall Mall, London SW1Y 5HX
England

cc: N. Hope, EPD

AS
✓ AShakow/eb

P.S. Alex Shakow has just told me of your strong support at last week's Committee for Development Planning meeting for the Bank and for effective implementation of the Baker initiative. Thanks again.

OFFICIAL FILE COPY

Typewritten
Character
Must Fall
Completely in
Box!

PAGE

OF

OFFICIAL DEPT/DIV
ABBREVIATION

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)

1

1

EXC

--	--	--	--	--	--	--	--

--	--	--	--	--	--	--	--	--	--

START
HERE

THE HONORABLE ANEROOD JUGNAUTH, Q.C., M.L.A., PRIME MINISTER OF MAURITIUS, PORT LOUIS, MAURITIUS. I WAS SADDENED TO LEARN FROM AMBASSADOR JESSARAMSING OF SIR SEEWOOSAGUR RAMGOOLAN'S DEATH. MRS. CLAUSEN AND I HAVE MANY FOND MEMORIES OF OUR VISIT TO MAURITIUS AND ESPECIALLY OF HIS KINDNESS TO US BOTH. SIR SEEWOOSAGUR'S DEATH IS NOT ONLY A PERSONAL LOSS TO HIS MANY FRIENDS AND FAMILY, BUT IS ALSO A LOSS TO THE NATION OF MAURITIUS. HE WAS DEVOTED TO ITS WELL-BEING AND DEVELOPMENT AND SPENT HIS LIFE IN ITS SERVICE. PLEASE EXTEND MY DEEPEST SYMPATHY TO HIS FAMILY, FRIENDS AND COLLEAGUES, SINCERELY, A. W. CLAUSEN, WORLD BANK.

END
OF
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: **TELEX**

TELEX NO.:

DATE: **12/16/85**

SUBJECT:

DRAFTED BY:

MH

EXTENSION:

72001

CLEARANCES AND COPY DISTRIBUTION:

✓ cc: Mr. Elmendorf

AUTHORIZED BY (Name and Signature)

A. W. Clausen

DEPARTMENT:

Office of the President

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

December 12, 1985

Dear Ms. Boggs:

Thank you for your letter to Mr. Clausen, who is currently traveling, conveying the concerns of Mr. Diefenthal about International Finance Corporation's possible involvement in a direct reduction plant in Brazil. I have passed your letter to Hugh Foster, who represents U.S. interests on our Board of Directors. He will work with our staff from IFC on the issues raised by Mr. Diefenthal and will get in touch with you shortly. Thanks again for bringing this matter to our attention.

Sincerely,

V. Roy Southworth
Assistant to the President

The Honorable
Lindy Boggs
Member of Congress
2353 Rayburn House Office Building
Washington, D.C. 20515

cc: Mr. Hugh Foster
Executive Director

VRS:sbp

(Log #1499)

THE WORLD BANK
Washington, D. C. 20433
U. S. A.

A. W. CLAUSEN
President

December 10, 1985

Dear Alan:

Congratulations on another excellent Annual Perspective! Not only is the format extremely pleasing to the eye but the messages contained in the text are very much to the point.

Every good wish for a Merry Christmas.

Sincerely,



Mr. Alan J. Zakon
Chairman of the Board
The Boston Consulting Group, Inc.
Exchange Place
Boston, Massachusetts 02109

THE WORLD BANK
Washington, D. C. 20433
U.S.A.

A.W. CLAUSEN
President

December 6, 1985

Dear Andrew:

On the occasion of your retirement from The World Bank, I am writing to express the thanks of management for your 12 years of devoted service to the organization.

Your high degree of professionalism, skillful handling of complex projects and your special expertise in South Asian agriculture have made you a valuable asset to the Bank. You have made important contributions to the organization, and they are greatly appreciated.

I understand that you will be working with the South Asia Projects Department for a while as a consultant so that we will continue to benefit from your services. Best wishes for good luck and happiness in the years ahead.

Sincerely,

Mr. Andrew Seager
1102 Deadrunk Drive
McLean, Virginia 22101

BIODATA

Mr. Andrew Seager

Nationality: British

Age on Retirement: 65

No. of years service in Bank: 12 years

Position and grade: Sr. Agriculturist, Grade 26

Assignments in Bank: Sr. Agriculturist, South Asia Projects
Department, Irrigation II Division;
Sr. Evaluation Officer, Operations Evaluation
Department;
Sr. Agriculturist, South Asia Projects
Department, Agriculture Division A.

