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THE WORLD BANK
Washington, D.C.

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The World Bank
1818 H Street NW
Washington DC 20433
Telephone: 202-473-1000
Internet: www.worldbank.org

PUBLIC DISCLOSURE AUTHORIZED

McNamara Papers

1971 (Oct.)
Vol 23

The World Bank Group
Archives



1771881

A1995-252 Other #: 2

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President's papers - Robert S. McNamara Chronological files - (outgoing) - Chrons 23

DECLASSIFIED

WBG Archives

489/7/154

Mr. Claude Isbister

October 27, 1971

Robert S. McNamara

GUINEA: Letter from ALCAN

I refer to the letter dated September 28, 1971 from Mr. Nathanael V. Davis, President, Aluminum Company of Canada to the Secretary of State for External Affairs in Ottawa which you sent me with your memorandum of October 19, 1971.

At the present time, we have no source of information other than that contained in the newspaper "Horoya", which is referred to in the above-mentioned letter.

Given the situation prevailing in Guinea at the present time, I do not consider it advisable to make any further inquiries and I do not see what constructive role the Bank could play at this time. I will keep you in touch with any significant developments we hear of.

(Signed) Robert S. McNamara

cc: Messrs. Cope
Broches

RChaufournier:sm:mo'h

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

Mr. McNamara:

October 19, 1971

We have received two communications from the Pakistan Government which we have not yet acknowledged. On August 6 we received a letter from M.M. Ahmad, Head of the Pakistan Planning Commission, which enclosed preliminary comments on the Bank report on East Pakistan. On August 13 we received, through Ambassador Hilaly, a message from President Yahya Khan urging the Bank to help Pakistan reschedule its external debts through the Pakistan Consortium. Because of the delicate nature of these subject matters, Area Department has not wished to prepare an acknowledgment to either of these two incoming communications. In checking with Mr. Votaw today, he informed me that his Department now had concluded that no acknowledgments to either of these would be necessary. Please advise if we can eliminate these two communications from our log of unanswered letters.

LEC



10/26 TO MR. GÉRIN-LAJOIE
Paul I have just received
CANADIAN INTERNATIONAL DEVELOPMENT AGENCY
AGENCE CANADIENNE DE DÉVELOPPEMENT INTERNATIONAL
OTTAWA 4 499/7/153

October 19, 1971.

OCT 26 REC'D

PRESIDENT
PRESIDENT

Mr. Robert McNamara,
President,
I.B.R.D.,
1818 H. Street N.W.,
Washington, D.C. 20433.

Dear Bob:

As one of the persons who joined in urging consideration of a "Bellagio-type" meeting on education, you may have a special interest in my response to the information which I have received from the first planning meeting. My suggestions to David Bell, a copy of which is attached to this letter, have been kept brief and require to be interpreted in the light of the discussion of the first planning meeting convened by the Ford and Rockefeller Foundations on September 21.

As Mr. Duncan Ballantine was a participant in the planning meeting, he could set forth for you the context in which my recommendations for further planning should be viewed.

I should like to emphasize my view that "Bellagio One on Education" be taken, in the first instance, as an opportunity to identify main issues in education in relation to development. These issues should be defined in a way that will help to free us from too much reliance upon specified educational methodologies or undue fondness for certain types of programs.

I should very much appreciate having your reactions to the ideas I have set out in my letter to Dave. I am leaving tonight for India and Pakistan and will be back in my office on November 8.

Sincerely,

Paul Gérin-Lajoie

ENCL.

planning the conference. I question however whether we can avoid discussing pedagogical processes + the articulation of structural systems. I concur in your recommendation #3. Please excuse this handwritten note - I am without a secretary. Best wishes, Paul



CANADIAN INTERNATIONAL DEVELOPMENT AGENCY
AGENCE CANADIENNE DE DÉVELOPPEMENT INTERNATIONAL
OTTAWA 4

October 19, 1971

PRESIDENT
PRÉSIDENT

Mr. David Bell
Ford Foundation
320 East 43rd Street
New York, N. Y. 10017

Dear David:

I am pleased that the planning for a Bellagio-type meeting on education has commenced so auspiciously. Following the planning meeting in New York on September 21 a detailed report was submitted to me. Since then, extensive discussion has taken place among some of my collaborators and myself. I wish to apprise you of my reactions in the hope that they may have some bearing on subsequent planning. My comments will be as brief as possible, touching only upon major policy issues. I would welcome your response to the ideas offered here and hope that we may agree on some key points to be explored in greater detail at a subsequent planning meeting.

RECOMMENDATION ONE

I believe that representatives from developing countries should be involved in planning the projected conference. Since there were no representatives from developing countries at the meeting of September 21, I would urge that at least one more such meeting should be held with these representatives in attendance. I assume that one of the purposes of our planning is to establish a focus for the discussions at Bellagio. I do not think that any such focus should merely reflect the "donor's strategy" for applying educational techniques to development. When I look at it in this light, it becomes imperative that representatives from developing countries should be given a real opportunity to contribute to our preparatory work. I would think that some such person as Senteza Kajubi, National Institute of Education, Uganda, would be an effective contributor to planning.

It also occurs to me that if it has already been accepted in principle that distinguished representatives of the developing countries should participate at Bellagio, both at the highest policy level of discussion and in technical sessions, the selection of these participants is itself a part of the planning process. I do not think that such a selection can be effectively made without the help of persons from the developing countries.

RECOMMENDATION TWO

The Bellagio meeting on education should aim at developing some common view of donors and recipients which will emphasize the centrality of learning in all other aspects of development. Learning systems in their broad relation to certain objectives of development, rather than the narrower matter of techniques or programs of education, should be acknowledged as the central issue. On the technical side, we might give particular emphasis to identifying those "learning systems" that can be used to meet the wide range of demand for educational opportunities that is an integral part of the development process. This approach seems to me to have more merit than one that might suggest that our attention is centered narrowly on pedagogical processes or the development of properly articulated institutional systems.

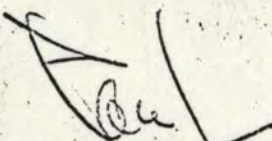
RECOMMENDATION THREE

The Bellagio meeting should isolate essential questions by means of which heads of agencies and officials of developing countries can examine ways in which they may cooperate in shaping programs to meet learning needs. I know that a detailed program or set of priorities for educational aid cannot emerge from a three day discussion. However, I am satisfied that we can at least identify certain of the basic questions that should be asked and answered in shaping assistance requests and responses. Even this much would provide us with a somewhat surer framework in which to work either as agency heads or as government leaders.

I hope that these observations will make some contribution toward establishing the ground-work for the proposed conference. I would appreciate having your thoughts on the issue I have raised. I have written to Bob McNamara enclosing a copy of my letter to you and asking, similarly, for his reactions. I realize that time is a factor in our planning. I am leaving almost immediately for India and Pakistan and will not be back in my office until the 8th of November. However, I will be ready to take the matter up immediately following my return.

Best regards.