Performance: Mr. Seager is a fine team worker and has excellent relations with supervisors and colleagues. He is highly prolific and brings to bear on everything that he undertakes a high level of competence, intellectual rigour and total commitment. His knowledge of Indian agricultural development under irrigation has been a very important asset.

December 6, 1985

Dear Mr. Gibbons:

Mr. Clausen has asked me to respond to your letter requesting an extension of assignment for our Loaned Executive, Mr. Bernard Hubert.

We understand that you are facing important follow-up after the Campaign's closing on December 4. We are, therefore, pleased to authorize Mr. Hubert to assist in this work through December 31.

Good luck with your wrap-up work on another record breaking year for the United Way Campaign.

Sincerely,

Roy Southworth
Assistant to the President

Mr. Thomas M. Gibbons
United Way Campaign
Loaned Executive Program
c/o C & P Telephone
1710 H Street, N.W.
Washington, D.C. 20006

cc: Messrs. Maguire, Stone
Messrs. Botafogo, Vogl, North, Dewey, Hubert

YH:rgsy
Log # 1478

December 3, 1985

Dear Mr. Minister:

I would like to take this opportunity to confirm your discussions with Mr. Lari during the Annual Meetings, on the proposed visit of myself and Mr. Wapenhans. We are both looking forward to the visit.

Our suggestion is to arrive, via Djibouti, on the morning of Friday, January 10, and depart from Aden in the afternoon of Sunday, January 12 by car to Taiz.

I hope that it may be possible to arrange meetings with the President and the Prime Minister, with perhaps some visits to IDA-financed project sites. When Roberto Fernandes, the Programs Division Chief, visits PDRY in December he could discuss further details with you.

Kind regards.

Sincerely,

(Signed) A. W. Clausen

A. W. Clausen

His Excellency Dr. Farag Bin Ghanem
Minister of Planning
Aden
People's Democratic Republic of Yemen

Cleared with and cc: Messrs. Lari (EM1); Southworth (EXC)

cc: Messrs./Mdme. Stern (SVPOP); Wapenhans (EMNVP) (o/r);
Moreau, Rangachar, Garrison (EM1)

HDenton:jmd

December 3, 1985

Dear Jacques:

Enclosed is a copy of my speech which will be delivered next Monday in Buenos Aires. As I mentioned to you, it describes the debt problem and discusses the importance of resumed growth for reducing the debt servicing ratio. It also describes the impediments to resumed growth and outlines the concerted actions required by all participants to make sustainable growth a reality.

Warm regards.

Sincerely,

A. W. Clausen

Mr. Jacques de Larosiere
Managing Director
International Monetary Fund
IMF 12-300C

MS:MH

December 3, 1985

Dear Mr. Akhtar:

Thank you for your letter inviting me to contribute a message for publication on the occasion of the February 1986 Silver Jubilee of the Agriculture Development Bank of Pakistan. The World Bank is indeed proud to have been associated with the fine work of the ADBP during the last twenty five years, and we will be pleased to make a contribution to the special edition of "Pakistan Agriculture".

Your letter mentions no specific length, but I will assume, unless I hear to the contrary, that a 250-word piece will meet your requirements. We will be sending it to you shortly.

Sincerely,



A. W. Clausen

M. Sajjad Akhtar
Managing Editor
"Pakistan Agriculture"
9, Shafi Court
Merewether Road
P. O. Box 10449
Karachi-4, Pakistan

bcc: Messrs. Koelle, Grenfell
Mesdames Maguire, Sheen

JG:MH:sbp

(Log #1430)

December 3, 1985

Dear Mr. Gibbons:

Thank you for your letter of November 22, 1985. The prospects of another record breaking year for the United Way Campaign is good news indeed.

We understand that you are facing important follow-up work after the closing of the campaign on December 4 and are pleased to authorize Thelma Jones to stay on through the 18th of December to help you finish up. Good luck with the remainder of the program.

Sincerely,

A. W. Clausen

Mr. Thomas M. Gibbons
United Way Campaign
Loaned Executive Program
C & P Telephone
1710 H Street, N.W.
Washington, D.C. 20006

bcc: Messrs. Botafogo, Vogl, Dewey
Ms. Maguire

YH:VRS:sbp

(Log #1437)

December 3, 1985

Dear Mr. Minister:

Thank you for your kind note concerning my retirement from The World Bank.

Having the opportunity to visit many of the Bank's member countries, such as Colombia, has been a source of great satisfaction during my years here. It has been heartening to see the progress that has been made and to know that the Bank has had a part in aiding this progress.

It is dedicated people such as yourself who will continue to make the difference in these countries, and I wish you well in your new position as Minister of Finance. With the recent tragedy that has devastated your country, I know that you have your work cut out for you. Please be assured that the Bank is ready to help in any way that it can.

Once again, I appreciate your writing and the sentiments that you expressed.

Sincerely,



A. W. Clausen

His Excellency
Hugo Palacios Mejia
Minister of Finance
Ministry of Finance
Bogota, Colombia

MH

December 3, 1985

Dear Lee:

Forgive the late reply to your letter. I have not forgotten the earlier offer of the Anti-Defamation League of B'nai B'rith, mentioned in your letter, to hold a dinner in my honor. And I am flattered that it should be renewed on the occasion of my retirement.

I am happy to accept in principle, but would appreciate it if B'nai B'rith would agree to schedule the occasion for after June 30, 1986. During the intervening months I am, as you can imagine, very heavily committed with engagements both in and out of Washington. Might we think, then, in terms of a San Francisco or New York engagement in the latter half of 1986? Our respective offices can meanwhile work on this.

Warm regards,

Sincerely,

A. W. Clausen

Mr. Leland S. Prussia
Chairman of the Board
Bank of America
Box 37000
San Francisco, CA 94137

cc: Messrs. Koelle, Grenfell, Southworth
Mesdames Maguire, Sheen

J.Grenfell/avs 12/02/85
#1326

December 3, 1985

Dear Elmer:

Thank you for your note of November 12. I'm sorry for the late reply--my staff was slow in bringing it to my attention.

As you probably already know, I have been in touch with Charles Bowsher and Kenneth Dye. We plan to continue our efforts to improve the effectiveness of Auditors-General, both at the international and regional levels through collaboration with INTOSAI. We will also continue our work to strengthen the audit function at the country level through our lending operations. Maurice Mould from our Projects Policy Department will keep in touch with Kenneth and Charles to facilitate an ongoing exchange of information and views.

It was good to see you at Brookings and hope our path cross again in the not so distant future.

Thanks again for writing, Elmer.

Warm regards.

Sincerely,



A. W. Clausen

Mr. Elmer B. Staats
5011 Overlook Road, N.W.
Washington, D.C. 20016

bcc: Mr. M. Mould

SBP:VRS

(Log #1394)

December 3, 1985

Dear Mr. Warden:

Thank you for your letter renewing the invitation to address the Comstock Club.

I wish I could accept, but regretfully I must once again decline. My very heavy travel and speaking schedule from now until my retirement from the Bank on June 30, 1986, just does not permit me to take on any more engagements.

I hope you will understand the constraints on my time. Meanwhile, my best wishes to you and the Comstock Club's membership.

Sincerely,

A. W. Clausen

Mr. Rex W. Warden
President
The Comstock Club, Inc.
2206 K Street
Sacramento, CA 95816

cc: Messrs. Koelle, Grenfell, Southworth
Mesdames Maguire, Sheen

J.Grenfell/avs 12/03/85
#1406

December 3, 1985

Dear Mr. Minister:

I would like to take this opportunity to confirm your discussions with Mr. Lari during the Annual Meetings, on the proposed visit of myself and Mr. Wapenhans. We are both looking forward to the visit.

Our suggestion is to arrive, via Djibouti, on the morning of Friday, January 10, and depart from Aden in the afternoon of Sunday, January 12 by car to Taiz.

I hope that it may be possible to arrange meetings with the President and the Prime Minister, with perhaps some visits to IDA-financed project sites. When Roberto Fernandes, the Programs Division Chief, visits PDRY in December he could discuss further details with you.

Kind regards.

Sincerely,

(Signed) A. W. Clausen

A. W. Clausen

His Excellency Dr. Farag Bin Ghanem
Minister of Planning
Aden
People's Democratic Republic of Yemen

Cleared with and cc: Messrs. Lari (EM1); Southworth (EXC)

cc: Messrs./Mdme. Stern (SVPOP); Wapenhans (EMNVP) (o/r);
Moreau, Rangachar, Garrison (EM1)

HDenton:jmd

December 3, 1985

Dear Pepe:

Thank you very much for your letter inviting me to speak at the March 13, 1986, Seminar in Mexico City, organized by your Commission on Financial Affairs of the Mexican Chapter of the ICC.

I would much have enjoyed joining you, but regretfully I have to decline as I shall be on a visit to South Asia at that time.

If you feel that the participation of another senior officer of the Bank would be useful, please contact Ms. Marjorie Sheen of our Information and Public Affairs Department, who would be delighted to help make such arrangement. She can be reached by telephone on (202) 477-9039.

May I take this opportunity to congratulate you on your appointment to the Chair of the Commission on Financial Affairs, and to wish your Seminar every success.