Yours Sincerely,



Paul Gérin-Lajoie

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

489/7/152
INTERNATIONAL FINANCE
CORPORATION

OUTGOING WIRE

TO: U THANT
SECRETARY GENERAL
UNITED NATIONS
NEW YORK

DATE: OCTOBER 26, 1971

CLASS OF
SERVICE: TELEX

COUNTRY: USA

TEXT:
Cable No.: THE BANK ACKNOWLEDGES YOUR CABLE DATED OCTOBER 26, 1971 ON THE
QUESTION OF THE REPRESENTATION OF CHINA IN THE UNITED NATIONS STOP
THE CABLE HAS BEEN BROUGHT TO THE ATTENTION OF THE EXECUTIVE DIRECTORS
OF THE BANK STOP YOU WILL BE PROMPTLY INFORMED OF ANY ACTIONS WHICH
THE BANK MIGHT TAKE ON THE MATTER

ROBERT S. McNAMARA
PRESIDENT
INTERNATIONAL BANK FOR RECONSTRUCTION
AND DEVELOPMENT

489 / 7 / 149

For Mr. McNamara's Office

OCT 26 1971

M. André Postel-Vinay
Directeur général
Caisse Centrale de Coopération
Economique
223, Boulevard Saint-Germain
75-Paris 7e, France

Monsieur le Directeur général,

Comme vous le savez sans doute, les activités de la Banque Mondiale s'accroissent considérablement, et cet accroissement s'accompagne d'une augmentation importante de ses effectifs. Soucieux d'assurer au personnel des services de la Banque un régime de traitements et indemnités qui soit à la fois adapté à nos besoins propres et équitable par rapport à celui du personnel d'institutions analogues, j'ai estimé nécessaire de recueillir auprès de certaines de ces institutions des renseignements relatifs au régime qu'elles appliquent. Parmi ces institutions, la Caisse Centrale de Coopération Economique est manifestement, en raison de son importance, particulièrement qualifiée pour fournir des indications précieuses à cet égard. Je prends donc la liberté de vous demander de bien vouloir m'accorder votre concours pour l'exécution de cette tâche, à laquelle j'attache la plus haute importance du point de vue du bon fonctionnement et de l'efficacité du Groupe de la Banque Mondiale.

Pour procéder à un examen complet et détaillé des divers aspects de notre régime de traitements et indemnités, nous avons fait appel à une société internationale d'étude de la gestion, McKinsey and Company. Nous avons en outre demandé à McKinsey de procéder à une enquête sur les régimes de traitements et indemnités appliqués dans un certain nombre d'organisations internationales, d'organismes bilatéraux de développement, d'institutions universitaires et dans quelques entreprises du secteur privé. Actuellement, les services de cette société préparent une brochure dans laquelle est décrit un certain nombre de postes du Groupe de la Banque. Si, comme je l'espère, vous nous accordez votre concours, ils vous en feront parvenir un exemplaire et vous demanderont de leur fournir des renseignements concernant des postes analogues de la Caisse Centrale ainsi que certaines données générales telles que le nombre et la composition des cadres, le régime des traitements et indemnités, etc. Des représentants de McKinsey viendront ensuite s'entretenir avec les membres compétents des services de la Caisse Centrale, afin de vérifier l'interprétation des données recueillies. Lorsque l'enquête sera terminée, McKinsey vous en communiquera les résultats, en résumant dans son rapport les informations recueillies, mais sans toutefois divulguer de renseignements concernant les diverses organisations qui auront participé à l'enquête. Ce rapport pourrait vous être utile au cas où vous auriez un jour à examiner des questions du même ordre.

/...

Peut-être estimerez-vous confidentiels certains des renseignements que McKinsey vous demandera de fournir. Dans ce cas, nous ferons certainement en sorte que seuls mes proches collaborateurs et moi-même en prenions connaissance. La société McKinsey a une grande expérience des enquêtes relatives aux traitements et indemnités, dont le caractère confidentiel est manifeste. Soyez convaincu que nous nous conformerons entièrement à vos souhaits sur ce point.

Nous espérons que les brochures en cours de préparation seront prêtes à temps pour que l'enquête puisse commencer fin octobre, et nous souhaiterions que les réponses aux questionnaires parviennent à McKinsey le 20 novembre au plus tard. Je n'ignore pas que les délais que nous vous proposons sont courts, mais les services de McKinsey et nous-mêmes feront tout notre possible pour ne vous demander que les renseignements strictement nécessaires à l'enquête. Si, comme je l'espère, vous nous confirmez que la Caisse Centrale accepte de nous apporter son concours, je vous serais reconnaissant de nous indiquer la personne ou le service avec lequel nous devons nous mettre en rapport.

Je vous serais très obligé de bien vouloir me faire savoir sans tarder si nous pourrions bénéficier de votre coopération à l'occasion de cette très importante entreprise et vous prie d'agréer, Monsieur le Directeur général, l'assurance de ma considération distinguée.

(Signed) Robert S. McNamara

Robert S. McNamara

M. Andre Postel Vinay
Directeur-General
Caisse Centrale de
Cooperations Economiques
233 Boulevard Saint Germain
75-Paris 7, France

Dear M. Vinay:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. The Caisse Centrale is obviously a very important organization for us in any survey encompassing analogous institutions, and it is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in the Caisse Centrale together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey. This report may well be of value to you in your consideration of similar questions.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, we would certainly ensure that such information is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

M. Andre Postel Vinay

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that the Caisse Centrale will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

Robert S. McNamara

Mr. Franco Maria Malfatti
President de la Commission
des Communautés Européennes
200 rue de la Loi
B-1040 Brussels, Belgium

Dear Mr. Malfatti:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. The Common Market is obviously a very important organization for us in any survey encompassing analogous institutions, and it is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in the Common Market together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey. This report may well be of value to you in your consideration of similar questions.

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/...

Mr. Franco Maria Malfatti

- 2 -

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I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

Robert S. McNamara

For Mr. McNamara's Office

489/7/148
OCT 26 1970

M. Franco Maria Malfatti
Président de la Commission
des Communautés Européennes
200, rue de la Loi
B-1040 Bruxelles, Belgique

Monsieur le Président,

Comme vous le savez sans doute, les activités de la Banque Mondiale s'accroissent considérablement, et cet accroissement s'accompagne d'une augmentation importante de ses effectifs. Soucieux d'assurer au personnel des services de la Banque un régime de traitements et indemnités qui soit à la fois adapté à nos besoins propres et équitable par rapport à celui du personnel d'institutions analogues, j'ai estimé nécessaire de recueillir auprès de certaines de ces institutions des renseignements relatifs au régime qu'elles appliquent. Parmi ces institutions, la Commission des Communautés Européennes est manifestement, en raison de son importance, particulièrement qualifiée pour fournir des indications précieuses à cet égard. Je prends donc la liberté de vous demander de bien vouloir m'accorder votre concours pour l'exécution de cette tâche, à laquelle j'attache la plus haute importance du point de vue du bon fonctionnement et de l'efficacité du Groupe de la Banque Mondiale.

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/...

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Nous espérons que les brochures en cours de préparation seront prêtes à temps pour que l'enquête puisse commencer fin octobre, et nous souhaiterions que les réponses aux questionnaires parviennent à McKinsey le 20 novembre au plus tard. Je n'ignore pas que les délais que nous vous proposons sont courts, mais les services de McKinsey et nous-mêmes ferons tout notre possible pour ne vous demander que les renseignements strictement nécessaires à l'enquête. Si, comme je l'espère, vous nous confirmez que la Commission accepte de nous apporter son concours, je vous serais reconnaissant de nous indiquer la personne ou le service avec lequel nous devrions nous mettre en rapport.

Je vous serais très obligé de bien vouloir me faire savoir sans tarder si nous pourrions bénéficier de votre coopération à l'occasion de cette très importante entreprise et vous prie d'agréer, Monsieur le Président, l'assurance de ma haute considération.

(Signed) Robert S. McNamara

Robert S. McNamara

RAClarke:ss
October 21, 1971

For Mr. McNamara's Office

489/7147
OCT 26 1971

Dr. Derek C. Bok
President
Harvard University
Cambridge
Massachusetts 02138

Dear Dr. Bok:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions at Harvard together with a certain amount of background data (the size and composition of the academic staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey. This report may well be of value to you in your own consideration of this complex matter.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, McKinsey would certainly ensure that such information is not disclosed to us or, with your agreement, is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Dr. Bok

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that Harvard University will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

RAClarke:ss
October 19, 1971

489/7/746

For Mr. McNamara's Office

OCT 26 1971

Dr. Donald Morrison
President
National Education Association
1201 16th Street, N.W.
Washington, D. C. 20036

Dear Dr. Morrison:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

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/...

Dr. Donald Morrison

- 2 -

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I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

RAClarke:ss
October 21, 1971

489 / 7 / 145

For Mr. McNamara's Office

OCT 26 1971

Mr. Galo Plaza
Secretary-General
Organization of American States
General Secretariat
Washington, D. C. 20006

Dear Mr. Plaza:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

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/...

Mr. Galo Plaza

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that the O.A.S. will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

RAClarke:ss
October 21, 1971

489/7 /144
OCT 26 1971

For Mr. McNamara's Office

Dr. Melvin M. Payne
President
National Geographic Society
17th & M Streets, N.W.
Washington, D.C. 20036

Dear Dr. Payne:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs for non-professional and general services staff in a limited number of institutions in the Washington area. They are at present preparing a booklet describing a number of such positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in the National Geographic Society together with a certain amount of background data (the size and composition of the staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey. This report may well be of value to you in your own consideration of this complex matter.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, McKinsey would certainly ensure that such information is not disclosed to us or, with your agreement, is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Dr. Melvin M. Payne

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that the National Geographic Society will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

RAClarke:ss
October 21, 1971

489/7/142

October 21, 1971

Excellency:

I wish to acknowledge your letter of October 13 applying for Bahrain's membership in the International Bank for Reconstruction and Development. This is being brought to the notice of the Executive Directors of the Bank.

I note that you have been authorized to conduct, on behalf of your Government, the negotiations with the Bank regarding the application and to transmit any information which may be required in this connection.

I also note that Bahrain has applied for membership in the International Monetary Fund.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
Sayed Mahmood Al-Alawi
Minister of Finance and National Economy
Bahrain

UKGhoshal:ss

489 / 7 / 141

SOEJIMA

OCTOBER 20, 1971

INTBAFRAD

TELEX

TOKYO

JAPAN

313

REURCAB 407 DEPARTURE TOKYO NOVEMBER EIGHT AT HOURS 0900 WITH JL-713
FOR BANGKOK. GRATEFUL FOR ANY BRIEFING MATERIALS WHICH COULD REACH US
HERE BEFORE WE LEAVE ON NOVEMBER TWO. BRIEFING DOCUMENTS MAY ALSO REACH
US AT KAHALA HILTON IN HONOLULU WHERE WE STAY OVERNIGHT ON NOVEMBER TWO.
WE WOULD WISH TO BE INFORMED OF THE FULL ATTENDANCE AND GUEST LIST FOR
ALL MEETINGS, LUNCHEONS AND DINNERS. FOR YOUR INFORMATION, WE DO NOT
BRING BLACK TIE ATTIRE SINCE WE UNDERSTAND THIS WILL NOT BE REQUIRED IN
ANY OF THE COUNTRIES WE VISIT. REGARDS.

L.E. CHRISTOFFERSEN

INTBAFRAD

Sir Denis Rickett
cc: Shoaib
Demuth
Goodman
Fontein
Clark

L.E. Christoffersen

Personal Assistant to the President

LEC:pay

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

DATE AND TIME

OF CABLE: OCTOBER 20, 1971

LOG NO.: ITT TELEX / 20

TO: INTBAFRAD

FROM: TOKYO

R O U T I N G

ACTION COPY: MR. CHRISTOFFERSEN

INFORMATION
COPY:

DECODED BY:

TEXT: 409 CHRISTOFFERSEN

1. FOREIGN MINISTRY STILL ASKS EXACT DEPARTURE PLANS PLEASE (TIME AND AIRCRAFT) SINCE PROTOCOL ARRANGEMENTS NECESSARY.
2. KEIDANREN (JAPAN FEDERATION OF ECONOMIC ORGANIZATIONS) LUNCH WILL AROUND LIMITED 20 PEOPLE, LEADING INDUSTRIALISTS, BANKERS, ETC. WELCOMING REMARKS WILL BE MADE BY UEMURA, PRESIDENT, AND WOULD LIKE MCNAMARA MAKE TEN TO 15 MINUTE STATEMENT ON NEEDS OF IDCS AND HOW WORLD BANK TRYING MEET THEM. THEN MEETING WOULD TURN INTO INFORMAL QUESTION AND ANSWERS.
3. OSAKA CHAMBER OF COMMERCE SPONSORED BREAKFAST WOULD LIMITED 13 LEADING PERSONALITIES WEST JAPAN BUSINESS WORLD. THREE INDIVIDUAL SPOKESMEN WILL MAKE SHORT STATEMENT THREE PROBLEMS--JAPAN-U.S. BUSINESS QUESTIONS, JAPAN-CHINA QUESTIONS, AND JAPANESE BUSINESS FORECAST. THEN EXTREMELY INFORMAL DISCUSSION WOULD FOLLOW.
4. FOREIGN MINISTRY ACCEDES ALL OTHER REQUESTS AND ADVICES YOUR TUESDAY MESSAGE (TELEX 308).
5. FOR YOUR INFORMATION, WE PREPARING SERIES TABLES AND CHARTS ISSUES WHICH WILL REPEATEDLY COME UP DURING VISIT. AND PROFILES ALL PERSONALITIES WHOM MCNAMARA WILL MEET.
6. FOREIGN MINISTRY NOW INFORMS IT WILL ANNOUNCE VISIT 25TH NOT 20TH AND EMBASSY WASHINGTON WILL PRESENT FINAL SCHEDULE FRIDAY YOUR OFFICE. REGARDS.

SOEJIMA

FOR INFORMATION REGARDING INCOMING CABLES, PLEASE CALL THE COMMUNICATIONS SECTION, EXT. 2021

JAC

ORIGINAL

489/7/140

NAKAHIRA
ASIANBANK
MANILA
PHILIPPINES

OCTOBER 20, 1971

TELEX

LETTER FROM MCNAMARA TO WATANABE ON WAY TO MANILA SUGGESTING MEETING ON
FRIDAY, NOVEMBER TWELVE AROUND HOURS 1745 UNTIL 1930 IF CONVENIENT.
IF NOT, PLEASE CONTACT SECRETARY MELCHOR TO SEE IF PROGRAM MAY BE
REARRANGED. FOR INFORMATION: MCNAMARA VISITING MANILA NOVEMBER TWELVE
THROUGH FOURTEEN AND WOULD VERY MUCH LIKE TO MEET WITH PRESIDENT WATANABE
AND VISIT ADB. PLEASE ADVISE. RECORDS

L.E. CHRISTOFFERSEN

INTBAFRAD

cc: SHAIB
JENOTH
GOODMAN
FONTEIN
CLARK

L.E. Christoffersen

Personal Assistant to the President

LEC:pay

10/20/71 0536 EST

440098 IBRD UI

ITT TELEX: FROM MANILA
October 20, 1971

Distribution

ASIANBK 7425071

Mr. Christoffersen

LEIF CHRISTOFFERSEN

INTBAFRAD WASHINGTONDC

RE PRESIDENT MCNAMARAS FORTHCOMING VISIT SHALL BE GRATEFUL
FOR INFORMATION REGARDING HIS SCHEDULE IN MANILA STOP
INCIDENTALLY PRESIDENT WATANABE WILL BE AWAY IN TOKYO
FROM NOVEMBER ELEVENTH AND RETURNING TO MANILA SUNDAY
FOURTEENTH ACCORDING TO PRESENT SCHEDULE

NAKAHIRA

ASIANBANK

•

440098 IBRD UIM

Oct 20 8 02 AM 1971
COMMUNICATIONS
SECTION

RECEIVED

489/7/138

October 19, 1971

Dear Mr. Watanabe:

As you will have heard from Secretary Melchor, I am planning to visit the Philippines from November 12 to 15. I will be meeting with political leaders, government officials and other groups to learn more about the Philippines and to discuss problems relating to its economic development.

I would also like to take the opportunity of my visit to meet informally with you and such associates as you may consider appropriate for an exchange of views. In agreement with Secretary Melchor who is coordinating the arrangements on the Philippine side, we have set aside Friday, November 12 from 6:00 to 7:30 p.m. for this purpose. I understand the proposed timing is convenient to you and look forward to seeing you.

With best regards.

Yours sincerely,

Robert S. McNamara

Mr. Takeshi Watanabe
President
Asian Development Bank
Commercial Center
P. O. Box 126
Makati, Rizal
Philippines

MAGould:mfb

cc: Messrs. Mapa
Clark
Goodman
Gould
✓Christoffersen

Cleared with & cc: Mr. Fontein

489 / 7 / 137

Monsieur le Premier Ministre,

J'ai l'honneur d'accuser réception de votre lettre en date du 15 septembre à laquelle j'ai été très sensible et dont je vous remercie vivement.

Vous avez bien voulu me renouveler, au nom de Monsieur le Président de la République et en votre nom personnel, l'invitation que vous m'aviez faite l'an dernier pour venir visiter la Tunisie. Croyez que j'ai bien regretté que mon emploi du temps ne m'ait pas permis jusqu'ici de me rendre dans votre pays. Aussi, comme je l'ai dit au Chef de la délégation de votre Gouvernement à notre Réunion annuelle, j'espère pouvoir inscrire dans mon calendrier de voyages pour la première moitié de 1972 une visite en Tunisie. C'est donc avec plaisir que j'accepte votre invitation et je suis sûr que nous pourrons trouver une date qui nous conviendra mutuellement. Je me propose de demander à Monsieur Benjenk d'évoquer cette question avec Son Excellence Mansour Mballa à l'occasion de la prochaine réunion du Groupe Consultatif.

En me réjouissant de vous revoir prochainement à Tunis, je vous prie de recevoir, Monsieur le Premier Ministre, les assurances de ma haute considération.

(Signed) Robert S. McNamara

Robert S. McNamara

Son Excellence Hedi Nouira
Premier Ministre de la
République Tunisienne
Tunis
Tunisie

Guy de Lusignan:ad

cc.: Bureau du Président (2)

le 12 octobre 1971

Unofficial translation

OCT 19 1971

My dear Mr. Prime Minister:

Thank you very much for your kind letter of September 15, inviting me, also on behalf of President Bourguiba, to visit Tunisia. I very much appreciate this renewed invitation and regret that my time did not allow me to accept it earlier.

As I already indicated to H.E. Mansour Moalla during our Annual Meeting I hope to be able to schedule a visit to Tunisia during the first half of 1972. I trust we will be able to find a mutually convenient date, and I have asked Mr. Benjenk to discuss this at the forthcoming Consultative Group Meeting with H.E. Mansour Moalla.

Hoping to see you again soon in Tunis, I remain,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency Hedi Nouira
Prime Minister of the
Republic of Tunisia

Tunis
Tunisia

Guy de Lusignan/
Wolfgang E. Siebeck:ad

cc.: Office of the President (2)

October 12, 1971

489/7/136

OCT 19 1971

My dear Prime Minister:

I was very pleased to receive the kind invitation conveyed in your letter of September 17, 1971 which H.E. Minister Sema handed me when we met on September 30 during our Annual Meeting. I shall indeed, be very happy to accept your invitation and I am delighted therefore that your Government has agreed to a visit from November 8 to November 12.

I very much look forward to meeting you again personally. The visit will give me an opportunity, not only to see at first hand something of the economic and social progress which Thailand has been making but also to discuss with you and your colleagues ways in which we might most effectively assist your country's development.

Sincerely,

((Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
Field Marshal Thanom Kittikachorn
Prime Minister
Kingdom of Thailand

cc. Mrs. Suparb Yossundara
Mr. R. Goodman
Mr. W. Clark
Mr. L. Christoffersen
Messrs. Gibbs/Neylan

NGibbs/ANeylan: tg

OCT 19 1971

489/7/135

Dear Mr. Watanabe:

As you will have heard from Secretary Melchor, I am planning to visit the Philippines from November 12 to 15. I will be meeting with political leaders, government officials and other groups to learn more about the Philippines and to discuss problems relating to its economic development.

I would also like to take the opportunity of my visit to meet informally with you and such associates as you may consider appropriate for an exchange of views. In agreement with Secretary Melchor who is coordinating the arrangements on the Philippine side, we have set aside Friday, November 12 from 6:00 to 7:30 p.m. for this purpose. I understand the proposed timing is convenient to you and look forward to seeing you.

With best regards.

Yours sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Takeshi Watanabe
President
Asian Development Bank
Commercial Center
P. O. Box 126
Makati, Rizal
Philippines

MAGould:mfb

cc: Messrs. Mapa
Clark
Goodman
Gould
Christoffersen

Cleared with & cc: Mr. Fontein

489/7/134

OCT 19 1971

Dear Mr. Prime Minister:

I just received your kind letter of October 13, 1971, in which you announce your visit to Washington at the beginning of November. I deeply regret that I will not have the pleasure of seeing you since I will be paying a visit to the Far East for several weeks, a commitment I entered into some time ago.

I had already informed Ambassador Debrah when he announced your visit, but his letter apparently must have crossed yours.

I am all the more sorry for not being able to meet with you since I would have been keenly interested in discussing with you the issues mentioned in your letter. But I hope we can follow this up in the not too distant future.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Honorable
Dr. K.A. Busia
Prime Minister of Ghana
The Castle, Osu
Accra, Ghana

cc: His Excellency
Ambassador Debrah

PRitter:mo'h

DECLASSIFIED
CONFIDENTIAL
SEP 18 2012

WBG ARCHIVES

489/7/133

SOEJIMA

OCTOBER 19, 1971

INTBAFRAD

TELEX

TOKYO

JAPAN

308

NO OBJECTION TO FOREIGN OFFICE ANNOUNCING VISIT AROUND OCTOBER TWENTY STOP
MCNAMARA WILL LEAVE JAPAN ON NOVEMBER EIGHT AND WILL VISIT THAILAND, PHILIPPINES,
SINGAPORE AND MALAYSIA STOP IN GENERAL THE PROPOSED PROGRAM IS ACCEPTABLE EXCEPT
FOR THE FOLLOWING COLON

AAA MCNAMARA CANNOT CONFIRM HIS WILLINGNESS TO PARTICIPATE IN PRESS CONFERENCE
STOP AS YOU KNOW HE NEVER GRANTS PRESS CONFERENCES DURING ANY OF HIS VISITS STOP
WE SHALL FURTHER DISCUSS THIS ITEM BUT FOR TIME BEING IT SHOULD NOT BE INCLUDED
IN THE OFFICIAL ITINERARY

BBB MCNAMARA DOES NOT WISH TO DELIVER A MAJOR SPEECH AT LUNCHEON MEETING WITH
JAPANESE BUSINESSMEN STOP PLEASE CABLE DETAILS OF HOW MANY AND WHO WILL BE
ATTENDING LUNCHEON AND INFORM US OF ITS PURPOSE AND PROGRAM STOP WE SHALL THEN
REVIEW THIS MATTER AGAIN

CCC BREAKFAST MEETING ON NOVEMBER FIVE WITH BUSINESS LEADERS IN OSAKA IS
ACCEPTABLE COMMA BUT HOPEFULLY THIS IS A SMALL GROUP WITH WHICH WE CAN MEET
INFORMALLY

DDD PLEASE EXCLUDE FORMAL LUNCHEON IN KYOTO STOP INSTEAD MCNAMARAS WILL BE GLAD

CONFIDENTIAL
DECLASSIFIED

SEP 19 2012

WBG ARCHIVES

- 2 -

TO LUNCH PRIVATELY WITH AMBASSADOR AND MRS KIRAA

EEE AFTER A SHORT PRIVATE LUNCHEON PLEASE BEGIN AFTERNOON PROGRAM IN KYOTO
AROUND HOURS THIRTEENTHIRTY AND TERMINATE IT NO LATER THAN BY HOURS
SEVENTEENTHIRTY

REGARDS

CHRISTOFFERSEN

Leif E. Christoffersen

Office of the President

LEC:ml

cc: Sir Denis Rickett
Mr. Goodman
Mr. Fontein

489/7/131

Mr. Emile van Lennep
Secretary-General
Organisation for Economic Co-operation
and Development
2 rue Andre-Pascal
Paris 16e, France

OCT 19 1971

Dear Mr. van Lennep:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. The OECD is obviously a very important organization for us in any survey encompassing analogous institutions, and it is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in OECD together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey. This report may well be of value to you in your consideration of similar questions.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, we would certainly ensure that such information is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Mr. Emile van Lennep

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that OECD will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

489/7/130

OCT 19 1971

Mr. Erich Bachem
Member of the Board of
Managing Directors
Kreditanstalt für Wiederaufbau
Palmengartenstrasse 5-9
6 Frankfurt am Main, Germany

Dear Mr. Bachem:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. The KfW is obviously a very important organization for us in any survey encompassing analogous institutions, and it is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in the KfW together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey. This report may well be of value to you in your consideration of similar questions.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, we would certainly ensure that such information is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Mr. Erich Bachem

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that the KPW will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

489/7/129

For Mr. McNamara's Office

OCT 19 1971

Mr. T. V. Learson
Chairman of the Board
International Business Machines Corporation
Armonk, New York 10504

Dear Mr. Learson:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs for non-professional and support staff in a limited number of organizations in the Washington Metropolitan area. They are at present preparing a booklet describing a number of such positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in I.B.M. In addition, they will seek a certain amount of background data on I.B.M. professional staff generally but without seeking to compare specific positions. This will include the size and composition of the professional staff, the salary structure and fringe benefits especially for expatriates, etc. Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, we would certainly ensure that such information is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Mr. Learson

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that you will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely

(Signed) Robert S. McNamara

Robert S. McNamara

RAClarke:ss

October 18, 1971

489/7/128

OCT 19 1971

Mr. J. H. Loudon
Chairman of the Board
Royal Dutch Shell Companies
30 Carel van Bylandtlaan
The Hague, Netherlands

^{John}
Dear Mr. Loudon:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in the Royal Dutch Shell Companies together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, McKinsey would certainly ensure that such information is not disclosed to us or, with your agreement, is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Mr. J.H. Loudon

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that the Royal Dutch Shell Companies will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

489/7/127

October 18, 1971

Mr. H. L. Baker
President
Stone and Webster, Inc.
90 Broad Street
New York, New York 10004

Dear Mr. Baker:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in Stone and Webster together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, McKinsey would certainly ensure that such information is not disclosed to us or, with your agreement, is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Mr. H. L. Baker

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that Stone and Webster will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

489/7/126

October 18, 1971

Mr. Newell Ellison
Covington & Burling
888 16th Street, N.W.
Washington, D.C. 20006

Dear Mr. Ellison:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a small number of legal positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in Covington & Burling together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, McKinsey would certainly ensure that such information is not disclosed to us or, with your agreement, is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Mr. Newell Ellison

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that Covington & Burling will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

489/7/125

October 18, 1971

Mr. John M. Meyer, Jr.
Chairman of the Board
Morgan Guaranty Trust Company
of New York
23 Wall Street
New York, New York 10016

Dear Mr. Meyer:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in the Morgan Guaranty Trust Company together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, McKinsey would certainly ensure that such information is not disclosed to us or, with your agreement, is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Mr. John M. Meyer, Jr.

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that the Morgan Guaranty Trust Company will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

489/7/124

October 18, 1971

Mr. H. C. Frijlink
Managing Director
Netherlands Engineering Consultants
48 Javastraat
The Hague, Netherlands

Dear Mr. Frijlink:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. We are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. It is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies, academic institutions and a few private sector enterprises. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in NEDECO together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that the data is correctly interpreted. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations participating in the survey.

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, McKinsey would certainly ensure that such information is not disclosed to us or, with your agreement, is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

/...

Mr. H. C. Frijlink

- 2 -

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that NEDECO will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

499 / 7 / 123

OCT 18 1971

My dear General Romulo:

I am most grateful to you for sending me a copy of your statement before the United Nations Assembly last week. I read it with great interest and am pleased that you used this occasion to bring some of my remarks at the recent Annual Meeting of the World Bank and the International Monetary Fund to the attention of a wider audience.

I am, indeed, deeply worried by the recent moves among the developed countries upon the LDC's, although I am not unhopeful that the recent monetary upheaval is on its way to being resolved.

As I am sure you know, I am shortly to have the pleasure of making my first visit to your country, although that pleasure is diminished by the fact that your duties at the United Nations will presumably prevent us from meeting in Manila.

With warm personal regards and good wishes,

Sincerely,
(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
Dr. Carlos P. Romulo
Secretary of Foreign Affairs of the Philippines
and Chairman of the Philippine Delegation
Waldorf Towers
New York City

RJGoodman/am
October 15, 1971

489/7/122

OCT 18 1971

Dear Mr. Minister:

Thank you for your letter of September 21 informing us of the new system you have introduced for subjecting external credit operations to greater control by the Ministry of Economy and Finance. We are well aware of the problems that have arisen from the absence of adequate controls and wish you every success in the implementation of your new program.

With my warm personal regards.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

General Francisco Morales Bermudez
Minister of Economy and Finance
Ministry of Economy and Finance
Lima, Peru

cc: Mr. McNamara's office (2)
Mr. Kapur

GAlter:pa

Typed: October 15, 1971

For Mr. McNamara's Office

489/7/121

OCT 18 1971

Mr. Kermit Gordon
President
Brookings Institution
1775 Massachusetts Avenue, N.W.
Washington, D.C. 20036

Dear ^{Kermit}~~Mr.~~ Gordon:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. As you know, we are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. The Brookings Institution is obviously a very important organization for us in any survey encompassing analogous institutions, and it is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies and a few other organizations. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in the Brookings Institution together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that misunderstandings do not arise. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations. This report may well be of value to you in your own consideration of similar questions.

/...

Mr. Gordon

- 2 -

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, we would certainly ensure that such information is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that the Brookings Institution will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

RAClarke:ss
October 15, 1971



INTERNATIONAL FINANCE CORPORATION

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

Area Code 202 • Telephone - EXecutive 3-6360 • Cable Address - CORINTFIN

489/7/120

OCT 18 1971

Mr. McGeorge Bundy
President
Ford Foundation
320 East 43rd Street
New York, New York 10017

Mac
Dear Mr. Bundy:

I am writing to seek your help and cooperation in a matter to which I attach the greatest importance for the effectiveness and efficiency of the World Bank Group. As you know, we are engaged in a substantial expansion of our activities and this, of course, entails a significant increase in our staff. We are, therefore, most anxious to ensure that our compensation arrangements are both equitable in relation to those of analogous institutions and well suited to our needs. The Ford Foundation is obviously a very important organization for us in any survey encompassing analogous institutions, and it is for this reason that I seek your help.

We are undertaking a comprehensive review of all aspects of our staff compensation program and have retained the services of McKinsey and Company, an international management consulting firm, to assist us in this study. We have asked McKinsey in particular to survey salary levels and benefit programs in a limited number of international institutions, bilateral development agencies and a few other organizations. They are at present preparing a booklet describing a number of positions in the Bank Group and if, as I hope, you agree to cooperate, would provide you with this booklet and ask for information about similar positions in the Ford Foundation, together with a certain amount of background data (the size and composition of the professional staff, the salary structure and fringe benefits, etc.). Representatives of McKinsey would follow this up with a discussion with the appropriate officials on your staff in order to ensure that misinterpretation of data does not arise. At the conclusion of this survey McKinsey will provide you with a report of its results summarizing the information obtained but without disclosing information on individual organizations. This report may well be of value to you in your own consideration of similar questions.

Mr. Bundy

- 2 -

It occurs to me that you might regard as confidential certain of the information for which McKinsey will ask. If this is so, we would certainly ensure that such information is made available only to myself and my immediate associates. McKinsey has extensive experience in conducting compensation surveys where confidentiality is of prime importance. You may be sure that your wishes on this point will be fully respected.

We expect to have the survey booklets ready in time to begin this survey by the end of October and we would hope that the information requested could be made available to McKinsey by November 20. I appreciate that this is short notice but both McKinsey and we will do everything to ensure that the request for information from you is kept to the minimum consistent with adequate coverage for the survey. If, as I trust, you are able to confirm that the Ford Foundation will cooperate with us in the conduct of this survey, would you be good enough to indicate the person or office who will serve as a point of contact.

I would very much appreciate an early indication of your willingness to cooperate in this very important endeavor.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

RAClarke/hm
October 15, 1971

489/7/112

For the President's Office (2)

OCT 18 1971

Dear Mr. Ambassador,

Thank you very much for your letter of September 22 and your comments on the urgency of rescheduling Afghanistan's external debt burden.

Minister Dawar met with Mr. J. Burke Knapp on September 26. During the meeting he informed the Bank that his Government had formally requested the International Monetary Fund to assist in the preparation of a program of debt relief for Afghanistan. The Minister said that the Fund had reacted sympathetically and positively to the request. He also requested advice and support for such an effort from the Bank. I understand that the Fund is in the process of preparing the information required for debt rescheduling; a mission is planned for November and provided all creditors agree, the Fund is prepared to chair the debt relief effort. The Bank fully appreciates the urgency of finding a solution to Afghanistan's debt problem particularly in view of the present crisis caused by the extended drought. We are keeping in close touch with the work of the Fund and will be glad to provide whatever assistance we can.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Honorable Robert G. Neumann
American Ambassador
Embassy of the United States of America
Kabul, Afghanistan

HEschenberg:cj
October 14, 1971

489/7/111

OCT 18 1971

His Excellency
Major-General Mohamed Siad Barre
President
Supreme Revolutionary Council
Mogadiscio, Somalia

Excellency:

I was pleased to receive your letter of September 5, 1971, which was brought by Mr. Ibrahim Magag Samatar, Secretary of State for Industry, to the Annual Meeting of the World Bank in Washington. Before replying to the specific points which you raised, let me thank you for your kind expression of appreciation for the cooperation between Somalia and the World Bank Group. I am confident that this cooperation will become even closer in the future, and it is in this spirit that we are making every effort to process the projects currently under consideration as quickly as possible, specifically the Hargeisa-Berbera Road, the Mogadiscio Port and a livestock project.

I am glad to be able to report that processing of the Hargeisa-Berbera Road project is still on the schedule agreed with your officials during negotiations in July. We agreed that prior to submitting the credit to our Executive Directors, the actual bid prices for constructing the road should be obtained, in order to confirm the economic feasibility of the project and the adequacy of the financing plan. This decision was based on the experience with the Afgoi-Baidoa Road project, when substantial cost overruns and delays were encountered after the first IDA credit for this project was signed in 1965, which eventually necessitated a large supplementary IDA credit in 1968. We expect that the process of receiving and evaluating the bids for the Hargeisa-Berbera Road will be completed by about the first half of December. Assuming that the bids are close to present cost estimates, we would then expect to finalize the credit documents and submit them to our Executive Directors for consideration in January. We also agreed during negotiations that, before presenting the Hargeisa-Berbera Road project to our Executive Directors, your Government would enact regulations governing the size and weight of vehicles and approve the proposed reorganization of the Civil Engineering Department. I understand that action on both of these matters is virtually completed, and I trust that all necessary approvals will be given well in time to avoid any risk of delaying the above target date for consideration by our Executive Directors.

1971 11/21

His Excellency
Major-General Mohamed Siad Barre

- 2 -

I appreciate the importance which you attach to the proposed project for construction of a new port at Mogadiscio. As Mr. Kochman indicated, we have now made firm arrangements for an appraisal mission to arrive in Mogadiscio in the latter part of November. The mission will consist of Bank staff and representatives of the European Development Fund (FED) which has confirmed its willingness to consider financing part of the cost of the project. Once we have the report of this mission, I assure you that we will act expeditiously on its recommendations.

It is with respect to the livestock project that progress has been less than satisfactory, because of the misunderstandings which you mentioned. I agree wholeheartedly that the livestock sector is vital to the Somali economy, and I hope that the Bank Group will be able to assist in the development of this sector. I was therefore happy to learn that you still wish technical and financial assistance from the Bank Group for this purpose. In order to get preparatory work on a suitable project started again as quickly as possible, we are now making arrangements for a mission to visit Somalia in the near future to resume discussions with the appropriate officials of your Government.

As you suggested, we took the opportunity during the Annual Meetings of discussing with the Somali delegation other possible Bank Group lending operations for the future. As a result, we think it will be worthwhile to explore possibilities particularly in agriculture and fisheries. We are planning a mission to Somalia by the end of November to have more discussions with your Government on these matters. At that time, we should also like to have more detailed talks with your Government on the Somali Three-Year Development Plan.

May I close by stating that you can be assured of our continued wish to cooperate with you and your Government in our common goal to improve the welfare of the Somali people.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

cc: Mr. Kochman, Executive Director

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

cc: Messrs. Mahoney, Brandreth, Stoops, Helmers, Brakel

PRoeloffs/HETolley:am
October 14, 1971

489/7/110

October 15, 1971

Dear Mr. Minister,

The International Bank for Reconstruction and Development proposes to sell in the capital markets of Kuwait as soon as possible an issue denominated in Kuwaiti Dinars in an aggregate principal amount not to exceed KD 26 million.

The Government of Kuwait is hereby requested, in accordance with Section 1(b) of Article IV of the Bank's Articles of Agreement, to approve the borrowing by the Bank in the markets of Kuwait of such amounts as may be raised by the issue of not exceeding KD 26 million aggregate principal amount. The Government of Kuwait is further requested to agree, pursuant to the same provisions of the Articles of Agreement, that the proceeds of such borrowing may be exchanged for the currency of any member of the Bank without restriction.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
Abdul Rahman Salem Al-Ateeqy
Minister of Finance and Oil
Kuwait
State of Kuwait

SELF/LS

489/7/109

October 14, 1971

Dear Dean Stone:

As he was leaving town for a few days, Mr. McNamara asked me to thank you on his behalf for your letter of October 8. He was very pleased to hear about your work at the U.N. and asked that I send you copies of two recent sector papers on power and telecommunications, and also a draft report on transportation. The latter has not yet been made ready for circulation outside the Bank.

Mr. McNamara will soon leave for a trip to the Far East and shall be away for most of November. Mr. Warren Baum, Associate Director, Projects, will be glad to meet with you when you visit Washington and discuss the points you mentioned in your letter. A mutually convenient time for such a meeting can be arranged directly with his office (telephone: 202-477-2688).

Please let me know if I can be of any further assistance.

Sincerely,

Leif E. Christoffersen
Personal Assistant to the President

Enclosures

Mr. Donald C. Stone
Dean Emeritus and Professor of
Public Affairs
Graduate School of Public and
International Affairs
University of Pittsburgh
4200 Centre Avenue
Pittsburgh, Pennsylvania 15213

cc: w/incoming: Mr. Baum

LEC:ml

TRANSLATION

His Excellency
General de Division Jean Bedel Bokassa
President of the Central African Republic
President of the Government
Bangui, Central African Republic

Dear Mr. President,

I thank you for your letter No. 474/CS/PR dated September 17, 1971, which His Excellency Mr. François Pehoua, Minister of Planning, International Cooperation and Statistics transmitted to me during our conversation on October 1, 1971.

I have duly noted the list of projects which you have drawn to my attention in view of their significance for the economic and social development of the Central African Republic. I am pleased to note that most of these projects are already being considered by the Association and I wish to assure you that the appropriate departments of our institution will study them with the careful attention they deserve. The choice you have made is a clear indication of the development strategy you intend to follow for your country. As you know, the Bank Group has already been active in the CAR in the field of transportation through the provision of two credits for the construction of the Bangui-M'Baïki highway and road maintenance.

A credit for the financing of an education project has recently been negotiated and I hope that it will be soon possible to submit it to our Board of Executive Directors.

In this connection, I have noted with special interest your comments on the budgetary situation which, as you know, is a source of concern to us inasmuch as the implementation of the development program which you have defined and to which we wish to give our support could certainly not be carried out without an urgent financial rehabilitation effort. I know that my associates have had very useful discussions with your delegation. Mr. Chauffournier will shortly get in touch with your Minister of Finance to arrange for the visit of one of our missions to Bangui during the month of October. This mission should obtain such additional information on the budgetary situation and prospects as is necessary to submit the credit for the financing of the education project to our Board. This credit is the continuation of an association which has already resulted in the granting of two important credits. The progress of the operations under study and the dialogue undertaken with your associates with respect to your development plan and financial rehabilitation program lead me to hope that our activities in the Central African Republic will continue to expand. Rest assured, Mr. President, that we shall make every effort to achieve this goal.

Sincerely,

Robert S. McNamara

489/7/108

OCT 13 1971

Son Excellence
Le Général de Division Jean-Bedel Bokassa
Président de la République Centrafricaine
Président du Gouvernement
Bangui
République Centrafricaine

Monsieur le Président de la République,

Je vous remercie de votre lettre No. 474/CS/PR en date du 17 septembre 1971, que son Excellence Monsieur François Péhoua, Ministre du Plan, de la Coopération Internationale et des Statistiques m'a transmise au cours de notre entretien du 1er octobre 1971.

J'ai pris bonne note de la liste des projets sur lesquels vous attirez mon attention en raison de leur importance pour le développement économique et social de la République Centrafricaine. Je suis heureux de constater que la plupart de ces projets font déjà l'objet de considération par l'Association et je vous assure que les services compétents les étudieront avec la plus grande attention. Le choix que vous avez fait illustre bien la stratégie de développement que vous avez définie pour votre pays. Comme vous le savez, le Groupe de la Banque est déjà intervenu en République Centrafricaine dans le domaine des transports grâce à deux crédits destinés au financement de la construction de la route de Bangui-M'Baïki et à l'entretien routier.

Un crédit destiné au financement d'un projet d'éducation a été récemment négocié et j'espère qu'il sera bientôt possible de le présenter à notre Conseil d'Administration.

A cet égard, j'ai noté avec une attention particulière vos observations sur la situation budgétaire qui, comme vous le savez, est l'objet de nos préoccupations car il est certain que la réalisation du programme de développement que vous avez défini et auquel nous souhaitons donner notre appui, ne saurait se faire sans un effort urgent de redressement financier. Je sais que mes collaborateurs ont déjà eu des entretiens très utiles avec votre délégation. Monsieur Roger Chauffournier, Directeur du Département

Afrique de l'Ouest, doit se mettre en rapport incessamment avec votre Ministre des Finances, pour qu'une de nos missions se rende à Bangui au cours du mois d'octobre. Elle devrait recueillir le complément d'informations sur la situation et les perspectives budgétaires nécessaires à la présentation à notre Conseil du crédit en vue du financement du projet d'éducation. Ce crédit est la continuation d'une coopération déjà marquée par deux crédits importants. L'état d'avancement des opérations à l'étude et le dialogue engagé avec vos collaborateurs sur vos plans de développement et de redressement financier me font espérer que nos activités en République Centrafricaine ne cesseront de s'étendre. Je puis vous assurer que nous y emploierons tous nos efforts.

Je vous prie de croire, Monsieur le Président, à l'expression de ma haute considération.

(Signed) Robert S. McNamara

Robert S. McNamara

CC: Mr. Kochman
Embassy

PNFall: RChaufournier:jcb
IBRD

489/7/107

OCT 12 1971

Dear Paul:

Thank you very much for your letter of September 23, announcing the appointment of Mr. Jacob Everts as Director of the new division for investment follow-up.

Since your letter was received, both Mr. Everts and Mr. Hassell have had useful discussions with Dick Demuth and Mike Hoffman and I understand that they intend to continue these discussions over the coming weeks. I suggest that we let them carry on for the time being and see whether any problems emerge on which it would be useful for us to meet with them sometime later this fall.

With best wishes,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Paul G. Hoffman
Administrator
United Nations Development
Programme
United Nations, New York, 10017.

cc - Office of the President (2) ✓

MLH:jg

489/7/106

INTBAFRAD

OCTOBER 8, 1971

TOKYO

TELEX

JAPAN

280

FOR SOEJIMA RE PRESIDENT'S PROPOSED VISIT JAPAN STOP HE WOULD LIKE SEPARATE
BRIEFS ON ALPHA JAPAN'S ECONOMIC SUCCESS AND PROSPECTS FOR FUTURE BETA
AGRICULTURAL REFORM GAMMA FAMILY PLANNING DELTA POLICY ON URGANIZATION
PROBLEMS AND EPSILON JAPANESE FOREIGN AID STOP TRUST YOU CAN DO ALPHA
THROUGH DELTA AND THAT PART OF EPSILON RELATING TO OVERALL FOREIGN AID
POLICY AND TARGETS AND EFFORTS TODATE STOP TO EXTENT INFORMATION AVAILABLE
HERE WE WILL PREPARE BRIEF ON JAPANESE AID TO INDIVIDUAL COUNTRIES OUR
AREA BUT ANYTHING YOU CAN ADD WOULD BE MOST WELCOME STOP WOULD APPRECIATE
RECEIVING YOUR MATERIAL ON EPSILON AND IF POSSIBLE ON ALPHA THROUGH DELTA
BY OCTOBER TWENTYFOUR FOR INCLUSION IN BRIEFING BOOKS ~~XXXXXXXXXX~~
~~XXXXXXXXXXXXXETXXXXXETXXXX~~ STOP APOLOGIZE SHORT NOTICE REGARDS

FONTEIN

Douglas J. Fontein

cc: Sir Denis Rickett

East Asia & Pacific

DJFontein:LEChristoffersen:ml

489/7/105

October 8, 1971

Dear Mr. Minister:

I write to thank you for your letter of September 23rd from which I was glad to learn that your government, subject to Parliamentary approval, is prepared to make available for commitment and to pay by November 8th the first instalment of Norway's contribution to the Third IDA Replenishment whether or not the Agreement has come into effect by that date. We shall be submitting shortly to the Executive Directors a draft Resolution which, amongst other things, will confirm the understanding that such payment will be counted against your contribution when the Agreement becomes effective.

May I say how much I welcome this action on the part of your government which will be of the greatest help to the Association in maintaining the planned level of its commitments.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
Per Kleppe
Minister of Commerce and Shipping
Ministry of Commerce and Shipping
Oslo - Dep., Norway

Copy to Mr. Tornqvist

cc: Mr. McNamara's Office (2)
Mr. Knapp
Mr. Cope
Mr. Adler
Mr. Gabriel
Sir Denis Rickett's Office
Mr. Mendels (for Mr. Ghoshal)

DHFRickett:emcc
IDA

489/7/104

MAURICE STRONG

OCTOBER 7, 1971

UNATIONS

~~XXXXXXXXXX~~

GENEVA

TELEX

SWITZERLAND

22.12

REURLET 42/11/3 SEPTEMBER SIXTEEN REGARDING JIM LEE'S ATTENDANCE GENEVA
MEETING STOP PLEASE ACCEPT APOLOGIES FOR DELAY IN REPLY TO LETTER WHICH
ARRIVED IN MIDST OF OUR ANNUAL MEETING STOP LEE IS NOW ENROUTE FOR EGYPT
ON IMPORTANT OPERATIONAL WORK STOP WE ARE REQUESTING HIM TO ATTEND YOUR
CONFERENCE AT END OF HIS MISSION AROUND OCTOBER THIRTEEN AND TO INFORM
YOU OF HIS EXACT TIME OF ARRIVAL STOP BEST WISHES

(Signed) Robert S. McNamara

ROBERT MCNAMARA

INTBAFRAD

Robert S. McNamara

cc: Mr. Chadenet

President

MKato:LEChristoffersen:ml

489/7/103

October 7, 1971

Dear Mr. Ambassador:

Thank you very much for the invitation to dine with your Prime Minister. I deeply regret that Mrs. McNamara and I already have a commitment for that evening which would be difficult, if not impossible, to change.

I understand the Prime Minister has asked to see me sometime during her visit and I will be most happy to rearrange my schedule to permit a meeting at her convenience.

With best regards,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
Neville Kanakaratne
Ambassador of Ceylon
2148 Wyoming Avenue, N.W.
Washington, D.C. 20008

RMcN:pay

October 6, 1971

489/7 102

Dear Mr. Fernandez Hurtado:

Thank you so much for your letter of September 27th in which you told me that for the time being the International Development Association is authorized to use (in addition to amounts previously released), an amount of up to Mex\$ 25 million to be used freely for the procurement of goods and services in Mexico as well as in other member countries of the World Bank Group.

You also told me that the Mexican authorities will continue to keep under active consideration the release of the balance of Mexico's subscription to IDA.

May I say how much I welcome this decision of your government which will be of great help to the Association in carrying out its lending program.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Ernesto Fernandez Hurtado
Director General
Banco de Mexico, S.A.
Apartado 98 BIS
Mexico 1, D.F., Mexico

Copy to Mr. Lajous

cc: Mr. McNamara's Office (2)
Mr. Knapp
Mr. Cope
Mr. Adler
Mr. Gabriel
Sir Denis Rickett's office
Mr. Mendels (for Mr. Ghoshal) with original of incoming

DHFRickett:emcc
IDA

489/7/101

OCT 6 1971

The Viscount Harcourt
Managing Director
Morgan Grenfell & Co., Ltd.
23 Great Winchester Street
London, E.C. 2, England

Dear Bill:

It was good to see you at the Adviser's Meeting although I'm sorry that I wasn't able to spend more time with you and the other members. Bill Gaud tells me he felt it was a very good meeting indeed, and that your successors will carry on in the tradition established by you and your colleagues.

All of us in IFC deeply appreciate the generous assistance and strong support you have given the Corporation for these many years. Even though you'll no longer be a Panel member, I hope that you'll keep IFC in mind and let us have your wise counsel from time to time.

Needless to say, we'll miss you at our future meetings.

With best personal regards,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

JMKearns:DW

489/7/100

OCT 6 1971

Dr. Raffaele Mattioli
Chairman
Banca Commerciale Italiana
6 Piazza della Scala
Milan, Italy

Dear Dr. Mattioli:

It was good to see you at the Adviser's Meeting although I'm sorry that I wasn't able to spend more time with you and the other members. Bill Gaud tells me he felt it was a very good meeting indeed, and that your successors will carry on in the tradition established by you and your colleagues.

All of us in IFC deeply appreciate the generous assistance and strong support you have given the Corporation for these many years. Even though you'll no longer be a Panel member, I hope that you'll keep IFC in mind and let us have your wise counsel from time to time.

Needless to say, we'll miss you at our future meetings.

With best personal regards,

Sincerely,
(Signed) Robert S. McNamara

Robert S. McNamara

JMKearns:DW

489/7/99

OCT 6 1971

Mr. Hermann J. Abs
Chairman
Deutsche Bank A.G.
Junghofstrasse 5-11
Frankfurt-Main 1, Germany

Dear Mr. Abs:

You were very much missed at the annual IFC Adviser's Meeting which was held last Monday. Nevertheless, it was a good meeting and I believe the new Panel -- whose names are attached for your information -- is excellent indeed.

All of us in IFC deeply appreciate the generous assistance and strong support you have given the Corporation for these many years. Even though you'll no longer be a Panel member, I hope that you'll keep IFC in mind and let us have your wise counsel from time to time.

With best personal regards,

Sincerely

(Signed) Robert S. McNamara

Robert S. McNamara

Encl.

JMKearns:DW

IFC ADVISORY PANEL

Mr. Jacques de Fouchier
Banque de Paris et des Pays-Bas S.A.
38 Rue d'Antin
Paris, France

Sir Eric Roll, K.C.M.G., C.B.
Deputy Chairman
S.G. Warburg & Co. Ltd.
30, Gresham Street
London, EC2P 2EB, England

Dr. Wilfried Guth
Managing Director
Deutsche Bank, A.G.
Junghofstrasse 5-11
6 Frankfurt/Main, Germany

Dr. Sohei Nakayama
The Industrial Bank of Japan, Ltd.
1-1, Yaesu 5-chome
Chuo-ku
Tokyo 104, Japan

Mr. J.R.M. van den Brink
Managing Director
Amsterdam-Rotterdam Bank N.V.
595 Herengracht
Amsterdam, Netherlands

Mr. Robert V. Roosa
Brown Brothers Harriman & Co.
59 Wall Street
New York, N.Y. 10005



OFFICE OF THE PRESIDENT

INTERNATIONAL FINANCE CORPORATION
WASHINGTON, D.C. 20433, U.S.A.

489/7/98

OCT 6 1971

Mr. Andre Meyer
Lazard Freres & Co.
44 Wall Street
New York, New York

Dear Andre:

You were very much missed at the annual IFC Adviser's Meeting which was held last Monday. Nevertheless, it was a good meeting and I believe the new Panel -- whose names are attached for your information -- is excellent indeed.

All of us in IFC deeply appreciate the generous assistance and strong support you have given the Corporation for these many years. Even though you'll no longer be a Panel member, I hope that you'll keep IFC in mind and let us have your wise counsel from time to time.

With best personal regards,

Sincerely,

Robert S. McNamara

Encl.

*Andre, I hope we may lunch
or dine together during my next
visit to New York - I'll
call in advance.*

IFC ADVISORY PANEL

Mr. Jacques de Fouchier
Banque de Paris et des Pays-Bas S.A.
38 Rue d'Antin
Paris, France

Sir Eric Roll, K.C.M.G., C.B.
Deputy Chairman
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Dr. Wilfried Guth
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1-1, Yaesu 5-chome
Chuo-ku
Tokyo 104, Japan

Mr. J.R.M. van den Brink
Managing Director
Amsterdam-Rotterdam Bank N.V.
595 Herengracht
Amsterdam, Netherlands

Mr. Robert V. Roosa
Brown Brothers Harriman & Co.
59 Wall Street
New York, N.Y. 10005

489/7/97

OCT 6 1971

Dear Mr. Djermakoye:

I wish to acknowledge and thank you for your letter of September 22, 1971 (Ref: TR 100(2) POTE) with which you transmitted to us the text of the resolution on the question of Territories under Portuguese administration (A/AC.109/384), adopted by the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples at its 826th meeting, on September 14, 1971.

Your letter and the resolution are being brought to the attention of the Bank's Executive Directors.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. I.S. Djermakoye
Under-Secretary-General for
Trusteeship and Non-Self-
Governing Territories
United Nations
New York, 10017

cc: Mr. McNamara's Office (2)
Mr. Suratgar (with copy of incoming correspondence)

Central Files with incoming correspondence

EFranco-Holguin:mmcd
October 4, 1971