Sincerely,



A. W. Clausen

Mr. Jose Carral E.
Senior Vice President
Representative
Bank of America
Paseo de la Reforma 116
Piso 7
Mexico 6, D.F., Mexico

cc: Messrs. Koelle, Grenfell, Southworth
Mesdames Maguire, Sheen

✓ J.Grenfell/avs 12/02/85
#1425

December 3, 1985

Dear Mr. Carter:

Thank you for inviting me to speak on "The World Bank and Urban Transport" at the First Annual Meeting of the International Mass Transit Association, in Washington, D.C., on February 17, 1986.

Regretfully I have to decline. My schedule of speaking engagements in the first quarter of 1986 is already overcommitted, and I am unable to add to it. I wonder, however, whether you might be interested in the participation of another senior officer of the Bank with a specialist knowledge of this very important field of development. If so, Ms. Marjorie Sheen of our Information and Public Affairs Department, who can be reached by telephone on (202) 477-9039, would be delighted to help arrange this.

I do hope you understand the constraints on my time. Meanwhile, may I take this opportunity to wish your Association every success as it enters its second year.

Sincerely,



A. W. Clausen

Mr. C. Carroll Carter
Executive Director
International Mass
Transit Association
1190 National Press Bldg.
Washington, DC 20045

cc: Messrs. Koelle, Grenfell, Southworth
Mesdames Maguire, Sheen

✓ J.Grenfell/avs 12/02/85
#1438

December 2, 1985

The Right Honorable
Kebby S. K. Musokotwane
Prime Minister
Office of the Prime Minister
P.O. Box 30208
Lusaka, Zambia

Dear Mr. Prime Minister:

Thank you for your most interesting letter of November 1, 1985, describing the progress Zambia has made in its effort to rehabilitate the mining industry. You have indeed made good progress in this effort which is very encouraging.

It is true, as you state in your letter, that mining will remain the mainstay of the Zambian economy for several years to come. It is also true, however, that the economy must diversify rapidly to lessen the dependence on copper because Zambia's reserve of that resource is depleting and world demand will not support the price levels which earlier had been forecast for copper. This makes it imperative that the industry operate efficiently, in the use of both foreign exchange and domestic resources, so that it may make the maximum contribution to the diversification programs in other sectors of the economy. This is also, of course, the rationale behind the studies and other measures being implemented under the aegis of the Export Rehabilitation and Diversification Project.

The effort that your Government is making to bring about the necessary structural changes in the economy is highly commendable. Your economic reform program is right on the mark and the increased efficiency of the mining industry will enhance the flow of resources to the other productive sectors of the economy. These efforts deserve the full support of the international community.

You may be assured, Mr. Prime Minister, of the full support of the World Bank in this critical task. Our regional staff will take a careful look at ZCCM's Production and Investment Plan and will provide the Company with comments as quickly as possible. We expect to continue to assist Zambia with the economic and financial recovery program as fully as our limited resources will allow.

Sincerely,

A. W. Clausen
President

cw & cc: Mr. Messenger, EAlSA

cc: Messrs. Kraske, EAlDR; Golan, Ms. Haug, Lietard, IND; Munthali,
Hansen, Durdag and Westin, EAlSA

GGebhart:cr

December 2, 1985

Dear Juan:

Thank you for your letter concerning Santiago Chinchay. I understand from my colleagues in Energy and Industry that they are in the process of studying his application, but that no decision has been made. I will certainly be happy to pass your recommendation on to Jean-Loup Dherse and also to our Personnel Department for their further consideration.

Thanks again for your input on Mr. Chinchay. It was good to hear from you.

Warm regards.

Sincerely,



A. W. Clausen

Mr. Juan F. Casabonne
A. Aspillaga 125
Lima 27, Peru

✓ bcc (w/ incoming): Mr. Dherse
Mr. Chandran

MH

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex
IMPORTANT—PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORM

Typewritten
Character
Must Fall
Completely in
Box!

PAGE
OF

OFFICIAL DEPT/DIV
ABBREVIATION

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)

START
2 HERE

BOOK OF TWO

1) MR. LEWIS T. PRESTON

CHAIRMAN OF THE BOARD

MORGAN GUARANTY TRUST COMPANY

NEW YORK, N.Y.

TELEX NO.: TWX 710-581-4040

2) THE RT. HON. LORD RICHARDSON OF DUNTISBOURNE, MBE, TD, PC

THE BANK OF ENGLAND

LONDON, ENGLAND

TELEX NO.: 885001

END
OF
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE:		TELEX NO.:		DATE:	
SUBJECT:		DRAFTED BY:		EXTENSION:	
CLEARANCES AND COPY DISTRIBUTION:		AUTHORIZED BY (Name and Signature):			
		DEPARTMENT:			
		SECTION BELOW FOR USE OF CABLE SECTION			
		CHECKED FOR DISPATCH			

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex
IMPORTANT—PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORMTypewritten
Character
Must Fall
Completely in
Box!

PAGE

OF

1

2

OFFICIAL DEPT/DIV
ABBREVIATION

EXC

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)START
2 HERE

FOR YOUR INFORMATION, JACQUES DE LAROSIERE AND I RELEASED THE
FOLLOWING STATEMENT ON THE DEBT STRATEGY TODAY. QUOTE
ON THE OCCASION OF THE ANNUAL MEETINGS OF THE INTERNATIONAL
MONETARY FUND AND THE WORLD BANK IN SEOUL, KOREA, IN OCTOBER,
THE GOVERNOR OF THE FUND AND THE BANK FOR THE UNITED STATES,
SECRETARY OF THE TREASURY, JAMES A. BAKER, III, OUTLINED "A
PROGRAM FOR SUSTAINED GROWTH", AN INITIATIVE TO STRENGTHEN
THE INTERNATIONAL DEBT STRATEGY. THE ESSENTIAL ELEMENTS OF
THAT INITIATIVE COULD BE SUMMARIZED AS COLON FIRST, THE
ADOPTION BY "DEBTOR COUNTRIES OF COMPREHENSIVE MACROECONOMIC
AND STRUCTURAL POLICIES, SUPPORTED BY THE INTERNATIONAL
FINANCIAL INSTITUTIONS, TO PROMOTE GROWTH AND BALANCE OF
PAYMENTS ADJUSTMENT, AND TO REDUCE INFLATION" SEMICOLON
SECONDLY, A CONTINUED CENTRAL ROLE FOR THE IMF, IN CONJUNCTION
WITH AN ENHANCED ROLE FOR THE WORLD BANK AND OTHER MULTILATERAL
DEVELOPMENT BANKS REFLECTED IN INCREASED AND MORE EFFECTIVE
STRUCTURAL ADJUSTMENT LENDING SEMICOLON THIRDLY, "INCREASED
LENDING BY THE PRIVATE BANKS IN SUPPORT OF COMPREHENSIVE
ECONOMIC ADJUSTMENT PROGRAMS".

IN RECENT DISCUSSIONS BY THE EXECUTIVE BOARDS OF THE TWO
INSTITUTIONS BROAD SUPPORT WAS EXPRESSED FOR THIS DEBT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE:

TELEX NO.:

DATE:

SUBJECT:

DRAFTED BY:

EXTENSION:

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

DEPARTMENT:

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex
IMPORTANT—PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORMTypewritten
Character
Must Fall
Completely in
Box!

PAGE

OF

OFFICIAL DEPT/DIV
ABBREVIATION

MESSAGE NUMBER

TEST NUMBER
(FOR CASHIER'S USE ONLY)

2

2

EXC

START
2 HERE

INITIATIVE, WHICH IS GEARED TO DEALING WITH THE PROBLEM IN
THE CONTEXT OF GROWTH AND ADJUSTMENT.

THE PRESIDENT OF THE WORLD BANK AND THE MANAGING DIRECTOR OF
THE IMF WISH TO EXPRESS THEIR STRONG SUPPORT FOR THE INITIATIVE
WHICH, GIVEN THE URGENCY OF THE PROBLEMS, SHOULD BE TRANSLATED
INTO POSITIVE AND CONCRETE ACTIONS AS SOON AS POSSIBLE.
THE IMF AND THE WORLD BANK, IN CLOSE COLLABORATION, ARE READY
AND WILLING TO PLAY THEIR PARTS IN THE IMPLEMENTATION OF THE
INITIATIVE AND TO THAT END WILL COOPERATE FULLY AND CONSTRUCTIVELY
WITH THEIR MEMBERSHIP AND WITH ALL PARTIES IN THESE CONCERTED
EFFORTS TO DEAL WITH DEBT PROBLEMS AND ESTABLISH THE BASIS FOR
SUSTAINED ECONOMIC GROWTH. UNQUOTE.
WARM REGARDS, TOM CLAUSEN.

END
OF
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE:

TELEX NO.:

DATE: DEC. 2, 1985

SUBJECT:

DRAFTED BY:

MH

EXTENSION:

72001

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature):

A. W. Clausen

DEPARTMENT:

Office of the President

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH