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**Folder Title:** President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - October 1 - December 31, 1989

**Folder ID:** 1782796

**Series:** Chronological files (outgoing)

**Dates:** 10/11/1989 - 12/18/1989

**Subfonds:** Records of President Barber B. Conable

**Fonds:** Records of the Office of the President

**ISAD Reference Code:** WB IBRD/IDA EXC-11-43S

**Digitized:** 03/20/2023

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THE WORLD BANK

Washington, D.C.

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PRESIDENT  
B.B. CONABLE  
CHRON FILES

A-L

Oct. 1 - Dec. 31, 1989



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

BARBER B. CONABLE  
President

October 11, 1989

Your Excellency:

I am sorry that we did not have the opportunity to meet during the recent Annual Meetings. As you know, I have always enjoyed our discussions and hearing your views on the important issues of mutual interest. One of the points I would have very much liked to discuss with you is the Kingdom's contribution to the IDA9 Replenishment.

The negotiations for the ninth replenishment of IDA have been underway for sometime now. Mr. Jobarah Suraisry, whose contributions to the constructive spirit of these negotiations have been greatly appreciated by all, has been in close touch with Mr. Ernest Stern, Senior Vice President for Finance throughout this period.

Your Government's continued support to the World Bank Group as a whole and in particular to IDA as an important donor has been crucial. We appreciate the extraordinary efforts the Kingdom has made in the past IDA replenishments, particularly in IDA8 when it took the share of 3.25% despite severe budgetary constraints. During the burden sharing discussions for IDA9, we have put forward a series of objective indicators which underscore the magnitude of Saudi Arabia's effort in the past, and which could be used to justify a reduction in the share of Saudi Arabia in IDA9 from 3.25% to 2.50%. I hope that this coincides with your own thinking and will be satisfactory. A share of 2.5% would imply about the same absolute level of contribution as in IDA8 in SDR terms. It would be very helpful if the Saudi Deputy could confirm the intended level of Saudi Arabia's support at the upcoming Kyoto meeting when we hope to conclude the negotiations.

With kind personal regards,

*Barber Conable*

H.E. Sheikh Mohammad Abalkhail  
Minister of Finance and National Economy  
Ministry of Finance and National Economy  
Riyadh, Saudi Arabia



BBC China

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

BARBER B. CONABLE  
President

December 18, 1989

Mr. Bilssel Alisbah

Bilssel:

Welcome back!

I mentioned to you that I would try to summarize in a brief note to you some of the priorities and issues I see for the newly formed Vice Presidency, Personnel and Administration.

You know I created this Vice Presidency in order to give more attention to the Personnel function in the Bank. There is agreement that the role of Personnel must be strengthened. Cohesion between management, staff and the Board on all issues of Personnel practices is vital. This is particularly important at a time when the retrofit project will bring about considerable disruption in our day-to-day work life.

Beyond these broad concerns, my specific expectations for personnel administration include the following:

- Overseeing personnel aspects of the implementation of the fine-tuning exercise--to ensure that staff insecurities are kept to a minimum, equity is done, and reassignment decisions are made in a considerate manner. This includes the implementation of the technical career stream and a revisiting of the rigidity of the job-grading systems (see attached letter).
- Positioning Personnel to improve its planning and response capability with respect to day-to-day matters, Bank practices and policy implementation; its mastery of the fundamental functions of recruitment, benefits administration, job evaluation, and the like; its ability to project salary and benefit costs as an input to budget decision-making.
- Rapid progress in tackling support staff problems and to reflect the impact of office technology in the design of support functions.
- Solution of the personnel "re-entry" problem for field and seconded staff. Practices and policies for staff rotation which are considered fair and smooth.

- Clear prioritization of staff training needs and practical plans for meeting them efficiently.
- Continuation of our programs to achieve better nationality and gender balances with no sacrifice in quality.
- Completion and installation of the CHRIS functions specified for FY90 in the budget contract.

The Report of the Personnel Task Force will be the first report during our discussion on December 20 and will give you a good flavor of the issues at hand, Mr. Wapenhans' recommendations, and the reactions and thoughts of the Senior managers. After you have absorbed some of the fine-tuning suggestions, I would like to sit down with you and discuss how you wish to proceed.

Improved management of the personnel function and the smooth implementation of the Retrofit project is the highest priority for me as you probably know. The implementation of this task will have to be managed in an environment of zero budget growth and may well require redeployment of resources within P&A, in particular from the ITF Department to Personnel.

Mr. Wapenhans has made three recommendations to me. First, he suggests that I should chair the Management Review Group which deals with issues of management succession. Second, he recommends that Bob Picciotto, as Vice President for Corporate Planning and Budgeting chair the IMTPC; and, third, that a small organization planning function be reestablished in the Vice Presidency for Corporate Planning and Budgeting. Unless you have major objections, I would like to proceed with these changes.

Reestablishment of the organization planning function will require a review of complementary functions between Personnel and the new unit in PBD including the transfer of 2-3 positions. Equally, the transfer of the institutional planning function and the IMTPC to PBD requires a strengthening of the information technology staff of PBD and the transfer of positions from ITF. I would appreciate your working out the logistics, functional overlap, and transfers, with Bob Picciotto.

We have had an unusually difficult time during the last two years to define the role and function of information technology, the IMTPC and ITF in the Bank. /1

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/1 It has concerned me greatly that EAA took the decision to develop their own MIS system independent from the existing systems architecture despite the substantial added cost.



Originally, a major strategy planning and system development function had been envisaged for ITF. This has been modified during the formulation of the Information Technology Strategy paper (see my attached notes). Some issues such as the level of strategic planning and the technical assistance function in ITF require further review and adjustment. In view of the changed approach to ITF, I would like you to address in due course the streamlining of ITF in close collaboration with Messrs. Stern and Picciotto, and the user groups.

Let me say, once more, how pleased I am that you have taken this job. My door is open to you at any time.

Robert Curjel

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

BARBER B. CONABLE  
President

December 14, 1989

Mr. Moeen A. Qureshi

Moeen:

I came away from this morning's meeting with a distinct feeling that the requirements of the Regions are quite different and we have to allow for more flexibility in the implementation than you and I had originally imagined. Clearly, the process should not be driven by an arbitrary target percentage for Technical Department to Country Department transfers.

I accept the basic concept that Technical Departments must be considered as "centers of excellence", which, with the addition of cluster staff, could spearhead innovative project design and work on regional issues. However, should this also mean the exclusion of Technical Department staff from all or most project assessment and supervision work? At a time of transition from adjustment lending to sector investment lending, the quality of our task managers and senior staff is crucial for most projects. Could you please explore further the basic concept you wish to adopt.

I came away, also, with the sense that the critical mass issue was primarily an issue in the two small Regional Vice Presidencies and that frequent redeployment between Country Departments can hardly be assumed as a matter of course. The argument used when calling for a large number of transfers to enhance the SODs, namely "human nature" to keep one's team together, is the same counterforce which will play a decisive role whenever the question of redeployment arises.

I am aware that the concept of technical excellence requires basic personnel management decisions, such as putting into action the concept of technical career streams. I agree with the concepts and action plan you proposed, and I have asked Bilsel Alisbah to prepare for its implementation. However, to avoid a substantial Grade creep, I would expect the Operations Complex to maintain or reduce the number of Level 25 and above positions for managerial and non-structured, non-technical positions.



I will also ask Bilsel Alisbah to review the rigidity of the job grading system in place to see whether the original Reorganization proposal can be implemented. I am aware that we have lost a lot of time on this, but it might be worthwhile to have a fresh look at such a fundamental personnel management issue.

I was rather disturbed by Shahid's statement that the Division Chief's job is overwhelming and cannot be done without more assistance. The Reorganization increased the responsibility and accountability of Country Directors and Division Chiefs, while decreasing the number of countries and people managed. Shahid's comment raises fundamental issues of whether the Reorganization concept was correct, whether the Country Directors and Project Advisors are doing their jobs to support the Division Chiefs, and whether we have filled these positions with the right people. If Shahid's concern is shared universally, you must address these issues.

The proposed reorganization of the Technical Department must bring measurable improvement in our work and cannot be perceived solely as a way to address--as Kim said "...some static and noise...". It is very important, therefore, that:

- (a) you clarify the underlying concept (see para. 2 of this note);
- (b) implementation be done flexibly with close involvement of the Vice Presidents, all levels of managers, and the staff, taking into account Regional staffing mixes, deployment needs, etc.; and
- (c) budget neutrality be achieved for Operations as a whole.

*Bruce Canale*

cc: Messrs. Husain, Jaycox, Karaosmanoglu & Stoutjesdijk

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

BARBER B. CONABLE  
President

September 29, 1989

Mr. Willi A. Wapenhans and Members, President's Council

Re: Information Technology and Management

During the President's Council meeting on September 6, 1989 on the above subject, members had fairly similar opinions on the issues outlined in your paper. They are reflected in the attached minutes.

We endorsed three basic thrusts for Information Management and Technology, namely:

- (a) more effective internal use of existing information resources;
- (b) greater emphasis on needs of core Bank work; and
- (c) a pragmatic approach toward outsiders' access to our data including no new initiatives at this juncture.

I trust the Board paper is being drafted as a factual report which delineates Bank management decisions on information management and technology and gives a status report on the progress achieved and actions in progress. The Board paper is not the appropriate place for a discussion of managerial and administrative issues or options; a synopsis of our approach to resolving these issues should suffice.

Since the Board's request was triggered by budgetary concerns, the report should (i) provide basic cost and expenditures information; and (ii) present the practices adopted for controlling and monitoring budgetary expenditures; for guiding information technology plans; for ensuring coherence in technical standards, encouraging cost effectiveness in equipment procurement; and making most effective use of the existing technology infrastructure.



Regarding the specific management decision required to implement our approach to information management and technology, I have decided as follows:

- (a) Data Management: While current arrangements are broadly satisfactory, I am persuaded that some improvements are necessary. First, I wish to establish a clear delineation of responsibility and accountability at the Vice-Presidential level or above for management of each significant data base in the Bank. I want the IMTPC to provide me with a list of such responsibilities by November 1, 1989. This information should subsequently be disseminated Bank-wide.

Second, I expect each Vice President (or the Director, PBD for budget data), to establish an appropriate user group or groups for data and systems under their charge. They will have responsibility for ensuring that standards for institutional classification and data integrity are observed. Where they are missing, they should be developed (and periodically updated) with the involvement of the user groups. ITF should provide technical support services as needed.

- (b) Resource Allocation and Systems Development: Rather than establishing a central technology fund, the institutional planning and budget process will be used to ensure that resources allocated for information technology and management are allocated and redeployed in the institutional interest. Information technology is a strategic business resource and should be managed as such. Therefore, I expect this to be an integral part of the business plan of each complex or management unit. I will call upon the IMTPC and ITF to assist me and PBD by providing technical judgments and an institutional overview in reviewing these plans each year.

I do not believe it is necessary to centralize all systems development. Such efforts should be appraised on a zero-based budgeting basis within the context of the business strategy they are meant to support. I expect the responsible Vice President to maintain an institutional perspective, avoid duplication of effort, and assure that appropriate reviews take place with adequate participation of affected parties during the development of all systems in their charge, whether such systems development is undertaken within the complex or contracted out to ITF or external vendors.

- (c) Access Software: Improvements in access and ease of use will naturally increase the utility of our existing information resources. However, total integration appears unnecessary at this juncture and is likely to be too ambitious and costly. Considering our present organizational set-up and the data management approach defined above, expenditure decisions on access software should be up to the user; pooling of resources to achieve economies of scale is, of course, a sine qua non.
  
- (d) Staff Capabilities: The recent improvements in our training programs was noted by most of you. Naturally, the content and volume of the training should keep pace with the evolving needs at different levels and be planned accordingly. However, a good deal of money has been invested in technology training and the results have to be evaluated before incremental expenditures can be considered.
  
- (e) External Access: With respect to data access by outside users, no new initiatives should be taken and priority must be given to better use of available data by Bank users. Only data of confirmed quality should be released to outside users.

*Barber Conable*

Barber B. Conable

Attachment

cc: Messrs. Fischer, Kohli, Picciotto

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

BARBER B. CONABLE  
President

October 23, 1989

His Highness  
Sheikh Hamdan Bin Rashid Al-Maktoum  
Minister of Finance and Industry  
Ministry of Finance and Industry  
P.O. Box 1565  
Dubai  
United Arab Emirates

Dear Mr. Minister:

I am writing with regard to the unpaid contributions pledged by the United Arab Emirates (U.A.E.) to the Fifth (IDA5) and Sixth (IDA6) Replenishments of the International Development Association.

As you may recall, our Senior Vice President of Finance, Mr. Ernest Stern, had advised you of the situation in his letter to you dated July 27, 1989. We have not yet received a response from the Government of the U.A.E. to this letter which was the most recent of a long series of communications on this matter.

These amounts have remained unpaid for a very long period of time - DH 179.51 million for IDA5 since 1980 and DH 300.96 million for IDA6 since 1984. In view of this long overdue status, the validity of these commitments agreed by the U.A.E. to be paid to the Association is under question by our external auditors.

In the absence of an early and mutually acceptable resolution of this issue, the Association will be compelled to take action regarding this matter. To be specific, unless the matter can be resolved satisfactorily by December 31, 1989, the Association will be obligated to write off these amounts from the U.A.E.'s contributions account and fully disclose this decision in its financial statements. In addition, the Board of Executive Directors and the full membership of the Association will need to be so advised.



Mr. Minister, in view of the U.A.E.'s longstanding commitment to the development of the poorer members of the Association, I sincerely hope that we can avoid this course of action.

Sincerely,



Barber B. Conable  
President

cc: His Excellency Ahmed Humaid Al-Tayer  
Minister of State for Financial and International Affairs  
Ministry of Finance and Industry  
P. O. Box 433  
Abu Dhabi, United Arab Emirates

Mr. Mohamed Khirbash  
Director  
Investments Department  
Ministry of Finance and Industry  
Abu Dhabi, United Arab Emirates

Chron

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

BARBER B. CONABLE  
President

November 28, 1989

Mr. F.H. Al Sultan

Re: Kuwait Support for IDA9

Fawzi:

The IDA9 Deputy representing Kuwait, Dr. Abdul-Karim Sadik, has not yet indicated the share and volume of Kuwait's participation in IDA9. Many Deputies appear to be awaiting confirmation of the US and German contributions as major donors to IDA, before indicating the full extent of their support. In the case of Kuwait, however, I believe from statements made by Dr. Sadik that the principal concern is with the changed economic circumstances in Kuwait today as compared with the latter part of the 1970s and early 1980s.

I would like first to stress to you the great importance we give to Kuwait's strong support to IDA. As a member of our Arab donor constituency, Kuwait's role is key to IDA's success as a multilateral concessional assistance institution. We feel certain that our development objectives in helping the poorest countries of the world are the same as those of Kuwait, and with that in view, I would like to ask your assistance to urge a strong IDA participation by Kuwait.

Kuwait is being asked to do no more and no less than other IDA donors - that is to say, to maintain its IDA8 local currency contribution in real terms to IDA9. Because Kuwait has experienced virtually no price increases between the time of its pledge to IDA8 and the present, Kuwait is being asked to make about the same contribution in local currency terms to IDA9. This implies a fall in Kuwait's share from 0.22 percent in IDA8 to 0.17 percent in IDA9 in SDR terms, which we feel is justifiable in view of Kuwait's changed economic circumstances. However, any further reduction in Kuwait's share beyond its 0.17 percent participation would complicate the task of reaching the goal shared by all IDA9 Deputies: that is, to maintain IDA's resources in real terms - at a replenishment level of SDR 11.67 billion.

I am attaching a note prepared by staff which explains why we feel Kuwait can support a share of 0.17 percent. Among other things, it shows that Kuwait currently receives 0.77 percent of IDA financed foreign procurement, which far exceeds Kuwait's share even in IDA8. Additionally,

long-term economic trends appear favorable for Kuwait based on movements and outlook in oil prices. Kuwait is expected to experience a surplus in its current account in 1989 of about \$6.2 billion. A 0.17 percent contribution to an IDA9 of SDR 11.67 billion would represent SDR 20 million in total over three years, or less than 0.1 percent of Kuwait's annual current account surplus.

As also indicated in the note, the impact of an IDA contribution on Kuwait's budget is far less in terms of note encashments because IDA disbursements are made over 8-10 years and donor notes are encashed as needed over this period. In addition, should Kuwait choose to pay part of its contribution upfront in cash, Kuwait would receive a cash discount on its contribution.

*Bruce C. ...*

Attachment



bcc: Messrs. Stern, Wood, Kavalsky, Yurukoglu, Cholst  
Mesdames Smith, Annez  
MOSmith/htt

Kuwait's IDA9 Contribution

The Starting Point:

IDA donors have now agreed that IDA should be maintained in real terms, in the amount of SDR 11.67 billion. In order to achieve this level, each donor is being asked to maintain its own contribution in real terms. This means that IDA donors will, on average, increase their local currency contribution by about 14%. In the case of Kuwait, prices have not risen significantly. As a result Kuwait's contribution would remain virtually constant, changing only from KD 7.3 million (SDR 21 million) in IDA8 to KD 7.4 million (SDR 20 million) in IDA9. Since the overall replenishment will rise, Kuwait's share would fall from 0.22% to 0.17%.

GNP and GNP per Capita:

The starting point may be compared with the traditional burden-sharing indicators; namely, shares in GNP and "adjusted" GNP (GNP shares weighted by GNP per Capita). Kuwait's GNP share fell from 0.30% in 1984 to 0.19% in 1987 and "adjusted" GNP share fell from 0.40% in 1984 to 0.17% in 1987. These figures suggest that the reduction in share noted above is justified.

It is worth noting, however, that almost all donors other than the US contribute at levels that are higher than their shares in GNP and GNP per Capita. Therefore, a reduction in Kuwait's share below 0.17% would be difficult to justify in terms of comparison with other donors. In response to higher oil prices, Kuwait's GNP is expected to rise by over 14% in 1989, and should continue to grow in the 1990's. This suggests that for Kuwait, the use of 1987 figures may underestimate its economic strength.

Procurement:

Another indicator that may be used in considering donor contributions is the benefit a donor receives from IDA in terms of procurement. In the case of Kuwait, IDA procurement amounted to \$56 million from FY87-89, or 0.77% of IDA's foreign procurement. In other words, over the past three years Kuwait has been receiving about twice as much in procurement from IDA as it is contributing as a donor.

Long Term Trends in the Price of Oil:

Kuwait's revenues, and thus its ability to contribute to multilateral institutions like IDA, are strongly linked to the price of oil. Kuwait became an IDA donor in 1962, shortly after IDA was established, with a share of 0.44%. At the time, the price of oil was less than \$2 per barrel and Kuwait received special recognition for its farsightedness and statesmanship. When the price of oil rose sharply to about \$12 in 1974-78 and about \$30 per barrel on average in 1980-85, revenues increased and Kuwait's contribution to IDA peaked at 2.35% in IDA5 (1978-1980). However, the price of oil dropped significantly to about \$13 per barrel in 1986-88, and Kuwait reduced its IDA share to 0.22% in IDA8.

- 2 -

During 1989 the price of oil has bounced back to about \$19 per barrel, and is projected (by the World Bank and other institutions) to rise again in the 1990's. Further, Kuwait has significantly raised the volume of its oil production since 1982. As a consequence of these factors, as well as the prudent investment of surplus funds (now amounting to over \$120 billion), Kuwait's current account is expected to register a surplus of \$6.2 billion in 1989, roughly the same level as in 1976-78. An SDR 20 million contribution to IDA9 (about \$5.3 million per year) would thus represent less than 0.1% of the current account surplus. These longer term trends do not support a further reduction in Kuwait's IDA share.

Encashments and Cash Discounts:

The impact of an IDA contribution on Kuwait's budget is far less in terms of note encashments. IDA disburses its funds over 8-10 years, and does not normally encash donors' notes until they are needed to cover disbursements. As a consequence, under the regular payment method, very little of the funds committed in IDA9 would be encashed until after 1992.

An alternative payment option is for donors to provide funds in the form of investable cash rather than notes, in exchange for a discount. Under this scenario, assuming Kuwait denominates its contributions in US Dollars, Kuwait could obtain a discount of about 25% if it pays its total contribution in FY91, or a discount of about 20% if it pays its contribution in the form of three annual cash payments (FY91, FY92 and FY93). Thus, Kuwait could pledge SDR 20 million to IDA9 (0.17% of the total) and could meet this obligation with an upfront cash payment in FY91 of about SDR 15 million, or three yearly cash payments of about SDR 5.4 million each in FY91, FY92, and FY93.



CHRON

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-SUBJECT: ADMINISTRATIVE TRIBUNAL  
-DRAFTED BY: NANCY EISOLD LINDSAY EXT: 76338  
-AUTHORIZED BY: BARBER B. CONABLE *BAC*  
-CC: MR. IBRAHIM F.I. SHIHATA *B*  
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974 2557 =  
-JUSTICE F.K. APALOO  
-ACCRA, GHANA  
BT

WASHINGTON D.C. 22-DEC-1989  
IT IS MY PLEASURE TO INFORM YOU THAT THE EXECUTIVE DIRECTORS OF THE  
WORLD BANK HAVE APPOINTED YOU TO BE A MEMBER OF THE WORLD BANK  
ADMINISTRATIVE TRIBUNAL, EFFECTIVE DECEMBER 15, 1989 FOR A TERM  
EXPIRING SEPTEMBER 30, 1992. REGARDS, BARBER B. CONABLE, PRESIDENT,  
THE WORLD BANK.

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

BARBER B. CONABLE  
President

December 6, 1989

Mr. Sven W. Arndt  
University of California, Santa Cruz  
Crown College  
Santa Cruz, California, 95064

Dear Sven:

It was good to hear from you. I was interested to learn about your plans.

Very few senior-level positions become available at the Bank, but I will keep your interest in mind in the event a possibility arises where your experience and qualifications could be utilized. If you will send me a current resume, I will forward it to the Personnel Department which has a precise picture of the institutional needs.

Best personal wishes for 1990.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

December 18, 1989

Monsieur Jacques Attali  
Conseiller special  
aupres du President de la Republique  
Palais de L'Elysee  
55, rue du Faubourg Saint-Honore  
75008 - Paris

Dear Mr. Attali:

Thank you for your encouraging letter of November 27 regarding the Meeting on Flood Control in Bangladesh, which was held in Lancaster House, London, on December 11 and 12. I very much appreciate your own close involvement in this most important issue, and especially that you found time to attend the London meeting personally.

Mr. Karaosmanoglu has reported to me on the meeting, and I am very glad to hear that it was so successful, and that strong support was voiced for the overall concept and approach of the Action Plan presented to the meeting by the World Bank. I am particularly pleased that, with your help and that of others, the meeting was able to indicate support for all the components of the Action Plan.

I gather from my staff that they plan a mission to Bangladesh in January to discuss with donors and Government the arrangements for the implementation and coordination of this ambitious undertaking. At that time they would discuss your helpful suggestion of a "Special Program".

Thank you again for your personal support for the mitigation of the terrible flooding that afflicts Bangladesh.

Sincerely,

(Signed) Barber B. Conable



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

BARBER B. CONABLE  
President

Le 18 décembre 1989

Monsieur Jacques Attali  
Conseiller spécial  
auprès du Président de la République  
Palais de l'Elysée  
55, rue du Faubourg Saint-Honoré  
75008 - Paris

Monsieur,

Je vous remercie de votre lettre très encourageante du 27 novembre concernant la réunion consacrée à la lutte contre les inondations au Bangladesh, qui s'est tenue à Londres, à Lancaster House, les 11 et 12 décembre. J'ai été très sensible à l'intérêt personnel que vous portez à ce problème des plus graves et au fait que vous ayez décidé d'assister personnellement à cette réunion.

M. Karaosmanoglu m'a rendu compte des résultats de cette rencontre, et j'ai été très heureux d'apprendre qu'elle s'était si bien déroulée et que le principe général et l'approche du Plan d'action présenté par la Banque mondiale avaient été si bien accueillis. Je me félicite notamment qu'avec votre aide et celle d'autres participants cette réunion ait exprimé son soutien à toutes les composantes du Plan d'action.

Je crois savoir que mes collaborateurs envisagent d'effectuer une mission au Bangladesh en janvier prochain, afin de s'entretenir avec les donateurs et le Gouvernement des modalités d'application et de coordination de cet ambitieux projet. Ils saisiront cette occasion pour présenter votre suggestion constructive d'un "Programme spécial".

Je vous remercie encore d'avoir bien voulu apporter votre appui personnel à la lutte contre les terribles inondations qui ravagent le Bangladesh.

Veillez agréer, Monsieur, l'assurance de ma très haute considération.

*Barber Conable*



BBC - chon

WDIAL  
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-SUBJECT: NIGERIA WOMEN RESOURCE CENTRE  
-DRAFTED BY: JSINGH/JWOO/OM  
-EXT: 34877  
-AUTHORIZED BY: JSINGH  
-CC: MESSRS./MMES. SALOP, ADAMS, SINGH, SWAYZE, TODD, EDSTROM, -  
HERZ, MOJIDI (RMN)  
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-INTBAFRAD  
-LAGOS, NIGERIA  
-ATTN: MR. TARIQ HUSAIN  
BT  
WASHINGTON DC - 03-NOV-89

PLEASE CONVEY THE FOLLOWING MESSAGE TO MRS. BABANGIDA. THANKS,

CAIO KOCH-WESER, AF4. QUOTE:

H.E. MRS. MIRIAM BABANGIDA

LAGOS, NIGERIA

MRS. CONABLE AND I ARE VERY MUCH HONORED BY YOUR INVITATION TO THE  
FOUNDATION-LAYING CEREMONY OF THE NIGERIA WOMEN RESOURCE CENTRE IN  
ABUJA SPONSORED BY THE BETTER LIFE FOR RURAL WOMEN PROGRAM.

UNFORTUNATELY, BECAUSE OF LONG-STANDING TRAVEL COMMITMENTS IN  
CANADA AND EAST AFRICA DURING THE FIRST TWO WEEKS IN NOVEMBER, WE  
WILL NOT BE ABLE TO ATTEND THIS SPECIAL EVENT. I HAVE ASKED OUR  
RESIDENT REPRESENTATIVE IN LAGOS TO ATTEND ON OUR BEHALF. THE



WORLD BANK MISSION ON WOMEN IN DEVELOPMENT, WHICH YOU RECENTLY MET, HAS REPORTED ON THE SIGNIFICANT LEADERSHIP WHICH YOU HAVE PROVIDED TO STIMULATE THE ROLE OF WOMEN, PARTICULARLY RURAL WOMEN, IN NIGERIA'S DEVELOPMENT. THE BANK IS EMBARKING ON A COMPREHENSIVE PROGRAM WITH THE FEDERAL GOVERNMENT TO INTEGRATE WOMEN INTO THE DEVELOPMENT ACTIVITIES IN NIGERIA AND HAS BENEFITTED IMMENSELY FROM THE GOOD WORK BEING DONE BY THE BETTER LIFE PROGRAM. WE WISH YOU AND THE PROGRAM EVERY SUCCESS. YOURS SINCERELY, BARBER B. CONABLE, UNQUOTE.

Cleared by Mr. Conable's office (Chitra): 11/3/89

# OFFICE MEMORANDUM

DATE: October 25, 1989

TO: Mr. Barber B. Conable, EXC  
Through: Mr. E.V.K. Jaycox, Vice President, AFR  
FROM: Caio Koch-Weser, Director, AFR



EXTENSION: 34858

SUBJECT: NIGERIA: Invitation to the Opening of the Nigeria Women Resource Centre in Abuja

1. You may wish to sign the attached telex responding to an invitation from the First Lady of Nigeria, Mrs. Miriam Babangida, to the foundation-laying ceremony for the Nigerian Women Resource Centre in Abuja.

2. The invitation arose during a meeting on October 10, 1989, between Mrs. Babangida and the World Bank Mission on Women in Development. She extended the invitation to you and Mrs. Conable to attend the ceremony for the Centre on November 7, 1989. The Centre which is expected to cost ₦100 million (US\$14 million) is to provide multi-purpose services, including adult literacy education, functional training and skills development for women and is sponsored by the Better Life for Rural Women Program, a movement sponsored by Mrs. Babangida who is the Chairperson.

3. The Women in Development activities gained considerable momentum under the leadership of Mrs. Babangida. Some recent initiatives taken by this Administration include: (a) establishing a Women's Commission at the federal level and Women's Directorates at the state level to provide policy and direction to the involvement of women in economic and social activities; (b) setting up a People's Bank to provide small loans to micro enterprises, small traders and entrepreneurs; and (c) more importantly, starting a process of changing the attitudes of rural women towards their role in production, learning and income-earning and employment expansion through the Better Life for Rural Women program. This is primarily achieved by the formation and registration of women cooperatives at the village level which serves as a basis for borrowing, training, communications and general mobilization.

4. The Government of Nigeria has responded very positively to the Bank's advice and proposed plan of action and we are at the stage of determining how best to respond to the Government's request for urgent financial and technical assistance in support of its broad-based approach to getting women more actively involved in the Nigerian economy.

cc: Messrs./Mmes. Salop, Adams, Swayze, Todd, Edstrom, Herz, Husain, Mojidi.

Attachment  
JSingh/om

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

BARBER B. CONABLE  
President


November 20, 1989

Dear Mr. Secretary:

I enclose a copy of a letter dated November 5, 1989, from Mr. Mohammed Abalkhail, Minister of Finance & National Economy, the official channel of communication between the Government of the Kingdom of Saudi Arabia and the Bank, requesting you to extend to Mr. Ibrahim Al-Assaf, Executive Director in the International Bank for Reconstruction and Development, the privileges and immunities accorded to officials of Specialized Agencies referred to in paragraph 4, Section 15, Article V of the Headquarters' Agreement between the United Nations and the United States.

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

Sincerely,



Enclosure

The Honorable James A. Baker, III  
Secretary of State  
Department of State  
Washington, D.C. 20520



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

BARBER B. CONABLE  
President

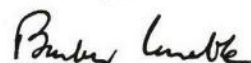
December 14, 1989

Dear Mr. Secretary:

I enclose a copy of a letter dated November 28, 1989, from Mr. Pramual Sabhavas, Minister of Finance, the official channel of communication between the Government of Thailand and the Bank, requesting you to extend to Mr. Vibul Aunsuntha, Executive Director in the International Bank for Reconstruction and Development, the privileges and immunities accorded to officials of Specialized Agencies referred to in paragraph 4, Section 15, Article V of the Headquarters' Agreement between the United Nations and the United States.

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

Sincerely,



Enclosure

The Honorable James A. Baker, III  
Secretary of State  
Department of State  
Washington, D.C. 20520

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

BARBER B. CONABLE  
President

December 18, 1989

Mr. Mourad Benachenhou

Mourad:

Regarding our discussion on information flows to your office, I have discussed the matter with Mr. Qureshi who has taken it up with his staff. I understand Mr. Qureshi has also discussed the matter with you.

The managers of the EMENA Region felt that they have tried to keep you fully informed, and have assured Mr. Qureshi that they will be pleased to do more to ensure that you receive, in a timely fashion, the information that you need to fulfill your functions effectively.

I have asked Mr. Dervis to meet with you as soon as possible upon his return from mission to identify, within the Board-approved parameters which regulate the Bank's work, ways to improve further the flow of information to your office and to strengthen the cooperation between your governments and the World Bank.

*Barber Conable*

# OFFICE MEMORANDUM

DATE: December 13, 1989

TO: Mr. Barber B. Conable

THRU: Mr. Moeen A. Qureshi *M.A.Q.*

THRU: Mr. Ardy Stoutjesdijk, Acting EMNVP *AS*

FROM: Mahmood A. Ayub, Acting Director, EM2 *M.A.A.*

EXT: 3-3155

SUBJECT: Consultations with Executive Director for Maghreb Countries

1. Mr. Qureshi gave Mr. Dervis a copy of your note regarding Mr. Benachenhou's complaint that he has not been receiving sufficient information from this department to enable him to carry out his work efficiently. Mr. Dervis was somewhat disappointed to hear this, and, in his absence on operational travel, he asked me to send you this explanatory memorandum.
2. Our staff has conscientiously tried, where appropriate, to involve and consult with the Executive Director. On a few occasions, we may have shown draft reports to senior government officials but not to Mr. Benachenhou. These reports were still in the discussion stage and did not yet reflect our official viewpoint. Final versions of these documents are routinely distributed to the Executive Directors by the Secretary's Department. As you know, there are specific Bank guidelines regarding transmission of information to Board members, and our staff is instructed to operate within these parameters. However, within the bounds of these Board-approved guidelines, we will be pleased to share informal documents with Mr. Benachenhou.
3. A good part of the solution to the problem may lie in improving the flow of information between Mr. Benachenhou's office and those of his authorities. Perhaps he would like to use the Bank as a line of communication for better contact with his authorities. We have no problem with this, and will be pleased to help him out, subject, of course, to the above-mentioned guidelines.
4. Mr. Dervis plans to meet Mr. Benachenhou upon the return of both of them to try to identify what specific changes Mr. Benachenhou would like us to make in our mode of communications with his office. If you agree, Mr. Dervis would like to stress to him, however, that our interactions must take place within the parameters of the Bank Board's approved rules. I attach for your signature the note that you requested.

Attach

cc: Mr. Dervis (o/r)



MH follow

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

BARBER B. CONABLE  
President

November 21, 1989

Mr. Moeen A. Qureshi

Moeen:

Mr. Benachenhou visited me today and told me that he continues to have severe problems receiving basic information on the countries for which he is responsible. This issue is particularly acute for Algeria, Morocco and Tunisia.

He believes he has spoken to Mr. Dervis five times, to Mr. Thalwitz twice, and to you once, and each time he was assured that the matter would be looked into carefully. His particular concerns are:

- (a) he is not informed about missions and delegations;
- (b) he does not receive papers, such as yellow cover reports which are shared with the Borrowers; and
- (c) he has no knowledge about major issues discussed with Borrowers, the development of the pipeline, and studies underway.

He believes that his effectiveness is seriously undermined as delegations perceive him to be totally out of touch with the Bank's program in countries which he represents. I told him that I would look into the matter, ask you to give him a commitment in writing that information will be made available to him regularly and follow-up provided in the future.

Could you please ask your staff to prepare a careful letter for my signature next week. I would also appreciate your talking to Mr. Benachenhou during your upcoming trip, as he is very concerned.

*Barber*

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

BARBER B. CONABLE  
President

November 22, 1989

The Honorable Helen Bentley  
U.S. House of Representatives  
Washington, D.C. 20515

Dear Representative Bentley:

I've just returned from a two-week visit to Madagascar, Kenya and Zimbabwe to see your letter of October 23rd regarding Sea Solar Power, Inc. We have not yet heard from Mr. Lally of your staff, but I would be interested to learn more about Mr. Anderson's invention using the principle of ocean thermal energy conversion to generate electrical power.

Please let my assistant, Linda McLaughlin, know when Mr. Anderson will be in the Washington area. If, for any reason, I am not available to meet with Mr. Anderson personally, former Congressman Bill Stanton, my Counsellor, will meet with him and put him in touch with others here at the Bank who have special expertise in energy and environmental issues.

Sincerely,

*Barber Conable*

*Chiron*

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

BARBER B. CONABLE  
President

Le 14 Décembre 1989

M. le Ministre d'Etat,

Je vous remercie de votre lettre du 20 Novembre dernier qui me fait part des préoccupations de votre Gouvernement sur le problème du pouvoir de vote des petits pays membres de la BIRD. Il s'agit en effet d'un problème auquel la plupart des membres de l'institution attachent de l'importance.

En accord avec les recommandations du rapport du Comité ad hoc sur le pouvoir de vote des petits pays membres, le nouveau Comité ad hoc des administrateurs sur les critères d'attribution des actions de la Banque, dont la France fait aussi partie, a été chargé d'approfondir cette question dans le cadre de son programme de travail. Comme vous, nous espérons que ce forum permettra d'arriver à un consensus sur ce sujet.

Veuillez agréer, Monsieur le Ministre d'Etat, l'expression de ma sincère considération.

*Barber Conable*

M. Pierre Bérégovoy,  
Ministre d'Etat,  
Ministre de l'Economie, des Finances et du Budget  
139, rue de Bercy - Bâtiment B, Pièce 6062 S5  
Télédoc (1) 550  
75572 Paris Cedex 12  
France



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

BARBER B. CONABLE  
President

December 13, 1989

The Honorable Rudy Boschwitz  
United States Senate  
Washington, D.C. 20510

Dear Rudy:

Thank you for your letter of November 21, 1989, concerning the dispute between Security Pacific Trade Finance, Inc. (Security Pacific) and the People's Construction Bank of China (PCBC). Security Pacific brought this situation to our attention in October. Since then, we have discussed the matter with both the Chinese and Security Pacific. I am sure you will appreciate that this commercial dispute, as in so many other cases of its kind, has a complex history of events and obligations to which both sides apply differing interpretations.

In response to Security Pacific's inquiry, we initiated contacts with Chinese authorities, including PCBC. Those discussions indicated that meetings between PCBC and Security Pacific had taken place, and the PCBC wishes to resolve the matter amicably. We understand that the funds have been frozen in a Chinese bank by a local court in Shenzhen. Hopefully, both parties will take appropriate steps to resolve this dispute without undue delay.

The World Bank, as a matter of policy, does not intervene in commercial disputes of this nature. That having been said, if you can suggest any other way in which we might be helpful, please let me know.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

December 18, 1989

The Honorable Douglas H. Bosco  
U.S. House of Representatives  
Washington, D.C. 20515

Dear Congressman Bosco:

Thank you for your letter of November 16, 1989, which was also signed by your colleagues, Congressmen Lagomarsino, Lantos and Levine, concerning the dispute between Security Pacific Trade Finance, Inc. (Security Pacific) and the People's Construction Bank of China (PCBC). Security Pacific brought this situation to our attention in October. Since then, we have discussed the matter with both the Chinese and Security Pacific. I am sure you will appreciate that this commercial dispute, as in so many other cases of its kind, has a complex history of events and obligations to which both sides apply differing interpretations.

In response to Security Pacific's inquiry, we initiated contacts with Chinese authorities, including PCBC. Those discussions indicated that meetings between PCBC and Security Pacific had taken place, and the PCBC wishes to resolve the matter amicably. We understand that the funds have been frozen in a Chinese bank by a local court in Shenzhen. Hopefully, both parties will take appropriate steps to resolve this dispute without undue delay.

The World Bank, as a matter of policy, does not intervene in commercial disputes of this nature. That having been said, if you can suggest any other way in which we might be helpful, please let me know.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

December 12, 1989

The Honorable John Brademas  
President  
New York University  
Elmer Holmes Bobst Library  
70 Washington Square South  
New York, New York 10012

Dear John:

Thank you for the letter following up on the invitation extended by Professor Ronen for me to participate in a conference on tax policy at New York University during the month of May. As you probably know by now, I have had to regret that invitation.

The uncertainty of my travel schedule makes it difficult to commit to specific events. We make the determination that I should visit certain of the Bank's member countries and notify the governments involved, but they then determine the timing. As you can imagine, John, this makes the forward planning which is necessary in connection with speaking commitments nearly impossible.

In any event, after three and a half years in this international trouble, I am sure there are many others on the domestic front who are better able to speak about tax policy.

It was good to hear from you, dear friend. Best wishes for the Holiday Season.

Sincerely,

*Barber Conable*



LM:

We did receive a letter of inv. from Prof. Ronen on Nov. 13. It was logged in to FAS and JMaguire replied on 11/20/89 regretting for BBC.

Log. # of Prof. Ronen's ltr. is EXC89-11-13-004.

Any other assistance you need re this?

CP

\* LM

WORLD BANK OTS SYSTEM  
OFFICE OF THE PRESIDENT

CORRESPONDENCE DATE : 89/11/13

DUE DATE : 00/00/00

LOG NUMBER : 891122008

FROM : John Brademas

SUBJECT : New York Univ: follow up to Prof. Ronen's letter of invitation to  
be the keynote speaker at a dinner some evening in May, 1990.

OFFICE ASSIGNED TO FOR ACTION : Mr. B. Conable (E-1227)

ACTION:

- APPROVED
- PLEASE HANDLE
- FOR YOUR INFORMATION
- FOR YOUR REVIEW AND RECOMMENDATION
- FOR THE FILES
- PLEASE DISCUSS WITH \_\_\_\_\_
- PLEASE PREPARE RESPONSE FOR BBC's SIGNATURE
- AS WE DISCUSSED
- RETURN TO \_\_\_\_\_

COMMENTS :

*BBC - personally (by Ronen)*

*The Honorable*  
*Dear John:*

*Chitra - Did we do  
receive a letter from Prof. Ronen*

*yes - see note attached*

*CP*  
*11/28*

*for your info - see note attached*

*Chitra - Did we do receive a letter from Prof. Ronen*

*yes - see note attached*

*CP*  
*11/28*

*for your info - see note attached*

**NEW YORK UNIVERSITY**  
*A private university in the public service*

Office of the President

ELMER HOLMES BOBST LIBRARY  
70 WASHINGTON SQUARE SOUTH, NEW YORK, N.Y. 10012

November 13, 1989

The Honorable Barber Conable  
President  
World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433

Dear Barber:

New York University is still after you!

You may recall that I wrote you in 1988 to invite you to participate in a conference on tax policy, co-sponsored by the Vincent C. Ross Institute of Accounting Research and the Coopers & Lybrand Foundation, to be held here at New York University. The Ross Institute is part of the Graduate Division of the Stern School of Business.

Professor Joshua Ronen, director of the Institute, has told me of his invitation to you to be the keynote speaker at the dinner prior to the symposium. The dinner will be held at Windows on the World on some evening in May, determined by when you could be available.

As Professor Ronen has sent you materials about the conference, I shall not inflict further information on you.

Needless to say, we should be greatly honored if you would find it possible to fit this event into your calendar.

With warmest regards and best wishes.

Sincerely,



John Brademas

JB/jiw

cc: Professor Joshua Ronen



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*A private university in the public service*

Office of the President

ELMER HOLMES BOBST LIBRARY  
70 WASHINGTON SQUARE SOUTH, NEW YORK, N.Y. 10012



The Honorable Barber Conable  
President  
World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433



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

BARBER B. CONABLE  
President

October 23, 1989

Your Royal Highness:

Thank you for your note of September 18, 1989 and for the attached letter from the Executive Director of the International Tropical Timber Organization (ITTO).

As you know, the work of ITTO complements that of the Bank in the international effort to ensure better conservation of tropical forests. Thus, we share your concern with the financial difficulties which ITTO faces in carrying out its responsibilities. We regret, however, that the World Bank is not in a position to provide direct financial support to ITTO. I attach for your information our reply to a similar request for assistance from ITTO.

I much appreciate your personal interest in the work of the Bank in this important area of conservation.

Sincerely,

*Barber B. Conable*

H.R.H. Prince Bernhard  
Prince of the Netherlands  
Soestdijk Palace  
The Netherlands

Attachment

**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

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

(202) 477-1234  
Cable Address: INTBAFRAD  
Cable Address: INDEVAS

October 11, 1989

Mr. B.C.Y. Freezailah  
Executive Director  
International Tropical Timber Organization  
8F Sangyo Boeki Center Building  
2, Yamashita-Cho, Naka-Ku  
Yokohama, 231 Japan

Dear Mr. Freezailah:

Mr. Conable has asked me to thank you for your letter of September 7, 1989, concerning the work of the International Tropical Timber Organization (ITTO) and the difficulties which ITTO faces in discharging its responsibilities. You asked for Bank advice and possible financial assistance.

ITTO's initiatives complement those of the Bank in an area of considerable environmental importance. As you know, the Bank is giving increasing attention to the problem of deforestation in our borrowing member countries. Most of our forestry projects emphasize institution building, conservation through replanting, and the planned use of forest resources. Between fiscal years 1985 to 1989, the Bank committed \$799 million for forestry projects in borrowing member countries. At the recent Tokyo Conference on the Global Environment and Human Response, Mr. Conable announced a tripling of Bank lending for forestry within the next few years.

In seeking to strengthen cooperation with other organizations, the Bank, together with the United Nations Development Programme, the Food and Agriculture Organization, and the World Resources Institute, published the report Tropical Forests: A Call to Action. About fifty-two countries are developing forestry plans on the basis of the tropical action plan presented in the report; in particular, the Bank has helped with such planning in Ghana, Kenya, Papua New Guinea, Sudan and Tanzania.



We regret to learn of ITTO's financial difficulties and their likely impact on the effectiveness of the organization. Under our legal arrangements, the Bank can only lend to individual governments or government-guaranteed organizations. We cannot lend directly to international organizations, and our limited grant funds are fully committed to development activities approved by our Board. We are indeed sorry that we cannot find a vehicle in the Bank to help provide the type of direct financial support which ITTO is seeking. However, we wish you success in your efforts to mobilize resources in order to strengthen the work of ITTO.

Sincerely yours,



Alexander Shakow

Director

Strategic Planning and Review Department

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

BARBER B. CONABLE  
President

December 6, 1989

M. Francis Blachard  
Prebailly  
427 Route de Lyon  
01170 GEX  
France

Dear Francis:

Thank you for your November 24 letter telling me about Yves Jacques Joubay's interest to work at the Bank.

Because the Personnel Department has better knowledge of the staff requirements of the institutions and current available positions, your letter and Mr. Joubay's resume have been forwarded to that office with the request that his qualifications and experience receive consideration. He will be contacted directly about the prospects of openings in his area of expertise.

I appreciate receiving information on qualified individuals who are interested to become involved in the work of the Bank.

Best wishes for the New Year.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

October 18, 1989

Dear Lindy:

I received your letter today, just as I am leaving the office for several days, but I didn't want to delay responding to you.

I have asked one of the Bank's Senior Vice Presidents to be sure that Mr. Meyer obtains the information and guidance which will be useful to him. If someone from your staff can let my assistant, Linda McLaughlin, know how he can be contacted, she will pass the information on to the appropriate people here at the Bank. We will keep you informed of any contacts made with him, as well.

Thank you for letting me know of your constituent's interest in the Bank's work.

Best personal wishes.

Sincerely,



The Honorable Lindy Boggs  
U.S. House of Representatives  
Washington, D.C. 20515-1802



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

BARBER B. CONABLE  
President

December 7, 1989

Jane K. Boorstein  
535 Park Avenue  
New York, New York 10021

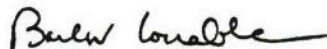
Dear Jane:

Thank you for your letter following up on our discussion at Cornell. I have looked through the information you provided about IIRR and have forwarded it to Alex Shakow. I'm pleased that the President of IIRR has met with Alex and will be providing him with a proposal on the role of NGOs for women in development.

As you saw by her note, Charlotte enjoyed her meeting with Dr. Flavier in Manila. Obviously, we already have had many opportunities for mutual contact.

Best personal wishes to you and Allen.

Sincerely,



cc: Mr. Alex Shakow

Chron

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

BARBER B. CONABLE  
President

October 12, 1989

Excellency:

Thank you for your letter of August 10 generously offering to host the Regional Conference for Latin America to prepare for the "World Conference on Education for All" which will take place in March 1990. Education is a critical element in the struggle against poverty, and the Conference on Education for All will provide an important opportunity to focus on this issue.

Prior commitments on the dates of the Latin America Regional Conference prevent me from personally attending the Quito meeting. I have, however, asked Dr. Bernardo Kugler, Economist, Population and Human Resources Division of Latin America, to represent the World Bank in this meeting and to keep me informed of the outcome.

Once again, I appreciate your kind invitation and wish you success at the Quito meeting.

Sincerely,

*Barber Conable*

Mr. Rodrigo Borja  
President of Ecuador  
Quito, Ecuador

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

BARBER B. CONABLE  
President

Octubre 12, 1989

Su Excelencia:

Deseo expresarle en primer lugar los sentimientos de mi más alta consideración y estima, y al mismo tiempo manifestarle que aprecio sobremanera la generosa oferta del Gobierno del Ecuador para hacerse cargo de la Conferencia Regional Latinoamericana en preparación para la Conferencia Mundial de Educación para Todos a realizarse en marzo de 1990. Considero que la educación es un elemento realmente crítico en la lucha contra la ignorancia y la pobreza, y por ello me encuentro personalmente comprometido en el éxito de la Conferencia de Educación para Todos.

Lamento sobremanera comunicarle que, debido a compromisos previos, no podré asistir personalmente a la reunión de Quito. Sin embargo, he solicitado al Dr. Bernardo Kugler, Economista de la División de Recursos Humanos de América Latina, representar al Banco Mundial en dicha reunión e informarme posteriormente de los resultados del encuentro.

Una vez mas, quisiera expresarle mi aprecio por su generosa invitación.

Sin otro particular, y augurándole éxito a la reunión de Quito, se despide muy atentamente de usted,

Señor Don  
Rodrigo Borja  
Presidente del Ecuador  
Quito, Ecuador



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

BARBER B. CONABLE  
President

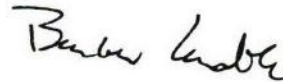
October 13, 1989

Dear Ms. Boyer:

Thank you for your willingness to be flexible in scheduling my visit to Wyoming Central School. I plan to be at the School at 9:00 a.m. on Friday, December 8, to meet with the elementary school students to talk about growing up in Wyoming County and putting what they learn to good use. I understand you then would like ~~for~~ me to meet with the upper class students, which I'm glad to do.

I'm looking forward to participating in this special series at Wyoming Central School.

Sincerely,



Ms. Barbara A. Boyer  
Wyoming Central School  
Wyoming, New York 14591

call  
9/11

Linda:

Mr. C brought this back from Alex with him.  
Quote unquote he wants to see what can be done.

Of the two options I suppose the second would  
be best, but my thought is that he should  
dictate the encouraging words (since ..... well  
anyway, I'm not an optimist so its difficult  
for me to be encouraging).

Bottom line ----- what are your thoughts?

Fri  
Dec, 8 am

lunch speech in  
Roch.

JV

SUPERINTENDENT:  
Owen C. Bush



WYOMING CENTRAL SCHOOL  
WYOMING, NEW YORK 14591

Nov. 6.

really only paper  
obvious - Nov. 7  
- speak in Ottawa  
update to Ottawa  
not need to be  
here to prepare  
for trip? L.

July 18, 1989

Barber Conable  
President, World Bank  
Alexander, New York 14005

716-394-1423  
Jeff

Dear Sir:

In the past twenty years it has been noticed by many people that there are no heroes or heroines to be emulated by our youth. This year at Wyoming Central, the teachers are using the theme of heroes and heroines to try to teach and show the students that all around us are heroes and that each of them could be a hero in some way.

The staff have developed a definition of a hero to include somebody we look up to, willing to sacrifice, goes against odds and public opinion and works for the good of mankind. Since you fit this definition, I am writing to ask a favor from you for the students at Wyoming.

We are asking our selected heroes for two things. One is the possibility of a visit with the students either during September, featuring Heroes We Know, or November, featuring Political Heroes. This visit would be at your discretion, and we would set up a forum with you to meet some of the students. The second request, is a letter of encouragement to the students to perhaps give them hope that they can do what you have done.

I wish to thank you for time from your busy schedule. We, at Wyoming, are hoping that participation from people like yourself will give our students higher goals than what they might be and point out real heroes in our world today.

Sincerely,

*Barbara A. Boyer*  
Barbara A. Boyer

8:30 step in 4/5 class  
Elementary kids

Sept. will notify local papers 9:00-10:30  
Nov. all elementary + Wyo  
30 re. 2- Wyo  
1 M E  
This program for elementary school kids - school is small through - would love it if you could spend time there.

716-495-6222  
N.C.S



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

BARBER B. CONABLE  
President

October 15, 1989

Dear Gene:

Thank you for your letter inviting my participation in IMDI's 20th Anniversary celebration on December 4 and 5.

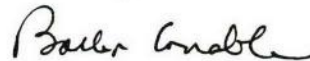
I fully understand the importance of this celebration to you and to IMDI, and, as you know, my relationship to IMDI over the years has been very important to me. Unfortunately, I cannot be with you for this special celebration, however. At the present time, plans are underway for me to travel to Mexico between Thanksgiving and Christmas.

You must take great personal satisfaction in the success of IMDI. It's hard to imagine you will be leaving the helm; your name and IMDI's are synonymous.

I appreciate your efforts to include me in IMDI's 20th Anniversary ceremonies, and send my best wishes for a memorable occasion.

Best personal wishes.

Sincerely,



Mr. Gene E. Bradley, Chairman  
IMDI  
2600 Virginia Avenue, N.W.  
Suite 905  
Washington, D.C. 20037-1905

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

BARBER B. CONABLE  
President

December 5, 1989

The Honorable Nicholas F. Brady  
Secretary of the Treasury  
U.S. Department of the Treasury  
Washington, D.C. 20220

*Nick*  
Dear Mr. Secretary:

You know we are still waiting for a final U.S. position on IDA-9, even though all the U.S. policy requests we discussed earlier have been met. The final meeting is scheduled on December 14th, in Washington, and the only remaining issue to be settled is the amount of the replenishment.

Many of the IDA Deputies have called to ask whether the meeting will be held. In the absence of a U.S. position, they do not wish to make an unnecessary trip to Washington.

We have made good progress with all the others to make an extra effort to close the gap, caused in part by the decline in the U.S. contribution. This is particularly true of Japan, which is planning to make a very substantial special contribution. The Japanese budget closes December 18. If the meeting is postponed for lack of a U.S. decision, we will lose the Japanese contribution, for the next year and possibly permanently. That in turn means the other donors will not proceed with their special contribution. The result will be a sharp reduction in real terms in IDA, and an IDA well below the level agreed by the Deputies as warranted. The result will be attributed directly to the U.S. Coming immediately after the successful conclusion of the Lome agreement, this will be a serious blow to the institution and, I believe, to U.S. worldwide interests.

I understand that broader budgetary issues are involved, but I would urge you to settle the IDA issue in the next day with Dick Darman. I, and the senior management of the Bank, have gone far to get the other donors to agree to the many U.S. policy objectives and to increase their financing. While it would be a major public embarrassment to me to have to cancel the December 14th meeting, we are very close to the end of the line.

Sincerely,

*Barber*

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

BARBER B. CONABLE  
President

November 30, 1989

The Honorable Nicholas F. Brady  
Secretary of the Treasury  
Department of the Treasury  
Washington, D.C. 20220

Dear Nick:

Thank you for letting me know about Ken Veit's interest in employment at The World Bank. I appreciate knowing of your high regard for him.

As you know, very few senior-level positions become available at the Bank, but I will keep his resume at hand in the event a possibility arises where Mr. Veit's experience and qualifications can be utilized. In addition, I have forwarded your letter and the attachment to the Personnel Department since it has a broader picture of the institutional needs. He will be contacted directly about the prospects of appropriate openings.

Best personal wishes.

Sincerely,

*Barber Conable*



THE WORLD BANK  
INTERNATIONAL MONETARY FUND

Washington, D.C. 20431

November 3, 1989

Dear Mr. Secretary:

We are writing to seek your help in resolving a problem concerning the issuance of G-IV visas that has adverse consequences for the work of the World Bank and the IMF and also causes personal inconvenience for a selected group of Executive Directors and staff in the two organizations.

Typically, the visas issued to non-U.S. personnel in the Bank and Fund, including Executive Directors, are "multiple entry," and are valid for at least a year; for some nationalities the validity is for several years. Personnel of the two organizations holding a "multiple entry" visa can travel freely in and out of the United States during the validity of the visa. This is of great importance for the Bank and Fund, whose Executive Directors and staff are obliged to travel abroad frequently on official business, often at short notice.


Since early 1987, this freedom to travel whenever the interests of the institution so require has been impeded for Bank/Fund personnel of certain nationalities by the decision of the Department of State to issue to them visas that are valid for three months only, and are good for only "single entry" into the United States. The nationalities involved are few, most of the personnel concerned being Iranians. Problems have arisen when individuals have had to leave the United States on official business unexpectedly, with insufficient time for their visas to be renewed before departure. This has meant that they have to go through the time-consuming process of obtaining a new visa abroad before they can return to the United States and resume their duties.

We believe there are serious questions as to the appropriateness of, and basis for, applying a single-entry visa policy to Bank/Fund personnel of selected nationalities. Staff of the two organizations are international civil servants, who owe their duty entirely to the Bank or Fund and are prohibited from seeking or accepting instructions from any government or any authority external to the institution, or from engaging in political activity inconsistent with their status. Executive Directors, unlike staff, are appointed or elected by member governments but they are not, under the respective Articles of Agreement, the "representative" of the member that appointed them, or the group of members who elected them. In these circumstances, there is no justification in principle for the host government in its issuance of visas to discriminate against certain staff and certain Executive Directors on the basis of their nationality, and it is difficult for us to

see what interests the United States consider are being served in practice by such discrimination. Moreover, differential treatment on the basis of nationality appears to be inconsistent with the treaty obligations of the United States under Article IX, Section 8 (iii) of the Fund's Articles of Agreement and Article VII, Section 8 (iii) of the Bank's Articles.

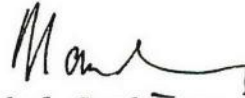
This problem would be readily resolved if the Department of State were to issue multiple entry visas, valid for a reasonable period of time, to all personnel of the Bank and Fund regardless of their nationality. We would be grateful if you would convey to the Department of State our formal request that it cease to discriminate in the issuance of visas, and apply a practice which meets both the needs of the Bank and Fund and the obligations of the United States as a host government and member of the two institutions. We hope that, in conveying this request, you will be able to indicate that it has the support of the U.S. Department of Treasury.

Sincerely yours,



Barber Conable  
President

International Bank  
for Reconstruction and Development



Michel Camdessus  
Managing Director  
International Monetary Fund

bcc: Messrs. Coady, Wapenhans, Shihata, Cutler (IMF)

The Honorable  
Nicholas Brady  
Secretary of the Treasury  
Washington, D.C. 20220



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

BARBER B. CONABLE  
President

October 26, 1989

Dear Mr. Secretary:

The enactment of the Technical and Miscellaneous Revenue Act of 1988 (TAMRA) has raised serious problems in the estate tax area for the staff of the Bank and other international organizations. As you know, under its Articles of Agreement, the Bank is required to recruit staff internationally, and this legislation will seriously hamper our efforts to do this.

These changes in the estate tax area constitute an unexpected and inequitable burden for foreign Bank staff. The spirit of the Bretton Woods treaty was tax neutrality for people brought to this country for multilateral employment.

The enclosed memorandum discusses the problems created by TAMRA and earlier legislation, and proposes certain legislative solutions that would ameliorate the situation.

I would appreciate it if you could bring this issue promptly to the attention of the House Ways and Means Committee, with the request that it be considered in the on-going hearings on miscellaneous tax issues presently being held by its Select Revenue Measures Subcommittee. Committee staff have recommended this course of action, so that the issue will have been before the Subcommittee when further consideration is given to miscellaneous tax legislation. A similar referral should be made to the Senate Finance Committee.

My staff is ready to work closely with your staff to provide you with any additional and specific background information you might need in order to make an effective presentation to the Committees.

In the absence of remedial legislation, the institution will have to consider steps it can take at its own expense to provide relief. A number of costly options are being considered, but I am hopeful that a legislative solution will eliminate the need for the institution to put into place permanent corrective measures.

Your assistance on this will be greatly appreciated.

Sincerely,

*Barber Conable*

Enclosure

The Honorable Nicholas F. Brady  
Secretary of the Treasury  
U.S. Department of the Treasury  
Washington, D. C. 20220

*cc: Mr. E. Patrick Coady, Ex. Director*



**U.S. Estate Taxation of World Bank  
and Other International Organization Staff**

**BACKGROUND**

The U.S. Internal Revenue Code imposes estate taxation on the worldwide assets of U.S. citizens and persons deemed to be "resident" (domiciled) in the United States, whether they hold a permanent resident visa or some other visa. It also imposes estate taxation on the U.S. assets (U.S. realty, tangible personalty located in the U.S., debt and equity investments in U.S. companies, but not life insurance payments, international organization pensions, and most bank accounts) of "non-residents".

The impact of U.S. estate taxation has been much exacerbated recently, in particular by the enactment of the Technical and Miscellaneous Revenue Act of 1988 (Nov., 1988) (TAMRA). It now severely and unduly burdens certain international organization staff and the organizations themselves. About 80 percent of the Bank's staff are not U.S. citizens.

The Bank is required by the agreement of its member governments to recruit staff "on as wide a geographical basis as possible," subject to quality criteria, to assure a staff with broad experience and perspective essential to the Bank's mission. Non-U.S. staff members who are brought to the United States for Bank employment will sometimes be considered resident (domiciled) here for U.S. estate tax purposes, even though U.S. immigration law generally does not permit survivors to remain in the United States after the death of the staff member. Because the existence of U.S. domicile cannot be determined with certainty before death, planning cannot adequately take account of this crucial factor. The burden of U.S. estate taxation will definitely deter able persons from joining and remaining a part of the Bank's staff.

**SPECIFIC PROBLEMS**

The problems created, inter alia, by TAMRA are:

- (1) the disallowance of the estate tax marital deduction where the surviving spouse is not a U.S. citizen;
- (2) the inclusion of the full value of jointly-held property in the decedent's estate where the surviving spouse is not a U.S. citizen (unless the estate proves the spouse's money was used to purchase the property);
- (3) the application of the tax rates applicable to U.S. citizens and residents to non-residents, despite disallowance of the marital deduction available to U.S. citizens and residents; and
- (4) the subjection to taxation for U.S. estate tax purposes of international organization pensions and life insurance of those considered resident (domiciled) for U.S. tax purposes even if in G-IV visa status.

The principal source of survivors' financial support in most cases will be the spouse's pension paid by the Bank which, where the marital deduction is not available, will be currently taxed at its full actuarial value. Heavy taxes, immediately payable, are generated by this non-cash, non-transferable asset valued at a high notional value. Further, where the use of the surviving spouse's money can be shown, the full appreciated net value of family residence, also a non-cash asset, will likewise be taxed. For non-residents (where only a \$60,000 exemption equivalent is allowed, as compared to \$600,000 for U.S. citizens and "residents"), these rates begin at 26 percent and may go up to 55 percent. For "residents" and U.S. citizens, a marital deduction of \$600,000 is granted, and rates begin at 37 percent going up to 55 percent.

Pending legislation would defer estate taxes on certain pensions by treating them as assets of qualified domestic trusts (QDOT), provided, among other things, that the "trustee" or administrator would be a U.S. person. For the family dwelling, a QDOT is likely to be cumbersome and expensive and an inappropriate receptacle. Pending legislation also provides for forgiveness of the deferred estate tax on assets held in a QDOT in certain cases where the surviving spouse becomes a U.S. citizen. Realistically, many surviving spouses of expatriate Bank staff will have no opportunity to become U.S. citizens. Moreover, to condition fair treatment of a spouse present in the U.S. by reason of the decedent's Bank employment on a change of citizenship would be gravely inimical to the international character of the organization.

Pending legislation would not address other problems mentioned at all (including the taxation of international organization pensions, the taxation of the family dwelling of a decedent non-resident Bank staff member, and the application of the same estate tax rates to the estate of non-residents, even though the exemption equivalence for them is 10 percent of that allowed for U.S. citizens and residents).

#### **ACTION PROPOSED**

The most effective action to remedy the Bank's institutional problems is to leave the estate tax policies of the host country neutral as regards Bank staff and the citizenship of their spouses. Such a solution could involve two proposals:

##### **Proposal No. 1**

The estates of all persons temporarily present in the United States by reason of international organization employment would be exempt from the U.S. estate tax. "Persons temporarily present ... by reason of international organization employment," adapting the principle of Section 7701(b) of the Internal Revenue Code, would include full-time employees (but not those full-time on a temporary daily or monthly basis) who are not U.S. citizens or holders of U.S. permanent resident visas.



Proposal No. 2

The marital deduction would be allowed to the estate of any taxable decedent who was a full-time employee of an international organization regardless of the spouse's citizenship or residence.

The second proposal, if adopted by itself, would remove the effects of discrimination in the marital deduction treatment of spouses who are not U.S. citizens, whether the decedent is a U.S. citizen, a non-citizen resident or a non-resident. In the case of non-resident decedents, if, as we believe, the principal source of the family's security will be the Bank-provided spouse's pension and life insurance payments plus the family residence, the only tax change with respect to these assets will be on the family residence.

The favorable treatment of these Bank-provided benefits by application of the marital deduction to the estates of other non-citizens could be supported as consistent with the provisions in the Bank's Articles that "[n]o tax shall be levied on or in respect of salaries and emoluments paid by the Bank to ... employees ... who are not local citizens, ...."

Also, if the Bank were treated as a U.S. person for the purpose of getting QDOT treatment for spouse's pensions, and this is made applicable in respect of all estates regardless of citizenship or domicile, the situation would be ameliorated for the interim. Nevertheless, QDOTs are a cumbersome and costly way of addressing a fundamental problem, i.e., estate taxes on international organization pensions.

Extending the marital deduction to all non-resident staff would address their problems as well, and would seem to have a lesser impact on revenue, since only the U.S. assets of non-residents are taxable.

Attached are two proposals for legislative amendments which address the issues explained above. The application to non-residents of the principles applicable to allowance of the marital deduction to citizens and residents (as changed by our proposal) would require only a change in the caption of the subparagraph which applies these principles to non-residents.

Proposal No. 1

PROPOSED ACT SECTION 11815(C)(16) - (18)

"(16) Section 2001 is amended by adding subsection (f) as follows:

'(f) Exemption of Certain International Organization Employees.

-- (1) The tax imposed by subparagraph (a) and by Section 2101 of this Subtitle shall not apply to any person temporarily present in the United States at the time of his death (but not as a transient) by reason of being -

(A) a full-time employee of an international organization,  
or

(B) a member of the immediate family of an individual described in clause (A).

(2) The Secretary shall prescribe such regulations as may be necessary to carry out the purposes of this subsection.'

"(17) Section 2101 is amended by adding subsection (d) as follows:

'(d) Cross Reference - For provisions exempting certain full-time employees of international organizations and members of their immediate families from the application of this section, see Section 2001(f).

"(18) Subsections (16) and (17) shall apply to the estates of decedents dying on or after November 10, 1988."



Proposal No. 2

PROPOSED ACT SECTION 11815(C)(8)

"(8) Subsection (d) of Section 2056 is amended by adding at the end thereof the following new paragraphs:

`(4) Reformations Permitted. -- .... [text in H.R. 3150.]

`(5) Paragraph (1) shall not apply to any property passing to the surviving spouse if, at the time of death, the decedent was a full-time employee of an international organization (but not as a transient), or the spouse of such an employee. This paragraph shall apply to the estates of decedents dying on or after November 10, 1988.'"

" (9) The caption of subsection (3) of Section 2106 is amended to read `Marital Deduction Allowed for Certain Spouses.'"

INTERNATIONAL MONETARY FUND  
THE WORLD BANK

Washington, D.C. 20431

November 28, 1989

Herrn Dr. Richard Brantner  
Vorstandsmitglied  
Kreditanstalt für Wiederaufbau  
Postfach 11 11 41  
6000 Frankfurt 11  
Federal Republic of Germany

Sehr geehrter Herr Dr. Brantner!

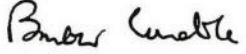
Wir danken Ihnen nochmals für die Teilnahme Ihrer Organisation an dem Gehaltsvergleich, den Hay Associates im Frühjahr 1989 für den Internationalen Währungsfonds und für die Weltbank durchführten. Diese jährlichen Erhebungen sind sehr wichtig für unsere Institutionen, da sie uns ermöglichen, unser Gehaltssystem international wettbewerbsfähig zu erhalten.


Der Zeitpunkt für eine Wiederholung dieser Erhebung ist gekommen, und wir bitten Sie erneut um Ihre Unterstützung. Nach Abschluss der Datenerhebung werden Sie einen Bericht erhalten, der Ihnen Informationen zurückvermittelt, von denen wir hoffen, daß sie auch für Sie und Ihren Personalbereich von Interesse sein werden.

Hay Associates, unsere Berater für diesen Gehaltsvergleich, würden sich gern in Kürze mit Ihrem Personalbereich in Verbindung setzen, um die erforderlichen Daten zu sammeln. Alle Gehaltsinformationen werden natürlich streng vertraulich behandelt. Wir wären Ihnen dankbar, wenn Sie die zuständige Abteilung in Ihrer Organisation beauftragten, Hay Associates die erforderlichen Daten zur Verfügung zu stellen.

Wir danken Ihnen im voraus für Ihre Unterstützung.

Hochachtungsvoll

  
Barber B. Conable  
Präsident  
Die Weltbank

  
Michel Camdessus  
Geschäftsführer  
Internationaler Währungsfonds

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

BARBER B. CONABLE  
President

October 13, 1989

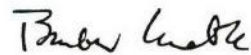
Dear Mr. Brown:

Thank you for your kind letter informing me of your departure from UNDP to serve once again as Governor of the Central Bank of Jamaica.

You have had a distinguished record of service with UNDP. Through your personal interest, commitment and support, Bank/UNDP collaboration was expanded and strengthened, for which we are most grateful.

We are pleased that you will continue an active relationship with the Bank in your new capacity, and look forward to working with you. My colleagues join me in extending to you our very best wishes.

Sincerely,



Mr. G. Arthur Brown  
Governor  
Bank of Jamaica  
Nethersole Place  
P.O. Box 621  
Kingston, Jamaica



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

BARBER B. CONABLE  
President

November 20, 1989

The Honorable George E. Brown, Jr.  
U.S. House of Representatives  
Washington, D.C. 20515

Dear  Representative Brown:

Thank you for your letter of November 2 concerning the Sardar Sarovar projects in India.

As I mentioned to Congressman Scheuer in a previous communication on this matter, we share your concerns about the resettlement and environment aspects of the project and have been working very closely with the Indian authorities to ensure that policies and programs to deal with these aspects are formulated and implemented with the utmost care.

There have been lapses in implementation. On occasion, performance has not always conformed to the plans. But remedial action has been taken and, on balance, we feel that progress is being made.

As you know, the projects are designed to bring irrigation, electricity and drinking water to millions of people in several drought-prone states of western India. The task is formidable yet vitally important to this part of the country; about five million people were estimated to be living in the rural sections of the Sardar Sarovar command area alone in 1981 and the population growth rate is greater than 2% a year.

Several alternatives to a large dam were investigated by the special Narmada Water Disputes Tribunal that was set up by the Government of India in the 1970s. These alternatives included a series of smaller dams as well as varying heights to the large dam. The conclusion was that the dam currently under construction offered the best solution, given the enormity of the objective and taking into account technical, economic and other considerations. For example, a series of small dams presents many more potential difficulties than a single large one. Finding appropriate sites for them is very difficult and the cost per hectare irrigated escalates rapidly as one moves from relatively easy to increasingly difficult locations. The percentage of inundated area to command area, which is high even in the better small dam sites, increases rapidly as greater numbers of sites are pursued. Simultaneously, resettlement and environmental problems mount. Then, smaller dams do not provide the kind of power benefits that a large structure affords.

We monitor alleged violations of Bank policy or of the Bank's Loan and Credit agreements on resettlement and environment, and other aspects at least twice a year through on-site visits by Bank staff and consultants. From time to time, an exact deadline for certain actions may not be met fully. Oftentimes, unforeseen circumstances are at work. For example, the Government of India decided, after the projects had been approved, to undertake another detailed environmental assessment and this resulted in an implementation delay of about 18 months. As long as project authorities are making a best effort to implement the project in accordance with legal agreements and are prepared to take remedial action when necessary, our position is that we should continue to support the project. However, where this commitment is not evident and where there has been a clear violation of an agreement, the Bank is not averse to taking appropriate action, including suspension of disbursements, and this has been done in other projects in India.



Environmental aspects of the project were investigated carefully by the Water Disputes Tribunal and again by the Bank appraisal mission. A special environmental study was commissioned by the Bank and a United States consultant completed this before project implementation began. In addition, several specific studies and work programs are underway relating to fisheries, forestry and public health. Archeological and water resources aspects are receiving required attention. Terms of reference have been agreed for studies of wildlife management. The project does have some environmental benefits also. For example, it will help wildlife parks, through the provision of more regular water supplies.

On the issue of the Bank's economic analysis, a very comprehensive examination was conducted as part of the appraisal work in 1984/85. Rehabilitation and resettlement requirements were costed as was forest land and land lost to inundation. Public health costs were not included originally since it was not obvious, and is still not, that the assumed health costs will outweigh the health benefits from assured water supplies for drinking and washing. Future levels of siltation were studied and indicated a reservoir life for the SSP dam in the range of 180 to 340 years.

As I noted in my earlier letter to Congressman Scheuer, staff of the Bank's India department have made a preliminary review of Mr. Paranjpye's assessment for the Indian National Trust for Art and Cultural Heritage (INTACH) and have concluded that our original decision to support this project remains sound. While some costs have increased, so have some benefits. For example, benefits from power generation are much greater than originally estimated and the original benefits ascribed to municipal and industrial water were almost certainly undervalued. Overall, we do not think the economic rate of return has changed significantly from the 13 percent calculated in 1985. The INTACH report estimates the return for the SSP project at 10.8% and for the proposed Narmada Sagar project at 12.2%.

While the Narmada projects have generated a great deal of concern and criticism in some quarters, there is also considerable support for them in India. On September 26 this year the legislative assembly of Gujarat, after a two-hour discussion of the issues, unanimously passed a resolution affirming support for the projects, which have been described as "lifelines" for that state.

In closing, I would like to emphasize how very much concerned I am about the potential environmental consequences of all our development projects. I would also like to underscore the importance of IDA to poor countries such as India. As you know, one of the original motivations behind the creation of IDA was to help India grow out of a very dismal economic condition. The United States Congress was the principal instigator for this decision and in many different ways the success of IDA can be seen in India today. For example, the country, which in the 1960s had to import massive quantities of food grains, is now self sufficient, thanks in large part to IDA assistance, which supplemented India's very impressive effort, particularly in developing irrigated agriculture.

We believe this performance can be duplicated in the future -- in India and elsewhere -- as we continue the battle against global poverty through sustainable development.

Sincerely,



Barber B. Conable  
President

Chron

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

BARBER B. CONABLE  
President

December 27, 1989

Dear Mrs. Brundtland,

Thank you for your letter of 27 November concerning the Centre for Our Common Future, and especially for your leadership in supporting the Centre's creation and in following up the important work of your World Commission.

We have given careful consideration to the suggestion that the Bank be associated with the Centre and my staff have been in touch with Mr. Lindner on this matter. I would indeed be delighted for the Bank to be a "Working Partner" of the Centre. I have asked Mr. Kenneth Piddington, Director of our Environment Department, to arrange to send the Centre regular updates on our activities in the environmental field. We would also be glad to make a modest contribution to the Centre in due course, and Mr. Piddington will also be in touch with Mr. Lindner shortly to make arrangements for this.

With my warmest wishes for the New Year,

Yours sincerely,

*Barber Conable*

Mrs. Gro Harlem Brundtland MP  
Norwegian Parliament  
Karljohans Gatte 22  
N-0026 Oslo 1  
NORWAY





Oslo, 27 November 1989

Dear Barber Conable,

I have seen Mr. W.H. Lindner's letter to you of 8 August 1989 inviting the World Bank to officially associate with the Centre for Our Common Future as a working partner. The Centre, as you know, functions as a central focal point for follow-up on the report of the World Commission on Environment and Development, which I was privileged to chair.

Having supported and encouraged the Centre's creation, I follow its work very closely and participate in its activities whenever possible. I am well aware of the Centre's capacity for work, its commitment to furthering the messages of the Commission's report and of its many contacts. Indeed, its performance over the past 18 months has proven that we were right in supporting its creation.

I know that the Centre has a continuing need for support and that it will make effective use of all the resources it receives. I would, therefore, appreciate your careful consideration of its request.

Yours sincerely,

Gro Harlem Brundtland

Mr. Barber Conable  
President  
World Bank International  
1818 H Street  
Washington DC 20433

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

BARBER B. CONABLE  
President

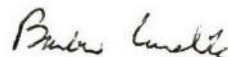
October 10, 1989

Dear Madame Prime Minister:

I was pleased to receive your invitation to the upcoming regional conference which will be held in Bergen<sup>N</sup> in mid-May to follow-up on the report of the World Commission on Environment and Development.

The World Bank will be represented at the appropriate senior level at both the conference and the ministerial session, as well as the four preparatory workshops. My staff will be in contact with your office to confirm the individual attendances.

Sincerely,



The Honorable  
Gro Harlem Brundtland  
Prime Minister of Norway  
P.O. Box 8001 DEP  
N-0030, Oslo 1  
Norway

*Chun*

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

BARBER B. CONABLE  
President

October 30, 1989

Dear Mr. Bruno:

Thank you for your letter of October 5, and your kind invitation to visit your country in the near future.

I have asked my staff to review my travel plans and see when such a visit could be planned. Because of an already full travel schedule through the next Annual Meeting, it may be a while before I can come to your country, but I will see how a visit can be planned before my term expires in 1991.

It was a pleasure to meet Mr. Peres at the Annual Meetings and I am looking forward to seeing you again at one of the upcoming Development Committee/Interim Committee meetings.

With best regards,

Sincerely,

*Barber Conable*

Mr. Michael Bruno  
Governor  
Bank of Israel  
P.O. Box 780  
Hakiryia  
Jerusalem 91007, Israel



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

BARBER B. CONABLE  
President

December 7, 1989

His Excellency  
P. Bukman  
Minister for Foreign Trade  
P.O. Box 20016  
The Hague 2500E13  
The Netherlands

Dear Piet:

I want to thank you for your wise counsel and friendship in your dual role as Netherlands Minister for Development Co-operation and Alternate Governor of the World Bank. Your personal interest in development matters and your constant support of the Bank's work have been, and continue to be, greatly appreciated.

I fully expect that our paths will continue to cross in your new capacity as Minister of Foreign Trade. I look forward to all such opportunities, and wish you continued success in your new role.

Best personal wishes.

Sincerely,

*Baew*

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

BARBER B. CONABLE  
President

October 26, 1989

Dear Piet:

Thank you for your letter of October 10 inviting me personally to attend the UNFPA International Forum on Population in the Twenty-First Century to be held in Amsterdam from November 6 and 9.

I appreciate your invitation to take part in the very significant conference on a subject of immense importance to me and the Bank. Unfortunately my very busy schedule at this time will prevent me from joining you on this occasion.

I am pleased, however, that Mrs. Ishrat Husain and Mr. Rudolfo Bulatao, both concerned with population issues in the Bank, will be attending the conference, and I look forward to receiving their report on the outcome of the discussions.

Sincerely,



His Excellency  
P. Bukman  
Minister for Development Cooperation  
P.O. Box 20016  
The Hague 2500E13  
The Netherlands

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

BARBER B. CONABLE  
President

December 7, 1989

The Honorable George H. W. Bush  
President of the United States of America  
The White House  
Washington, D.C. 20500

Dear Mr. President:

I recently received word from your appointments and scheduling office regarding a request I had made for you to meet at the White House with a small group from the Fifth Marine Division. This group that raised the flag over Iwo Jima is celebrating in February its 45th Anniversary of that battle.

The response for this reunion has been overwhelming and now over 500 former Marines and spouses are expected to attend. Clearly this makes a visit with you at the White House impractical. I understand that General Fred Haynes has now been in touch with you regarding the possibility of your attending a memorial service at the National Cathedral on Sunday, February 24, 1990 and possibly delivering the homily during the service.

I am aware of the pressures on your time, but as one of the Fifth Marine Division, I will appreciate any consideration you can give to this invitation.

Sincerely,





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

BARBER B. CONABLE  
President

October 23, 1989

Dear Mr. President:

There continues to be lack of consensus over the authorization for the Ninth Replenishment of the International Development Association (IDA). This involved, for the previous replenishment, \$965 Million a year from the United States, which resulted in a \$12.4 Billion total replenishment.

Because of the decline of the dollar in the last three years, maintaining the purchasing power of this fund would require a U.S. contribution of \$1.075 Billion per year for the next three years. Fifty percent of this money goes to Africa and 90 percent to countries with per capita incomes of less than \$400 a year. A great deal of cofinancing follows IDA allocations, and so its actual value to the poorest countries of the world far exceeds the actual contribution from the World Bank.

With a \$1.075 Billion a year contribution from the U.S., an additional \$2 Billion in direct three-year contribution will be made over the amount generated by the current U.S. contribution of \$965 Million annually. Thus, the incremental U.S. contribution of \$110 Million a year will be multiplied by almost seven times the amount otherwise benefitting these poorest countries.

Failure to support the poorest countries to this degree would mean substantial diminution of U.S. influence with four-fifths of the population of the world.

I am writing you thus because I hope you will use your influence to ensure that any American advantage possible through this cooperative effort is not bargained away in some sort of political compromise between the Departments of your government.

Sincerely,

*Barber Conable*

The Honorable George H. W. Bush  
President of the United States of America  
The White House  
Washington, D.C. 20500

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

BARBER B. CONABLE  
President

Le 23 octobre 1989

Son Excellence Pierre Buyoya  
Président de la République du Burundi  
Bujumbura, Burundi

Monsieur le Président de la République,

C'est avec le plus grand plaisir que j'ai pris connaissance de la lettre que vous m'avez fait parvenir à l'occasion des Assemblées Annuelles de la Banque Mondiale et du Fond Monétaire International. J'ai été heureux de vous voir confirmer que les efforts entrepris par votre Gouvernement pour amener une réconciliation nationale et assurer une paix durable continuent de porter fruit. Mes collaborateurs m'ont fait part des grandes lignes du rapport de la Commission chargée de réfléchir à la question de l'unité nationale et de la franchise avec laquelle ces questions difficiles continuent d'être abordées.

Je me félicite de voir que votre Gouvernement a, en dépit des événements, courageusement continué à réaffirmer sa détermination de poursuivre les réformes économiques et financières contenues dans votre programme d'ajustement structurel. Le rythme en a peut-être un peu ralenti dans la période qui a suivi les événements mais je suis sûr que vous partagez ma conviction qu'il faut aller de l'avant, surtout dans la conjoncture économique difficile que connaît votre pays. Une croissance économique accélérée reste, en effet, le fondement le plus sûr de vos efforts pour maintenir paix et justice sociale. Je partage entièrement vos vues en ce qui concerne la poursuite de politiques équitables dans le domaine de l'éducation et de l'emploi et je tiens à réaffirmer le soutien moral et financier de l'Association Internationale pour le Développement pour appuyer la mise en oeuvre de programmes sociaux.

Le souci que vous exprimez en ce qui concerne la récente évolution des prix du café sur les marchés internationaux et les répercussions sur la situation économique et financière de votre pays est aussi le nôtre. C'est pourquoi je crois qu'il est essentiel d'amplifier et d'intensifier les efforts de votre pays pour s'ajuster à la situation internationale. Je suis convaincu que seule une libéralisation accélérée de l'économie de votre pays permettra de faire face à ce nouvel environnement. Dans ce contexte, je pense que le moment est venu de prendre les mesures nécessaires pour encourager la participation du secteur privé dans toutes les activités productrices, y compris l'amélioration des performances de la filière café.



Mes services restent prêts à envisager avec nos partenaires Burundais comment l'ensemble du programme de réformes pourrait être renforcé. En particulier, nous partageons votre souci d'accélérer la préparation du projet café pour que le pays tire le meilleur profit possible de cette importante ressource.

Je me félicite aussi de l'importance que vous accordez personnellement à la réforme des entreprises publiques et des efforts entrepris en ce domaine. Je me permets, toutefois, d'attirer votre attention sur le fait qu'un certain nombre d'actions, dont la liste a été établie d'un commun accord lors de notre récente Assemblée Annuelle, doivent encore être mises en oeuvre avant que la seconde tranche du second crédit d'ajustement structurel ne puisse être débloquée. Je sais que le temps presse et je suis, soyez en convaincu, conscient de l'importance que le Burundi dispose des devises nécessaires pour financer les importations sans lesquelles il sera difficile de maintenir une véritable croissance. Mais je sais aussi que l'intérêt que vous portez à ce problème ne pourra que faciliter une résolution rapide des questions en suspens.

Ces questions sont difficiles. Mais je suis sûr que les initiatives courageuses que vous continuez à entreprendre et que l'esprit de véritable partenariat qui préside à nos relations permettront de les résoudre.

Veillez agréer, Monsieur le Président de la République, l'assurance de ma très haute considération.



Barber B. Conable  
Président



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

BARBER B. CONABLE  
President

UNOFFICIAL TRANSLATION

October 23, 1989

His Excellency Pierre Buyoya  
President of the Republic of Burundi  
Bujumbura, Burundi

Mr. President:

It was with great pleasure that I read your letter transmitted to me by Burundi's Delegation to the Joint Annual Meetings of the World Bank and the International Monetary Fund. I was encouraged to learn that your efforts to foster national unity while promoting social peace are beginning to show results. My colleagues have briefed me on the major findings of the Commission on National Unity and have kept me informed of the openness with which such difficult questions continue to be addressed.

I am grateful to see that despite the tragic events of August last year, your Government has reaffirmed its commitment to implement the economic and financial reforms as agreed in your structural adjustment program. Although the pace of adjustment may have slowed somewhat during the period immediately following the events I am certain that you share my conviction that Burundi needs to persevere, particularly in view of the severity of your country's economic difficulties. Accelerated economic growth is essential to build a solid base for your efforts to maintain peace and social justice. I share your views entirely on the need to pursue equitable policies in the areas of education and employment and I would like to reaffirm the World Bank's moral and financial support for the implementation of social sector programs.

We share your concerns regarding the recent decline in world coffee prices and the probable repercussions for your country's economic and financial situation. This is why the World Bank believes that it is crucial to strengthen your country's capacity to adjust to changes in the international economic environment. I am convinced that accelerating the economic liberalization process is the most effective means of responding to this challenge. Hence I believe that the time is appropriate to take the necessary measures to promote private sector involvement in all productive branches of the economy, including the restructuring of the coffee sector.

The World Bank staff stands ready to discuss ways of strengthening the overall adjustment program with their counterparts in Burundi. In

particular, we share your desire to accelerate the preparation of the coffee project so that Burundi can maximize the potential benefits of increasing production of higher quality coffee.

Finally, I would like to express my appreciation for the importance that you have personally attached to the reform of the public enterprise sector and for the efforts that you have already devoted to this critical component of the adjustment program. I would, however, like to bring to your attention the fact that a certain number of key measures which were discussed and agreed upon with Burundi's delegation to the Annual Meetings, need to be implemented prior to the release of the second tranche of the Second Structural Adjustment Credit. I am fully aware of the importance of ensuring adequate foreign exchange availability to finance imports essential to sustained economic growth.

The remaining measures are difficult ones but I am convinced that given your personal commitment and the spirit of real collaboration that exists between the Government of Burundi and the World Bank the outstanding matters can be resolved promptly.

Please accept, Mr. President, the assurances of my highest consideration.

Sincerely yours,

Barber B. Conable  
President





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

BARBER B. CONABLE  
President

December 22, 1989

MEMORANDUM TO THE BOARDS OF DIRECTORS OF IFC AND MIGA

FIAS - REPORT OF ACTIVITIES FOR FY89

1. Attached for your information is the Report of Activities for FY89 of the Foreign Investment Advisory Service (FIAS). The paper also includes a brief discussion of future program plans and funding issues.
2. This report has been delayed so that we could respond to the interest of Directors in knowing more about the impact of FIAS' operations on Government policies. Even in the short time that FIAS has been in operation, the Report shows many indications of the ability of FIAS to help governments structure actions that will increase the contribution of foreign direct investment to economic development of the host country.

*Barber B. Conable*

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

BARBER B. CONABLE  
President

December 21, 1989

Messrs. Qureshi, Stern, Shihata, Thalwitz, Picciotto

Re: Japan--Policy and Human Resource Development Fund

I would like to summarize the conclusions we reached with regard to the proposed Policy and Human Resource Development Fund.

First, it would be helpful to broaden the stated purposes of the Fund. We must ensure that it is not narrowly focussed on project preparation, lending activities and EDI but, instead, includes a broader spectrum of non-lending related policy work and human resource development activities without case-by-case approval.

Second, we will need to agree internally on the functions of the various units involved in Fund administration and project execution. In particular, the internal arrangements for eliciting and reviewing proposals and for reporting on progress should be specified.

Third, along with criteria for allocation of the Fund proceeds, the role of the Coordinating Committee should be fully clarified in the trust fund agreement.

Fourth, PBD trust fund guidelines for cost recovery and internal budgetary allocations should be observed. To the extent that the full cost of services rendered exceeds the standard fee, an appropriate rate should be negotiated with the Japanese authorities. No prior earmarking of any portion of the fee to a particular Department should be included in the trust fund agreement. To provide the basis for fee setting and internal budget allocations, a budget request should be submitted as soon as possible for PBD review.

Fifth, we agreed that the cost of Japanese officials' travel and Executive Directors' office expenses in connection with administering the trust fund could be an eligible category in the trust fund agreement, but would not be funded out of the fee and would be subject to normal approval procedures.

Finally, I asked that a draft trust fund agreement reflecting the above be prepared immediately in close collaboration with the Legal Department. The agreement should be sent to the Board for its approval on a no-objection basis.

*Barber Conable*

cc: Mr. Kashiwaya

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

BARBER B. CONABLE  
President

December 21, 1989

Messrs. Thalwitz and Picciotto

I have reviewed both of your memoranda on staffing and budgetary allocations for the two complexes. As you are aware, institutional planning was supposed to be a major focus of PPR's work and I am, of course, concerned that only 5 out of the 514 full-time higher level staff positions (excluding PBD) seem to have been justifiably involved in corporate planning tasks.

I have decided, therefore, that PRE will transfer immediately to PBD, 9 higher level positions, including one Level 26 position, and the associated support staff and consultant budget. Regarding support to my office, there will be no need to earmark two staff years for specific support. Instead, PRE will provide schedules, briefing material and analyses upon request from my office, in the same way that the other complexes have done and will continue to do, i.e., as part of their normal responsibility.

*Barber Conable*



THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION

# OFFICE MEMORANDUM

DATE: December 20, 1989

TO: Mr. Michel Camdessus

FROM: Barber B. Conable

EXTENSION: 72001

SUBJECT: PAKISTAN - Policy Framework Paper 1989/90-1991/92  
Summary of the Discussion of the Committee of the Whole  
December 18, 1989

Attached is the summary of the discussion of the Committee of the Whole held on December 18, 1989 on the Pakistan Policy Framework Paper.

*Barber B. Conable*

Attachment

PAKISTAN POLICY FRAMEWORK PAPER, 1989/90-1991/92

CHAIRMAN'S SUMMARY OF DISCUSSION BY THE  
COMMITTEE OF THE WHOLE

The Committee of the Whole reviewed the second-year Policy Framework Paper for Pakistan on December 14, 1989. The Directors noted with approval the Government's commitment to adjustment and commended the Government for progress already made in adopting the structural reforms laid out in the PFP, including trade liberalization. These steps should strengthen economic competitiveness and encourage private economic activity, including direct foreign investment. However, they expressed concern about the slippages in the fiscal area and, in particular, about the large external current account deficit in FY89 and low external reserves.

Directors noted that the Government's ability to adjust the external current account more rapidly had been affected by the deterioration in the terms of trade. They emphasized the need for both structural reforms and active demand management to reach the current account deficit target by FY92, one year behind the original schedule. In the past fiscal year, it was noted, the Government had responded to the terms of trade difficulties by depreciating the real exchange rate further and tightening monetary policy. These measures, together with the Government's trade policy reforms, should result in a broadening of the export base.

Directors stressed the importance of strengthening the fiscal situation and increasing revenues. Although the revenue/GDP ratio was expected to fall temporarily in FY90, it was noted that the Government was making progress in resource mobilization, and had in fact intensified the structural reform of the tax system in FY90. Besides expanding the coverage of the existing sales tax and extending excise taxes to services, it had also broadened the income and profit tax base and raised administered prices. It was also on schedule in preparing for the introduction of a generalized sales tax in July of next year. In addition, it had converted a large number of specific customs duty rates to ad valorem rates. While noting the steps already taken, Executive Directors emphasized the importance of enhanced determined action to reduce the fiscal deficit and strengthen the revenue base.

In view of Pakistan's need for infrastructure and social investments, the reduction in the Government's investment/GDP ratio in FY89 was disappointing. Executive Directors pointed to the need to prioritize investments and noted, in particular, the need for special programs in the social sectors, given Pakistan's relatively poor social indicators.

Several speakers expressed concern about the social impact of the program. It was noted that, in the past fiscal year, the Government had taken steps to shield the lower income population from the full burden of adjustment. Increases in electricity and natural gas prices were lower for the smallest consumers, and the Government did not pass on the full cost of wheat and edible oil imports to the population. Having an additional year to reach the macroeconomic targets was acknowledged as helpful to the Government in minimizing the cost of adjustment. Directors also drew attention to the importance of drawing up a

comprehensive environmental program and noted with approval that steps to this end had already been taken.

Directors commented on the Government's progress in privatization and improving the efficiency of parastatals. Note was made of the progress in private sector power generation and in the financial area, where the Government had sanctioned six private investment finance companies and was actively exploring ways to privatize part of the nationalized banking system. Steps were also being taken to restructure some of the other important public sector companies.

Finally, Directors stressed the need to consolidate and extend reforms, despite Government's continuing political and economic difficulties. Several Directors referred to Pakistan's need for external assistance and to the substantial support that was being provided by the donor community to Pakistan. Directors confirmed that in view of the heavy burden of indebtedness, and the impact of worsening terms of trade, Pakistan will continue to need substantial external assistance in support of its adjustment program.



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

BARBER B. CONABLE  
President

December 14, 1989

To the IDA Negotiating Team:

Your devotion, tenacity, acuity and persuasiveness are obviously major assets of the Bank. Congratulations to you and your staffs on the largest IDA replenishment in history, accomplished in the face of great odds and by dint of remarkable patience.

I am proud of you all and so are all your colleagues in the World Bank family.

*Barber Conable*

Distribution:

Mr. Ernest Stern  
Mr. D. Joseph Wood  
Mr. Stephen A. Silard  
Mr. Basil G. Kavalsky  
Mrs. Mary Oakes Smith  
Mr. Tanju Yurukoglu  
Mr. Lester Dally  
Ms. Patricia Annez

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

BARBER B. CONABLE  
President

December 14, 1989

To All Staff:

Every day, through our work, the staff of the World Bank Group demonstrates their commitment to poverty alleviation and to the improvement of the quality of life for people in the developing world. On our visits to member countries, Mrs. Conable and I see first-hand that the work you do makes an important difference.

It seems entirely appropriate, at this time of year, to announce the largest three-year IDA replenishment in history. The IDA9 negotiations have underscored international support for the poorest nations and peoples of the world. Our IDA negotiating team is to be congratulated for the successful conclusion of these negotiations.

We have the opportunity to focus some of this same kind of commitment on those in need in our local communities, both here and abroad, through the United Way. The United Way provides financial support to human and health care agencies which, among other things, help feed and clothe the homeless, fund vital research on diseases and assist families coping with serious illnesses, and provide relief to victims of natural disasters. You may designate specific charities or member United Way organizations in either the Washington area or around the world to receive your gift.

During this special time of giving, I urge you to add your name to the list of caring donors and, by doing so, express your appreciation to the more than 300 of your colleagues who have volunteered their services for this important community endeavor.

My very best wishes to you and your families for the Holiday Season, and my thanks for your continued personal commitment to development and poverty reduction.

Sincerely,

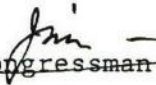


THE WORLD BANK  
Washington, D.C. 20433  
U.S.A.

BARBER B. CONABLE  
President

December 13, 1989

The Honorable Jim Courter  
House of Representatives  
Washington, D.C. 20515

Dear  ~~Congressman~~ Courter:

Thank you for your December 6 letter written on behalf of Ms. Deborah Barry who is interested to join the staff of the External Affairs Department.

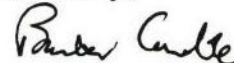
I understand from Mr. Aguirre-Sacasa that Ms. Barry's qualifications and experience are under review for the vacant position in his department. I have forwarded your letter to Mr. Aguirre-Sacasa. It will assist him in the review process. Since personnel selection decisions are made by the Bank's line managers, Ms. Barry will be contacted directly about the outcome.

In the event that Ms. Barry might be interested in pursuing other opportunities Bankwide, I have enclosed a Personnel History Form which can be returned to :

Ms. Gitte Dellgren  
International Recruitment Unit  
The World Bank  
1818 H Street, NW  
Washington, D.C. 20433

I appreciated knowing of your high regard for Ms. Barry. Best personal wishes for the Holidays and for 1990.

Sincerely,





# OFFICE MEMORANDUM

DATE: December 1, 1989

TO: Mr. Michel Camdessus, Managing Director, IMF

FROM: Barber B. Conable, EXC *BBC* 12/4/89

EXTENSION: 72001

SUBJECT: SENEGAL: Policy Framework Paper, 1989/90-1991/92

The Committee of the Whole of the Executive Directors of the Bank and IDA discussed the paper entitled "Senegal: Policy Framework Paper, 1989/90-1991/92". Attached, for your information, is a summary of the main points.

SENEGAL - Policy Framework Paper, 1989/90 - 1991/92  
Summary of Discussion by the Committee of the Whole

1. The Executive Directors met as a Committee of the Whole on December 1, 1989, to consider the Policy Framework Paper, 1989/90 - 1991/92 for Senegal. The Executive Directors generally commended the Government of Senegal for their sustained efforts in implementing macroeconomic adjustment. They noted many positive results of the various reforms undertaken thus far, with the support of the Bank and of the IMF. The Directors noted however that as a consequence of a series of events, many outside the control of the Government, Senegal experienced lower economic growth and a difficult financial situation in 1988/89. The Directors supported the program objectives for the coming three years and commended the Government for maintaining its commitment to a number of difficult reforms that could be expected to get growth back on track and have a significant impact on rationalising public expenditure, increasing revenue and removing bottlenecks to growth in the private sector.

2. In addition, the Executive Directors raised a number of concerns which fell broadly into five categories as follows:

- (a) long term growth prospects and competitiveness of the economy;
- (b) improvement in the financial position of the Government and public sector reform;
- (c) exchange rate;
- (d) environmental degradation; and
- (e) adequacy of measures to mitigate the social costs of adjustment.

3. The Executive Directors expressed concern regarding future growth prospects and the competitiveness of the economy, particularly in view of the importance of evoking a significant supply response from the private sector. In this regard, the Directors drew attention to the seemingly high projected rates for output and export growth. The staff said that prospects for increased growth from the low base of 1988/89 were good and that such growth could be sustained. The Government had demonstrated its determination to undertake difficult reforms aimed at reducing the costs of factors of production, especially for energy, and at increasing labor market flexibility for industry, where legislative actions had recently been taken. The effort to further improve the incentive framework through the introduction in the PFP period of a major tax reform and of measures to improve the regulatory environment was also noted by the Directors. The staff noted that export growth projections were based on a moderate expansion in volume and the present outlook for an increase in international prices for Senegal's main export commodities.

4. The Executive Directors were concerned that the stabilisation effort should be sustained and that the shortfalls in revenue experienced in 1988/89 should not imperil the Government's financial position and thus its commitment to the reform program. They noted that actions needed to be taken to strengthen the revenue collection services, notably the customs and tax administrations, and that reforms of direct and indirect taxes were needed to improve resource mobilization domestically. The need for technical assistance to help in the design and implementation of these



reforms was raised. Finally, they stressed the importance of Government's undertaking the proposed measures to control the growth of public expenditure, notably through the rationalisation of the civil service and the reduction in the wage bill, and through the reduction of subsidies to aid greater efficiency in public enterprises. The staff noted that the process of divestiture of parastatals had recently accelerated and that the Government was to adopt specific targets for privatization and liquidation of enterprises under the proposed SAL IV.

5. The Executive Directors raised the issue of the relationship between the real exchange rate and the achievement of private sector growth and external payments objectives. The staff noted though that Senegal's adjustment program had taken into account its membership in the West African Monetary Union and the CFA Zone. The demand management and fiscal policy measures enacted by the Government had contributed to a real effective exchange rate depreciation since 1986. Measures aimed at cost reduction in the Government's program for the next three years would help solidify this trend and increase Senegal's external competitiveness.

6. The Executive Directors stressed that economic policies to be pursued for the three year period ahead should contribute actively to arresting environmental degradation. They noted the increased attention the Government was to pay to this matter as indicated in the PFP.

7. Some Executive Directors expressed reservations concerning the adequacy of measures to deal with the social dimensions of adjustment, in particular urban unemployment which would be aggravated by the employment reductions in the civil service and the parastatals. The staff noted that significant progress has been made since the establishment of an Employment Fund in December 1987 to address this problem. This effort has since been expanded through the design of new, innovative job creation programs which are to be supported by the Bank through the proposed Public Works and Employment Project.



SECTION IV. COMMUNICATION FROM THE PRESIDENT  
OF THE WORLD BANK

TO: THE INTERNATIONAL BANKING COMMUNITY

FROM: BARBER B. CONABLE, PRESIDENT  
THE WORLD BANK

*BB Conable 12/19/89*

DATE: NOVEMBER 30, 1989

RE: COSTA RICA - 1989 FINANCING PACKAGE

THE PURPOSE OF THIS COMMUNICATION IS TO GIVE AN OVERVIEW OF COSTA RICA'S ADJUSTMENT PROGRAM AND TO EMPHASIZE THE URGENT NEED FOR EXTERNAL FINANCIAL SUPPORT TO ENSURE THE SUCCESS OF THE PROGRAM. THIS PROGRAM, WHICH HAS BEEN IN PLACE FOR MORE THAN FIVE YEARS, HAS HAD NOTABLE SUCCESS AND REFLECTS THE COMMITMENT OF THE GOVERNMENT TO CONTINUE WITH ECONOMIC REFORMS, DESPITE SETBACKS IN THE FORM OF LOWER WORLD COFFEE PRICES AND GROWING EXTERNAL PROTECTIONISM.

THE MAIN OBJECTIVES OF COSTA RICA'S ONGOING PROGRAM OF STRUCTURAL ADJUSTMENT ARE TO: (i) IMPROVE THE TRADE REGIME TO PROVIDE INCENTIVES FOR EXPORT-LED GROWTH; (ii) REDUCE PRICE DISTORTIONS IN THE AGRICULTURAL SECTOR; (iii) INCREASE PUBLIC SAVINGS; AND (iv) IMPROVE THE EFFICIENCY OF DOMESTIC FINANCIAL RESOURCE MOBILIZATION.

THE WORLD BANK FIRMLY SUPPORTS THE GOVERNMENT'S OBJECTIVES AND WELCOMES THE MEASURES ALREADY IMPLEMENTED TO ACHIEVE THEM. INDEED, DURING THE LAST TWO YEARS, THE GOVERNMENT HAS: (i) IMPLEMENTED THREE TARIFF REDUCTIONS DIRECTED TO REACH A MAXIMUM TARIFF LEVEL OF 40%; (ii) ABOLISHED EXPORT LICENSING; (iii) APPROVED NEW FINANCIAL LEGISLATION AND LIBERALIZED INTEREST RATE AND CREDIT POLICIES IN A WAY WHICH HAS IMPROVED COMPETITION IN THE BANKING SYSTEM; AND (iv) ADJUSTED ITS PRICING POLICIES IN THE AGRICULTURAL SECTOR TO GRADUALLY ELIMINATE THE DIFFERENTIAL BETWEEN INTERNATIONAL AND DOMESTIC PRODUCER AND CONSUMER PRICES. COSTA RICA HAS RECENTLY JOINED INTERNATIONAL ORGANIZATIONS SUCH AS THE MULTILATERAL INVESTMENT GUARANTEE AGENCY (MIGA) AND THE GATT.

COMBINED WITH SHORT-TERM STABILIZATION MEASURES, THESE POLICIES HAVE LED TO ENCOURAGING RESULTS IN THE LAST TWO YEARS. CONSUMER PRICES HAVE INCREASED BY ONLY 7 PERCENTAGE POINTS IN THE FIRST NINE MONTHS OF 1989, REAL GDP GROWTH MAY SURPASS AN AVERAGE ANNUAL RATE OF 4 PERCENT DURING 1988-1989, AND EXPORTS OF NON-TRADITIONAL GOODS HAVE INCREASED AT AN ANNUAL RATE OF NEARLY 25 PERCENT PER YEAR. THIS IS PARTICULARLY IMPORTANT FOLLOWING THE COLLAPSE OF THE INTERNATIONAL COFFEE AGREEMENT AND DROP IN COFFEE PRICES. HOWEVER, CONTINUING SUCCESS OF THE ADJUSTMENT MEASURES WILL DEPEND CRITICALLY ON DECISIVE ACTION FROM THE GOVERNMENT TO PREVENT DETERIORATION OF THE FISCAL ACCOUNTS AND TO FURTHER REDUCE THE CONSOLIDATED DEFICIT OF THE PUBLIC SECTOR.



THE WORLD BANK HAS DEMONSTRATED ITS SUPPORT FOR COSTA RICA'S ADJUSTMENT EFFORTS WITH A STRONG POLICY-BASED LENDING PROGRAM. IN 1985, A FIRST STRUCTURAL ADJUSTMENT LOAN IN THE AMOUNT OF US\$ 80 MILLION WAS APPROVED IN CONJUNCTION WITH REFORMS IN TRADE AND PUBLIC FINANCE. THIS WAS FOLLOWED IN 1988 BY A SECOND STRUCTURAL ADJUSTMENT LOAN IN THE AMOUNT OF US\$ 100 MILLION, WITH CO-FINANCING BY THE JAPANESE AUTHORITIES EQUIVALENT TO US\$100 MILLION, TO SUPPORT REFORMS IN TRADE POLICY; FINANCIAL INTERMEDIATION; AGRICULTURAL PRICING, MARKETING, AND SUBSIDY POLICY; AND PUBLIC SECTOR MANAGEMENT. THE SECOND STRUCTURAL ADJUSTMENT LOAN HAS JUST BEEN DECLARED EFFECTIVE AND THE FIRST TRANCHE OF \$40 MILLION HAS BEEN DISBURSED.

IN ADDITION TO SUCH POLICY BASED LENDING, WE HAVE ALSO RECENTLY APPROVED A LOAN IN THE AMOUNT OF US\$ 26 MILLION TO FINANCE AGRICULTURAL DEVELOPMENT PROJECT ACTIVITIES WHICH SUPPORT DIVERSIFICATION OF AGRICULTURAL EXPORTS AND REHABILITATION OF INFRASTRUCTURE DAMAGED BY HURRICANE JOAN. LENDING OPERATIONS CURRENTLY IN PREPARATION ARE EXPECTED TO SUPPORT GOVERNMENT EFFORTS TO IMPROVE TRANSPORT INFRASTRUCTURE, AGRICULTURAL SECTOR MANAGEMENT, BASIC EDUCATIONAL PROGRAMS, AND WATER SUPPLY AND SANITATION SERVICES. WE ALSO ENVISAGE CONTINUATION OF OUR SUPPORT FOR STRUCTURAL REFORMS IN MACRO-ECONOMIC MANAGEMENT, TRADE AND INDUSTRIAL POLICY, FINANCIAL SECTOR INTERMEDIATION, AND PUBLIC SECTOR ADMINISTRATION. THE WORLD BANK'S FUTURE LENDING PROGRAM IS SUBJECT, OF COURSE, TO ITS USUAL LENDING REQUIREMENTS, INCLUDING THE APPROVAL OF OUR EXECUTIVE DIRECTORS.

THE WORLD BANK HAS SHARED THE CONCERN OF THE GOVERNMENT OF COSTA RICA AND ITS INTERNATIONAL CREDITORS THAT THE COUNTRY'S EXTERNAL COMMERCIAL DEBT HAS REMAINED AN UNRESOLVED PROBLEM FOR THE PAST SEVERAL YEARS. THIS UNFORTUNATE SITUATION HAS REPRESENTED A THREAT TO THE ACHIEVEMENT OF THE DEVELOPMENT GOALS OF COSTA RICA. IT IS IN THAT CONTEXT THAT THE WORLD BANK WELCOMES THE AGREEMENT REACHED BETWEEN THE GOVERNMENT OF COSTA RICA AND ITS COMMERCIAL BANK COORDINATING COMMITTEE. WE BELIEVE THAT THE CONTEMPLATED ARRANGEMENT WILL OFFER COSTA RICA AN OPPORTUNITY TO REGULARIZE ITS RELATIONS WITH THE INTERNATIONAL FINANCIAL COMMUNITY AND TO RE-ESTABLISH ACCESS TO COMMERCIAL FINANCING.

AS EVIDENCE OF THE WORLD BANK'S SUPPORT FOR COSTA RICA'S 1989 FINANCING PACKAGE, BANK MANAGEMENT STANDS READY TO RECOMMEND TO OUR BOARD OF EXECUTIVE DIRECTORS THE APPROVAL OF A NUMBER OF MEASURES DESIGNED TO ASSIST THE IMPLEMENTATION OF THE PACKAGE, IN ACCORDANCE WITH THE POLICY GUIDELINES FOR SUCH MEASURES ESTABLISHED BY THE EXECUTIVE DIRECTORS. THOSE MEASURES WILL INCLUDE CONSENTS REQUIRED OF THE BANK AS WELL AS DIRECT FINANCING TO BE MADE AVAILABLE TO THE GOVERNMENT OF COSTA RICA FOR THE PURPOSE OF FACILITATING THE OPERATION. FINAL APPROVAL OF THE EXECUTIVE DIRECTORS OF SUCH MEASURES WILL BE SOUGHT AFTER THE PARTICIPATION BY THE CREDITORS BECOMES KNOWN.

IN CONCLUSION, I WOULD LIKE TO STRESS THAT THE INTERNATIONAL BANKING COMMUNITY NOW HAS AN OPPORTUNITY TO ASSIST COSTA RICA IN BUILDING A SOLID BASE FOR FUTURE ECONOMIC GROWTH. COSTA RICAN SOCIETY IS SUSTAINING THE BURDEN OF FAR REACHING STRUCTURAL ADJUSTMENT THAT WAS UNDERTAKEN TO CREATE THE PRECONDITIONS FOR RENEWED GROWTH, IMPROVED SOCIAL WELFARE AND OVERCOMING THE EXTERNAL DEBT PROBLEM. THE FULL COOPERATION OF THE INTERNATIONAL COMMUNITY IS REQUIRED TO ASSIST COSTA RICA IN ACHIEVING THESE GOALS AND WE AT THE WORLD BANK LOOK FORWARD TO WORKING WITH YOU IN THE MONTHS AHEAD TO TURN THESE EXPECTATIONS INTO REALITY.



# OFFICE MEMORANDUM

DATE: November 28, 1989

TO: Mr. Michel Camdessus, Managing Director, IMF

FROM: Barber B. Conable *BB*

EXTENSION: 73665

SUBJECT: BOLIVIA: Policy Framework Paper 1989-92

The Committee of the Whole of the Executive Directors of the Bank and IDA, meeting on November 27, 1989, considered a paper entitled "Bolivia: Policy Framework Paper 1989-92". Attached for your information is a summary of the main points of the discussion.

Attachment

**BOLIVIA: POLICY FRAMEWORK PAPER**

1. The Executive Directors of the Bank and IDA discussed in a meeting of the Committee of the Whole, the paper entitled "Bolivia: Policy Framework Paper 1989-92". This paper updates and extends by two years the Policy Framework Paper discussed by the Executive Directors in July 1988.
2. Speakers complimented the Government of Bolivia for its continued progress in reorienting its economy and achieving structural reforms. The meeting noted that the new Government has made significant adjustments and has shown renewed determination to proceed with its reform program under very difficult circumstances.
3. Speakers stressed the importance of several measures in the program such as controlling inflation, strengthening public finances by raising revenues and limiting public sector deficits, and continuing reforms of the trade sector and financial system to raise confidence. They underlined the need to increase saving levels in order to increase public and private sector investment. They emphasized the importance of increased investment in key sectors, notably mining, hydrocarbons, agriculture, and transport.
4. The staff reported on the measures being taken by the Government with Bank assistance, to strengthen public sector management overall, including the state enterprises, and to improve the management of the public investment program. These measures include strengthening of the Central Bank and the Ministry of Finance, and assisting sectoral ministries in undertaking reviews of their public investment programs and in project preparation.
5. There were also questions about Bolivia's debt and the measures being taken to manage it. In this connection, it was noted that Bolivia's debt buy-back and conversion scheme has resulted in the cancellation of close to 70% of Bolivia's commercial bank debt. Some speakers urged the Paris Club to provide the terms agreed to in the Toronto negotiations to Bolivia. Staff underlined that further rescheduling of official bilateral debt on concessional terms is essential for the success of the medium-term adjustment program. In addition, Bolivia will continue to require substantial external support, in the form of concessionary assistance for an extended period of time.
6. Speakers raised questions about the social objectives of the medium-term program and expressed the hope that through the Social Investment Fund and other initiatives, the Government will be able to give more assistance in the social sectors. Bank staff reported on Government and Bank activities to address social sector issues through the Emergency Social Fund and its successor institution, the Social Investment Fund, through technical assistance to strengthen sector institutions, and through planned lending operations in health and education, and through extensive sector work on poverty issues.



# OFFICE MEMORANDUM

DATE: November 9, 1989

TO: Mr. Michel Camdessus, Managing Director, IMF

FROM: Barber B. Conable, President, IBRD

*for MTD memo*

EXTENSION: 73665

SUBJECT: NEPAL - Policy Framework Paper, 1989/90-1991/92

The Committee of the Whole of the Executive Directors of the Bank and IDA discussed the paper entitled "Nepal: Policy Framework Paper, 1989/90-1991/92" on November 7, 1989. Attached for your information is the Chairman's Summary of the discussion.

Attachment

MThobani:hs



November 7, 1989

CHAIRMAN'S SUMMARY

Executive Directors noted the success of the Government of Nepal's structural adjustment program prior to the lapse of the trade and transit treaties. They expressed concern at the serious effects which this development had on the economic situation and prospects of Nepal and expressed the hope that the Governments of Nepal and India would reach agreement on trade and transit matters as expeditiously as possible. However, the Committee stressed the importance of ensuring that the structural adjustment program remained on track and proceeded expeditiously. In particular, the Committee made the following points:

(i) The Government would need to follow prudent fiscal and monetary policies as outlined in the PFP in order to ensure the maintenance of economic stability and to guard against an erosion in competitiveness; intensified efforts should be made to mobilize more domestic resources while restraining the growth of lower priority expenditures.

(ii) While welcoming Government plans to strengthen the financial position of public enterprises, Executive Directors stressed the importance of improving the efficiency of public enterprises through better management and pricing policies, and privatization, where feasible.

(iii) It was noted that poor loan recovery remains a problem and Executive Directors emphasized the need to implement the proposed financial sector reforms in order to provide a healthier environment for promoting private sector investment.

(iv) Executive Directors commended the Government's steps to liberalize the trade and industrial regime. In this connection, concern was expressed about the uncertainty created by the trade and transit impasse in the evolution of the trade regime and its impact on the economy. Given the uncertainties about the future course of macroeconomic parameters, defining the basic thrust of the adjustment program is rendered difficult. Some Directors underlined the importance of relying more on a flexible exchange rate policy rather than cash incentives to promote increased export-oriented manufacturing investment while other Directors considered it to be an appropriate temporary measure.


(v) While noting the Government's efforts to address environmental and natural resource management issues, the Committee was concerned about the increased level of deforestation and urged the Government to give priority to easing the fuel situation, and to implement a program of environmental policies designed to support the sustainable development of the country's natural resources. In this context, several members pointed to the importance of reducing the rate of population growth so as to reduce the pressure on the country's natural resources. They also underlined the priority that IDA lending should place on environmental issues in relation to hydropower development.

(vi) While endorsing the strategy of raising the rate of agricultural growth through a better provision of inputs and training in order to generate increased employment and alleviate poverty, Executive Directors also stressed the importance of targeted social programs for this purpose and improvements in education, health and nutrition programs.

(vii) Finally, Directors also expressed the hope that the Nepalese Government's call for increased assistance receives an adequate response by the international community.

FORM NO. 75  
(6-83)

THE WORLD BANK/IFC

ROUTING SLIP		DATE:
		November 8, 1989
NAME		ROOM NO.
1. Mr. Karaosmanoglu		
2. Mr. Qureshi		
APPROPRIATE DISPOSITION	NOTE AND RETURN	
APPROVAL	NOTE AND SEND ON	
CLEARANCE	PER OUR CONVERSATION	
COMMENT	PER YOUR REQUEST	
FOR ACTION	PREPARE REPLY	
INFORMATION	RECOMMENDATION	
INITIAL	SIGNATURE	
NOTE AND FILE	URGENT	
REMARKS:		
<u>NEPAL: PFP</u>		
I am enclosing "Chairman's Summary" on the Nepal PFP for transmission to Mr. Conable for approval.		
FROM: S. Asanuma		ROOM NO.: D9065
		EXTENSION: 75431



# OFFICE MEMORANDUM

DATE: November 8, 1989

TO: Mr. Barber B. Conable, President

THROUGH: Mr. Moeen A. Qureshi

FROM: Attila Karaosmanoglu, VP, Asia Region *AK.*

EXTENSION: 72283

SUBJECT: NEPAL - Policy Framework Paper, 1989/90-1991/92  
Chairman's Summary

Attached for your approval is the Chairman's Summary of the discussion by the Committee of the Whole of the Executive Directors of the Bank and IDA held on November 7, 1989 for distribution to the Managing Director of the IMF.

Attachment

MThobani:hs

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION

# OFFICE MEMORANDUM

DATE: October 13, 1989

TO: Mr. Michel Camdessus, Managing Director, IMF

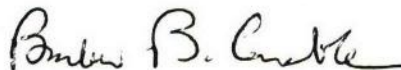
FROM: Mr. Barber B. Conable, President, IBRD

EXTENSION: 72001

SUBJECT: GHANA: Policy Framework Paper

The Committee of the Whole of the Executive Directors of the Bank and IDA discussed the Policy Framework Paper for Ghana on October 10, 1989. Attached for your information is a summary of the main points.

Attachment



Summary of Discussions of the Committee of the Whole, October, 1989

GHANA - Policy Framework Paper, July 1989-June 1992

1. Directors commended the Ghanaian authorities on the gains that had been made to date under the Economic Recovery Program and their unwavering commitment to reform. Expressing support for the program's continuation as outlined in the Policy Framework Paper, they welcomed Ghana's sustained effort in many areas, including structural reforms of financial and trade policy, civil service reform, and macroeconomic policy implementation. The achievement of GDP growth of over 5 percent a year since 1984 was cited as an example of adjustment with growth. Directors noted that continued progress was dependent on implementation of the measures summarized in the Paper, adequate external assistance, and a revival of private investment.
2. Directors expressed concern about the operation of the foreign exchange market. They noted that the spread between the auction rate and the rate prevailing at the Bureaux de Change appeared to be excessive, and failed to provide the right price signals to importers and exporters. In this connection, Directors noted the importance of the planned unification of the foreign exchange markets, which would improve both private sector confidence and incentives for export diversification.
3. Some Directors cautioned that the program laid out in the Policy Framework Paper might strain the administrative capacity of the Government. It was noted, however, that in many instances the program represented a continuation of reforms initiated earlier and that the Bank had provided support through technical assistance. Directors welcomed the Government's efforts to attract and motivate higher level staff in the civil service and the progress that had been made in this area.
4. Directors also welcomed the reduction in the rate of inflation that had occurred during the last 12 months. But they were concerned that the rate still remained relatively high, and threatened the program's supply-side response. It was noted that the projected expansion in agricultural production, accompanied by continued fiscal and monetary discipline, was expected to moderate the increase in prices over the near term. Directors stressed the importance of positive real interest rates in reducing inflationary pressures and speculative tendencies and increasing private sector savings.
5. Directors stressed the importance of accelerating reforms in the financial sector. They noted that progress in this area was central to the success of the overall program. They welcomed the authorities' plans to implement a more market-oriented monetary policy. They pointed to changes in the banking laws and more effective bank supervision and stressed that the financial restructuring of the banks should commence as soon as possible.



6. Directors noted that progress on divesting state enterprises had been slower than planned. They welcomed the Government's commitment to accelerating the pace of implementation of state enterprise reform. More generally, some Directors were concerned about weak implementation capacity and welcomed the Government's efforts to address problems in this area.

7. Directors observed that the achievement of the growth target of at least 5 percent per year depended on a strong private investment response to the new policy environment. They thought the Government could best encourage the private sector by consistently implementing appropriate macroeconomic policies. They welcomed other measures which the Government planned to take to stimulate private investment, including the streamlining of investment approval procedures and revisions to the Investment Code. They stressed that progress on both financial sector and state enterprise reforms would be critical ingredients in the growth of private investment. Directors also stressed the importance of removing constraints to growth in agriculture and industry.

8. Some Directors commented that PAMSCAD represented a relatively modest effort, did not appear to be fully integrated with the adjustment program, and was characterized by a slow pace of implementation. In this connection, Directors welcomed the measures that the Government was taking to strengthen PAMSCAD and to speed up project execution.

9. Directors urged donors to support the program outlined in the PFP and stressed the importance of donor coordination.

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

BARBER B. CONABLE  
President

October 25, 1989

Dear Mr. Chattopadhyia,

On your retirement from the World Bank after eight years of service, I want to express the appreciation of management for the important contribution you have made to the Bank's operations.

You have earned the respect and admiration of your colleagues and associates for your technical capability, professional integrity and leadership abilities. Your commitment to the Bank's work has been greatly appreciated.

Thank you for your service to the Bank over the years, and best wishes for good health and happiness in the future.

Sincerely,



Mr. Sadhan Chattopadhyia  
7501 Democracy Boulevard  
Apartment 421B  
Bethesda, MD 20817

Mr. Bernard Chidzero

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

BARBER B. CONABLE  
President

Nov. 28<sup>th</sup>, 1989

Dear Bernard:

I have now survived not only the long plane trip back to the States, but the Thanksgiving Holiday, and I look back at my African visit from a comfortable perspective. What stands out for Charlotte and me is the warmth, hospitality and friendship you and Mrs. Chidzero gave us our last night in Zimbabwe. We will not forget it, dear friend, neither the happy occasion nor the spirit that made the evening glow.

I hope my visit in your country made your job easier rather than the contrary. From my point of view it was highly successful, giving me a perspective on your problems and prospects I could never have gained from second-hand information. Zimbabwe is obviously at an important crossroads, but her leadership is strong and committed. I hope the World Bank can be a useful partner in the



difficult year ahead.

Thank you very much for the Slama sculpture  
you gave me at the airport. It has a proud place  
in my reception room here at the Bank.

I look forward to seeing you in the spring, if  
not before.

My very best wishes -

Banks

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

BARBER B. CONABLE  
President

November 30, 1989

His Worship the Mayor  
Councillor S.M. Chikwavaire  
Mayor's Parlour  
Town House  
P.O. Box 990  
Harare, Zimbabwe

Your Worship:

Having recently returned from our very enjoyable and instructive visit to your beautiful country, I want to thank you not only for making the arrangements, but also for accompanying me on a most interesting and informative visit to low-cost housing and related facilities at Sunningdale, Glen Norah and Budiro. Although Mrs. Conable was not able to join us on that trip, both she and I very much enjoyed our three days in Harare.

I was impressed by the dedication and commitment displayed by you and the staff of City Hall to the provision of housing and other civic facilities, especially for the low-income population. The World Bank is pleased to be associated with these efforts for the people of Harare, and I can assure you that we will continue to work with the City Council on further expanding and improving civic facilities.

Please convey our thanks and best regards to your colleagues who provided valuable briefings on the housing schemes at the three sites we visited.

Once again, thank you for the hospitality and friendship extended to us on our visit.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

Washington, le 5 Décembre 1989

M. Jacques Chirac,  
Maire de Paris  
123 Rue de Lille  
75007 Paris  
France

Monsieur le Maire,

Je tiens à vous remercier de m'avoir adressé une copie de votre rapport "Projet pour un Monde Solidaire". Je l'ai lu avec beaucoup d'intérêt et communiqué à d'autres dans la Banque.

La description concise qu'il fait de l'impasse dans laquelle se trouve le développement est une invitation à poursuivre activement la recherche de solutions adaptées aux vrais défis que posent la stagnation de l'économie. Dans beaucoup de pays, la pauvreté se répand, l'environnement se dégrade et le niveau d'endettement reste excessif.

La Banque partage beaucoup des préoccupations exprimées dans le rapport. J'aimerais commenter brièvement les efforts que nous menons sur plusieurs des problèmes évoqués. En Afrique, par exemple, nous nous efforçons de favoriser le retour à une croissance positive par une augmentation de nos concours financiers et l'introduction de nouvelles approches, comme le montre notre rapport récent "L'Afrique subsaharienne; de la crise à une croissance durable."

Les politiques d'ajustement préconisées par la Banque ne se limitent pas à la stabilisation des finances publiques et de la balance des paiements. Leur objectif premier est d'établir une fondation solide qui permettra la reprise d'une croissance économique durable. Ce faisant, la Banque prête une attention accrue à la dimension sociale de l'ajustement, aux efforts de lutte contre la pauvreté et à l'amélioration des services sociaux.

En matière de commerce international, la Banque s'oppose vigoureusement aux tendances protectionnistes qui ferment les marchés des pays riches aux biens et services en provenance du tiers-monde. L'ouverture du système commercial permettra aux pays en développement d'exploiter leurs avantages comparatifs pour obtenir une croissance durable.

Sur le problème de la dette, la Banque appuie les initiatives récentes qui ont été prises pour alléger le poids du service de la dette des pays pauvres. Comme vous, nous pensons que seule la croissance économique sera en



mesure de résoudre à terme le problème de la dette; mais la capacité à mobiliser l'épargne intérieure doit être développée car c'est un des fondements essentiels d'une croissance durable.

Nous avons adopté de nouvelles directives opérationnelles pour nous assurer que l'impact des opérations de la Banque sur l'environnement soit pleinement pris en compte. Nous envisageons aussi d'augmenter nos concours en faveur d'opérations qui contribuent à la protection de l'environnement. A cet égard, nous avons triplé notre programme forestier et créé une cellule spécialisée pour le gaz naturel.

Il est clair qu'en France aujourd'hui, beaucoup d'énergie et d'attention sont consacrées à l'articulation d'une stratégie d'aide au développement encore plus efficace. A la Banque Mondiale, nous apprécions beaucoup l'attention que porte la France aux problèmes de développement, l'importance et la qualité de son assistance et son intérêt pour l'avenir de l'Afrique et du tiers-monde en général.

Votre rapport apporte une contribution positive et créative à la problématique du développement international, et je vous remercie de nous l'avoir communiqué.

Veillez agréer, Monsieur le Maire, l'expression de ma haute considération.



Barber B. Conable  
Président

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

BARBER B. CONABLE  
President

November 30, 1989

Mr. Jacques Chirac  
Mayor of the City of Paris  
123, rue de Lille  
75007 Paris  
France

Dear Mr. Mayor:

I would like to thank you for sending me a copy of the report, "Projet pour un Monde Solidaire". I and others in the Bank have reviewed the report with considerable interest.

The report's concise description of the current development deadlock underscores the need to continue searching for appropriate responses to the real challenges of economic stagnation - increasing poverty, environmental degradation and continuing high levels of indebtedness in many countries.

The Bank shares many of the concerns expressed in the report. I'd like to comment briefly on our efforts with respect to the various key issues which are identified. In Africa, for instance, we are working to reverse negative growth trends of the recent past by increasing financial support and introducing innovative developmental approaches, as shown in our report, "Sub-Saharan Africa--From Crisis to Sustainable Growth".

Adjustment policies recommended by the Bank are not limited to the stabilization of external and government accounts. Their main purpose is to establish a sound base for the resumption of sustainable economic growth. In this process, the Bank is paying increasing attention to the social dimension of adjustment, to poverty alleviation efforts, and to improvements in the delivery of social services.

With regard to trade issues, the Bank strongly opposes protectionist tendencies that prevent access of goods and services from developing countries onto the markets of richer countries. An open trading system will help developing nations build on their comparative advantages to generate lasting growth.

On debt, the Bank supports recent initiatives to alleviate the debt service burden of poor nations. While we share your view that economic growth is the only viable long-term solution to the debt problem, an essential element of achieving sustainable growth over the long term is the development of adequate capacity for mobilizing domestic savings.

Mr. Jacques Chirac

- 2 -

November 30, 1989

We have introduced new environmental guidelines to ensure that the impact of Bank operations on the environment is now fully considered. We also intend to increase our funding of operations which contribute to protecting the environment. In this regard, we are tripling our forestry program and are creating a special unit for natural gas development.

It is clear that, in France today, considerable energy and attention is being devoted to articulating an ever more effective development assistance strategy. We at the World Bank deeply appreciate France's attention to development issues, the size and quality of its development assistance, and its concern for the future of Africa and the rest of the developing world.

Your report is a thoughtful and creative contribution to addressing the problems of international development, and I thank you for sharing it with me and my colleagues.

Warm regards.

Sincerely,

Barber B. Conable  
President



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

BARBER B. CONABLE  
President

November 20, 1989

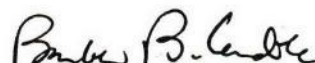
Dear Mr. Minister:

I have learned of your reappointment to a third term as Governor for Italy on the Boards of Governors of The World Bank Group. I realize this is incident to your responsibilities in your own Government, but I hope you will again be in a position actively to participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to continue working with you to make the Bank Group even more effective during the coming years. Congratulations on your reappointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best personal wishes.

Sincerely,



Dr. Carlo Azeglio Ciampi  
Governatore  
Bank of Italy  
Via Nazionale, 91  
I-00184 Rome, Italy

Chron

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

BARBER B. CONABLE  
President

le 26 octobre 1989

Monsieur le Président,

Je tiens à vous remercier pour votre lettre en date du 2 octobre 1989, par laquelle vous m'avez fait honneur de m'inviter officiellement à visiter le Burkina Faso. C'est avec grand plaisir que j'accepte votre invitation.

Vous avez éloquemment souligné dans votre lettre les graves problèmes auxquels votre pays fait courageusement face et les nombreuses initiatives que vous avez prises pour alléger leur impact. Nous, à la Banque Mondiale, sommes sensibles aux efforts que vous déployez et vous confirmons notre disponibilité en tant que partenaire à accroître notre soutien à la promotion du développement économique et social de votre pays.

J'ai eu l'occasion de confirmer ce point à Monsieur et Madame les Ministres du Plan et de la Coopération et des Finances à Washington en septembre passé lors de nos excellentes discussions.

Je regrette profondément que des contraintes indépendantes de ma volonté rendent impossible la visite souhaitée pour novembre 1989. Il ne m'est pas possible de vous proposer maintenant une date précise mais soyez assuré que le Burkina figurera dans mon programme de voyage dès que cela sera possible.

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

*Barber B. Conable*

S.E. Capitaine Blaise Compaoré  
Président du Front Populaire,  
Chef de l'Etat, Chef du Gouvernement,  
Ouagadougou, Burkina Faso.

**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

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

(202) 477-1234  
Cable Address: INTBAFRAD  
Cable Address: INDEVAS

OFFICIAL TRANSLATION

October 27, 1989

H.E. Captain Blaise Compaoré  
President of the Popular Front  
Head of State, Head of Government  
Ouagadougou, Burkina Faso

Dear Mr. President:

I wish to thank you for your letter of October 2nd, in which you paid me the honor of officially inviting me to visit Burkina Faso. I accept your invitation with great pleasure.

You have eloquently underlined in your letter the serious problems which your country is courageously facing, and the many initiatives that you are taking to alleviate their impact. We, at the World Bank, are aware of the efforts you are making and we confirm our availability as a partner to increase our support for the promotion of the economic and social development of your country.

I had the opportunity to confirm this point to the Ministers of Plan and Cooperation and of Finance in Washington in September last, during our excellent discussions.

I greatly regret that constraints beyond my control ruled out the visit hoped for in November 1989. It is not possible for me to propose an exact date at the present time, but be assured that Burkina will have a place in my travel program whenever that will be possible.

Please believe, Mr. President, in the assurance of my high consideration.

Barber B. Conable  
President



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

BARBER B. CONABLE  
President

December 11, 1989

Messrs. Qureshi, Thalwitz and Stern

On the attached proposals on fine-tuning the resource mobilization function is a useful addition to the coordination measures already taken by Operations.

Can we please discuss.

*Barber Conable*

November 17, 1989

Mr. Conable

Barber -

Fine-Tuning: Resource Mobilization

1. There are four major categories of official funds which support Bank and IDA programs: IBRD capital subscriptions; IDA contributions; official cofinancing associated with our loan operations; and a large number of Trust Funds and direct donor contributions used to cover the cost of a wide variety of non-lending activities. The first two items are handled by Finance and the third is handled by Operations. In each case, responsibilities are clear and the activities are proceeding smoothly. It is in the fourth area that some fine-tuning is required.

2. There is a tendency to regard the multiplicity of trust fund and related activities as posing what is essentially an administrative problem. While there clearly is a need to get a better handle on activities which, in the aggregate, have a significant impact on the allocation of our own work, I think the issue is, in fact, a much broader one.

3. One aspect is that donor aid budgets are---with only one or two exceptions---becoming increasingly tight. Consequently, the notion of additionality is becoming less and less meaningful. Instead, the relevant issue is what donors' priorities will be in the allocation of pre-determined totals. The Bank's approach to the mobilization of official resources in the years ahead needs to take account of this reality and needs also to recognize that there are strong forces at work which will tend to earmark aid flows for special purposes and to favor "coordinated" bilateralism over a genuine multilateral approach. The difficulties we had in protecting IDA-9 from well-meaning proposals to set up special funds for purposes, such as environment, poverty alleviation, etc., is a foretaste of things to come. A second aspect is the relationship between external funding and substantive priorities. We need to decide whether our work program or, more broadly, our substantive priorities, are to determine fund-raising, or whether we will allow the relative availability of funds for various causes to determine our work program. Of course, flexibility is necessary in this area as we seek the appropriate balance between the interests of borrowers, donors, and ourselves. Nonetheless, if we incline to give greater weight to our objectives, we need a clearer set of criteria and processes than we have now.



4. Against this background, I would propose the following fine-tuning of current arrangements. Once a year, and coordinated with the budget cycle, the Resource Mobilization Department should produce a paper for the President's Council setting out our resource mobilization strategy. The paper would describe our plans with respect to core resource mobilization activities (i.e. IDA; IBRD capital increases, both general and selective) in the context of multilateral aid budgets, with particular reference to regional development bank replenishments, LOME, the major UN agencies and other significant exercises (e.g. ESAF funding; IFC capital increase). The paper would also provide an overview of the on-going and projected use of bilateral official finance in support of Bank programs, either via Trust Funds or through direct contributions, in association with our own lending or non-lending activities. Project-specific official cofinancing would be covered only by reference to material already presented in existing reports, which would continue unaffected. This overview would be expected to go beyond mere description and to consider ways to enhance the complementarity between the multiple uses of bilateral finance and our own core activities. Over time, this annual review will help refine criteria and provide guidance to Bank staff on which supplementary funding opportunities to pursue.

5. Your review of this paper in the President's Council would be the occasion to take stock of the aggregate impact of donor funding on the shape and direction of our own activities. You will want to be satisfied that the institution's priorities are not being distorted because of the availability of donor finance. An overview may also identify proposed requests for official funding, or proposals to make funds available to us, which you would not wish to have pursued because they can be better handled as part of our own administrative budget or because they pose important risks to core funding activities. In addition, the overview may provide a good occasion to consider the possibilities for seeking to persuade donors to combine a number of bilateral trust funds or funding activities into a joint facility that has a multilateral character.

6. After the President's Council, and in light of decisions you make, the paper would be converted into what might be called an official funding "prospectus" which would, with suitable adaptations for individual donors, be used for an annual consultation with major donors in their capitals. This would be an occasion to review our thinking on core funding plans, as well as to put in perspective the multiple requests which the donors can expect to receive from the Bank in the course of the coming year. Such coherence in the Bank's relations with major donors would certainly be welcome by the donors who have been complaining about the fragmented and numerous requests they have been receiving from the Bank. The annual consultations would be led by Finance, with representation from Cofinancing and other parts of the Bank as appropriate for particular donors.



7. I want to emphasize that these consultations would be at a senior level and would be concerned with broad issues of priorities and future directions. They would not substitute for the various consultative arrangements which currently exist (e.g. periodic reviews of the lending pipeline and implementation issues with cofinanciers; discussions of EDI's future plans; replenishment of funds for the ESMAP program; contributions to CGIAR; etc.) or for the specific fund raising activities of PPR or OPS Departments. The idea is to provide a framework for these individual contacts and to give the donors an opportunity to exchange views on priorities with senior Bank representatives whose only "special interest" is ensuring continued adequacy of core funding for the Bank and IDA.

8. In order to facilitate this fine-tuning, I am proposing to make some adjustments within Finance. As explained in a separate note on fine-tuning within the Finance Complex, we plan to shift the Trust Fund Administrator's Office from Controller's to the Resource Mobilization Department. My aim is to ensure that the Department has ready access to, and full familiarity with, information on these activities so that we can discharge more effectively the coordination of Trust Fund activities already agreed to. This move can also be the foundation for the enhanced resource mobilization role proposed above.



Ernest Stern

Item b: The Division of Functions between Resource  
Mobilization and the Trust Funds Division

Important recommendations have been made and acted on, over the past year, to improve the coordination and administration of Bank-managed trust funds and other externally funded activities. The Task Force on Resource Mobilization, which focused on problems of funding approaches to donors, recommended the establishment of a network of funding coordinators to better coordinate and control this type of resource mobilization. The Resource Mobilization Department was assigned the lead role in coordinating the work of this network and in defining improved processes to better manage funding approaches to donors. The Task Force on Work Programming, Budgeting, and Accounting for Reimbursable Programs, focused on our internal management of funds and recommended major structural and process changes in the way we administer and account for trust fund activities. Broadly, these recommendations, which are being implemented, call for integrating the planning, budgeting, programming and accounting for trust funds into the Bank's standard work programming, budgeting transaction processing and accounting systems, and for separating the functions of the Trust Fund Administrator from trust fund accounting. The Trust Fund Administrator's functions have been redefined so that the office is primarily concerned with program definition and coordination, process management, budget formulation, and monitoring and reporting on trust fund and reimbursable program activities.

While these changes have improved the Bank's handling of trust funds, the two parts of the restructuring (external coordination and internal administration) were designed in isolation of each other. In consequence, the coordination and administration functions assigned to FINCOM are still loosely organized, and there is a need to clarify and strengthen the funding coordination role of the Resource Mobilization Department. Based on the experience of the past nine months, I believe the mandate of the Department is too weak to do the coordinating job assigned. I therefore propose the following:

- o first, to move the Trust Fund Administrator's Office from the Controller's to the Resource Mobilization Department. By giving the Department an operational role (trust fund administration) and direct involvement in trust fund processing, it will have access to information and processes it needs to effectively carry out its funding coordination function. As agreed in the discussion of the recent Task Force Report, this would encompass:



- reviewing project proposals and providing the sponsor with the Department's perspective;
  - participating in the negotiation of individual contracts;
  - preparing an annual program and budget paper that positions externally funded programs in the broader context of the Bank's overall resource availability and growth; and
  - monitoring and reporting on the status of the trust fund programs.
- o second, that you consider strengthening the role of the Funding Coordinators by having them screen all funding proposals of less than \$10 million. (As agreed, all funding proposals above this size need to be reviewed by the President's Council.) The Funding Coordinators should be asked to refer a specific proposal to the President's Council for decision when, in their view, the purpose of the fund is inconsistent with the Bank's overall objectives and priorities. I also recommend that you ask the Funding Coordinators to consider whether a minimum size should be established for external funds, either by program or by donor and whether criteria should be established as to which programs are suitable for external funding.



THE  
TASK FORCE  
FOR CHILD SURVIVAL



Call Zaline Vania  
in Tony Measham's  
office once signed  
for pickup.

33226

Dear \_\_\_\_\_:

We are writing to invite you to attend a fourth high-level policy meeting on the subject of "Protecting the World's Children." This conference is scheduled for March 1-3, 1990, at The Central Plaza Hotel in Bangkok, Thailand. Our five agencies comprise The Task Force for Child Survival and are the sponsors of this conference.

Your personal participation is encouraged because of the importance of the topic. We feel that the program and the opportunity for interaction will make it a good use of your time, even though we know that the demands for your participation in other areas are great. The meeting will be conducted in English.

In an effort to ensure that there is adequate time for the sharing of information by attendees, we are trying to limit the participation to one person from each organization. We will appreciate your cooperation in this matter.

Even though many of you know the history of the first three meetings, we would like to briefly review it for you. Our agencies, along with Mr. Robert McNamara and Dr. Jonas Salk, convened the first meeting on this subject because of the tremendous concern over the number of children in developing countries who die or are crippled, blinded, or otherwise disabled from six diseases preventable through

*Sponsoring Agencies:*



WHO



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World Bank



UNDP



RF

Page 2

immunization. This meeting was hosted by The Rockefeller Foundation in March 1984 in Bellagio, Italy, and called "Bellagio I."

A follow-up conference, "Bellagio II," was held in Cartagena, Colombia, in October of 1985. The Cartagena conference focused on progress in accelerating and expanding childhood immunization programs, plans for meeting the WHO 1990 objectives for universal childhood immunization, and strategies for using programs to build primary health care systems.

In March 1988, the third meeting, "Bellagio III," was held in Talloires, France, to assure continued commitment to the goal of universal child immunization by 1990. This conference resulted in establishment of child survival objectives that were formalized in the "Declaration of Talloires," copy enclosed.

A summit meeting on children is being planned for the fall of 1990 for leaders of 60 countries. The Bangkok child survival meeting provides an opportunity for health and technical experts to influence the agenda for that meeting. Our hope is to outline the information which country leaders should receive. The agenda items of the Bangkok meeting will be our vision of priorities in child survival and specific outcomes which we would desire for the summit meeting.

The Secretariat of The Task Force for Child Survival is making logistical arrangements for the meeting. The tentative agenda is enclosed. Additional information will be sent to you as soon as possible.

In the meantime, please hold the dates of March 1-3, 1990, on your calendar and plan to be with us at "Bellagio IV."

Page 3

Your participation in this very important meeting is essential to the accomplishment of our mutual child survival goals.

Please return the enclosed response form by January 1, 1990, to The Task Force for Child Survival Secretariat, The Carter Center, One Copenhill, Atlanta, Georgia 30307, USA, Attention: Mrs. Carol C. Walters.

Sincerely,

Hiroshi Nakajima, M.D., Ph.D.  
Director General  
World Health Organization

James P. Grant  
Executive Director  
UNICEF

*Barber B. Conable*

Barber Conable  
President  
The World Bank

William H. Draper, III  
Administrator  
United Nations Development  
Programme

Peter Goldmark  
President  
The Rockefeller Foundation

Enclosures



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

BARBER B. CONABLE  
President

December 7, 1989

To All Staff:

As a Staff Association study released earlier this week confirms, women are dramatically under-represented in management and other senior positions in the Bank. This situation is a matter of personal and institutional concern. I want to inform you of the steps we have taken to improve this situation, and outline our plans for the future.

Since February, following discussions with Senior Managers, we have:

- developed a comprehensive action program to improve the representation of women in higher-level positions;
- appointed women to all technical/professional and recruitment selection panels to expand hiring perspectives;
- compiled lists and profiles of higher-level women by vice-presidential unit to identify career development and advancement prospects;
- established an advisory group to help identify and attract strong women candidates for positions at grades 22 and above; and
- increased the attention given to gender issues at divisional management training courses.

In May, I approved a 12-point action program, proposed by the Management Review Group, to expand our efforts on career development, promotion and recruitment of women for higher-level positions. Vice Presidents and Directors will be directly involved in, and responsible for, implementing the program. Realistic institutional goals for the next three to five years include:

- filling one-quarter of vacancies at grades 25 and above through the promotion of qualified women;
- increasing recruitment of women for grades 22-24 so they represent 25% of staff at that level; and
- improving the recruitment of women for the Young Professionals program to 25% to 35% annually.

The Senior Vice Presidents have prepared action plans for their Complexes and progress will be monitored quarterly.

Our objective in all recruitment, reassignment and promotion decisions is to place the most qualified and capable individual in each job. I am confident these measures will preserve the quality of staff while simultaneously bringing about change.

I want to thank all those who contributed their thoughts and time to the Staff Association study, which documents the current environment and offers constructive proposals for improvement.

Bruce B. Carole

## STAFF ANNOUNCEMENT

In connection with the reorganization fine-tuning taking place, I have reviewed the structure and responsibilities of the Bank's top management. I have concluded that the Bank will be best served by a streamlined top management structure consisting of:

- three Senior Vice Presidents -- one each for Operations; Finance; and Policy, Research and External Affairs;
- the General Counsel;<sup>1/</sup>
- three Vice Presidents responsible for institution-wide functions -- Personnel and Administration, Planning and Budgeting, and Secretary's; and
- the Director-General for Operations Evaluation.

Because I am convinced that personnel policy matters require my personal attention, I am removing the Senior Vice Presidential layer between me and the Personnel function. This function will be strengthened by direct access to the President.

With the elimination of the Senior Vice Presidency for External Affairs and Administration (EAA), the External Affairs Department, will be integrated into the Policy, Research and External Affairs Senior Vice Presidency. In addition, the Internal Auditing Department will report, administratively, to the Planning and Budgeting Vice Presidency.

I have asked Mr. Bilsel Alisbah to serve as Vice President, Personnel and Administration. His responsibilities will include Personnel, the General Services Department and the Information Technology and Facilities Department.

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<sup>1/</sup> (While the General Counsel is structurally a Vice President position, Mr. Shihata has been graded -- on a personal basis -- at the Senior Vice President level, grade 30, since June 1, 1989.)



Mr. Alisbah, a Turkish national, joined the World Bank in 1963 through the Young Professionals Program. Following his graduation from the Program in 1965, Mr. Alisbah held positions as Loan Officer in the South Asia Department, and as Economist and Senior Loan Officer in the East Asia and Pacific Department. From 1972 to 1975 he served as Deputy Chief in the Resident Mission in India. On his return to Headquarters in July 1975, he was promoted to Division Chief in the South Asia Programs Department. In 1978 he was promoted to Director, West Africa Programs, and in 1986 he became Director, West Africa Projects. Since 1987 Mr. Alisbah has held the position of Director, Asia Country Department IV (India).

In addition, I have decided that the Planning and Budgeting Department will report directly to me. The past two years' experience has shown that a strong Planning and Budgeting function -- reporting directly to the President -- is an essential counterforce to the centrifugal tendencies implicit in our decentralized Bank.

I will continue to have functional responsibility for the Internal Auditing Department. For administrative purposes, IAD will report to the Planning and Budgeting Vice President, since institution-wide internal auditing is complementary to PBD's monitoring function. This change also reflects my commitment to a strengthened internal audit role in the Bank.

I am pleased to announce the appointment of Mr. Robert Picciotto as Vice President, Planning and Budgeting.

Mr. Picciotto, an Italian citizen, joined the World Bank Group in 1962 as an economist in IFC's Development Bank Services Department. He moved to the Bank's projects complex in 1964. From 1967 to 1969 he served as an agricultural economist in the Bank's Resident Mission in New Delhi. He returned to Headquarters as Chief of the Agriculture Industries Division and in 1970 transferred to the Special Projects Department as Program Coordinator. In 1972 he became Chief of the Regional Projects and Studies Division in the same Department and that same year Chief of the Agriculture Division in the Asia Projects Department. He was appointed Assistant Director, Agriculture and Rural Development in the South Asia Projects Department in 1974 and promoted to Director of the same Department in 1976. In 1980 he was reassigned to Director of the EMENA Projects Department, and in 1986 became Director of the Latin America and Caribbean Projects Department. Since 1987 Mr. Picciotto has been Director of the Planning and Budgeting Department.

These changes will take effect January 1, 1990.

*Barbara B. Conable*

BBc Chm

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

BARBER B. CONABLE  
President

December 7, 1989

Members, President's Council

Re: Quarterly Apex Report

I regard the Quarterly Apex Report system as an important management tool. The quality of the reports has improved, but I would like to have an even crisper and more businesslike process. In particular, the following changes should be reflected in the second quarter Apex Reports:

- o Links to Contracts -- Where not already done, future Apex Reports should compare actual progress explicitly to annual contract obligations.
- o Special Operational Emphases -- I place high priority on attaining institutional targets in the areas of Special Operational Emphasis. Existing Apex Reports provide adequate information on staffyear inputs in major work program categories and themes. Some provide quantitative information. In addition to a substantive discussion of program outputs, I expect future reports to contain a summary indicating the number of operations, reports and other tasks completed each quarter in each special program area -- in relation to plans.
- o Personnel Issues -- I have asked that, in recruiting higher level staff, special efforts be made to attain institutional objectives regarding the mix of nationalities and the percentage of women. These objectives are spelled out in Personnel contracts with each Complex, and I expect future Apex Reports to make specific reference to progress in meeting these goals. This includes the Action Program on Representation of Women in the Bank. The reports should show the percentage of women in total staff at Levels 18-21, 22-24, and 25+, as well as the percentage of women among those promoted to positions at Levels 25 and above.
- o Timeliness of Apex Reports -- The Apex Reports from the Complexes should be sent to my office and to PBD within two weeks of the close of each quarter.

Barber Conable



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

BARBER B. CONABLE  
President

December 5, 1989

To: Bank Vice Presidents, Department Directors, Chief Administrative Officers  
and Division Chiefs

Report of the Budget Process Task Force

I commend to your attention the attached report of the Budget Process Task Force. The major complexes were represented on the task force, which included managers from division chief to senior vice president. This excellent report, which commands full senior management consensus, is now being discussed with the Board's Committee on Cost Effectiveness and Budget Practices (CEBP). Implementation of the "front end" recommendations has already begun, and the Implementation Plan attached to the report outlines what remains to be done. Changes resulting from the CEBP's discussions will be reflected as implementation proceeds.

Planning, budgeting and monitoring are still viewed as burdensome by some. Yet, all Bank managers must recognize that deciding what to do (and what not to do), funding approved activities appropriately, and monitoring to ensure the accountability that delegation both permits and requires are at the core of managerial responsibility. I would like all of you to take personal responsibility for redeployment of resources to meet institutional interests.

After giving the report your careful attention, please impress on your staff that planning, budgeting and monitoring -- and the cost consciousness and efficiency which will result -- are critical to effective management, as well as to strengthened shareholder support for the Bank and its budget. The more efficient we are, the more responsive we can be to the needs of our developing member countries.

*Barber B. Conable*

Attachment



BBC Chron

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

BARBER B. CONABLE  
President

CONFIDENTIAL

DECLASSIFIED  
AUG 12 2014  
WBG ARCHIVES

December 4, 1989

Messrs. Qureshi, Stern, Wapenhans, Thalwitz

As I mentioned to you, I would like to sit down with you as soon as possible after Moeen's return to review senior management changes in the wake of the recent appointments.

In addition to the openings in Finance and Asia, I would like to review any cross-Complex transfers you might suggest for either now or the coming year.

*Barber Conable*

cc: Mr. Alisbah

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

BARBER B. CONABLE  
President

December 1, 1989

MEMORANDUM TO THE EXECUTIVE DIRECTORS

Following Mr. Wapenhans' transfer, I have reviewed the structure and responsibilities of the Bank's top management. I have concluded that the Bank and I will be best served by a streamlined top management structure consisting of:

- three Senior Vice Presidents--one each for Operations; Finance; and Policy, Research and External Affairs;
- four Vice Presidents responsible for institution-wide functions, i.e., Personnel and Administration, Legal, Secretary's and Planning and Budgeting; and
- the Director General for OED.

I am convinced that matters of Personnel Policy require my personal attention. For this reason, I am eliminating the Senior Vice Presidential layer between me and the Personnel function. This function will be strengthened by direct access to the President.

I have asked Mr. Bilsel Alisbah to serve as Vice President, Personnel and Administration. His responsibilities will include Personnel, the General Services Department (GSD) and the Information Technology and Facilities Department (ITF).

As I reported earlier, the Planning and Budgeting Department will report directly to me. It will continue to be headed by Mr. Picciotto, who will become a Vice President. The past two years' experience has shown that a strong Planning and Budgeting function -- reporting directly to the President and with no other loyalty -- is an essential counterforce to the centrifugal tendencies implicit in our decentralized Bank. The new Planning and Budgeting function will be enhanced with capabilities for coordinating corporate planning and monitoring.

I will continue to have functional responsibility for the Internal Auditing Department. For administrative purposes, IAD will report to the Planning and Budgeting Vice President, since institution-wide internal auditing is complementary to PBD's monitoring function. This change also reflects my commitment to a strengthened internal audit role in the Bank.

I am confident that these changes, which will take effect January 1, 1990, will improve our effectiveness and efficiency. I hope you agree.

In accordance with the procedures established in R73-146/1 of July 3, 1973, this memorandum informs you of my intention to appoint Mr. Bilsel Alisbah as Vice President, Personnel and Administration; and Mr. Robert Picciotto as Vice President, Planning and Budgeting.

Attached are the curricula vitae and the Staff Announcement regarding these appointments. In keeping with agreed procedures, the announcement will not be released until five working days have elapsed after the date of this memorandum.

  
Barber B. Conable

Attachments





# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - October 1 - December 31, 1989	<b>Barcode No.</b>  1782796
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<b>Document Date</b> Dec 8, 1989	<b>Document Type</b> CV / Resumé
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**Correspondents / Participants**

**Subject / Title**  
Curriculum Vitae - Bilsel Alisbah, Vice President, Personnel and Administration

**Exception No(s).**

1    2    3    4    5    6    7    8    9    10 A-C    10 D    Prerogative to Restrict

**Reason for Removal**  
Personal Information

**Additional Comments**

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Withdrawn by Chandra Kumar	Date Aug 13, 2014
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<b>Document Date</b> Dec 8, 1989	<b>Document Type</b> CV / Resumé
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**Correspondents / Participants**

**Subject / Title**  
Curriculum Vitae - Robert Picciotto, Vice President, Planning and Budgeting

**Exception No(s).**

1    2    3    4    5    6    7    8    9    10 A-C    10 D    Prerogative to Restrict

**Reason for Removal**  
Personal Information

**Additional Comments**

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<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 13, 2014
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<b>Document Date</b> Dec 8, 1989	<b>Document Type</b> Memorandum
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**Correspondents / Participants**

**Subject / Title**  
 Staff Announcement

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  Prerogative to Restrict

**Reason for Removal**  
 Personal Information

**Additional Comments**

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.

<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 13, 2014
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TO: Board of Directors

FROM: The President

In accordance with the procedure for informing the Board of senior level appointments prior to informing the staff (R73-146/1, July 3, 1973), attached is a staff announcement which will be issued on December 5, 1989.

*Bruce B. Cottle*

Distribution:

Directors and Alternates  
Executive Vice President  
Senior Vice President, Administration

FOR YOUR INFORMATION

FYI/89/  
December 5, 1989

Staff Announcement

One year ago, IFC established the Corporate Finance Services group (CFS) to provide advisory assistance to private enterprises involved in restructuring and to governments in privatization transactions. The experience from CFS' first year of operation confirms that the demand for IFC's services in this area is strong, and getting stronger; and it has now been decided that CFS should become a department under Wilfried Kaffenberger, Vice President, Portfolio and Advisory Operations.

Peter C. Jones, the first head of CFS, recently resigned from the Corporation, after eleven years of distinguished service, to pursue a career in the investment banking sector of the U.S. To succeed him, I am pleased to announce the appointment of Edward A. Nassim as Director, Corporate Finance Services Department.

Mr. Nassim, an Irish national, joined the Bank's Young Professionals Program in 1976. He transferred to the Corporation in 1977 and held assignments as Investment Officer and Senior Investment Officer in the Europe & Middle East And Africa II Investment Departments. Mr. Nassim became the Personal Assistant to the Executive Vice President in 1983 and was promoted to his present position in 1985 as Manager of the Middle East Division, Europe & Middle East Department.

Mr. Nassim's appointment will take effect January 1, 1990.

William S. Ryrie  
Executive Vice President

89/128  
November 30, 1989

STAFF ANNOUNCEMENT

It is a great pleasure to announce that Mr. Willi A. Wapenhans has agreed to reassume the position of Regional Vice President for Europe, Middle East and North Africa (EMENA). The dynamic evolution in this region and the work ahead for its countries make the role of the Bank increasingly challenging. Mr. Wapenhans has extensive experience in operational work in Eastern Europe, the Middle East and North Africa. He has served the Region in various capacities in the past. I and the Institution are grateful to Mr. Wapenhans for taking on this responsibility.

The appointment will be effective January 1, 1990.



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

BARBER B. CONABLE  
President

November 27, 1989

MEMORANDUM TO THE EXECUTIVE DIRECTORS

Subject: Human Resources Strategy: 1989 Update

1. I submit the attached 1989 update of the Bank's Human Resources Strategy. Last year was the first time that Management submitted a strategy paper on human resources to the Board.
2. The paper outlines the challenges and operational issues confronting the institution and their implications for staffing and personnel management. It also analyzes in some depth the status of the current framework for personnel management, and identifies critical issues and priorities for action in the immediate future. The strategic priorities are:
  - (a) Maintaining the Bank's professional/technical expertise;
  - (b) Facilitating the appropriate professional and career development of the staff;
  - (c) Adjusting management practices so as to create and maintain a client-focused, people-centered and productive work environment;
  - (d) Resolving issues of concern to support staff, including job design, performance appraisal, and training;
  - (e) Strengthening the policy framework for human resources management, to ensure the attainment of institutional objectives; and
  - (f) Maintaining a proper balance between decentralized decision-making and central control.
3. This revision of the strategy is, consequently, considerably more than an "update" of the 1988 paper. It breaks new ground in several respects, especially in the design of a new and more coherent framework for the monitoring and evaluation of personnel practices and providing feedback on the effectiveness of our policies. This, in combination with the actions underway or under development, as outlined in the paper, provides the basis for effective human resources management for the beginning of the 1990s.
4. The development of this paper has involved extensive and productive consultations with the Staff Association, the views of which will be delivered under separate cover.

*Barber B. Conable*

Attachment

Chron

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

BARBER B. CONABLE  
President

November 21, 1989

Messrs. Qureshi, Stern, Thalwitz, Shihata

Re: Costa Rica

Further to our discussion on Costa Rica last week, please convene the debt working group to prepare a brief paper on the basic structural principles the Bank would consider to be non-negotiable in any debt reduction scheme to be supported by the Bank.

*Barber Conable*

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

BARBER B. CONABLE  
President

November 21, 1989

Messrs. Wapenhans & Riley

Please look into the situation explained in the attached memorandum and let me know the status.

*Barber Conable*

Attachment

cc: Mr. Shihata



WORLD BANK OTS SYSTEM  
OFFICE OF THE PRESIDENT

*BBE*  
*MH*  
*LAM*

CORRESPONDENCE DATE : 89/11/16 DUE DATE : 89/12/04  
LOG NUMBER : 891122004 FROM : Elsa Toledo-Morales  
SUBJECT : Performance Evaluation and Confirmation of Employment.

OFFICE ASSIGNED TO FOR ACTION : Mr. Wapenhans (D-1250)

ACTION:

APPROVED  
 PLEASE HANDLE  
 FOR YOUR INFORMATION  
 FOR YOUR REVIEW AND RECOMMENDATION  
 FOR THE FILES  
 PLEASE DISCUSS WITH \_\_\_\_\_  
 PLEASE PREPARE RESPONSE FOR \_\_\_\_\_ SIGNATURE  
 AS WE DISCUSSED  
 RETURN TO \_\_\_\_\_

COMMENTS :cc: Mr. Riley



# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - October 1 - December 31, 1989	<b>Barcode No.</b>  1782796
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<b>Document Date</b> Nov 16, 1989	<b>Document Type</b> Memorandum
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**Correspondents / Participants**  
 To : Ms. Patricia E. Neill, PERT1  
 From : Elsa V. Toledo-Morales, Secretary, LEGLA Division

**Subject / Title**  
 Performance Evaluation and Confirmation of Employment

**Exception No(s).**

1    2    3    4    5    6    7    8    9    10 A-C    10 D    Prerogative to Restrict

**Reason for Removal**  
 Personal Information

**Additional Comments**

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.

Withdrawn by Chandra Kumar	Date Aug 13, 2014
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THE WORLD BANK  
Washington, D.C. 20433  
U.S.A.

BARBER B. CONABLE  
President

November 21, 1989

Members, President's Council

Mr. Al-Sultan came to visit me today and complained that we had not recruited this year a single Arab staff member. Could you please review your complexes' performance and let me know your recruitment statistics and the reasons no Arab staff member has been recruited to date.

I would like to discuss the matter next Wednesday during the President's Council meeting.

*Barber Conable*

cc: Charlotte Hunter



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

BARBER B. CONABLE  
President

November 10, 1989

MEMORANDUM TO THE EXECUTIVE DIRECTORS

Subject: Bank Group Research Program

When the Bank reorganized in 1987, the newly-established Policy, Planning and Research complex was given the mandate to build a social and economic research program which would serve the Bank's changing research needs. This sixteenth annual report on Bank research reviews the success of our current program in meeting this challenge and establishes what remains to be done.

The report confirms that Bank-sponsored research is underway on all the Bank's new areas of special emphasis. With this broad foundation of research in place, research management is now pursuing a strategy for filling remaining gaps through the program of Research on Special Emphasis Areas. The environment, private sector development and reforms in socialist economies are targeted for special emphasis through the research program in fiscal 1990 and beyond.

The research program plays an important role in establishing the Bank as an intellectual leader on development issues. Two new programs, the Annual Bank Conference on Development Economics and the Visiting Research Fellow Program, enhance this role.

Building research capacity in member countries continues to be a critical objective of Bank research. A new program of research and collaboration with the Regions is being launched to explore ways to increase donor effectiveness in capacity building.

Through these new initiatives, the research program will enhance the Bank's ability to provide intellectual leadership and will serve as a guide to policy and a tool for policy research capacity building.

Chitra - taken to ES<sup>+</sup>  
for signature as  
Acting President  
Donna will call  
deTray's office once  
signed.

Conable

# OFFICE MEMORANDUM

DATE: November 10, 1989

TO: Messrs. Barber B. Conable and Moeen A. Qureshi  
THRU: Mr. Attila Karaosmanoglu, ASIVP AK  
FROM: Shahid Javed Burki, Director, AS3 SA

EXTENSION: 72571

SUBJECT: Political Changes in China

The fifth plenum of the 13th party congress concluded its four day session in Beijing yesterday with two important pronouncements. The plenum announced an eight-point program of economic stabilization and made a number of important changes in the party's central military commission. We are preparing a separate note on the economic program. This note deals with the appointments to the military commission.

Beijing was taken by surprise at Deng Xiaoping's decision to retire from the military commission's chairmanship. His main reason is to make sure that, Jiang Zemin, his choice as China's new supreme leader, has the time to establish his control over the military while Deng is still alive. In order to get Jiang accepted by the military, Deng had to agree to the appointments of Yang Shangkun as the first vice chairman of the military commission and Yang Baibing as the commission's secretary general. The two Yangs are brothers with a strong following among the conservatives in the armed forces. In other words, Deng has paid a heavy price for getting the top military position for his protege, Jiang Zemin.

The arrangement would be viable only if Deng lives for another two to three years and is able to get some of the field commanders (the Chinese army is divided into seven autonomous field commands) to support Jiang. In this connection, it is useful to recall that at least three field commanders -- those in Sichuan, Guangdong and Beijing -- were close to Zhao Ziyang and may switch their loyalty to Jiang Zemin provided no further harm comes to Zhao. The fact that the party plenum did not take any further action against Zhao is probably a part of this intricate compromise.

If Deng were to die or be incapacitated tomorrow -- or, at any rate, before Jiang has had the chance to consolidate his position -- the Yang brothers will definitely make an attempt to grab power. Such an attempt would probably be resisted by the liberal elements in the party and the army. If that happens, political instability would haunt China for many years.

SJBurki:fvf

11/10  
CP:  
For BBC chron.  
This was faxed  
to BBC today.  
B.



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

BARBER B. CONABLE  
President

November 6, 1989

Messrs. Fischer, Qureshi and Wapenhans

re: Training of Economists

The Minutes of the PC discussion on the above are attached for your information.

As we discussed, I would like to implement a pilot training program for economists as outlined in Stan Fischer's paper dated October 24. The program should begin in January 1990.

I would appreciate your reviewing, once more, the FY90/91 budget requirements for the program. In the event that the funds presently available for training of economists in both the central and complexes training budgets are insufficient to cover the costs, I would like you to review and agree on whether certain courses in the overall training budget can be discontinued or streamlined to accommodate training of economists.

Please let me know the agreed scope, budgetary and implementation arrangements.

*Barber Conable*

Attachment

cc: President's Council  
Mr. Picciotto



# OFFICE MEMORANDUM

DATE: November 6, 1989

TO: Files

FROM: Marianne Haug, EXC

EXTENSION: 73585

SUBJECT: Minutes of the President's Council Meeting - November 1, 1989

## Members Present

Messrs. Conable, Qureshi, Ryrie, Shihata, Thahane, Wapenhans

## Acting Members

Messrs. Rajagopalan, Roth

## Other Staff

Messrs. Calderisi, de Capitani, Fischer, Hanton, Hume,  
Obidegwu, Sagasti, Stanton, Vergin

## Staff Association

Mmes. Gray, Hammond, Searle

## ECONOMIST TRAINING

Mr. Conable said that as yet there is no EAA overview paper on the Bank's strategy for training and use of the initial \$6 million budget, but since Mr. Fischer has taken the initiative to explore the training needs of economists, the paper should be considered. He called on Mr. Fischer to introduce the paper.

Mr. Fischer summarized the long history of efforts to improve the training of economists. He referred to three recent Bank reports on the issue which, he said, were strong on philosophy relative to action. This new report was commissioned to be brief and action-oriented. The report has been discussed by the PPR Committee and the Operations Committee. Much of the training will be provided by PRE and non-economists will also receive training. Mr. Fischer said that increased funding will be needed but only about half of the funding will be incremental money. He suggested that launching of the program should not be delayed; the project should be seen as a pilot.

Mr. Wapenhans felt that the substance of the proposed program is fine. But the program implies doubling the budget and it is not

clear how this should be handled. He pointed out that the training priority is seen to be for technical skills and support staff training. At present no system exists to make tradeoffs and there is no central mechanism for the reallocation of training budget resources by management. One part of the EAA training paper--on training objectives--has been done. However, it is difficult to establish training priorities since the process is a bottom-up one. In response to Mr. Shihata's question about the status of the EAA paper, Mr. Wapenhans said that the EAA paper will not answer the questions raised by the current proposal.

Mr. Thahane suggested that, if the budget is not available, the proposed training should be scaled down and/or diversified to include training for other disciplines. Mr. Qureshi said that it was not clear how the proposal fits with the overall resources available and how many people can be made available for training. He agreed with Mr. Wapenhans that the top priority is in the training for technical and professional skills, and suggested that a scaled-down version of the proposal be implemented.

Mr. Fischer said that resource constraint should not be taken as given. He noted that all the past reports had pointed to the Bank's under-investment in training and that the skills of Bank economists need to be upgraded.

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

BARBER B. CONABLE  
President

November 6, 1989

To All Staff:

Reorganization Fine-Tuning

As many of you are aware, I have asked each of the Senior Vice Presidents to draw on the experience gained over the last two years with the new structure and evolving management practices and develop suggestions for further improvement.

I believe the reorganized Bank has proven to be responsive to client needs. Most people agree that the basic structure is sound and supportive of our development mission. I also believe that decentralization has increased the flexibility of the institution to respond to challenges as they arise.

Nonetheless, I am aware that improvements are possible. After all, the 1987 reorganization was a complicated, major exercise. Complex organizations rely on successive incremental improvements. Such fine-tuning should occur from time-to-time to avoid the disruption of major change.

While avoiding major changes, I do not want to have widely recognized problems swept under the rug. We must strengthen and streamline key institutional functions and address issues such as coordination and availability of expertise. I have stressed these points to the Senior Vice Presidents.

Our timetable is as follows: The final analyses, options and recommendations for each of the complexes will be discussed at an in-house retreat for Senior Managers on December 20. I hope to implement the results early in the New Year.

It should be evident from the timeframe proposed that I expect minimal disruption in our routine. Specifically, we anticipate no reductions or major changes in staffing. The Senior Vice Presidents and I briefed Senior Managers of the Bank last Friday on the objectives, expectations and process that we agreed upon after preliminary consultations. I have asked the managers to share this information with all Bank staff, immediately.

I encourage all who are interested in making suggestions to contact the offices of the respective Senior Vice Presidents or my own office.

*Barber Conable*



November 6, 1989

MEMORANDUM TO THE EXECUTIVE DIRECTORS

**Subject: FY91 Priorities and Budget Policy Directions**

1. This paper initiates consultations on the FY91 work programs and budgets for the Bank and IDA. In another sense, however, it simply begins to draw the operational implications of the fundamental priorities for the next decade that I laid out at the time of the Annual Meetings: using development resources more efficiently, protecting the global environment and reducing mass poverty in the developing world. These three concepts encompass many challenging and interrelated activities for the Bank, all of which work towards objectives that the Development Committee has considered during its recent session: resource mobilization, environmental protection, and human capital formation to improve the quality of life for poor people. These are the priorities, shared by our member countries, which provide the major policy directions for Bank operating programs in the 1990s.
2. As you requested, the paper summarizes last year's program outcome and budget trends. This provides, early in the budget cycle, a tangible context within which to review policy directions. Fiscal Year 1989 was a year of accomplishment, of effective response to new opportunities and of flexibility in the face of uncertainty. Bank performance demonstrated that our institution is resilient, responsive to client needs as well as prudent in the management of budgets and staff resources.
3. Much is expected of the Bank by borrowers—in terms of services—and by the development community—in terms of intellectual contributions to global development. We will be responsive to these expectations while preserving high quality standards and setting clear priorities.
4. We cannot do it alone. Our efforts complement those of other aid agencies, private creditors and investors and non-governmental organizations. Sharing financing burdens and development opportunities is more important than ever.
5. Some of the objectives we propose to emphasize inevitably involve more costly and staff-intensive activities than the Bank's current product mix. Efforts will continue to meet these additional costs through internal redeployment. Taking these into account, we will confront once again a difficult question: how much budget growth is necessary to accomplish our goals? We have pointed out some of the areas in which reductions might be considered to fund emerging higher priorities; but, in practice, such decisions will be taken in a country context. Fundamentally, we will endeavor to move away from activities with limited institutional or policy development impact.
6. Our budget process is in evolution. Since our last budget discussion, the Budget Process Task Force chaired by Mr. David Hopper made a number of recommendations to improve the planning and budget process, increase cost-consciousness and enhance accountability. Among

other things, the Task Force recommended adjusting the budget calendar to improve the sequencing of inputs to the Framework paper. In line with this recommendation, Bank managers have begun their business planning for the next three years. This will provide a firmer foundation for our planning and budgeting activities. We are consulting with the Board's Committee on Cost Effectiveness and Budget Practices regarding the Task Force's recommendations, and, in light of these consultations, we will implement further budget process improvements.

7. Even with the best possible budget systems, setting priorities and reflecting them in budgets will remain complex and demanding in our knowledge-based, cooperative institution. There are difficult choices to be made and I am determined that the choices made should reflect the consensus of the membership. The purpose of the Committee of the Whole discussion is to move us towards this consensus. Therefore, I am eager to hear your reactions to the priorities and policy directions sketched in this paper and your views about potential budget implications. In helping us to ascertain areas of emphasis and sources of redeployment, you will provide crucial inputs for the formulation of the Medium-Term Budget Planning Framework.

8. Following the Committee of the Whole deliberations, the Medium-Term Budget Planning Framework for FY91-93 will be prepared for your consideration early in 1990. Based on these consultations, Budget guidelines will be issued for construction of the final FY91 Work Programs and Budgets, which will be presented for Board approval in May, 1990.

*Barlow Couable*





# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - October 1 - December 31, 1989	<b>Barcode No.</b>  1782796
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<b>Document Date</b> Nov 3, 1989	<b>Document Type</b> Memorandum
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**Correspondents / Participants**  
Memorandum to the Executive Directors

**Subject / Title**  
Review of the Home Leave Allowance

**Exception No(s).**

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**Reason for Removal**  
Corporate Administrative Matters

**Additional Comments**  
Declassification review of this record can be initiated upon request

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.

Withdrawn by Chandra Kumar	Date Aug 13, 2014
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BOOK OF THREE  
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1. THE HONORABLE P. J. KEATING, TREASURER  
PARLIAMENT HOUSE, CANBERRA, AUSTRALIA  
TELEX NO. 79062372

*fax #*  
*9-011-61*  
*62733420*

2. DR. CHRIS HIGGINS  
SECRETARY OF THE TREASURY  
CANBERRA, AUSTRALIA  
TELEX NO. 79062372

*90116162732614*

3. MR. BOB DUN  
DIRECTOR GENERAL  
AUSTRALIAN INT'L DEVELOPMENT ASSISTANCE BUREAU (AIDAB)  
CANBERRA, AUSTRALIA  
TELEX NO. 79062631

*90116162487521*

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ADDRESSED TO THE HONORABLE P. J. KEATING, TREASURER, PARLIAMENT HOUSE, CANBERRA, AUSTRALIA. COPY TO THE SECRETARY, TREASURY AND DIRECTOR GENERAL, ADAB.

PRELIMINARY INDICATIONS PROVIDED IN KYOTO BY AUSTRALIA'S DEPUTY TO THE IDA9 NEGOTIATIONS SUGGEST THAT AUSTRALIA MAY PROPOSE A MAJOR REDUCTION IN ITS SHARE. IF THIS IS CORRECT, IT WOULD REPRESENT A NEW AND PERHAPS DECISIVE OBSTACLE TO THE SUCCESSFUL CONCLUSION WHICH WE HAD HOPED TO REACH IN KYOTO.

OUR APPROACH TO BURDEN-SHARING IN THESE NEGOTIATIONS HAD THE EFFECT OF CAPPING AUSTRALIA'S CONTRIBUTION AT JUST UNDER TWO (2) PERCENT, EVEN THOUGH THIS WOULD MEAN A REAL REDUCTION OF BETWEEN FIVE (5) AND TEN (10) PERCENT IN AUSTRALIA'S CONTRIBUTION AS COMPARED TO IDA8. WE RECOGNIZE OF COURSE THAT EVEN NOMINAL INCREASES CANNOT BE TAKEN FOR GRANTED IN THE TIGHT BUDGET CONTEXTS FACING AUSTRALIA AND SEVERAL OTHER IMPORTANT DONORS.

ACCORDINGLY, THESE NEGOTIATIONS HAVE DEVOTED MAJOR ATTENTION TO DEFINING HOW IDA9 RESOURCES WILL BE USED. THE DRAFT REPORT OF THE DEPUTIES PROPOSES IMPORTANT STRENGTHENING OF IDA'S EMPHASIS ON PERFORMANCE AND ON THE ENVIRONMENT. THIS

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IS VERY MUCH IN LINE WITH TRADITIONAL AUSTRALIAN PREOCCUPATIONS.  
IN ADDITION, IF IDA9 CAN BE REPLENISHED AT ABOUT THE SAME LEVEL  
AS IDA8 IN REAL TERMS, IT SHOULD BE POSSIBLE TO INCREASE IDA'S  
FLEXIBILITY TO ALLOCATE RESOURCES IN LINE WITH GLOBAL CRITERIA.  
THIS TOO IS AN IMPORTANT AUSTRALIAN OBJECTIVE.

AGAINST THIS BACKGROUND I WOULD URGE YOU TO REVIEW  
AUSTRALIA'S POSITION IN THE CRUCIAL FINAL PHASE OF THESE  
NEGOTIATIONS. BY AUTHORIZING AN INCREASE IN AUSTRALIA'S  
CONTRIBUTION TO APPROXIMATELY A DOLLARS 385 MILLION (THREE  
HUNDRED AND EIGHT-FIVE MILLION AUSTRALIAN DOLLARS) FROM THE  
CURRENT LEVEL OF A DOLLARS 335 MILLION, YOU WILL BE ACCEPTING  
AN ADDITIONAL OUTLAY OBLIGATION THAT WILL PEAK AT ABOUT  
A DOLLARS 8 MILLION PER ANNUM IN 1993-1994. THIS EXTRA EFFORT  
BY AUSTRALIA WOULD MAKE A MAJOR DIFFERENCE IN THE PROSPECTS FOR  
A SUCCESSFUL OUTCOME IN KYOTO.

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CLASS OF SERVICE: **TELEX** TELEX NO.: DATE: **Nov. 1, 1989**

SUBJECT: **IDA-9** DRAFTED BY: EXTENSION:

CLEARANCES AND COPY DISTRIBUTION: AUTHORIZED BY Name and Signature  
**Barber B. Conable**

DEPARTMENT:

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URGENT

Page 1 or 2

DATE: November 1, 1989  
TO: Mrs. Marianne Haug  
The World Bank  
FAX: 202-477-6658  
FROM: Ernest Stern

Would appreciate it if you would have Mr. Conable sign and dispatch attached cable immediately. Australian Deputy has been consulted and has seen text. Essential it reach Canberra opening of business. Regards,

Ernest Stern

A handwritten signature in black ink, appearing to be "E. Stern" with a flourish, followed by the word "for" written in a cursive style.

THE HONORABLE P. J. KEATING  
TREASURER, PARLIAMENT HOUSE,  
CAMBERRA, AUSTRALIA

Final

PRELIMINARY INDICATIONS PROVIDED IN KYOTO BY AUSTRALIA'S DEPUTY TO THE IDA9 NEGOTIATIONS SUGGEST THAT AUSTRALIA MAY PROPOSE A MAJOR REDUCTION IN ITS SHARE. IF THIS IS CORRECT, IT WOULD REPRESENT A NEW AND PERHAPS DECISIVE OBSTACLE TO THE SUCCESSFUL CONCLUSION WHICH WE HAD HOPED TO REACH IN KYOTO.

OUR APPROACH TO BURDEN-SHARING IN THESE NEGOTIATIONS HAD THE EFFECT OF CAPPING AUSTRALIA'S CONTRIBUTION AT JUST UNDER 2 PERCENT, EVEN THOUGH THIS WOULD MEAN A REAL REDUCTION OF BETWEEN 5 AND 10 PERCENT IN AUSTRALIA'S CONTRIBUTION AS COMPARED TO IDA8. WE RECOGNIZE OF COURSE THAT EVEN NOMINAL INCREASES CANNOT BE TAKEN FOR GRANTED IN THE TIGHT BUDGET CONTEXTS FACING AUSTRALIA AND SEVERAL OTHER IMPORTANT DONORS.

ACCORDINGLY THESE NEGOTIATIONS HAVE DEVOTED MAJOR ATTENTION TO DEFINING HOW IDA9 RESOURCES WILL BE USED. THE DRAFT REPORT OF THE DEPUTIES PROPOSES IMPORTANT STRENGTHENING OF IDA'S EMPHASIS ON PERFORMANCE AND ON THE ENVIRONMENT. THIS IS VERY MUCH IN LINE WITH TRADITIONAL AUSTRALIAN PREOCCUPATIONS. IN ADDITION, IF IDA9 CAN BE REPLENISHED AT ABOUT THE SAME LEVEL AS IDA8 IN REAL TERMS, IT SHOULD BE POSSIBLE TO INCREASE IDA'S FLEXIBILITY TO ALLOCATE RESOURCES IN LINE WITH GLOBAL CRITERIA. THIS TOO IS AN IMPORTANT AUSTRALIAN OBJECTIVE.

AGAINST THIS BACKGROUND I WOULD URGE YOU TO REVIEW AUSTRALIA'S POSITION IN THE CRUCIAL FINAL PHASE OF THESE NEGOTIATIONS. BY AUTHORIZING AN INCREASE IN AUSTRALIA'S CONTRIBUTION TO APPROXIMATELY A\$385 MILLION FROM THE CURRENT LEVEL OF A\$335 MILLION, YOU WILL BE ACCEPTING AN ADDITIONAL OUTLAY OBLIGATION THAT WILL PEAK AT ABOUT A\$8 MILLION PER ANNUM IN 1993-1994. THIS EXTRA EFFORT BY AUSTRALIA WOULD MAKE A MAJOR DIFFERENCE IN THE PROSPECTS FOR A SUCCESSFUL OUTCOME IN KYOTO.

CC: THE SECRETARY, TREASURY  
DIRECTOR GENERAL, ADAB

THE WORLD BANK  
INTERNATIONAL FINANCE CORPORATION  
MULTILATERAL INVESTMENT GUARANTEE AGENCY

1. The Honourable P. J. Keating, M.P.  
Treasurer  
Parliament House  
Canberra, Australia  
Fax No. 9-011-61-62-733420
2. Dr. Chris Higgins  
Secretary of the Treasury  
Canberra, Australia  
Fax No. 9-011-61-62-732614
3. Mr. Bob Dun  
Director-General  
Australian Internatl Development Assistance Bureau  
Canberra, Australia  
9-011-61-62-487521
4. Ms. Patricia Annez  
Kyoto, Japan  
Fax No. 9-011-81-75-~~711-1100~~

702-0473



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

BARBER B. CONABLE  
President

November 2, 1989

Dear Paul:

I understand the signature block was omitted from my cable to you dated November 1, 1989. For this reason, I repeat:

Preliminary indications provided in Kyoto by Australia's Deputy to the IDA9 negotiations suggest that Australia may propose a major reduction in its share. If this is correct, it would represent a new and perhaps decisive obstacle to the successful conclusion which we had hoped to reach in Kyoto.

Our approach to burden-sharing in these negotiations had the effect of capping Australia's contribution at just under 2 percent, even though this would mean a real reduction of between 5 and 10 percent in Australia's contribution as compared to IDA8. We recognize, of course, that even nominal increases cannot be taken for granted in the tight budget contexts facing Australia and several other important donors.

Accordingly, these negotiations have devoted major attention to defining how IDA9 resources will be used. The Draft Report of the Deputies proposes important strengthening of IDA's emphasis on performance and on the environment. This is very much in line with traditional Australian preoccupations. In addition, if IDA9 can be replenished at about the same level as IDA8 in real terms, it should be possible to increase IDA's flexibility to allocate resources in line with global criteria. This, too, is an important Australian objective.

Against this background, I would urge you to review Australia's position in the crucial final phase of these negotiations. By authorizing an increase in Australia's contribution to approximately A\$385 million from the current level of A\$335 million, you will be accepting an additional outlay obligation that will peak at about A\$8 million per annum in 1993-1994. This extra effort by Australia would make a major difference in the prospects for a successful outcome in Kyoto.

Sincerely,

*Barber Conable*

The Honourable P. J. Keating, M. P.  
Treasurer  
Parliament House  
Canberra, Australia

cc: Dr. Chris Higgins, Secretary of the Treasury  
Mr. Bob Dun, Director-General, AIDAB

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION

# OFFICE MEMORANDUM

DATE: October 31, 1989

TO: Members of the Senior Management Council

FROM: Barber B. Conable

EXTENSION: 72001

SUBJECT: Delegation of Authority

I will be on mission to Canada and several countries in East Africa from midday on Monday, November 6 through Friday, November 17. During my absence, Mr. Ernest Stern will be Acting President of the Bank.

I will return to the office on Monday, November 20.

*Barber B. Conable*

*Chron*

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

BARBER B. CONABLE  
President

October 30, 1989

Messrs. David Hopper and Stanley Fischer

Re: Socialist Economy Reform Unit

There is no doubt that we need a solid research and policy foundation to back up our operational work in socialist countries.

I endorse the objective of setting up a small unit to take the lead in examining issues of macroeconomic management, enterprise reform and public expenditures rationalization. I also agree that it should not be a permanent fixture and could well be folded into other units after the pump has been primed and the program is well underway, i.e. in 2-3 years.

Obviously, much work on these and similar topics is already ongoing in other PPR units and in the Regions. We must avoid duplication and assure coordination. I want to be kept abreast of the result of your consultations with Operations regarding the desirable work program for the new unit.

I will consider your request for the allocation of resources out of my contingency in the context of the first quarter review and in relation to competing claims and redeployment opportunities within PPR. Please furnish the necessary information to PBD.

With respect to the structured position, I am ready to review the grade required in case you can attract an expert well versed in problems of socialist economies.

*Barber Conable*

cc: Messrs. Qureshi, Picciotto



~~X-1111~~

WORLD BANK OTS SYSTEM  
OFFICE OF THE PRESIDENT

CORRESPONDENCE DATE : 89/10/23 DUE DATE : 89/10/25  
LOG NUMBER : 891024001 FROM : D. Hopper  
SUBJECT : Proposal for the Establishment of a Socialist Economy Reform  
Unit.  
OFFICE ASSIGNED TO FOR ACTION : Mr. B. Conable (E-1227)

ACTION:

- \_\_\_\_\_ APPROVED
- \_\_\_\_\_ PLEASE HANDLE
- \_\_\_\_\_ FOR YOUR INFORMATION
- \_\_\_\_\_ FOR YOUR REVIEW AND ~~RECOMMENDATION~~
- \_\_\_\_\_ FOR THE FILES
- \_\_\_\_\_ PLEASE DISCUSS WITH BBC (for possible approval)
- \_\_\_\_\_ PLEASE PREPARE RESPONSE FOR \_\_\_\_\_ SIGNATURE
- \_\_\_\_\_ AS WE DISCUSSED
- \_\_\_\_\_ RETURN TO \_\_\_\_\_

COMMENTS :NOTE: WOULD LIKE BBC'S APPROVAL FOR THIS PROPOSAL. (CP)

# OFFICE MEMORANDUM

DATE: October 23, 1989

TO: Mr. Barber B. Conable  
THROUGH: Mr. W. David Hopper  
FROM: Stanley Fischer

EXTENSION: 33774

SUBJECT: Proposal for the Establishment of a Socialist Economy Reform Unit

1. The purpose of this memorandum is to put forward a proposal for the establishment of a Socialist Economy Reform Unit, and to request funds from the President's Contingency to support it.

2. One of the important issues that emerged from this year's Annual Meetings was the role that the Bank should be playing in the reform of socialist economies. The Bank, including EMENA, Asia and DEC, have been turning their attention increasingly to research work in this area. However, it is becoming clear that, to be effective and to produce results in time to guide the Bank's operational work in these areas, a more concentrated effort is urgently needed.

3. To give greater priority and visibility to this work, I propose the establishment of a Socialist Economy Reform Unit, located in the Country Economics Department, to start work by January 1, 1990. I envisage that this Unit would have a life of between 2 and 3 years, and would comprise about 3 to 4 staff and 2 to 3 consultants. The Unit would carry out research and operational support, help to coordinate DEC's work on socialist economies, and establish close links with other research establishments around the world.

4. The Unit's work program would concentrate on three broad topics of current concern to reforming socialist economies. The first is macroeconomic stabilization, a critical task given the rising inflation in most of these countries. The second is enterprise reform, a broad topic that encompasses such concerns as enterprise ownership and management and the proper regulatory role of government. The third involves social issues, including how to establish economy-wide social safety nets, and how to enhance labor mobility and productivity. All three topics are closely related: viable social safety nets are an important support for enterprise reform which is itself critical to long-term macroeconomic stability.

5. The annual budget requirements for this Unit are estimated at about \$800,000. While I am currently trying to find outside funding for the consultants, even if I am successful it is unlikely that external funding could be in place in time to have work under way by January 1. For FY90, therefore, I estimate that

\$450,000 would be required for start-up costs and for work done in the second half of the fiscal year. For FY91/92 additional funding would also be required to cover those costs that cannot be funded from external sources. A rough breakdown of the estimated budget needs is shown below:

	<u>Annual</u> <u>Costs</u>	FY90 <u>Costs</u>
	\$'000	
Salaries	280.0	140.0
Consultant fees	305.0	175.0
Travel	70.0	50.0
Temporary support staff	90.0	45.0
Other costs	55.0	40.0

6. I have discussed this proposal with David Hopper, who, while supporting the proposal, has told me that PPR's budget would not be able to support an initiative of this size. I am therefore asking whether these funds might be provided from the President's Contingency. I should probably add that, as a result of the continued shift of resources into priority areas which are largely not in DEC, and the costs associated with the strengthening of the Geneva Office, the budget for my two non-EDI departments will this year be about 8% below that of FY89 in real terms. We are thus undergoing a tight squeeze.

7. While I will need additional dollar resources to support the proposed Unit, I do not propose to ask for additional staff positions. In view of the limited life of the Unit, and the few positions involved, I believe that with your authorization to exceed my budgeted fill ratio of 97%, and a system of active vacancy management, I will be able to support the 3 to 4 positions in question, "back filling" as necessary with long-term consultants. I will, however, need one additional Level 26 complement for the head of the Unit.

8. I believe that the work to be done by the proposed Unit is important and timely, and look forward to your approval.



# OFFICE MEMORANDUM

DATE: October 23, 1989

TO: Mr. Barber B. Conable  
THROUGH: Mr. W. David Hopper  
FROM: Stanley Fischer *W.D.H.*

EXTENSION: 33774

SUBJECT: Proposal for the Establishment of a Socialist Economy Reform Unit

1. The purpose of this memorandum is to put forward a proposal for the establishment of a Socialist Economy Reform Unit, and to request funds from the President's Contingency to support it.
2. One of the important issues that emerged from this year's Annual Meetings was the role that the Bank should be playing in the reform of socialist economies. The Bank, including EMENA, Asia and DEC, have been turning their attention increasingly to research work in this area. However, it is becoming clear that, to be effective and to produce results in time to guide the Bank's operational work in these areas, a more concentrated effort is urgently needed.
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4. The Unit's work program would concentrate on three broad topics of current concern to reforming socialist economies. The first is macroeconomic stabilization, a critical task given the rising inflation in most of these countries. The second is enterprise reform, a broad topic that encompasses such concerns as enterprise ownership and management and the proper regulatory role of government. The third involves social issues, including how to establish economy-wide social safety nets, and how to enhance labor mobility and productivity. All three topics are closely related: viable social safety nets are an important support for enterprise reform which is itself critical to long-term macroeconomic stability.
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8. I believe that the work to be done by the proposed Unit is important and timely, and look forward to your approval.

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

BARBER B. CONABLE  
President

October 30, 1989

Senior Vice Presidents & Vice Presidents

Re: Reorganization Fine-Tuning

In my note to you of October 16, I mentioned that I wish to review the results of the analyses undertaken and options proposed before the Christmas weekend.

I would appreciate your reserving Wednesday, December 20 for such discussions. The retreat will take place here at the Bank to avoid additional travel at a time which is particularly busy for all of us.

I hope that all of you will arrange your travel schedules and commitments accordingly.

*Barber Conable*





# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - October 1 - December 31, 1989	<b>Barcode No.</b>  1782796
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<b>Document Date</b> Oct 30, 1989	<b>Document Type</b> Memorandum
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**Correspondents / Participants**  
To : Mr. Barber B. Conable  
From : W. A. Wapenhans, EAASV

**Subject / Title**  
Appointment of Mr. Wilfried P. Thalwitz as Senior Vice President - Policy, Planning, and Research

**Exception No(s).**  
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 Prerogative to Restrict

**Reason for Removal**  
Personal Information

**Additional Comments**

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.

Withdrawn by Chandra Kumar	Date Aug 13, 2014
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Chen

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

BARBER B. CONABLE  
President

October 26, 1989

To All Staff:

On September 12, I informed you of the actions Management was taking in response to recent changes in U.S. estate tax legislation, and said I would keep you up-to-date on these efforts.

Since then, the President's Council discussed the matter and a small working group has been set up to make further recommendations. I have written to U.S. Treasury Secretary Brady, suggesting appropriate changes to the law under legislation currently being considered by Congress. Alternative measures are also under consideration to protect Bank staff, in the event legislative relief for employees of international organizations is not provided soon. The working group will explore a number of options and make suggestions by the end of the month.

These interim measures may well entail policy and budget considerations, and I expect to review their implications with the Executive Directors and make specific proposals for action by mid-November.

We are also working closely with the IMF to ensure that the staff of both institutions are appropriately protected.

*Barber Conable*

*Chen*

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

BARBER B. CONABLE  
President

October 25, 1989

Dear Governor:

The Executive Directors of the Bank have asked me to bring to your attention the attached report of the Ad Hoc Committee on Voting Power of Smaller Members.

All members of the Committee, except one, are of the view that the voting power of smaller members should be protected by the use of membership votes, increased automatically during each capital increase, while maintaining the integrity of the Bank's capital base. However, this approach would require an amendment of the Articles of Agreement of the Bank, a step which is not currently feasible in view of the opposition of the largest shareholder.

Accordingly, the Executive Board has accepted the Committee's recommendations, which provide that:

- the Executive Directors continue to seek agreement by consensus on the adoption of the above mechanism, given the importance many shareholders attach to this issue; and
- the issue be re-examined at the next appropriate opportunity, which could be the upcoming discussion of share allocation criteria by the Executive Directors, or the next selective capital increase, or the next general capital increase.

I support these recommendations, and as suggested by several Executive Directors, have asked the recently established Ad Hoc Committee on Criteria for Allocation of Shares of Bank Capital to consider this issue further.

Sincerely,

*Barber B. Conable*



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

BARBER B. CONABLE  
President

October 23, 1989

Members, President's Council

Re: Status Report on Promises of Action  
for FY90 - Second Quarter

You might have noticed that the 2nd Quarterly Report draft which is to be discussed at the Board on November 6, includes an earlier reference to reorganization follow-up.

I would like to discuss with you on Wednesday a possible approach and follow-up needed.

*Barber Conable*

Attachment

<u>Date</u>	<u>Agenda Item</u>	<u>Subject</u>	<u>Status</u>
Jan. 17	EDs' Work Program	Review of the Reorganization	[Proposed terms of reference for the JAC review of the reorganization are under preparation by Management.]
Jan. 26 CoW	External Affairs	Future Board Discussion of External Affairs	The next review will be held Nov. 1990:
March 2	India: Nathpa Jahakri Power Project	Synopsis of GOI's Plan for the Energy Sector	The 1990-95 GOI 8th Development Plan for the Energy Sector has been delayed. Synopsis expected in mid-1990.
April 14	Competition Policies for Industrializing Countries	Further Information on the International Regulatory Framework	Experience in Trade Policy Reform is scheduled for Board discussion on Dec. 5/89.
April 18	Review of Investment Authorities for IBRD and IDA	Review of Control Mechanism Efficiency	A review of the efficiency of the control mechanisms is expected to be brought to the Board in Aug. 1990.
May 10 Executive	1989 Salary Increase	(a) Report on the Comparatio Prior to 1990 Salary Proposal	Report on the Comparatio is being undertaken in conjunction with the IMF. Board discussion expected in Feb. 1990.
		(b) Development of a Comparator Market for Support Staff	A comparator market will be included in the 1990 salary adjustment paper.
May 16	China: Shandong Agricultural Development	Evaluation of the Rural Sector Adjustment Loan	A briefing on the status of the rural sector adjustment loan will be prepared after the mid-term review mission. Briefing expected in Oct/Nov. 1989.



# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - October 1 - December 31, 1989	<b>Barcode No.</b>  1782796
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<b>Document Date</b> Dec 13, 1989	<b>Document Type</b> Memorandum
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**Correspondents / Participants**  
 To : Mr. Barber B. Conable  
 From : Mr. Yoshio Terasawa

**Subject / Title**  
 Citibank, N.A. - MIGA Registration Nos. 056-89-KO and 057-89-KO

**Exception No(s).**

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 Prerogative to Restrict

**Reason for Removal**  
 Information Restricted Under Separate Disclosure Regimes and Other Investigative Information - MIGA

**Additional Comments**

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.

Withdrawn by Chandra Kumar	Date Aug 13, 2014
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# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - October 1 - December 31, 1989	<b>Barcode No.</b>  1782796
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<b>Document Date</b> Oct 9, 1989	<b>Document Type</b> Memorandum
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**Correspondents / Participants**  
 To : Mr. Barber B. Conable, President  
 Through : Mr. Yoshio Terasawa, Executive Vice President., MIGA  
 From : Leigh P. Hollywood, Vice President, Guarantees

**Subject / Title**  
 Simpson Paper Company, Chile - Project # 009-89-CH

**Exception No(s).**

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**Reason for Removal**  
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**Additional Comments**

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<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> Aug 13, 2014
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# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - October 1 - December 31, 1989	<b>Barcode No.</b>  1782796
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<b>Document Date</b> Oct 11, 1989	<b>Document Type</b> Memorandum
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**Correspondents / Participants**  
 To : Mr. Barber B. Conable, President  
 Through : Mr. Y. Terasawa, MIGEX  
 From : Leigh P. Hollywood, MIGGU

**Subject / Title**  
 Hab River Pakistan - Project # 011-88-PAK

**Exception No(s).**

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**Reason for Removal**  
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Withdrawn by Chandra Kumar	Date Aug 13, 2014
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THE WORLD BANK  
Washington, D.C. 20433  
U.S.A.

BARBER B. CONABLE  
President

October 18, 1989

Members, President's Council

Re: Reimbursable Programs

As you might recall, some time ago I approved the recommendations of the report of the Task Force on Work Programming, Budgeting, Accounting and Administration for Reimbursable Programs.

It is now urgent to implement this program, as donors and the Executive Directors will wish to be assured that adequate and uniform processes are in place.

*Barber Conable*

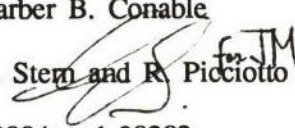
cc: Messrs. Kashiwaya, Rajagopalan, Wood,  
Shakow, Picciotto



THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION  
**OFFICE MEMORANDUM**

DATE: August 28, 1989

TO: Barber B. Conable

FROM: E. Stern and R. Picciotto 

EXTENSION: 72004 and 30202

SUBJECT: **Reimbursable Programs**

1. Attached (Attachment 1) is the final report of the task force set up last January under the leadership of Michael Ruddy. The report addresses longstanding work programming, budgeting, accounting and administration issues for reimbursable programs. The report was discussed at a meeting involving several planning and budgeting officers and Funding Coordinators from all the complexes, which confirmed a broad-based consensus for its recommendations. The meeting recognized, however, that resource mobilization and internal coordination issues called for additional work and Mr. Kashiwaya, in particular, noted the need to emphasize coherent management of external relationships and improved "quality" and diversification of funding.

2. Once you have approved the report, an implementation schedule will be prepared.

3. The actions recommended in the report are among the initial steps necessary to ensure orderly administration of a growing and increasingly varied set of reimbursable activities now undertaken without the benefit of a consistent programming and budget accounting framework:

- strengthening of the Trust Fund Administrator's Office;
- realigning Trust Fund Accounting and Fiduciary Responsibilities;
- integrating reimbursable programs into the Bank's planning and budgeting process;
- incorporating reimbursable programs into the decentralized transaction processing system.

4. In parallel, the following actions will be taken to complement the above measures:

- OMS 4.40 on Trust Funds will be revised by the Central Operations Department in consultation with CFSVP and other Units;
- with the introduction of systematic budget and apex reporting under the umbrella of the Trust Fund Administrator, the scope of the joint annual report of the Funding Coordinators will concentrate on strategic planning and resource mobilization issues;

- the Planning and Budgeting Department will develop proposals aimed at consistent institutional information management, business planning and budget preparation for reimbursable programs; and
- given the increased resource flows currently available for cofinancing and project preparation, the Funding Coordinators will continue to screen major funding initiatives and to prepare reports to senior management about resource mobilization and other policy aspects of reimbursable programs.

5. You had expressed an interest in the arrangements in place for fee recovery and administrative cost sharing related to trust fund activities. They are given in Attachment 2 to this memorandum. Periodic reviews of fee setting schedules and budget allocation algorithms will take place as part of the regular budget process.

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

BARBER B. CONABLE  
President

October 18, 1989

Messrs. Willi A. Wapenhans and Ibrahim F.I. Shihata

Re: U.S. Estate Tax Law

I believe it is time now to prepare a brief paper to the Board informing the Board about the likely repercussion of the U.S. Estate Tax Law and the steps we have taken.

The paper should:

first, briefly describe the present situation, the implication of the present legal situation for our staff, the representation we have made to our staff in the past, the likely impact on future recruitment and the Bank's obligation toward the staff;

second, present alternative interim measures the Bank would take to protect its employees against the adverse consequences of the application of recent changes in the U.S. Estate Tax legislation;

third, provide estimates on budgetary burden to the Bank of such interim measures; and

fourth, describe the actions management is taking with the U.S. authorities to bring about a change in the application of the host country's legislation to employees of the Bank.

This paper should be prepared in close consultation with the management of the Fund.

*Barber B. Conable*



THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION

# OFFICE MEMORANDUM

DATE: October 17, 1989

TO: Members of the Senior Management Council

FROM: Barber B. Conable

EXTENSION: 72001

SUBJECT: Delegation of Authority

I will be away to attend the ACC Conference in New York on Thursday and Friday, October 19th and 20th. During my absence, Mr. Moeen A. Qureshi will be Acting President of the Bank.

I will return to the office on Monday, October 23.

*Barber B. Conable*

10/23

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION  
**OFFICE MEMORANDUM**

DATE: October 17, 1989

TO: Mr. Barber B. Conable

OK PBC

FROM: R. Picciotto, PBDDR, and J. Griffith, MIGFA



EXTENSION: 30202

SUBJECT: IBRD/MIGA Cost Sharing and Billing Arrangements

**Introduction**

1. In accordance with your instructions, PBD and MIGA staff have agreed upon cost sharing arrangements for FY90 and established guidelines that will be used in future years to determine objective and fair assessments for Bank services provided to MIGA. The three components of the agreement, the Service and Support Fee (SSF), Other Overheads Fee, and the assessment for MIGA Benefits, are discussed below.
2. The cost sharing agreement for FY90 reflects MIGA's specific organization and operational requirements, makes allowances for MIGA's start-up and consequent limited budgetary and financial resources, and provides cost sharing formulas based on volumes and prices which permit annual adjustments in the future similar to the agreement with IFC.
3. It is our intention that the agreements worked out for the Service and Support Fee and Other Overheads will, similar to the IFC agreements, serve as the basis for cost sharing exercises for the next three years. Revisions will be made primarily to reflect changes in volume and price. The level of MIGA discounts will also be adjusted to reflect the Agency's ability to pay.

**I. Service & Support Fee**

The FY90 assessment totals \$450,000 (in FY90 dollars). Annex 1 provides detailed formulas for each individual assessment and the proposed discount to be accorded to MIGA in order not to exceed its budget of \$450,000 for FY90. Discounts total nearly \$200,000, including about \$60,000 on account of price changes not passed on to MIGA.

**II. Other Overheads Fee**

The FY90 Other Overheads Fee has been agreed at \$100,500 as shown in Annex 2. The same guidelines, adjusted for price and volume changes, will be used in FY91 and thereafter. The total discount for these services in FY90 is calculated at \$42,000.

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION  
**OFFICE MEMORANDUM**

DATE: October 17, 1989

TO: Mr. Barber B. Conable

FROM: R. Picciotto, PBDDR, and J. Griffin, MIGFA

EXTENSION: 30202

SUBJECT: IBRD/MIGA Cost Sharing and Billing Arrangements

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**II. Other Overheads Fee**

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### **III. Salaries and Benefits**

Salaries and benefits for MIGA staff currently being processed through the Bank's payroll will be charged to MIGA on a monthly basis. Benefits will be charged in FY90 at a rate of 70.67% of MIGA salaries in accordance with the Bank average (see Annex 3). The estimated charge will be adjusted at year end for actual MIGA salaries paid.

PBD has noted MIGA's desire to be charged monthly for actual benefits similar to what is done for IFC. Discussions with Controllers are under way and there is agreement in principle that such a system should be implemented. However, this can be accomplished only after developing suitable software and resolving some accounting and procedural questions.

### **IV. Other Cross Support**

The above arrangements do not cover the cost of any operational cross-support which may be requested by MIGA (e.g., from Bank operational departments or the Legal Department). The reimbursements for any such additional services will be made on a case-by-case basis following the full cost recovery principle and paid through the BAS.

4. MIGA and PBD staff will be meeting within the next two months to consider how the FY91 exercise will be conducted so that cost sharing arrangements can be finalized in time for Bank and MIGA budget formulation. We will report to you in due course on the results of the FY91 exercise for your approval and incorporation into the FY91 budgets.

**IBRD/MIGA COST SHARING AGREEMENTS**

*ANNEXES*

BASIS FOR CALCULATION OF SERVICE & SUPPORT FEE

BANK UNIT	FY90 \$million Bank *	BASIS FOR COST SHARING ALLOCATION	Discount	
			Charge Without Discount \$000	Charge With Discount \$000
BOARD OF GOVERNORS	3,476.0	Based on Bank Fund Conference Office (SECCO) estimate of MIGA FY90 Annual Meeting charges; SECCO prorated expenses assuming 7 'badged' participants	21.7	21.7
EXECUTIVE DIRECTORS	21,222.0	Amount agreed to in FY90 for EDs and SEC is \$94,000; we prorate this amount according to the amounts that would have been generated by the agreed formulas. $((Total - Sal - Trvl) / (12 / 22EDs)) * ((4\% transcripts + 3 / 200 meetings) / 2) * 1000 = \$80,865$	80.9	48.9
EXECUTIVE OFFICES	1,567.0	Total prorated by 0.5 days/month: $(Total) * (.5 / 23 days)$	33.6	16.8
JOINT COMPENSATION COMMITTEE	699.0	Actual Cost x Staff Ratio (see notes)	4.2	4.2
SECRETARY'S	4,976.0	See EDs above; the formula to be used in FY91 & thereafter follows $(Total * 12 / 22EDs * ((3 / 200 mtgs + 4\% transcripts) / 2)) * 1000 = \$74,640$	74.6	45.1
TOTAL EXECUTIVE MANAGEMENT	31,940.0	ΣSUM(P11..P21)	215.0	136.7
EXTERNAL AFFAIRS & ADMINISTRATION				
ITF				
Information Services*	4,306.2	The total (excluding information centers) is prorated by the MIGA staff ratio	14.4	4.7

\* Amounts are for FY90 budget in FY89 dollars.



BASIS FOR CALCULATION OF SERVICE & SUPPORT FEE

BANK UNIT	FY90 \$million Bank	BASIS FOR COST SHARING ALLOCATION	Discount	
			Charge Without Discount \$000	Charge With Discount \$000
Facilities Management*	6,435.6	The assessment is for alterations & space management only (about 35% of total) and is prorated by the MIGA:IFC staff ratio	11.6	7.5
End User Support	2,100.0	Total excluding 50% that is OPSMIS related is prorated by the MIGA staff ratio	6.3	6.3
Personnel Team		Based on the ITF Personnel Team proposal, this provides for the use of 1 and 2.5 days a week of the CPU and Personnel Assistant respectively plus \$3,000 of Admin. Asst.	79.0	79.0
Communications	6,435.6	Telephone prorated by staff ratio; Telex is actual (0.1% of total budget)	13.5	13.5
Sub-total - ITF	19,277.4	SUM(P29..P38)	124.7	111.0
GSD				
Security Services	1,254.2	Takes total, deletes Field Security & 75% of Security Operations, & prorates by staff ratio	3.5	3.5
Language Services	1,652.3	Based on FY89 estimated usage of 0.15%	2.5	2.5
Material Management	2,411.7	Takes est. amount of IFC procurement (5.2%) and prorates by ratio of MIGA:IFC staff ratios	8.1	8.1
Printing & Graphic Services*	4,301.8	Follows IFC treatment with differential discounts for Printing and other components; prorates by staff ratio	25.8	9.5
Support Services*	4,054.1	Prorates by the MIGA staff ratio	24.3	15.8
Travel & Shipping Services	1,560.5	Prorates by the MIGA HQ staff ratio	9.4	9.4

BASIS FOR CALCULATION OF SERVICE & SUPPORT FEE

FY90: BANK/MIGA COST SHARING		BASIS FOR COST SHARING ALLOCATION		Charge Without Discount	Discount %	Charge With Discount
BANK UNIT	FY90 \$million Bank			\$000	\$000	\$000
Sub-total - GSD	15,234.6	QSUM(P43..P54)		73.5	34%	48.6
VP-ER						
Office of VP, Personnel**	577.4	Total excludes budget staff, hospitality, and representation; prorates by staff ratio		3.5	36%	2.3
YP administration	310.9	This will be renegotiated for FY91.		0.0		0.0
Fraud, Misconduct	121.1	Total prorated by HQ staff ratio		0.7		0.7
Pers. & Comp. pol. & admin.**	5,438.6	Total prorated by staff ratio		32.6	50%	16.3
Insurance, Tax, Visa admin. Financial Assistance	621.8	Total prorated by staff ratio		3.7		3.7
Consultant Appts., support staff processing, benefits advice & processing, inductions, etc.	1,590.8	Prorate total of 1 HL + 1 SL staff charged to IFC by MIGA:IFC staff ratio		6.0		6.0
VIS Operations	36.3	1 SL staff prorated by staff ratio		0.2		0.2
Training & Mgmt. Development	3,270.5	Total prorated by est. MIGA days of training: (10/27614)*total		1.2		1.2
Health Services	1,856.0	Total excluding IMF prorated by HQ staff ratio		11.1		11.1

BASIS FOR CALCULATION OF SERVICE & SUPPORT FEE

BANK UNIT	FY90 \$million Bank	BASIS FOR COST SHARING ALLOCATION	Discount	
			Charge Without Discount \$000	Charge With Discount \$000
Staff Association	139.2	Total prorated by HQ staff ratio	0.8	0.8
Temporary Programs Admin.	285.8	Total prorated by HQ SL staff ratio	2.0	2.0
YP recruitment & placement	2,641.8	Renegotiate in FY91	0.0	0.0
Sub-total - VPPER	16,890.1	ΣSUM(P60..P86)	61.9	44.4
INTERNAL AUDITING	2,642.0	Assumes 3 week study of 1 HL and 0.5 SL staff	4.7	4.7
TOTAL EAA	54,044.1	ΣSUM(P87+P56+P40+P89)	264.8	208.7
LEGAL				
Staff Rules, Pension, Trib., etc		Amount charged IFC (\$58,000 based on LEG data) prorated by MIGA:IFC staff ratios	4.0	4.0
SECRETARY'S: Investment Committee				
FINANCE				
SRP	1,310.0	Total prorated by staff ratio	7.9	7.9
FRS - Lending to IFC	125.2			
CSH				
Paying, Receiving etc.	78.0			



BASIS FOR CALCULATION OF SERVICE & SUPPORT FEE

BANK UNIT	FY90 \$million Bank *	BASIS FOR COST SHARING ALLOCATION	Discount	
			Charge Without Discount \$000	Charge With Discount \$000
FY90: BANK/MIGA COST SHARING				
Voucher prep. & Adm. Exp.	152.1			
Services & Systems Support	666.0			
Subtotal CSH	896.1	Per MIGA agreement with Finance	30.1	30.1
INV - Liquid Portfolio	8,931.0	Per MIGA agreement with Finance: est. based on 10 basis points	60.0	60.0
LOA - Disb., mgmt. computer & processing Trust Funds				
CTR - Payroll checks & Statement of Expenses				
TOTAL FINANCE	11,262.3	SUM(P100+P102+P111+P113+P115+P118)	98.0	98.0
ADMINISTRATIVE TRIBUNAL	1,097.0	Total prorated by staff ratio	6.6	6.6
OMBUDSMAN	257.0	Total prorated by staff ratio	1.5	1.5
GRAND TOTAL	98,600.4	SUM(P125+P123+P121+P96+P94+P91+P24)	592.2	450.0
		Subsidy due to maintaining FY89 price base (592.2*1.097-450=142.2)		57.4
		Total subsidy	592.2	199.6
SSMIGA3.9/28				

\* Amounts are for FY90 budget in FY89 dollars.

Notes:

	MIGA - FY90
Total Staff	0.006
Total HQ Staff	0.006
Total HQ HL Staff	0.0059
Total HQ SL Staff	0.0071

## ANNEX 2

## OTHER OVERHEADS - COST SHARING AMONG THE INSTITUTIONS (\$000)

EXPENSE	FY90 * BANK GROUP	MIGA	FY90 P-Index	MIGA-FY90 Prices	BASIS FOR COST SHARE	FY90 DISCOUNTS
					[Note: in FY90 an estimated actual staff ratio of 0.51% rather than one based upon authorized positions (0.60%) will be used in recognition of MIGA's unique start-up situation]	
ITF						
JOINT BANK-FUND LIBRARY - books, periodicals and newspapers	4,583.0	8.4	1.06	8.91	Based on HL HQ ratios for publications + FY90 75% discount on Library. $(\$3913 \times 0.25 + \$670) \times (0.0051) = 1.06$	15.87 35.96%
INFORMATION SERVICES - file supplies and equip. maintenance	139.0	0.7	1.06	0.75	Based on HL HQ ratio	
COMMUNICATIONS - telephone equipment and supplies	9,140.0	11.7	1.06	12.35	Based on HQ staff ratio discounted 75% due to MIGA payments of own local calls, equipment	
GSD						
MATERIALS MANAGEMENT - procurement	2,222.0	6.7	1.097	7.35	Prorates IFC (5.2%) procurement value using HQ staff ratios	
PRINTING AND GRAPHICS	5,781.0	11.6	1.073	12.41	Share of HQ HL positions for IFC; for MIGA in FY89-90 only use 0.2% or one third of the FY90 staff ratio; confirm for FY91	
SUPPORT SERVICES - mail, food, messengers, conference services	3,095.0	15.8	1.097	17.32	Based on HQ staff ratio	
TRAVEL AND SHIPPING	766.0	4.5	1.097	4.95	Share of IFC travel budgets (9.67% in FY89; 10.16% in FY90) prorated by HL staff ratios; gives MIGA=0.24% in FY89 & 0.67% in FY90.	
VPPER						
TRAINING - materials, contr.trainers	4,000.0	0.0	1	0.00	MIGA commits to 2 staff maximum training in FY90	
BUILDINGS' INS.	153.0	0.0	1	0.00	Share of total Bank space; not relevant for MIGA.	
LIABILITY AND WORKERS' COMP INS.	4,235.0	21.6	1	21.60	Based on total staff ratio	
PBD MANAGED						
EQUIPMENT DEPRECIATION	6,355.0	10.1	1	10.06	Prorated by HQ staff ratio after removing OF equipment depreciation with 50% discount for MIGA	
CABLES AND LDC - untraceables	859.0	2.2	1	2.19	Based on HQ staff ratio with 50% discount	2.19 50.00%
OTHER MISC = +/- on currency, etc.	1,045.0	2.7	1	2.66	Based on HQ staff ratio with 50% discount	2.66 50.00%
TOTAL	42,373.0	95.8	1.049	100.5	Price increase: 4.88%	20.72 17.08%
					Note that the use of the actual rather than the authorized staff ratio	42.11

\* Amounts are for FY90

CALCULATION OF BENEFITS ASSESSMENT

REVIEW OF WORLD BANK PROGRAMS AND FY90 BUDGETS  
STAFF COSTS, FY84-90  
(In \$000)

	FY86 Actual				FY87 Actual				FY88 Actual				FY89 Revised Budget <sup>a/</sup>				FY89 Estimate				FY90 Budget			
	Reg Pgm	Inv Ops	Spl. Grant Program	Total	Reg Pgm	Inv Ops	Spl. Grant Program	Total	Reg Pgm	Inv Ops	Spl. Grant Program	Total	Reg Pgm	Inv Ops	Spl. Grant Program	Total	Reg Pgm	Inv Ops	Spl. Grant Program	Total	Reg Pgm	Inv Ops	Spl. Grant Program	Total
<b>DIRECTLY MANAGED BY UNITS</b>																								
Salaries	250 291	1 512	1 644	251 646	263 819	1 650	1 900	267 364	244 437	2 858	1 830	248 333	267 815	2 412	2 215	271 642	265 609	2 532	2 170	270 311	300 939	3 153	2 426	306 517
Temporary	12 645	80	119	12 844	13 282	148	90	13 520	13 370	104	83	13 640	13 859	211	193	13 505	13 320	231	147	13 726	14 721	343	163	15 130
Overtime	1 713	11	9	1 733	1 777	6	10	1 793	1 744	6	11	1 763	2 083	10	16	2 112	2 163	10	20	2 193	2 472	11	20	2 503
Local Staff Costs	3 163	-	-	3 163	3 501	-	0	3 501	6 253	-	3	6 256	7 498	-	3	7 492	7 571	0	0	7 571	8 401	0	0	8 401
Field Post Allowances	6 345	-	496	7 041	7 164	-	642	7 846	7 841	-	921	8 763	9 253	-	631	10 084	8 345	0	314	8 659	9 136	0	328	9 464
Field Office Relocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Recruitment Travel	4 425	-	373	4 798	3 337	-	178	3 515	2 614	-	260	2 883	4 367	-	154	4 523	3 809	0	357	4 244	4 119	0	370	4 489
Rent & Compensation	6	-	30	37	-	-	64	64	320	-	31	351	-	-	-	0	-	0	357	4 244	4 119	0	370	4 489
<b>Total Directly Managed Staff Costs</b>	<b>280 808</b>	<b>1 602</b>	<b>2 671</b>	<b>285 082</b>	<b>294 881</b>	<b>1 812</b>	<b>2 934</b>	<b>299 428</b>	<b>276 801</b>	<b>2 250</b>	<b>3 159</b>	<b>282 310</b>	<b>303 269</b>	<b>2 673</b>	<b>3 414</b>	<b>309 357</b>	<b>300 908</b>	<b>2 793</b>	<b>3 007</b>	<b>306 708</b>	<b>339 779</b>	<b>3 480</b>	<b>3 304</b>	<b>346 483</b>
<b>ALLOCATED STAFF COSTS</b>																								
<b>1. Administered by BAA</b>																								
Dependency Tax Allowances	10 716	63	70	10 851	10 834	67	82	10 964	10 298	87	77	10 463	10 643	106	81	10 874	10 643	102	87	10 874	11 524	115	87	11 726
IRA Staff Recruitment	6 327	40	20	6 387	6 691	43	23	6 757	7 100	62	23	7 185	6 700	97	41	6 817	6 790	87	30	6 817	6 644	100	63	6 807
Spouse Leave	11 423	68	65	11 556	13 432	89	46	13 760	13 329	120	73	13 525	17 530	183	130	17 850	17 337	173	140	17 850	19 390	204	133	19 727
Spouse Travel	1 223	7	4	1 235	1 130	7	4	1 140	1 523	13	5	1 540	1 315	13	10	1 230	1 215	12	10	1 230	1 366	134	10	1 630
Health & Group Life Insurance	11 062	67	34	11 164	13 331	84	44	13 479	13 719	116	43	13 878	16 311	187	141	16 639	16 732	179	133	16 864	21 400	204	140	22 144
Education Grants	7 367	40	44	7 452	8 830	34	20	8 924	8 942	60	64	9 072	9 556	96	73	9 725	9 556	91	70	9 725	10 000	100	70	10 170
Education Travel	1 752	9	22	1 783	2 279	14	0	2 301	1 742	11	32	1 785	1 998	20	13	2 033	1 998	19	16	2 033	2 100	23	16	2 139
Health Services	1 283	3	14	1 299	643	4	3	649	800	7	6	803	800	0	6	803	800	0	7	811	1 000	11	0	1 011
Staff Activities	189	1	0	190	133	1	1	136	254	3	1	257	160	3	1	163	152	1	1	155	163	1	1	165
<b>Sub-total</b>	<b>51 361</b>	<b>308</b>	<b>273</b>	<b>51 938</b>	<b>57 561</b>	<b>366</b>	<b>239</b>	<b>58 163</b>	<b>59 774</b>	<b>493</b>	<b>322</b>	<b>60 391</b>	<b>60 243</b>	<b>713</b>	<b>583</b>	<b>70 660</b>	<b>69 660</b>	<b>671</b>	<b>540</b>	<b>70 660</b>	<b>77 120</b>	<b>700</b>	<b>200</b>	<b>77 020</b>
<b>2. Other Staff Costs</b>																								
Transportation	15 701	93	103	15 898	11 141	60	83	11 295	13 978	118	105	14 201	14 971	151	114	15 236	14 534	130	119	14 791	14 806	100	120	15 026
Reimbursement	64 820	399	434	65 653	63 300	485	493	64 278	36 730	427	381	37 537	49 873	490	376	50 740	36 257	400	411	37 068	76 717	100	100	77 817
Tax Reimbursement	38 184	231	232	38 647	34 184	213	262	34 630	32 062	277	240	32 557	33 119	354	287	33 740	33 064	294	206	33 665	42 677	400	100	43 577
<b>Sub-total</b>	<b>119 905</b>	<b>723</b>	<b>769</b>	<b>121 418</b>	<b>110 585</b>	<b>667</b>	<b>839</b>	<b>112 031</b>	<b>97 560</b>	<b>822</b>	<b>734</b>	<b>98 126</b>	<b>99 963</b>	<b>1 000</b>	<b>797</b>	<b>101 723</b>	<b>99 954</b>	<b>923</b>	<b>816</b>	<b>101 724</b>	<b>135 751</b>	<b>1 204</b>	<b>1 200</b>	<b>136 155</b>
<b>Total Allocated Staff Costs</b>	<b>171 268</b>	<b>1 025</b>	<b>1 043</b>	<b>173 356</b>	<b>168 065</b>	<b>1 035</b>	<b>1 078</b>	<b>170 197</b>	<b>157 343</b>	<b>1 317</b>	<b>1 056</b>	<b>158 717</b>	<b>160 206</b>	<b>1 716</b>	<b>1 282</b>	<b>172 104</b>	<b>169 622</b>	<b>1 624</b>	<b>1 356</b>	<b>172 483</b>	<b>212 879</b>	<b>2 317</b>	<b>1 500</b>	<b>215 693</b>
<b>C OTHER STAFF COSTS</b>																								
Compositional Adjustment				0				0				0	2 806			2 806	3 263			3 263	3 263			3 263
<b>TOTAL STAFF COSTS</b>	<b>432 076</b>	<b>2 628</b>	<b>3 734</b>	<b>438 438</b>	<b>462 946</b>	<b>2 865</b>	<b>4 013</b>	<b>440 625</b>	<b>434 144</b>	<b>3 367</b>	<b>4 215</b>	<b>441 826</b>	<b>473 281</b>	<b>4 380</b>	<b>4 676</b>	<b>484 347</b>	<b>473 595</b>	<b>4 417</b>	<b>4 363</b>	<b>482 374</b>	<b>558 623</b>	<b>3 566</b>	<b>4 804</b>	<b>563 923</b>

Salary Base

Benefits



Office of the President

MAY 17 1989

May 17, 1989

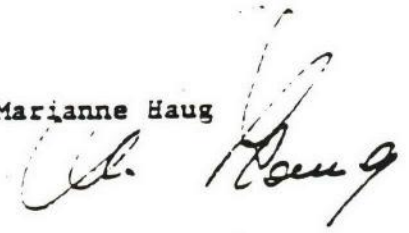
Messrs. Ghassan El-Rifai & Robert Picciotto

Re: MIGA Budget

When I talked to the President yesterday, he took note of the provision of \$400,000 for services provided by the Bank to MIGA. He agreed that this notional amount should be incorporated in MIGA's budget for the time being until a correct assessment of services has been established.

He requested, therefore, that MIGA staff prepares, in collaboration with PBD, a coherent and objective approach to services requested and provided which would be the basis for actual charges in FY90 and thereafter. He hoped that such basis for MIGA fees could be worked out within the coming four weeks. If such approach will lead to charges higher than \$400,000 this should either be covered by the contingency funds presently in MIGA's budget or he will review again the issues involved at the level of funding appropriate for FY90.

Marianne Haug



cc: Messrs. Shihata & Griffith

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

BARBER B. CONABLE  
President

October 16, 1989

Senior Vice Presidents and Messrs. Shihata and Thahane

Re: Reorganization Fine-Tuning

We had agreed that we would review immediately after the Annual Meetings, the results of the reorganization and assess how we could achieve our objectives better and more effectively in the future. This review must draw on the experience gained with the reorganized structure and evolving management practices, and focus on future demands and priorities.

I believe the reorganized Bank has proven to be responsive to client needs. The basic structure is sound. But, in certain respects, it may need fine-tuning. I am not convinced that our processes are fully adapted to the strategic and institutional requirements which client responsiveness implies. While debt management issues will continue to require attention, more rapid and sustainable change is needed in our management processes and activities to meet global development concerns such as environment, poverty alleviation and human resource development. We must also be sure that decentralization does not lead to incoherent and ill-coordinated institutional initiatives.

At our meeting on September 9, we agreed that the SVPs responsible for each complex will take prime responsibility for:

- (a) Reviewing the effect of the organizational structure and present management practices on activities of their primary responsibility;
- (b) Analyzing important issues, problems or bottlenecks for the future; and
- (c) Developing options for dealing with issues and presenting them to the President.

The attached Annexes (1-4) summarize some key issues and concerns which I wish you to address. I am also attaching a chapter from the 1987 Reorganization Report which remains very relevant and summarizes concisely my objectives and agenda.

I suggest we proceed in three phases.

First, I would appreciate your reviewing the scope and specific issues to be addressed by each complex and recommend to me by next Monday, October 23:

- (a) Any additions or changes in the terms of reference proposed; and
- (b) The organizational arrangements and people you plan to involve in the fine-tuning exercise. Keep in mind the need for a group of manageable size, capable of close contact with you, credible to staff generally, and in continuous contact with other complexes and the President's Office.

Second, upon my return from Africa on November 20/21, I would like to review with you the progress made and options identified, in order to proceed with any obvious decisions and narrow down specific options.

Third, I would like to review your final analyses, options and recommendations and discuss them in a one-day retreat with Senior Managers immediately before the holiday weekend in December.

In addition to the Complex-specific reviews headed by the SVPs, I want to address a number of broader and/or overlapping concerns, in particular:

- (a) The streamlining, combination or explicit sharing of policy and review work by PPR and OPS, with a view to reducing overlap and resources committed to review and evaluation functions;
- (b) The effectiveness of the External Relations function, including the decentralized public affairs officers, and the relations between the Bank's external relations, international relations, Development Committee, NGOs and policy and research dissemination functions. The latter would also address again the issue of location of EXT in EAA or PPR and the role and function of certain SPR divisions;
- (c) Clarity and efficacy of current division of functions with respect to cofinancing, financial intermediation and resources mobilization; and
- (d) The need for, scope and appropriate organizational location of an organizational advisory and monitoring function.

I would appreciate receiving by November 20 thoughts and proposals from each of you on topics (b) and (c) above, as well as a joint options paper on (a) from the SVP-PPR and SVP-OPS. My office will coordinate the work on these topics.



Regarding the budget function, you are aware that I have decided that it will, in the future, report directly to me. Any organizational changes and adjustments required will be considered in the light of our discussion of the Budget Task Force report later this month.

*Barber B. Conable*  
Barber B. Conable

Attachments

SVP - FINANCE

Major Issue:

The 1987 reorganization did not review FINCOM in the same degree of detail as the other units. The major issue is whether the current structure provides for effective control and accounting backup for Bank management and whether adequate coordination exists between assets and liabilities planning, review and control.

The specific issues to be reviewed include:

- (a) The structure and mechanisms in place to operate a modern and effective accounting system for effective management of Bank finances, budgets and reimbursables (trust funds) programs;
- (b) The appropriate division of functions between the Resource Mobilization Department and the Trust Funds Division;
- (c) The coordination of Pension Fund administrative, budgeting, accounting and support activities; and
- (d) The role of the Management Information System Division and the structure adopted for systems development work.

SVP - EXTERNAL AFFAIRS AND ADMINISTRATION

Major Issue:

Effectiveness of the personnel function in the reorganized Bank - including both the centralized and decentralized personnel functions and effectiveness of services to management and staff.

Specific concerns to be addressed are:

- (a) Size, structure and staffing of the Personnel function in EAA and the Regions.
- (b) Institutional Objectives. How can we ensure that the new structure and management approach adopted by central and decentralized personnel teams reflect fully institutional objectives;
- (c) Staff Rotation and Promotion: The new structures and procedures put in place for staff rotation, reintegration of staff from field assignment, staff promotion and recruitment are not perceived to be sufficiently responsive. What adjustments are needed?;
- (d) Staff Concern: The decentralized personnel function is seen by many staff as representing primarily the interest of management. What changes are called for?; and
- (e) Response Capacity: Improvements are urgently needed to tackle more promptly important and pressing personnel issues including training priorities, part-time policy, responses to Staff Association concerns, etc.

Other areas of EAA require review, i.e.,

- (a) The effectiveness of information technology support and records management activities; and
- (b) Appropriate allocation of functions and structure of senior positions in ITF/GSD.



SVP - OPERATIONS

Major Issues and Context:

Ensuring the effectiveness of the Bank's operations. This includes: (i) Responsiveness of our operational (lending, ESW and technical assistance) program to client needs; (ii) High quality output; and (iii) Leadership (intellectual or organizational) in vigorously addressing major developmental issues, especially in areas of priority identified by the President, e.g., poverty, environment, human resources, debt.

While there is general agreement on the desirability and effectiveness of the country focus facilitated by the reorganization, several concerns have been expressed and perceptions persist regarding: (i) Serious fragmentation of valuable and scarce skills in too many small units or divisions; (ii) Deterioration in the quality of lending operations after the reorganization; and (iii) Slow, superficial or in sub-optimal operational responses in certain areas of institutional priority.

The specific issues to be addressed must include:

- (a) Institutional responsiveness to new initiatives and ways to improve it, which may require skill-mix changes, redeployment of resources and staff both within and across departments and regions;
- (b) Specialized Expertise and Technical Departments:
  - size, structure and organizational location of "specialist" expertise (including but not only technical), and
  - role, size, number and structure of Technical Departments as well as their level/type of specialization and staffing profiles.

(c) Country Departments:

- need for critical mass within divisions in the CDs. Possible options to be considered should also include reduction in number of CDs,
- need, if any, for multidisciplinary teams in CDs to address broad strategic issues, e.g., environment, private sector development and financial sector reforms and poverty alleviation, etc.,
- role and relative size of country operations divisions, and
- management practice to ensure accountability and assess performance of CDs with respect to country strategy formulation, program execution and cost consciousness.

(d) Size and function of SVP/RVP Front Offices: Every effort must be made to streamline front offices and integrate staff resources into operational work. In this context, it is important to review:

- whether SVP/RVP Front Offices have taken over country, sector and policy review functions, which should be undertaken by PPR or in a service department serving both PPR and OPS, and
- to which extent the SVP-OPS staff perform quality control function which should be regional responsibility.

(e) Mechanisms for quality assurance, quality control and dissemination of information. What experience has been gained with procedures put in place and what management practices have evolved to assist and hold accountable the responsible manager?

SVP - PPR

Major Issue:

Compatibility of PPR's size, structure and staffing with the institutional need for intellectual leadership through policy development and relevant, high-quality research.

There is no doubt that the creation of PPR has been one of the successful organizational changes. PPR has contributed measurably to the internal and external dialogue on development issues. Integration of macro-economic and sector issues at the policy and research level is an important and urgent objective. There is, however, a perception that PPR policy and research efforts are still not adequately balanced in relation to institutional priorities, that they are excessively fragmented, do not encourage interdisciplinary endeavors, adequate integration of macro-economic and sector issues has not yet been achieved, and that the current division of functions vis-a-vis OPS (Front Offices, Technical Departments) is not clear.

The main and overriding issue to be addressed during this review is, thus, to reexamine the size, structure and staffing of PPR.

PPR must take the lead in developing the Bank's policy and research agenda and disseminate the results effectively. The organizational structure must allow flexible, interdisciplinary focus and a response capacity to deal with high-priority issues expeditiously.

Additional topics to be addressed in this context are:

- (a) The purpose, appropriate size and effectiveness of operational support activities by PPR;
- (b) Oversight over special programs and reimbursable programs, and coordination with PPR's regular programs;
- (c) The focus and size of the Strategic Planning Division in relation to other corporate planning functions in PBD and the Resource Mobilization Department; and
- (d) The function of the Policy Analysis and Review Division in relation to other PPR units;



G. INTELLECTUAL LEADERSHIP BY THE WORLD BANK 1/

The paper discusses the nature and role of intellectual leadership by the Bank, and the key ingredients to make it succeed. Among these key ingredients, the development of an agenda of priority issues in economic development plays a significant role. The paper therefore includes a listing of priority issues or themes, which the Steering Committee believes should form the core of the Bank's strategic agenda and the areas in which the Bank should develop an effective leadership role.

1. The Nature and Role of Intellectual Leadership

The World Bank provides two types of services: financial resources and intellectual expertise. Continued acceptance of the Bank as a knowledge-based institution by its international constituency and its country clients is assured only if they perceive that the Bank is at the forefront of development thinking, practice and advice, whether at the project, sector, country, or global level. This requires the Bank to do four things:

- identify the major development and global challenges;
- contribute to new ideas and approaches in a creative, analytical, and technically sound way, using its comparative international perspective and unique operational, policy and research experience;
- perform credible evaluation of its own activities; and
- disseminate and promote what it sees as the solutions to major problems.

The role and importance of the intellectual dimension of the Bank's product has dramatically increased over the last two decades for a number of reasons:

- It has become crucial to assist the developing countries find ways of maintaining or restoring economic and social progress through adjustment in the structure of their economies to reflect new domestic priorities and a changed - and, in many important respects, less favorable - external environment. Adjustment with growth has become a dominant intellectual

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1/ This paper reflects the outcome of the discussion on intellectual leadership by the Steering Committee on March 30, 1987.

issue within the Bank and in many developing countries. The shift in priorities for the Bank's countries is bringing major changes in the Bank's intellectual role and in its policy advice and financial assistance to borrowers, changes that have not been fully incorporated in the organization, staffing and assistance programs of the Bank. While the challenge of adjustment with growth is particularly pressing in Sub-Saharan Africa and in the heavily-indebted middle-income countries, the same general theme is also a major part of the economic management task in the large population countries of Asia and in the other Bank borrowers.

- It has become apparent that an increased level of domestic investment in developing countries, financed in part by external assistance, is not a sufficient condition to ensure sustainable economic growth, productive employment and poverty alleviation. The design and implementation of investment projects and programs, the system of incentives and institutions, and the macro-economic policy framework jointly determine a country's development performance. A thorough understanding of these determinants is therefore essential if the development process is to be supported effectively by the Bank.
- Interdependence in the world economy has much increased as a result of rapid expansion of trade and capital flows. In addition, the volatility of the international economic environment has increased dramatically, as reflected in the gyrations of commodity prices, interest rates, and exchange rates. Partly as a result of these external factors, partly because of poor management of individual economies, the developing world is faced with a grave challenge to its ability to maintain stability and growth. The Bank as a major multilateral financial institution and in its role as a supporter of adjustment and growth in the developing countries has therefore to enhance its capacity for understanding global economic issues and problems, and to contribute actively to their resolution.
- Against this backdrop, some of the traditional approaches and solutions to the development challenge, whether at the project, sector, country or global level, increasingly are being called into question, thus requiring new thought and initiatives.



Although the need for the Bank to play a role as an intellectual leader on development and global issues has increased, there has been a growing perception that its capacity to fulfill this role has not kept pace with events, and may even have weakened in recent years. Three factors have contributed to this perception:

- In the industrial countries, there has been a heightened skepticism about international development efforts, due to aid-fatigue and the perception that past support for development has contributed to increased competitive pressures from newly industrializing countries. Partly as a result, the activities of international development agencies, including the Bank, are increasingly scrutinized.
- In the developing countries, the indigenous capacity for analyzing development problems and formulating solutions has in many cases increased substantially over the last two decades. This has led to a natural and healthy questioning of the value derived from the intellectual capacity of international institutions such as the World Bank.
- The Bank's internal capacity for maintaining its leadership role has become more limited, as indicated by many of the problem statements developed by the PPR Task Force on the basis of its fact finding and interviews:
  - There has been a lack of effective executive leadership in setting the strategic agenda for the Bank and presenting the Bank's views to the outside world.
  - The organizational structure and decision making processes have become cumbersome and fragmented.
  - Research responsibility is dispersed and research is poorly linked to the strategic, policy and operational concerns of the Bank.
  - There has been a dilution in the technical expertise of Bank staff.
  - The Bank does not have a quick-response capability to address major development issues and challenges that arise from a fast changing international environment. As a result, the Bank has failed to contribute at critical moments to important issues, e.g., the global debt problem.

The juxtaposition of an increased need for intellectual leadership by the Bank with a growing perception that its leadership role and capacity have been seriously eroded provides a formidable challenge for the Bank.



## 2. Key Ingredients for Successful Intellectual Leadership

Three key ingredients are necessary for the Bank to develop and maintain its intellectual leadership:

- active executive leadership by the President;
- an effective PPR complex;
- excellence of the Bank's staff.

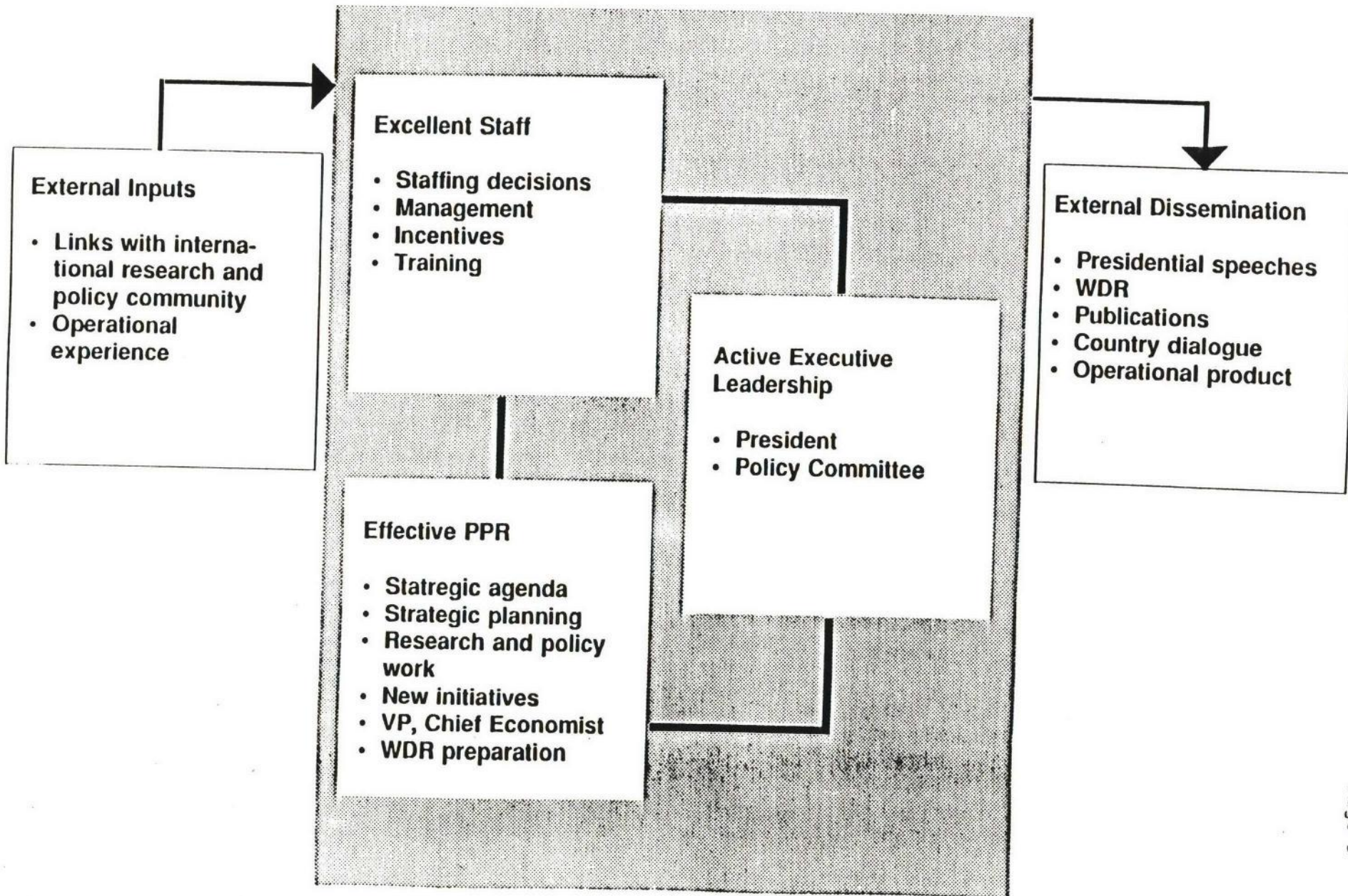
Each of these ingredients is briefly analyzed below in its multiple dimensions. The attached graph visually demonstrates these three ingredients, their major dimensions, and interrelationships.

### (a) Active Executive Leadership by the President

The experience of the Bank and other institutions demonstrates the importance of active, effective, executive leadership by the President. With regard to the intellectual leadership role of the Bank, the essential actions for the President are to:

- take charge of the Bank's strategic agenda;
- ensure a strong and cohesive senior management team, committed to the implementation of the evolving strategic agenda;
- provide clear internal signals to staff on the Bank's mission and priorities;
- assume a strong and clear voice for the Bank in external fora.

# Key Dimensions of Intellectual Leadership





(b) An Effective PPR Complex

The newly established PPR will have a central function in strengthening the Bank's intellectual leadership. The main levers under PPR's control in pursuit of intellectual leadership will be:

- the preparation of the Bank's strategic agenda for review by the Policy Committee and approval by the President (see the separate paper on strategic planning);
- a quick-response capability to develop new ideas and special initiatives that have been identified in the strategic agenda;
- a strong and integrated capacity for research and policy formulation;
- appointment of an internationally renowned Chief Economist to provide internal intellectual stimulus and enhance the external credibility of the Bank;
- strong links with the external development research and policy community;
- effective feedback from the Bank's operational experience;
- continuation of the WDR as an effective vehicle for high-quality and high-visibility analysis of the global outlook and of major development policy issues.

(c) Excellence of the Bank's Staff

Excellence of the Bank's staff at large is the foundation of any claim to intellectual leadership that the Bank may have. The staff carries responsibility for the Bank's analytical work, operational product and financial performance and is the Bank's most effective window to the world.

- PPR staff: A highly qualified and motivated staff in PPR is essential if that complex is to take on its role in intellectual leadership outlined above.
- Operational staff: Its technical excellence in the field and its effective management of the Bank's client relations are essential determinants of how the Bank's contribution as an intellectual leader is viewed.
- Financial staff: The excellence of the Bank's management of its finances determines its reputation in the world's capital markets as a successful international financial institution.

Maintaining a high quality staff is therefore crucial for the Bank's leadership role. The Bank's organization, staffing, management, training and incentives must be structured accordingly.



Specifically, for the staff of PPR the following conditions should be met:

- PPR must be able to attract new staff with strong analytical backgrounds and research skills;
- PPR staff must receive strong incentives to maintain and increase their human capital;
- research and dissemination through publications must be encouraged, managers committed to research must be chosen, and the research program must be protected from the encroachment of day-to-day policy and operational pressures.

### 3. An Agenda of Priority Issues for the Bank

#### (a) Background

The identification of the priority issues in economic development is one of the important ingredients for successful intellectual leadership in and of the Bank.

During the 1986 Annual Meetings, the President highlighted six priority issues:

- how to achieve sustainable development
- how to better support the role of women in development
- how to revive development in Sub-Saharan Africa
- how to encourage attention to the role of population growth
- how to strengthen the role of agriculture
- how to deal with environmental problems
- how to alleviate poverty while maintaining the adjustment momentum

From this starting point, a list of priority issues was reviewed by the Steering Group and recommended for consideration by the President. It provides the starting point for the development of a strategic agenda, which would also specify what role the Bank would expect to play with regard to each of the priority issues, and how the Bank would organize itself to play this role effectively (see paper on strategic planning).

The priority issues or themes which are presented below are not necessarily new; in some form, most of them have previously been addressed by the Bank. In many cases, there are, however, new angles to old issues. Moreover, the implication of the list below is that new initiatives would be specifically designed to strengthen the Bank's contribution in these areas, and that the Bank's resources devoted to research, policy and operational work should increasingly be directed to these priority areas.

(b) The Agenda of Priority Issues and Major Themes for the Bank

The list of priority issues presented below is by its very nature not all-encompassing. Since priorities will shift over time, the list would evolve accordingly. To give a flavor of the dimensions of each issue which should be of particular current interest for the Bank, a small number of special concerns is listed under each theme. Finally, it must be noted that many of the themes and issues are interrelated and overlapping. This should come as no surprise, as they are all bearing on the common theme of how to spur growth and development.

Current High Priorities

- Economic adjustment with growth
  - integration of macro-economic and sectoral instruments
  - integration of stabilization, medium-term adjustment, and long-term development policies
  - appropriate timing and phasing of policies
  - the political economy of policy making
- The debt problem in high-debt countries
  - global strategies for debt restructuring
  - innovative financial techniques for debt restructuring
  - limits on the adjustment-with-growth approach
- Development of Sub-Saharan Africa
  - agricultural development options
  - maximizing concessional flows and aid effectiveness
  - public sector reforms

Emerging New Priorities

- Women in development
  - approaches to poverty alleviation
  - strengthening the role of women in productive activities
- Environment
  - prevention and reversal of environmental degradation, especially in Sub-Saharan Africa
  - the role of government policies
  - balancing sustained growth with protection of the environment

- Role of the private sector
  - scope for, and approaches to, privatization
  - financial sector development and policies
  - regulation of markets (the legal framework, licensing, etc.)

Continuing Themes

- Poverty alleviation
  - impact of adjustment policies
  - impact of commodity price declines
  - development and dissemination of appropriate technologies for low-income countries
- Long-term human capital formation
  - integration of multiple policy instruments
  - financing of social services
  - the role of the private sector
  - new threats to public health
  - the labor market and human capital formation
- Population policies
  - new initiatives for fertility reduction
  - family planning as a means to enhance women's contribution
  - integration of population and environmental concerns
- Urbanization
  - country-wide approaches to urban policies
  - strengthening of local urban institutions
- The role of the public sector and its management
  - integration of public finance and public sector management analysis and approaches
  - the political economy of government actions
  - increasing the efficiency and equity of public sector resource mobilization and allocation
- International trade and growth
  - stronger role for the Bank in global economic policy debate
  - better understanding of international trade environment, e.g., the impact of new technologies in industrialized countries on trade in manufactures and commodities
  - trends in trade policies and protectionism



- Changing role of capital flows
  - clearer perspective on trends, risks, and options for international financial and capital markets
  - prospects for flows of official capital
  - the role of private direct investment

Possible New Themes

- Transition and change in socialist economies
  - better understanding of the dramatic changes in the role of markets and property rights in socialist economies
  - appropriate sequencing and timing of market oriented reforms in socialist economies
- The role of military spending
  - assessment of developmental costs of military spending
  - stronger Bank stance on the developmental tradeoffs of military spending
- The communications (and other aspects of the scientific) revolution
  - implications for education policies and programs
  - information technologies
  - implications for industrial policies

(c) Organizational Implications of the Agenda of Priority Issues

The priorities listed above are reflected in the proposed organizational framework for PPR, as indicated by the formation of the following units:

- a new Population and Human Resources Department, integrating poverty, employment, education, health, population, nutrition work, and containing a Women-in-Development Division;
- a new Environment Department with Environment and Natural Resources Divisions;
- two divisions dealing with urbanization policies and appropriate urban technologies in the Infrastructure Department;
- an Industrial Restructuring Division in the new Industry and Energy Department to deal with privatization policies and strategies;
- a new Public Economics and Management Division in the Country Economics Department, which integrates public finance and public sector management work;

- a new Financial Policy and Systems Division in the Country Economics Department;
- a new Debt and Macro-economic Adjustment Division in the Country Economics Department;
- a new International Economics Department with a strong mandate and resource base for work on global trade, international financial markets, and related policy matters.

[04-20-87]

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

BARBER B. CONABLE  
President

October 16, 1989

Senior Vice Presidents and Messrs. Shihata and Thahane

Re: Reorganization Fine-Tuning

We had agreed that we would review immediately after the Annual Meetings, the results of the reorganization and assess how we could achieve our objectives better and more effectively in the future. This review must draw on the experience gained with the reorganized structure and evolving management practices, and focus on future demands and priorities.

I believe the reorganized Bank has proven to be responsive to client needs. The basic structure is sound. But, in certain respects, it may need fine-tuning. I am not convinced that our processes are fully adapted to the strategic and institutional requirements which client responsiveness implies. While debt management issues will continue to require attention, more rapid and sustainable change is needed in our management processes and activities to meet global development concerns such as environment, poverty alleviation and human resource development. We must also be sure that decentralization does not lead to incoherent and ill-coordinated institutional initiatives.

At our meeting on September 9, we agreed that the SVPs responsible for each complex will take prime responsibility for:

- (a) Reviewing the effect of the organizational structure and present management practices on activities of their primary responsibility;
- (b) Analyzing important issues, problems or bottlenecks for the future; and
- (c) Developing options for dealing with issues and presenting them to the President.

The attached Annexes (1-4) summarize some key issues and concerns which I wish you to address. I am also attaching a chapter from the 1987 Reorganization Report which remains very relevant and summarizes concisely my objectives and agenda.



I suggest we proceed in three phases.

First, I would appreciate your reviewing the scope and specific issues to be addressed by each complex and recommend to me by next Monday, October 23:

- (a) Any additions or changes in the terms of reference proposed; and
- (b) The organizational arrangements and people you plan to involve in the fine-tuning exercise. Keep in mind the need for a group of manageable size, capable of close contact with you, credible to staff generally, and in continuous contact with other complexes and the President's Office.

Second, upon my return from Africa on November 20/21, I would like to review with you the progress made and options identified, in order to proceed with any obvious decisions and narrow down specific options.

Third, I would like to review your final analyses, options and recommendations and discuss them in a one-day retreat with Senior Managers immediately before the holiday weekend in December.

In addition to the Complex-specific reviews headed by the SVPs, I want to address a number of broader and/or overlapping concerns, in particular:

- (a) The streamlining, combination or explicit sharing of policy and review work by PPR and OPS, with a view to reducing overlap and resources committed to review and evaluation functions;
- (b) The effectiveness of the External Relations function, including the decentralized public affairs officers, and the relations between the Bank's external relations, international relations, Development Committee, NGOs and policy and research dissemination functions. The latter would also address again the issue of location of EXT in EAA or PPR and the role and function of certain SPR divisions; and
- (c) The need for, scope and appropriate organizational location of an organizational advisory and monitoring function.

I would appreciate receiving by November 20 thoughts and proposals from each of you on topics (b) and (c) above, as well as a joint options paper on (a) from the SVP-PPR and SVP-OPS. My office will coordinate the work on these topics.

Regarding the budget function, you are aware that I have decided that it will, in the future, report directly to me. Any organizational changes and adjustments required will be considered in the light of our discussion of the Budget Task Force report later this month.

  
Barber B. Conable

Attachments

SVP - FINANCE

Major Issue:

The 1987 reorganization did not review FINCOM in the same degree of detail as the other units. The major issue is whether the current structure provides for effective control and accounting backup for Bank management and whether adequate coordination exists between assets and liabilities planning, review and control.

The specific issues to be reviewed include:

- (a) The structure and mechanisms in place to operate a modern and effective accounting system for effective management of Bank finances, budgets and reimbursables (trust funds) programs;
- (b) The appropriate division of functions between the Resource Mobilization Department and the Trust Funds Division;
- (c) The coordination of Pension Fund administrative, budgeting, accounting and support activities; and
- (d) The status and issues with respect to implementing the system of architecture being developed in support of the decentralization of the accounting function.



SVP - EXTERNAL AFFAIRS AND ADMINISTRATION

Major Issue:

Effectiveness of the personnel function in the reorganized Bank - including both the centralized and decentralized personnel functions and effectiveness of services to management and staff.

Specific concerns to be addressed are:

- (a) Size, structure and staffing of the Personnel function in EAA and the Regions.
- (b) Institutional Objectives: How can we ensure that the new structure and management approach adopted by central and decentralized personnel teams reflect fully institutional objectives?;
- (c) Staff Rotation and Promotion: The new structures and procedures put in place for staff rotation, reintegration of staff from field assignment, staff promotion and recruitment are not perceived to be sufficiently responsive. What adjustments are needed?;
- (d) Staff Concern: The decentralized personnel function is seen by many staff as representing primarily the interest of management. What changes are called for?; and
- (e) Response Capacity: Improvements are urgently needed to tackle more promptly important and pressing personnel issues including training priorities, part-time policy, responses to Staff Association concerns, etc.

Other areas of EAA require review, i.e.:

- (a) Appropriate allocation of functions and large number of senior positions in ITF/GSD.

SVP - OPERATIONS

Major Issues and Context:

Ensuring the effectiveness of the Bank's operations. This includes: (i) responsiveness of our operational (lending, ESW and technical assistance) program to client needs; (ii) high-quality output; and (iii) leadership (intellectual or organizational) in vigorously addressing major developmental issues, especially in areas of priority identified by the President, e.g., poverty, environment, human resources, debt.

While there is general agreement on the desirability and effectiveness of the country focus facilitated by the reorganization, several concerns have been expressed and perceptions persist regarding: (i) serious fragmentation of valuable and scarce skills in too many small units or divisions; (ii) deterioration in the quality of lending operations after the reorganization; and (iii) slow, superficial or sub-optimal operational responses in certain areas of institutional priority.

The specific issues to be addressed must include:

- (a) Operational responsiveness to institutional priorities - ways to improve it; including a review of skills-mix changes and an assessment of resource and staff redeployment mechanisms across departments and regions;
- (b) Specialized Expertise and Technical Departments:
  - size, structure and organizational location of "specialist" expertise (including, but not only technical); and
  - role, size, number and structure of Technical Departments as well as their level/type of specialization and staffing profiles.

(c) Country Departments:

- need for critical mass within divisions in the CDs. Possible options to be considered should also include reduction in number of CDs,
- need, if any, for multidisciplinary teams in CDs to address broad strategic issues, e.g., environment, private sector development and financial sector reforms and poverty alleviation, etc.,
- role and relative size of country operations divisions, and
- management practice to ensure accountability and assess performance of CDs with respect to country strategy formulation, program execution and cost consciousness.

(d) Size and function of SVP/RVP Front Offices: Every effort must be made to streamline front offices and integrate staff resources into operational work. In this context, it is important to review:

- relative roles and organization of the SVP/RVP Front Offices and PPR in undertaking the country, sector and policy review functions;
- relative roles and organization of the OPNSV Central staff and Regional staff in undertaking their quality control functions.

I expect that this review will be undertaken with the specific objective to free resources for operational, policy and research work.

(e) Mechanisms for quality assurance, quality control and dissemination of information: What experience has been gained with procedures put in place, and what management practices have evolved to assist and hold accountable the responsible manager?



SVP - PPR

Major Issue:

Compatibility of PPR's size, structure and staffing with the institutional need for intellectual leadership through policy development and relevant, high-quality research.

There is no doubt that the creation of PPR has been one of the successful organizational changes. PPR has contributed measurably to the internal and external dialogue on development issues.

Nevertheless, integration of macro-economic and sector issues at the policy and research level remains the most important and urgent objective. There is clearly a perception that PPR policy and research efforts are still not adequately balanced in relation to institutional priorities. They are excessively fragmented, and do not encourage interdisciplinary endeavors. Adequate integration of macro-economic and sector issues has not yet been achieved, and the current division of functions vis-a-vis OPS (Front Offices, Technical Departments) is less than optimal. PPR management must urgently address this issue.

The main and overriding task of this review is, thus, to reexamine the size, structure and staffing of PPR, so that PPR's policy and research effort will be stronger and more appropriate. PPR must take the lead in developing the Bank's policy and research agenda and disseminate the results effectively. The organizational structure must allow flexible, interdisciplinary focus and a response capacity to deal with high-priority issues expeditiously.

Additional topics to be addressed in this context are:

- (a) The purpose, appropriate size and effectiveness of operational support activities by PPR. I expect you to involve an OPS team in such a review;
- (b) Oversight over special programs and reimbursable programs, and coordination with PPR's regular programs.

The size and effectiveness of PPR's ex-post review activities (annual sector review, development effectiveness, review of economic work) and the role of the Policy Analysis and Review Division should be assessed in collaboration with OPS under item (a), page 2 of my memorandum, i.e. "the streamlining, combination or explicit sharing of policy and review work by PPR and OPS, with a view to reducing overlap and resources committed to review and evaluation functions". I do expect that this review will lead to a more effective and less staff-intensive ex-post review cycle.

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

BARBER B. CONABLE  
President

October 13, 1989

Messrs. Hopper and Aguirre-Sacasa

With the Annual Meetings now behind us, I want to congratulate you and your staffs on the new booklet on the environment, "Striking A Balance."

The booklet is informative, well presented and will help draw public attention to the Bank's ongoing environment agenda.

*Barber Conable*

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

BARBER B. CONABLE  
President

October 10, 1989

To All Staff:

I would like to report to you my view of the experiences and lessons of this year's Annual Meetings. This convergence of the Bank's Governors from all over the world, despite the resulting physical exhaustion, pointed discourse and disruption of normal schedules, provides the opportunity for important dialogue between Bank management and the world's Finance Ministers and member country delegations which could not be achieved in any other way. Next year's work program and plans are confirmed and brought into sharper focus as a result of this dialogue.

In general, these leaders told us this year that they appreciate the quality of the Bank staff's work, and support the Bank's goals.

The emphasis on environment which surged last year was confirmed this year. Our progress report on the environment has heightened Governors' expectations that we will take greater leadership in the global environment effort, while not diverting energies and resources from our traditional development function. There were a range of suggestions about our role in environmental funding, but all agreed that it must be truly additional, and defined only after IDA9 has been completed. Incidentally, we are near completion of the IDA9 negotiations, and I remain hopeful that the Ninth replenishment will be as large in real terms as IDA8.

Our environmental efforts must go hand-in-hand with stronger actions on the population front. There seems to be general agreement about the linkages between poverty, high population growth, and environmental degradation.

Support for the implementation of the debt initiative and a growing interest in Eastern Europe were both apparent. Here, and in the more traditional areas of the Bank's development work, I received the strong impression that a renewed commitment by our borrowers to deep and continuing policy reform is required. To this end, we must perform excellent economic and sector analysis on which to build effective programs, and to use the Bank's influence as a catalyst to strengthen support from other sources of development capital for the adjustment process. The Bank, IFC and MIGA must work together and separately to encourage private investment flows. In short, effective cofinancing of all sorts must be a high priority for us in the high-risk, resource-hungry global economy.



Both the IBRD and IFC enjoy good market reputations, as confirmed during this past year. Just before the Annual Meetings, we floated a global IBRD bond issue for \$1.5 Billion, with excellent investor response. This reflects both the prudence and skill of our financial management and the quality of our lending portfolio. Such successes benefit lender and borrower alike.

But we must not let our financial successes or necessary responses to changing expectations by our member countries distract us from our central development goal -- the improvement of the quality of life for the world's poor. Our poverty focus must remain our best reason for being.

I have told our Governors that our commitment to fighting poverty is firm, that it reaches beyond statistical and economic analysis, that it remains the compelling purpose of our dedicated staff. This continuing challenge will be our lodestar as we press ahead with our 1990 programs. Thank you for letting me, through your work, make this promise.

Sincerely,

*Barber Conable*

*Chen*

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

BARBER B. CONABLE  
President

October 10, 1989

Members, President's Council

Re: Retreats

Some time ago, I asked Mr. Picciotto to look into the cost for retreats held outside the Bank. Attached please find the report for your information. I ask that you keep in mind the cost involved and likely results, before authorizing an increasing number of retreats outside the Bank.

*Barber Conable*

Attachment

WORLD BANK OTS SYSTEM  
OFFICE OF THE PRESIDENT

① H/AK  
~~② MH or~~  
budget  
file

CORRESPONDENCE DATE : 89/08/08 DUE DATE : 00/00/00  
LOG NUMBER : 890810003 FROM : R. Picciotto  
SUBJECT : Retreats - overview of practices concerning retreats over the  
past year, together w/estimate of direct budget expenditures.  
OFFICE ASSIGNED TO FOR ACTION : ~~Mr. B. Conable (E-1227)~~ *o/r*

- ACTION:
- \_\_\_\_\_ APPROVED
  - \_\_\_\_\_ PLEASE HANDLE
  - \_\_\_\_\_ FOR YOUR INFORMATION
  - \_\_\_\_\_ FOR YOUR REVIEW AND RECOMMENDATION
  - \_\_\_\_\_ FOR THE FILES
  - \_\_\_\_\_ PLEASE DISCUSS WITH \_\_\_\_\_
  - \_\_\_\_\_ PLEASE PREPARE RESPONSE FOR \_\_\_\_\_ SIGNATURE
  - \_\_\_\_\_ AS WE DISCUSSED
  - \_\_\_\_\_ RETURN TO *DCP-file*

COMMENTS :Note: As requested in BBC's note of June 23, 1989.

*There are two copies attached.*



THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION  
**OFFICE MEMORANDUM**

DATE: August 8, 1989  
TO: Mr. Barber B. Conable  
FROM: R. Picciotto, PBDDR  
EXTENSION: 30202  
SUBJECT: **Retreats**

Background

1. On June 23, 1989, you requested an overview of our practices concerning retreats over the past year, together with an estimate of the direct budget expenditures and number of staffdays involved.

The Survey

2. No centralized data base regarding retreats exists. Therefore, PBD sent out a questionnaire to all Units to elicit information on their FY89 experience. The net was cast widely and, given the nature of your concerns, the concept of retreat was interpreted in a comprehensive fashion to incorporate conferences, seminars as well as management planning sessions and professional development/skills enhancement meetings.

3. Unfortunately, some Units responded more fully than others. In particular, it would appear that the returns from Personnel did not fully cover training-oriented retreats. Therefore, the results must be interpreted with caution. An update will be produced once all the requested information has been secured.

Overview

4. Tables detailing survey results are attached. A summary follows:

- Budgetary Impact (Annex 1): A rough estimate of direct FY89 discretionary outlays for retreats is \$1.23 million. About 21% of the direct discretionary outlays (\$0.25 million, out of \$1.23 million) was covered out of trust fund resources. This estimate excludes the value of staff time and other indirect costs associated with retreat preparation and documentation. More importantly, the estimate excludes the value of participants' time—about 42 paid staffyears (valued at \$3.3 million, including benefits). Finally, the estimate excludes the training retreats sponsored by Personnel which are known to be substantial.
- Location (Annex 2): Less than 10% of the retreats on which information was submitted took place at Bank headquarters. Another 26% were conducted in D.C. hotels. About 21% (also non residential) involved country clubs or hotels located in nearby MD and VA locations. The balance (43%) involved lodging in a variety of locations ranging from Australia to Coolfont, VA. Far flung venues (e.g. California: agribusiness conference; Colorado: US Railways; Hamburg: port training, etc.) were typically linked to field visit requirements.

- Objectives (Annex 3): About 52% of the retreats on which data were submitted were devoted to management issues (e.g. team building; strategy discussions; objectives or work program reviews; stress management; etc.). Another 43% aimed at skills acquisition or professional development, including seminars. The balance of 5% involved conferences involving non Bank participants.
- Unit Distribution (Annex 4): About 58% of the non salary outlays for retreats reported on was the result of PPR activities. A third was accounted for by Operations (with Africa representing about half of the cost incurred by the complex), while only 4% represented EAA retreats—a percentage which, however and as noted above, excludes the Bankwide training retreats sponsored by Personnel. FINCOM (which may also have excluded training from its survey) only reported two retreats. Finally, the Secretary's Department sponsored a single retreat for the Executive Directors in Baltimore.
- Unit Costs: The cost of a retreat is influenced by the venue, the duration and the size of the event. In terms of unit costs (per participant-day), substantial economies of scale prevail where outside speakers are involved and/or preparation costs are significant. Unit costs vary considerably. For example, whereas the Legal Department incurred a cost of \$14 per participant for a one day retreat at Bretton Woods, a MADIA Study Symposium involving non Bank participants involved costs of \$1,500 per participant. Retreats held at Bank HQ cost an average of \$18 per participant-day. Non-residential retreats held outside HQ averaged \$51 per participant. Residential retreats averaged \$151 per participant.

#### Issues

5. The direct budgetary outlays involved in retreats are significant. No doubt their benefits are also considerable. As a result, over the last decade, the number of retreats has increased considerably -- and their objectives have become more diversified. The original pattern set by management and team building retreats (whereby distance from headquarters can be critical to the creation of an atmosphere conducive to informal communications and intellectual synergy) was gradually extended to other meetings and training sessions. It is not clear whether such extrapolation was justified in all cases. Lack of adequate conference facilities to accommodate peak requirements may also have been a factor.

6. No guidelines or standards exist, e.g. to determine when residential training should be preferred over non-residential training, or to give priority to the use of Bank premises.

7. Finally, cost reduction possibilities have not been explored on a corporate basis.

#### Recommendation

8. If, in the light of the above evidence, you consider the matter worth exploring further, a small-inter Unit working group might be set up to produce recommendations about the policies and standards which should govern arrangements for training or seminars held off Bank premises. The group might also explore arrangements for achieving cost savings on this account.



**FY89 WORLD BANK RETREATS  
ANALYTICAL AND BUDGETARY ASSUMPTIONS**

**Assumptions:**

Results of the budgetary impact of the costs of Bank retreats conducted in FY89 and the information provided in Annexes 1 - 4 were derived utilizing the following assumptions:

- Retreat **objectives** were classified into one of four categories based on content and participant mix, namely (a) Conferences, which are programs including participants from non-Bank organizations, (b) Management Planning, to encompass organizational planning and administration, team and morale building and broadly defined work program reviews, (c) Seminars, focussing on specific sectoral and work program issues and (d) Training sessions held attended by five or more Bank staff members.
- Retreat **locations** is a crucial factor in terms of cost. Each retreat was coded to reveal both the **geographical** area and residential status (**type**).
- The **total number of participants** is intended to represent the sum of Bank staff members attending a given retreat, including participants from units other than the reporting units. Whenever possible guest speakers and non-Bank attendees were disaggregated from the total; a few exceptions are footnoted.
- The staff days used in a retreat were estimated by multiplying the duration of the retreat by the number of total participants.

**Result:**

The analysis resulted in a total budgetary cost of \$1.23 million for 147 retreats attended by 5,022 participants and spanned 11,026 mandays. This means that the average FY89 retreat lasted 2.2 days, involved 34 participants and required \$8.35 thousand in direct discretionary outlays.

Opportunity costs of participants' involvement is estimated at \$3.3 million, of which \$2.0 million account for salary expenses (based on total number of mandays multiplied by the average daily salary of a Bank staff member) and \$1.3 million for benefits (based on total number of mandays multiplied by the average daily cost of individual benefits).

Thus, total retreat costs are estimated at \$4.5 million based on survey results. It appears, however, that Personnel did not include external training in its returns. Inclusion of this data might involve additional costs of the order of \$8.0 million.



## World Bank Retreats by Location (FY89)

Annex 2

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
PPR, Infrstr: Transport	INUTD	65810	T	Port Training Workshop	I	R	Int'l: Egypt	2/5-9/89	7	5.0	4,200		120
PPR, Agr & Rural Dvlp: Prod & Svcs	AGRPS	65620	S	Disc. Irrig. & Drainage Technology	I	R	Int'l: Egypt, Israel, Jordan	2/5-19/89	29	2.0	20,000		345 /l
PPR, Infrstr: Transport	INUTD	65810	T	Training on Port Activities	I	R	Int'l: Hamburg	6/19-24/89	18	6.0	23,400		217 /o
PPR, Agr & Rural Dvlp: Prod & Svcs	AGRPS	65620	S	Disc. Resettlement Planning	I	R	Int'l: Indonesia	6/19/27/89	55	8.0	15,000		34 /l
PPR, Environ: Econ & Pol	ENVPR	65510	C	Int'l Trng Workshop on Resettlement	I	R	Int'l: Indonesia	6/19/27/89	89	8.0	20,000		28
Sub-Total (International and Residential)					5				198	(1,353.0)	82,600	0	61
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Public Sector Management	O	N	MD: Annapolis	9/7-9/88	65	2.5	1,500		9
EAAC, Int Auditing a/	IAD	86005	M	SOPs Strategic Plnng	O	N	MD: Annapolis Hilton	6/29-30/89	23	2.0	5,300		115
EMENA, Regional	EMN	28105	S	Disc. Reg Infrastructure Sct	O	N	MD: Annap. Hist Inn	1/9-10/89	85	2.0	4,578	8,000	74 q/
EAAC, PER: Compensation	PERCO	82123	M	Strategy Form. for Policy Div.	O	N	MD: Bethesda Hyatt	2/9-10-89	24	2.0	4,417		92
AFR, S Cntrl & Indian Oc:Dept	AF3	22605	M	FY89 Review/Improve Morale	O	N	MD: Bretton Woods	6/26/89	75	1.0	3,000		40 **
AFR, West: Department	AF4	22805	M	Improve Dept Communications	O	N	MD: Bretton Woods	6/16/89	85	1.0	2,644		31
LEGAL	LEG	15105	M	Functioning of Finance Unit	O	N	MD: Bretton Woods	Sept/Oct	5	1.0	70		14
LAC, Cty Dpt IV: Department	LA4	31805	M	Part I: Dept/Team Building	O	N	MD: Bretton Woods	6/2/89	70	1.0	3,296		47
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Economic Policy Making	O	N	MD: Inner Hbr. Marriott	3/22-23/89	40	2.0	0		0 ***
AFR, Sahelian: Off of Dir	AF5	23005	M	Staff Morale	O	N	MD: Smokey Glenn	6/29/89	120	0.5	2,263		38
Sub-Total (Other and Non-Residential)					10				592	(801.5)	27,068	8,000	44
ASIA, Tech Dpt: Agr Div	ASTAG	26820	C	Agribusiness Study Visit I * II	O	R	CA:	9/88	14	5.0	27,000		386
PPR, Pop & Hmn Rsc: Educ & Empl	PHREE/PM	65410	S	Prof. Development Pgm	O	R	CA: Stanford	6/26-7/7/89	25	12.0	96,750		323
PPR, Infrstr: Transport	INUTD	65810	S	U.S. Railway Ops., Tech. & R&D	O	R	CO: Pueblo	3/28-29/89	7	2.0	4,200		300 /n
AFR, South: Infrstr Ops	AF6IN	23240	M	Team Building	O	R	MD: Annapolis	5/22-23/89	22	2.0	7,300		166
PPR, Cty Econ: Trade Policy	CECTP	64310	S	Trade Policy	O	R	MD: Annapolis	5/8-10/89	35	3.0	0		0 u/
AFR, Tech: Public Sctr Mgmt	AFTPS	23880	S	Public Sect. Mgt Issues e/	O	R	MD: Annapolis	9/7-9/88	20	3.0	7,800		130
EMENA, Regional	EMN	28105	M	Team Bldg: Adm Secretaries	O	R	MD: Annapolis	10/19-21/88	40	2.5	15,000		150
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	T	Macroeconomic Trng	O	R	MD: Annapolis	4/24-26/89	67	3.0	6,708		33
ASIA, Cty Dpt V: Off of Dir	AS5DR	25805	M	Management Dev. Prog.	O	R	MD: Annapolis	6/21-23/89	10	3.0	3,663		122
ASIA, Tech Dpt: Environment	ASTEN	26860	S	Environment Workshop	O	R	MD: Annapolis	5/89	40	2.0	10,000		125
ASIA, Reg Off: Off of Reg VP	ASIVP	25105	M	Team Building	O	R	MD: Annapolis	1/11-13/89	55	3.0	15,937		97
AFR, Sahelian: Off of Dir	AF5	23005	M	Div Strategic Objectives	O	R	MD: Annapolis	9/8-9/88	22	2.0	4,812		109
AFR, Tech: Public Sctr Mgmt	AFTPS	23880	M	Team Bldg & Comm Skills:SL Staff	O	R	MD: Annapolis	9/8-9/88	17	2.0	6,400		188
EAAC, ITF: Pol & Strategy	ITFPS	88010	M	IT Strategy Discussions	O	R	MD: Annapolis	6/8-9/89	30	2.0	13,147		219
PPR, Cty Economics: Public Econ	CECPE	64330	T	Training	O	R	MD: Annapolis	6/7-9/89	30	2.5	0		0 u/
PPR, Cty Econ: Special Studies	CECSS	64350	C	Symp. to Disc. MADIA Study	O	R	MD: Annapolis	6/25-28/89	80	3.0		125,000	521 /v
PPR, Pop & Hmn Rsc: Educ & Empl	PHREE	65410	S	Disc. Quality of Educ. Paper	O	R	MD: Annapolis	4/30-5/2/89	37	4.0	47,500		321
ASIA, Tech Dpt: Pop & Human Rsc	ASTPH	26850	S	Asia PHR Workshop	O	R	MD: Annapolis	4/13-14/89	60	2.0	9,900		83
AFR, Occd & Cntrl: Off of Dir	AF1DR	22305	S	AFR Dvlp & Cultural Perspective	O	R	MD: Annapolis Hilton	6/22-24/89	120	2.5	60,000		200
PPR, Pop & Hmn Rsc: WID	PHRWD	65420	T	Workshop on WID	O	R	MD: Annapolis Hilton	5/8-9/89	31	2.0	5,000	10,000	242 /l
PPR, Infrstr: Transport	INUTD	65810	S	Earmarking Practices for (Toll)Roads	O	R	MD: Baltimore	11/21-22/88	70	2.0	5,000	10,000	107 /q
AFR, Sahelian: Agr Ops	AF5AG	23020	M	Divisional Retreat	O	R	MD: Baltimore	8/31-9/1/88	18	2.0	4,000		111
PPR, Research Administration	RAD	62399	M	Research Retreat	O	R	MD: Baltimore	5/15-16/89	26	2.0	12,043		232
PPR, Cty Economics: Public Econ	CECPE	64330	T	Training	O	R	MD: Baltimore	1/25-27/89	30	2.5	0		0 u/
PPR, Infrstr: Water & Sanitation	INUWS	65830	S	Upgrade Knowledge of Water Resources	O	R	MD: Baltimore	12/13-15/89	46	3.0	16,000		116 **/q
PPR, Infrstr: Urban Dvlp	INURD	65820	S	Housing Finance Seminar	O	R	MD: Baltimore	11/29-30/88	51	2.0	7,600	8,000	153

## Legend

Retreat Type C = Conference (Bank &amp; Others)

T = Training (Bank only)

S = Seminar (Bank only)

M = Management Planning (unit-specific)

Location I = International

W = Washington Metro Area

O = Other US location

P = Private Residence

R = Residential

N = Non-Residential



## World Bank Retreat by Location (FY89)

Annex 2

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
AFR, Sahelian: Cty Ops Div	AF5CO	23010	M	Div Org, Mgt, Proced., Functions	O	R	MD: Baltimore	9/26-28/89	48	2.0	19,906		207
PPR, Infrstr: Urban Dvlp	INURD	65820	S	Municipal Finance Seminar	O	R	MD: Baltimore	6/22-23/89	45	2.0	6,800	13,000	220
PPR, Infrstr: Transport	INUTD	65810	S	Assessments Int' Trade Logistics	O	R	MD: Baltimore	3/9-10/89	80	2.0	10,000	10,000	125 /p
PPR, DEC: Off of Dir	DECVP	62205	M	DEC Mgt Retreat	O	R	MD: Baltimore	9/14-16/88	33	2.0	10,819		164
EAAC, PER: PER Pol & Plnng	PERPP	82121	M	Prioritization of SSAG Recomm.	O	R	MD: Baltimore Hyatt	10/6-7/89	31	2.0	7,138		115
EAAC, PER: Dir Pol, Plnng, Info	PERPI	82120	M	Strategic Plnng	O	R	MD: Baltimore Hyatt	1/5-6/89	8	1.5	2,555		213
AFR, Technical: Infrstr Ops	AFTIN	23840	C	Africa Infrstr. Symposium	O	R	MD: Balt. Harbor Ct Htl	1/9-10/89	110	2.0	1,848	23,120	113 /d
LAC, Cty Dpt III: Cty Ops	LA3C1	31610	M	Disc. Div Objectives	O	R	MD: Balt. Harbor Ct Htl	7/14-15/89	21	2.0	7,660		182
SECRETARYs	SEC	12110	C	EDs Colloquium on Uruguay Round	O	R	MD: Balt. Harbor Ct Htl	12/13-15/88	36	3.0	26,000	4,000	278 /s
PPR, Agr & Rural Dvlp: Agr Policy	AGRAP*	65610	C	Conf. on Govt Role in Modelling	O	R	MD: Hist Inns Annapolis	6/13-16/89	48	3.0		112,915	784 /j
EAAC, Young Professionals	YPP	85099	S	Review Bank Operational Strategies	O	R	MD: St Michaels	4/17-18/89	35	2.0	5,498		79
ASIA, Tech Dpt: Agr Div	ASTAG	26820	S	Disc. Natural Rubber & Edible Oil	O	R	OH:	5/89	9	2.0	9,000		500
ASIA, Tech Dpt: Infrstr Div	ASTIN	26840	M	ASTIN Division Retreat	O	R	VA:	6/89	45	2.0	10,000		111
AFR, West: Agr Ops Div	AF4AG	22820	M	Div. Work Pgm & Pers. Issues	O	R	VA: Admiral Fell Inn	9/15-16/88	21	2.0	6,673		159
PPR, Pop & Hmn Rsc: Pop/Hlth/Nutr	PHRHN	65430	M	Work Program & Strategy	O	R	VA: Airlie	1/25-26/89	35	2.0	4,111		59
PPR, Ind & Eng: Off of Dir	IENDR	65705	M	Rev. Oper. Objs & Wk Pgm Strategy	O	R	VA: Airlie	4/12-14/89	72	2.5		14,568	81 /m
AFR, Technical: Agr Div	AFTAG	23820	M	Team Building	O	R	VA: Airlie House	7/6-8/88	26	2.0	11,813		227
AFR, South: Agr Ops	AF6AG	23220	M	Managing Personal Growth (MPG)	O	R	VA: Aspen Inst.	11/22-23/88	25	2.0	5,387		108
PPR, Pop & Human Rsc: Off of Dir	PHRDR	65405	M	Managers' Retreat	O	R	VA: Aspen Inst.	11/16-18	47	3.0	14,300		101
AFR, West: Department	AF4	22805	S	Cty Strategy & Pol. Issues	O	R	VA: Cliffside Inn	1/17-19/89	90	3.0	22,606		84
PPR, SPR: Strategic Plnng Div	SPRSP	62020	M	Eval. of SPR & Wk Pgm	O	R	VA: Coolfont	6/22-23/89	19	2.0	2,500		66
AFR, South: Cty Ops	AF6CO	23210	M	Team Building	O	R	VA: Coolfont	10/6-7/88	39	2.0	6,000		77
LAC, Reg Off: Off of Dir	LACVP	31105	M	Debt & Adjust/Wk Pgm/PER & Mgmt Iss	O	R	VA: Coolfont	3/2-4/89	50	2.0	11,921		119
EMENA, Cty Dpt IV: Department	EM4	28805	S	Disc. Cty Dept Strategies	O	R	VA: Harpers Ferry	11/3-4/89	72	1.5	5,300		49
PPR, Infrstr: Transport	INUTD	65810	M	Disc. Wk Pgm & Team Bldg	O	R	VA: Middleton	9/7-8/88	20	2.0	2,700		68
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	T	Macroeconomic Trng	O	R	VA: Middleton	10/24-26/88	40	3.0	3,418		28
PPR, Infrstr: Transport	INUTD	65810	S	Disc. Pavement Mgt.	O	R	VA: Middleton	1/17-19/89	21	3.0	14,000		222 **
AFR, Tech: Environment Div	AFTEN	23860	M	FY89-90 Work Pgms; Div Chiefs	O	R	VA: Sheperdst Bav Inn	4/12-13/89	11	1.5	1,827		111
AFR, South: Ind & Energy	AF6IE	23230	M	Rev Div CESW/Team Bldg/SL Overtime	O	R	VA: Sheperdst Bav Inn	4/13-14/89	16	1.5	2,811		117
ASIA, Reg Off: CAO Office	ASICA	25107	M	Team Building	O	R	VA: Sheperdstown	3/15-17/89	22	3.0	2,568		39
Sub-Total (Other and Residential)					56				2,178	(5,431.5)	620,920	330,603	175
ASIA, Cty Dpt V: Ind & Energy	AS5IE	25830	M	Team Building Training	P	N	Pvt Residence	12/16/88	15	1.0	460		31 h/
ASIA, Cty Dpt V: Pop & Hum Rsc	AS5PH	25850	M	Team Building	P	N	Pvt Residence	12/13/88	12	1.0	349		29 h/
Sub-Total (Private Residence)					2				27	(27.0)	809	0	30
Office of the SVP, OPN	OPNSV	20105	M	OPS Sr. Mgt Retreat	W	N	DC: 4 Seasons Hotel	5/19-20/89	38	2.0	2,595		34
EAAC, Ext Aff: Public. Mktg	ECTMT	87142	S	Improve Marketing Strategies	W	N	DC: 4 Seasons Hotel	6/89	10	1.0	1,001		100
EAAC, ITF: Department	ITF	88005	T	Fin/MIS Trng	W	N	DC: Bethesda	4/14-15/89	18	2.0	6,184		172
PPR, Int'l Economics Dpt	IEC	64205	M	Wk Pgm Rev. & Strategy (Div. Chiefs)	W	N	DC: Hay-Adams Hotel	4/3/89	10	1.0	886		89
EAAC, PER: Off of Dir	PERVP	82105	M	Creating a Learning Environment	W	N	DC: Int'l Club	2/14/89	13	1.0	391		30
EAAC, PER: PER Pol & Plnng	PERPP	82121	M	SSAG Devlp of SSAG Recomm.	W	N	DC: Int'l Club	9/27/89	10	1.0	275		27
EAAC, PER: HR Info	PERIC	82125	M	CHRIS Paper & HRIC Renewal	W	N	DC: Int'l Club	1/19/89	30	1.0	879		29
EAAC, PER: PER Pol & Plnng	PERPP	82121	M	SSAG Devlp of SSAG Recomm.	W	N	DC: Int'l Club	9/12/88	12	1.0	281		23
ASIA, Cty DptIV: Cty Ops	AS4CO	25610	M	Team Bldg(Role Clarification)	W	N	DC: Int'l Club	12/12/88	16	1.0	1,700		106

## Legend

Retreat Type C = Conference (Bank &amp; Others)

T = Training (Bank only)

S = Seminar (Bank only)

M = Management Planning (unit-specific)

Location I = International

W = Washington Metro Area

O = Other US location

P = Private Residence

R = Residential

N = Non - Residential



## World Bank Retreat by Location (FY89)

Annex 2

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
ASIA, Cty Dept I: Nepal	AS1NE	25381	M	Office Administration	W	N	DC: Int'l Club	na	13	1.0	224		17
ASIA, Cty Dept I: Ind & Energy	AS1IE	25330	S	Country Strategy Mtg	W	N	DC: Int'l Club	3/28-29/89	15	2.0	824		27
Office of the SVP, OPN	OPNSV	20105	M	CAOs Retreat	W	N	DC: Int'l Club	9/7/89	16	1.0	718		45
AFR, Ocod & Cntr: Ind & Enrgy	AF1IE	22330	S	Pvt Sct Dvlp & Entrepreneurship	W	N	DC: Mayflower Hotel	11/28/88	80	1.0	4,550		57
ASIA, Cty Dept I: Ind & Energy	AS1IN	25340	S	Work Pgm Strategy: Infrastructure	W	N	DC: Mayflower Hotel	2/13/89	18	1.0	1,062		59
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Private Sector Dev. Seminar	W	N	DC: Ramada Hotel	12/7/88	40	1.0	0		0 ***
Office of the SVP, OPN	OPNSV	20105	M	OPS Sr. Mgt Retreat	W	N	DC: Ritz Carlton	7/29/88	18	1.0	1,388		77
ASIA, Cty Dpt II: Ind & Energy	AS2IE	25430	M	Cty Prior./Div Mgmt & SL Issues	W	N	DC: University Club	5/26/89	19	1.0	836		44
EAAC, GSD: Off of Dir b/	GSD	81005	M	FY90 Objs & Plans	W	N	DC: Washington	5/4/89	11	1.0	1,110		101
PPR, Infrstr: Water & Sanitation	INUWS	65830	M	Support Staff Retreat/Staff Morale	W	N	DC: Washington	3/6/89	14	1.0	1,225		88 r/
ASIA, Tech Dpt: Pop & Human Rsc	ASTPH	26850	S	Asia Technical PHR Workshop	W	N	DC: Washington	9/8/89	51	1.0	2,100		41
ASIA, Technical: Off of Dir	ASTDR	26805	M	Managers' Retreat: Sector Issues	W	N	DC: Washington	9/16/88	20	1.0	1,500		75
EMENA, Cty Dpt I: Cty Ops	EM1CO	28310	M	Div. Mgt., Obj. & Operations	W	N	DC: Washington	6/2/89	20	1.0	938		47
ASIA, Tech Dpt: Agr Div	ASTAG	26820	C	Disc. Water Resources Insts.	W	N	DC: Washington	3/89	40	2.0	15,000		188
PPR, Pop & Hmn Rsc: Educ & Empl	PHREE	65410	S	Sector Lending Seminar	W	N	DC: Washington	3/30-31/89	35	2.0	4,200		60
PPR, DEC: Off of Dir	DECVP	62205	S	Seminar on Socialist Economies	W	N	DC: Washington	3/21/89	80	1.0	3,907		49
PPR, Planning and Budgeting Dept.	PBD	61005	T	Word Perfect Training	W	N	DC: Washington	3/13-24/89	11	5.0	6,600		120
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Selected Pub. Ent. Issues	W	N	DC: Wash. Circ. Htl	11/17-18/88	40	2.0	0		0 ***
LAC, Cty Dpt I: Infrastr	LA1IE	31340	M	Disc. Div Mgt & Work Pgm	W	N	DC: Watergate Hotel	6/1-2/89	18	1.5	2,287		85
LAC, Cty Dpt IV: Cty Ops	LA4CO	31810	M	Team Building	W	N	DC: Watergate Hotel	4/28/89	30	1.0	1,454		48
PPR, Environ: Econ & Pol	ENVEP	65520	T	Environmental Economics Training	W	N	DC: Watergate Hotel	6/1-2/89	50	2.0	2,500		25
LAC, Cty Dpt I: Cty Ops	LA1CO	31310	M	Disc. Mgt & Adm Issues	W	N	DC: Watergate Hotel	2/2-3/89	16	1.5	1,880		78
PPR, Environ: Systems & Tech	ENVPR	65510	T	Dryland Management Training	W	N	DC: Watergate Hotel	5/10-11/89	50	2.0	2,500		25
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Private Sector Dev. Seminar	W	N	DC: Watergate Hotel	3/2/89	40	1.0	0		0 ***
ASIA, Cty Dpt II: Pop & Hum Rsc	AS2PH	25450	M	Team Building	W	N	DC: Watergate Hotel	4/28/89	25	1.0	1,649		66
LAC, Cty Dpt I: Trd, Fin, & Ind	LA1TF	31330	M	Disc. Work Pgm Issues	W	N	DC: Watergate Hotel	4/11/89	18	1.0	2,500		139
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Workshop on PSD Research Issues	W	N	DC: Watergate Hotel	6/27-28/89	35	2.0	5,200		74
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Private Sector Dev. Seminar	W	N	DC: Watergate Hotel	5/23/89	40	1.0	0		0 ***
ASIA, Cty Dpt III: Ind & Finance	AS3IF	25530	M	LND & ESW Strategy/Int Mgt Issues	W	N	DC: Westin Hotel	2/7-8/89	30 g/	2.0	3,716		62
EMENA, Cty Dpt III: Pop & Hum Rsc	EM3PH	28650	M	Divisional Plnng (EM3PH)	W	N	DC: World Bank	5/12/89	12	0.5	300		50
PPR, Planning and Budgeting Dept.	PBD	61005	T	Word Perfect Training	W	N	DC: World Bank	1/23/89	11	1.0	680		62
PPR, EDI: Studies & Trng	EDIST	62508	T	Computer Trng	W	N	DC: World Bank	3/30/89	11	1.0	2,100		191
PPR, EDI: Human Resources	EDIHR	62570	T	Word Perfect Word Processing	W	N	DC: World Bank	Unknown	7	3.0	0		0 ***
PPR, EDI: Finance, Ind & Energy	EDIFI	62530	T	McIntosh Trng	W	N	DC: World Bank	Unknown	5	1.0	2,375		475
ASIA, Cty Dpt IV: Agr Ops	AS4AG	25620	T	Learn Wordperfect on McIntosh	W	N	DC: World Bank	1/11-13/89	12	3.0	1,800		50
AFR, Technical: Agr Div	AFTAG	23820	M	Follow-up At HQ	W	N	DC: World Bank	12/12/88	31	0.5	68		4
PPR, EDI: Trng Support	EDITS	62507	T	Word Perfect Trng	W	N	DC: World Bank	9/1-12/88	8	10.0	3,885		49
ASIA, Cty Dpt III: Pop & Hum Rsc	AS3PW	25550	S	Sector Strategies	W	N	DC: World Bank	1/6/89	20	1.0	200		10
AFR, Sahelian: Infrast Ops	AF5IN	23040	M	Time & Stress Mgt Problems	W	N	DC: World Bank	12/22/88	18	1.0	1,275		71
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	M	Div Team Building	W	N	DC: World Bank	6/16/89	30	1.0	1,657		55
PPR, Cty Econ: Fincl Pol & Sys	CECFP	64340	T	Trng Bank Supervisors w/ US Fed Res.	W	N	DC: World Bank	10/1-22/88	40	21.0	5,000		6
AFR, S Cntrl & Ind Oc: Cty Ops	AF3DR	22610	M	Work Pgm & Strategy	W	N	DC: World Bank	9/16/88	15	1.0	400		27
ASIA, Reg Off: Personnel Team	ASIPT	25108	M	Team Building	W	N	DC: World Bank	8/31/88	10	1.0	502		50
ASIA, Tech Dpt: Environment	ASTEN	26860	M	ASTEN Div.: Strategy & Wk Pgm	W	N	VA:	7/88	12	1.0	600		50
AFR, Dept: Department	AF6	23205	S	SSAG Activ./Div Issues	W	N	VA: Airline House	10/27/88	100	1.0	1,700		17

## Legend

Retreat Type C = Conference (Bank &amp; Others)

T = Training (Bank only)

S = Seminar (Bank only)

M = Management Planning (unit-specific)

R = Residential

N = Non - Residential

Location I = International

W = Washington Metro Area

O = Other US location

P = Private Residence



## World Bank Retreat by Location (FY89)

Annex 2

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
EAAC, PER: Empl & Pgms	PEREP	82112	M	Team Building	W	N	VA: Alexandria	9/22/88	65	1.0	840		13
EMENA, Cty Dpt III: Agr Ops	EM3AG	28620	M	Divisional Plnng (EM3AG)	W	N	VA: Arlington	4/28/89	17	1.0	1,600		94
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	S	Modelling Macroecon. of Adjustment	W	N	VA: Arlington	11/3/88	32	1.0	1,473		46
VP/Fin. Intermediation Svc.	FIS	21299	M	FY89 Dept Strategy	W	N	VA: Evans Farm Inn	7/26/89	23	1.0	1,542		67
AFR, West: Agr Ops Div	AF4AG	22820	S	Review Nigeria Fertilizer Subsect	W	N	VA: Evans Farm Inn	9/9/89	14	1.0	508		36
PPR, Ind & Eng: Strategy, Mgt	IENED	65720	S	Disc. of Power Planning	W	N	VA: Key Brdg Marriott	10/13/88	46	1.0	3,772		82
AFR, Occd & Cntrl: Off of Dir	AF1DR	22305	M	Disc Budget & Teamwork Issues	W	N	VA: Key Brdg Marriott	6/19/89	100	1.0	5,564		56
PPR, Agr & Rural Dvlp: Off Dir	AGRDR	65605	M	Work Pgm & Strategy of Staff	W	N	VA: Key Brdg Marriott	12/20/88	50	1.0	2,317		46
AFR, West: Pop & Human Rsc	AF4PH	22850	M	Div. Objectives & Teamwork	W	N	VA: Key Brdg Marriott	1/13/89	15	1.0	1,564		104
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	M	Div. Retreat	W	N	VA: Key Brdg Marriott	12/2/88	21	1.0	1,750		83
PPR, Ind & Eng: Strategy, Mgt	IENED	65720	S	Intro. Seminar-Energy Dvlp Policy	W	N	VA: Key Brdg Marriott	6/15/89	42	1.0	1,533		37
PPR, Agr & Rural Dvlp: Off Dir	AGRDR	65605	S	Work Pgm & Strat. of Agr. Div. Chiefs	W	N	VA: Key Brdg Marriott	3/24/89	10	1.0	1,182		118
AFR, S Cntrl & Ind Oc: Agr Ops	AF3AG	22620	S	FY90 AFR Agric. Strategy	W	N	VA: Key Brdg Marriott	2/24/89	17	1.0	798		47
FIN, CTR: Info Res Div	CTRIR	44110	M	Team Building	W	N	VA: Lake Annandale	6/10	25	1.0	415		17
FIN, CTR: Accounting Div	CTRAC	44130	M	Team Building	W	N	VA: Mason Distr. Park	4/21	35	0.5	488		28
EAAC, PER:	PERHR	82118	M	Div. Plnng & Review	W	N	VA: McLean	3/3/89	12	1.0	984		82
AFR, Technical: Ind & Energy	AFTIE	23830	S	Telecomm. Sct Change & Commercial.	W	N	VA: Upperville	6/29/89	8	1.0	504		63
Sub-Total (Wash. Metro Area and Non-Residential)					71				1,924	(3,207.0)	133,436	0	42
EMENA, Regional	EMN	28105	S	Fin Sct Mgt in MICs	W	R	DC: Washington	2/27-28-89	65	2.0	13,000		100
ASIA, Tech: Ind, Trade, Finance	ASTCO	26810	M	Improve Teamwork/Clarify Objectives	W	R	DC: Washington	3/29-30/89	20	2.0	6,600		165
AFR, Tech: Pop, Hlth, Nutr	AFTPN	23850	M	Strengthen Div Mgt & Adm	W	R	DC: Willard Hotel	12/22-23/88	18	f/	4,953		138
Sub-Total (Wash. Metro Area and Residential)					3				103	(206.0)	24,553	0	119
<b>TOTAL IBRD/IDA</b>					<b>147</b>				<b>5,022</b>	<b>(11,026.0)</b>	<b>889,386</b>	<b>338,603</b>	<b>111</b>

\* Denotes payment of expenses by an organization other than the World Bank.

\*\* Denotes approximate costs.

\*\*\* Final actual expenses yet to be supplied by Personnel.

a/ This was IAD's first retreat since June, 1987.

b/ This is the only retreat/training session held outside Bank premises which GSD sponsored in FY89.

c/ Guest speakers also attended but are not included in the participants tally.

d/ Includes fees and travel expenses for outside speakers.

e/ As part of a Bankwide retreat for PSM staff, at PPR's initiative.

f/ Represents average of submitted range of number of participants.

g/ Half of the participants attended only part time.

h/ Division retreat was held in a staff member's home in order to cut down on costs (savings of approx. \$500.00).

i/ Of the \$15,000 total cost, \$10,000 was paid by Personnel and the remainder was paid by PHRWD.

j/ Participation was funded by RPO 67480 and not out of the Division's budget.

k/ Total is for one AGRPS staff and one international participant.

l/ Co-sponsored with EDI and ENV.

m/ Retreat was totally funded by UNDP INT/86/029.

n/ Funded by individual participant's department at \$600.00 each.

o/ Training course deemed as quite cost-effective by participants given group hotel and meal rates, as well as the fact that the course provided hands on experience.

p/ Total expenses were shared 50-50 with PERHR and represent approximate costs.

q/ Estimated breakdown of total expenses funded by respective regions and PERHR.

r/ Paid by UNDP

s/ Total expenses shared by IECIT and SEC, 64210 and 12110 respectively.

t/ Bank sponsored conference: of the 80 attendees, 4 were Bank staff.

u/ Cost borne by participants.

v/ Financed by bilateral donors through the MADIA Fund: total expenses are still approximate.

Legend						
Retreat Type	C = Conference (Bank & Others)	T = Training (Bank only)	S = Seminar (Bank only)	M = Management Planning (unit-specific)	R = Residential	N = Non - Residential
Location	I = International	W = Washington Metro Area	O = Other US location	P = Private Residence		



## World Bank Retreats by Objective (FY89)

Annex 3

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
PPR, Environ: Econ & Pol	ENVPR	65510	C	Int'l Trng Workshop on Resettlement	I	R	Int'l: Indonesia	6/19-27/89	89	8.0	20,000		28
PPR, City Econ: Special Studies	CECSS	64350	C	Symp. to Disc. MADIA Study	O	R	MD: Annapolis	6/25-28/89	80	3.0		125,000	521 /v
SECRETARYS	SEC	12110	C	EDs Colloquium on Uruguay Round	O	R	MD: Balt. Harbor Ct Htl	12/13-15/88	36	3.0	26,000	4,000	278 /s
AFR, Technical: Infrastr Ops	AFTIN	23840	C	Africa Infrastr. Symposium	O	R	MD: Balt. Harbor Ct Htl	1/9-10/89	110	2.0	1,848	23,120	113 /d
ASIA, Tech Dpt: Agr Div	ASTAG	26820	C	Agribusiness Study Visit I * II	O	R	CA: CA	9/88	14	5.0	27,000		386
ASIA, Tech Dpt: Agr Div	ASTAG	26820	C	Disc. Water Resources Insts.	W	N	DC: Washington	3/89	40	2.0	15,000		188
PPR, Agr & Rural Dvlp: Agr Policy	AGRAP*	65610	C	Conf. on Govt Role in Modelling	O	R	MD: Hist Inns Annapolis	6/13-16/89	48	3.0		112,915	784 /j
Sub-Total (Conference)			7						417	(1,574.0)	89,848	265,035	225
Office of the SVP, OPN	OPNSV	20105	M	OPS Sr. Mgt Retreat	W	N	DC: 4 Seasons Hotel	5/19-20/89	38	2.0	2,595		34
PPR, Int'l Economics Dpt	IEC	64205	M	Wk Pgm Rev. & Strategy (Div. Chiefs)	W	N	DC: Hay-Adams Hotel	4/3/89	10	1.0	886		89
EAAC, PER: Off of Dir	PERVP	82105	M	Creating a Learning Environment	W	N	DC: Int'l Club	2/14/89	13	1.0	391		30
EAAC, PER: HR Info	PERIC	82125	M	CHRIS Paper & HRIC Renewal	W	N	DC: Int'l Club	1/19/89	30	1.0	879		29
ASIA, City Dept I: Nepal	AS1NE	25381	M	Office Administration	W	N	DC: Int'l Club	na	13	1.0	224		17
Office of the SVP, OPN	OPNSV	20105	M	CAOs Retreat	W	N	DC: Int'l Club	9/7/89	16	1.0	718		45
ASIA, City Dpt IV: City Ops	AS4CO	25610	M	Team Bldg\Role Clarification\	W	N	DC: Int'l Club	12/12/88	16	1.0	1,700		106
EAAC, PER: PER Pol & Plnng	PERPP	82121	M	SSAG Devlp of SSAG Recomm.	W	N	DC: Int'l Club	9/12/88	12	1.0	281		23
EAAC, PER: PER Pol & Plnng	PERPP	82121	M	SSAG Devlp of SSAG Recomm.	W	N	DC: Int'l Club	9/27/89	10	1.0	275		27
Office of the SVP, OPN	OPNSV	20105	M	OPS Sr. Mgt Retreat	W	N	DC: Ritz Carlton	7/29/88	18	1.0	1,388		77
ASIA, City Dpt II: Ind & Energy	AS2IE	25430	M	City Prior./Div Mgmt & SL Issues	W	N	DC: University Club	5/26/89	19	1.0	836		44
ASIA, Tech: Ind, Trade, Finance	ASTCO	26810	M	Improve Teamwork/Clarify Objectives	W	R	DC: Washington	3/29-30/89	20	2.0	6,600		165
ASIA, Technical: Off of Dir	ASTDR	26805	M	Managers' Retreat: Sector Issues	W	N	DC: Washington	9/16/88	20	1.0	1,500		75
EAAC, GSD: Off of Dir b/	GSD	81005	M	FY90 Objs & Plans	W	N	DC: Washington	5/4/89	11	1.0	1,110		101
PPR, Infrastr: Water & Sanitation	INUWS	65830	M	Support Staff Retreat/Staff Morale	W	N	DC: Washington	3/6/89	14	1.0	1,225		88 r/
EMENA, City Dpt I: City Ops	EM1CO	28310	M	Div. Mgt., Obj. & Operations	W	N	DC: Washington	6/2/89	20	1.0	938		47
LAC, City Dpt I: Infrastr	LA1IE	31340	M	Disc. Div Mgt & Work Pgm	W	N	DC: Watergate Hotel	6/1-2/89	18	1.5	2,287		85
ASIA, City Dpt II: Pop & Hum Rsc	AS2PH	25450	M	Team Building	W	N	DC: Watergate Hotel	4/28/89	25	1.0	1,649		66
LAC, City Dpt I: Trd, Fin, & Ind	LA1TF	31330	M	Disc. Work Pgm Issues	W	N	DC: Watergate Hotel	4/11/89	18	1.0	2,500		139
LAC, City Dpt IV: City Ops	LA4CO	31810	M	Team Building	W	N	DC: Watergate Hotel	4/28/89	30	1.0	1,454		48
LAC, City Dpt I: City Ops	LA1CO	31310	M	Disc. Mgt & Adm Issues	W	N	DC: Watergate Hotel	2/2-3/89	16	1.5	1,880		78
ASIA, City Dpt III: Ind & Finance	AS3IF	25530	M	LND & ESW Strategy/Int Mgt Issues	W	N	DC: Westin Hotel	2/7-8/89	30 g/	2.0	3,716		62
AFR, Tech: Pop, Hlth, Nutr	AFTPN	23850	M	Strengthen Div Mgt & Adm	W	R	DC: Willard Hotel	12/22-23/88	18 f/	2.0	4,953		138
AFR, S Cntrl & Ind Oc: City Ops	AF3DR	22610	M	Work Pgm & Strategy	W	N	DC: World Bank	9/16/88	15	1.0	400		27
EMENA, City Dpt III: Pop & Hum Rsc	EM3PH	28650	M	Divisional Plnng (EM3PH)	W	N	DC: World Bank	5/12/89	12	0.5	300		50
AFR, Technical: Agr Div	AFTAG	23820	M	Follow-up At HQ	W	N	DC: World Bank	12/12/88	31	0.5	68		4
PPR, City Econ: MacroEcon Adjust	CECMG	64320	M	Div Team Building	W	N	DC: World Bank	6/16/89	30	1.0	1,657		55
ASIA, Reg Off: Personnel Team	ASIPT	25108	M	Team Building	W	N	DC: World Bank	8/31/88	10	1.0	502		50
AFR, Sahelian: Infrastr Ops	AF5IN	23040	M	Time & Stress Mgt Problems	W	N	DC: World Bank	12/22/88	18	1.0	1,275		71
AFR, South: Infrastr Ops	AF6IN	23240	M	Team Building	O	R	MD: Annapolis	5/22-23/89	22	2.0	7,300		166
AFR, Sahelian: Off of Dir	AF5	23005	M	Div Strategic Objectives	O	R	MD: Annapolis	9/8-9/88	22	2.0	4,812		109
AFR, Tech: Public Sctr Mgmt	AFTPS	23880	M	Team Bldg & Comm Skills: SL Staff	O	R	MD: Annapolis	9/8-9/88	17	2.0	6,400		188
EMENA, Regional	EMN	28105	M	Team Bldg: Adm Secretaries	O	R	MD: Annapolis	10/19-21/88	40	2.5	15,000		150
ASIA, Reg Off: Off of Reg VP	ASIVP	25105	M	Team Building	O	R	MD: Annapolis	1/11-13/89	55	3.0	15,937		97
ASIA, City Dpt V: Off of Dir	AS5DR	25805	M	Management Dev. Prog.	O	R	MD: Annapolis	6/21-23/89	10	3.0	3,663		122
EAAC, ITF: Pol & Strategy	ITFPS	88010	M	IT Strategy Discussions	O	R	MD: Annapolis	6/8-9/89	30	2.0	13,147		219

## Legend

Retreat Type	C = Conference (Bank & Others)	T = Training (Bank only)	S = Seminar (Bank only)	M = Management Planning (unit-specific)
Location	I = International	W = Washington Metro Area	O = Other US location	P = Private Residence
				R = Residential
				N = Non - Residential



World Bank Retreat by Objective (FY89)

Annex 3

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
EAAC, Int Auditing a/	IAD	86005	M	SOPs Strategic Plnng	O	N	MD: Annapolis Hilton	6/29-30/89	23	2.0	5,300		115
AFR, Sahelian: Agr Ops	AF5AG	23020	M	Divisional Retreat	O	R	MD: Baltimore	8/31-9/1/88	18	2.0	4,000		111
PPR, DEC: Off of Dir	DECVP	62205	M	DEC Mgt Retreat	O	R	MD: Baltimore	9/14-16/88	33	2.0	10,819		164
PPR, Research Administration	RAD	62399	M	Research Retreat	O	R	MD: Baltimore	5/15-16/89	26	2.0	12,043		232
AFR, Sahelian: Cty Ops Div	AF5CO	23010	M	Div Org, Mgt, Proced., Functions	O	R	MD: Baltimore	9/26-28/89	48	2.0	19,906		207
EAAC, PER: Dir Pol, Plnng, Info	PERPI	82120	M	Strategic Plnng	O	R	MD: Baltimore Hyatt	1/5-6/89	8	1.5	2,555		213
EAAC, PER: PER Pol & Plnng	PERPP	82121	M	Prioritization of SSAG Recomm.	O	R	MD: Baltimore Hyatt	10/6-7/89	31	2.0	7,138		115
LAC, Cty Dpt III: Cty Ops	LA3C1	31610	M	Disc. Div Objectives	O	R	MD: Balt. Harbor Ct Htl	7/14-15/89	21	2.0	7,660		182
EAAC, PER: Compensation	PERCO	82123	M	Strategy Form. for Policy Div.	O	N	MD: Bethesda Hyatt	2/9-10-89	24	2.0	4,417		92
AFR, S Cntrl & Indian Oc:Dept	AF3	22605	M	FY89 Review/Improve Morale	O	N	MD: Bretton Woods	6/26/89	75	1.0	3,000		40 **
AFR, West: Department	AF4	22805	M	Improve Dept Communications	O	N	MD: Bretton Woods	6/16/89	85	1.0	2,644		31
LEGAL	LEG	15105	M	Functioning of Finance Unit	O	N	MD: Bretton Woods	Sept/Oct	5	1.0	70		14
LAC, Cty Dpt IV: Department	LA4	31805	M	Part I: Dept/Team Building	O	N	MD: Bretton Woods	6/2/89	70	1.0	3,296		47
AFR, Sahelian: Off of Dir	AF5	23005	M	Staff Morale	O	N	MD: Smokey Glenn	6/29/89	120	0.5	2,263		38
ASIA, Cty Dpt V: Pop & Hum Rsc	AS5PH	25850	M	Team Building	P	N	Pvt Residence	12/13/88	12	1.0	349		29 h/
ASIA, Cty Dpt V: Ind & Energy	AS5IE	25830	M	Team Building Training	P	N	Pvt Residence	12/16/88	15	1.0	460		31 h/
ASIA, Tech Dpt: Environment	ASTEN	26860	M	ASTEN Div.: Strategy & Wk Pgm	W	N	VA:	7/88	12	1.0	600		50
ASIA, Tech Dpt: Infrastr Div	ASTIN	26840	M	ASTIN Division Retreat	O	R	VA:	6/89	45	2.0	10,000		111
AFR, West: Agr Ops Div	AF4AG	22820	M	Div. Work Pgm & Pers. Issues	O	R	VA: Admiral Fell Inn	9/15-16/88	21	2.0	6,673		159
PPR, Ind & Eng: Off of Dir	IENDR	65705	M	Rev. Oper. Objs & Wk Pgm Strategy	O	R	VA: Airlie	4/12-14/89	72	2.5		14,568	81 /m
PPR, Pop & Hmn Rsc: Pop/Hlth/Nutr	PHRHN	65430	M	Work Program & Strategy	O	R	VA: Airlie	1/25-26/89	35	2.0	4,111		59
AFR, Technical: Agr Div	AFTAG	23820	M	Team Building	O	R	VA: Airlie House	7/6-8/88	26	2.0	11,813		227
EAAC, PER: Empl & Pgms	PEREP	82112	M	Team Building	W	N	VA: Alexandria	9/22/88	65	1.0	840		13
EMENA, Cty Dpt III: Agr Ops	EM3AG	28620	M	Divisional Plnng (EM3AG)	W	N	VA: Arlington	4/28/89	17	1.0	1,600		94
PPR, Pop & Human Rsc: Off of Dir	PHRDR	65405	M	Managers' Retreat	O	R	VA: Aspen Inst.	11/16-18	47	3.0	14,300		101
AFR, South: Agr Ops	AF6AG	23220	M	Managing Personal Growth (MPG)	O	R	VA: Aspen Inst.	11/22-23/88	25	2.0	5,387		108
AFR, South: Cty Ops	AF6CO	23210	M	Team Building	O	R	VA: Coolfont	10/6-7/88	39	2.0	6,000		77
PPR, SPR: Strategic Plnng Div	SPRSP	62020	M	Eval. of SPR & Wk Pgm	O	R	VA: Coolfont	6/22-23/89	19	2.0	2,500		66
LAC, Reg Off: Off of Dir	LACVP	31105	M	Debt & Adjust/Wk Pgm/PER & Mgmt Iss	O	R	VA: Coolfont	3/2-4/89	50	2.0	11,921		119
VP/Fin. Intermediation Svc.	FIS	21299	M	FY89 Dept Strategy	W	N	VA: Evans Farm Inn	7/26/89	23	1.0	1,542		67
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	M	Div. Retreat	W	N	VA: Key Brdg Marriott	12/2/88	21	1.0	1,750		83
PPR, Agr & Rural Dvlp: Off Dir	AGRDR	65605	M	Work Pgm & Strategy of Staff	W	N	VA: Key Brdg Marriott	12/20/88	50	1.0	2,317		46
AFR, West: Pop & Human Rsc	AF4PH	22850	M	Div. Objectives & Teamwork	W	N	VA: Key Brdg Marriott	1/13/89	15	1.0	1,564		104
AFR, Occd & Cntrl: Off of Dir	AF1DR	22305	M	Disc Budget & Teamwork Issues	W	N	VA: Key Brdg Marriott	6/19/89	100	1.0	5,564		56
FIN, CTR: Info Res Div	CTRIR	44110	M	Team Building	W	N	VA: Lake Annandale	6/10	25	1.0	415		17
FIN, CTR: Accounting Div	CTRAC	44130	M	Team Building	W	N	VA: Mason Distr. Park	4/21	35	0.5	488		28
EAAC, PER:	PERHR	82118	M	Div. Plnng & Review	W	N	VA: McLean	3/3/89	12	1.0	984		82
PPR, Infrstr: Transport	INUTD	65810	M	Disc. Wk Pgm & Team Bldg	O	R	VA: Middleton	9/7-8/88	20	2.0	2,700		68
AFR, Tech: Environment Div	AFTEN	23860	M	FY89-90 Work Pgms; Div Chiefs	O	R	VA: Sheperdst Bav Inn	4/12-13/89	11	1.5	1,827		111
AFR, South: Ind & Energy	AF6IE	23230	M	Rev Div CESW/Team Bldg/SL Overtime	O	R	VA: Sheperdst Bav Inn	4/13-14/89	16	1.5	2,811		117
ASIA, Reg Off: CAO Office	ASICA	25107	M	Team Building	O	R	VA: Sheperdstown	3/15-17/89	22	3.0	2,568		39
Sub-Total (Management Planning)			77						2,184	(3,256.5)	296,643	14,568	96
PPR, Pop & Hmn Rsc: Educ & Empl	PHREE/P	65410	S	Prof. Development Pgm	O	R	CA: Stanford	6/26-7/7/89	25	12.0	96,750		323
PPR, Infrstr: Transport	INUTD	65810	S	U.S. Railway Ops., Tech. & R&D	O	R	CO: Pueblo	3/28-29/89	7	2.0	4,200		300 /n

<b>Legend</b>						
Retreat Type	C = Conference (Bank & Others)	T = Training (Bank only)	S = Seminar (Bank only)	M = Management Planning (unit-specific)		
Location	I = International	W = Washington Metro Area	O = Other US location	P = Private Residence	R = Residential	N = Non - Residential



## World Bank Retreats by Objective (FY89)

Annex 3

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
EAAC, Ext Aff: Public. Mktg	ECTMT	87142	S	Improve Marketing Strategies	W	N	DC: 4 Seasons Hotel	6/89	10	1.0	1,001		100
ASIA, Cty Dept I:Ind & Energy	AS1IE	25330	S	Country Strategy Mtg	W	N	DC: Int'l Club	3/28-29/89	15	2.0	824		27
ASIA, Cty Dept I:Ind & Energy	AS1IN	25340	S	Work Pgm Strategy: Infrastructure	W	N	DC: Mayflower Hotel	2/13/89	18	1.0	1,062		59
AFR, Occd & Cntrl:Ind & Enrgy	AF1IE	22330	S	Pvt Sct Dvlp & Entrepreneurship	W	N	DC: Mayflower Hotel	11/28/88	80	1.0	4,550		57
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Private Sector Dev. Seminar	W	N	DC: Ramada Hotel	12/7/88	40	1.0	0		0 ***
PPR, Pop & Hmn Rsc: Educ & Empl	PHREE	65410	S	Sector Lending Seminar	W	N	DC: Washington	3/30-31/89	35	2.0	4,200		60
PPR, DEC: Off of Dir	DECVP	62205	S	Seminar on Socialist Economies	W	N	DC: Washington	3/21/89	80	1.0	3,907		49
ASIA, Tech Dpt: Pop & Human Rsc	ASTPH	26850	S	Asia Technical PHR Workshop	W	N	DC: Washington	9/8/89	51	1.0	2,100		41
EMENA, Regional	EMN	28105	S	Fin Sct Mgt in MICs	W	R	DC: Washington	2/27-28-89	65	2.0	13,000		100
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Selected Pub. Ent. Issues	W	N	DC: Wash. Circ. Htl	11/17-18/88	40	2.0	0		0 ***
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Private Sector Dev. Seminar	W	N	DC: Watergate Hotel	3/2/89	40	1.0	0		0 ***
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Private Sector Dev. Seminar	W	N	DC: Watergate Hotel	5/23/89	40	1.0	0		0 ***
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Workshop on PSD Research Issues	W	N	DC: Watergate Hotel	6/27-28/89	35	2.0	5,200		74
ASIA, Cty Dpt III:Pop & Hum Rsc	AS3PW	25550	S	Sector Strategies	W	N	DC: World Bank	1/6/89	20	1.0	200		10
PPR, Agr & Rural Dvlp: Prod & Svcs	AGRPS	65620	S	Disc. Irrig. & Drainage Technology	I	R	Int'l: Egypt, Israel, Jorda	2/5-19/89	29	2.0	20,000		345 /l
PPR, Agr & Rural Dvlp: Prod & Svcs	AGRPS	65620	S	Disc. Resettlement Planning	I	R	Int'l: Indonesia	6/19/27/89	55	8.0	15,000		34 /l
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Public Sector Management	O	N	MD: Annapolis	9/7-9/88	65	2.5	1,500		9
AFR, Tech: Public Sctr Mgmt	AFTPS	23880	S	Public Sect. Mgt Issues e/	O	R	MD: Annapolis	9/7-9/88	20	3.0	7,800		130
PPR, Cty Econ: Trade Policy	CECTP	64310	S	Trade Policy	O	R	MD: Annapolis	5/8-10/89	35	3.0	0		0 u/
PPR, Pop & Hmn Rsc: Educ & Empl	PHREE	65410	S	Disc. Quality of Educ. Paper	O	R	MD: Annapolis	4/30-5/2/89	37	4.0	47,500		321
ASIA, Tech Dpt: Pop & Human Rsc	ASTPH	26850	S	Asia PHR Workshop	O	R	MD: Annapolis	4/13-14/89	60	2.0	9,900		83
ASIA, Tech Dpt: Environment	ASTEN	26860	S	Environment Workshop	O	R	MD: Annapolis	5/89	40	2.0	10,000		125
AFR, Occd & Cntrl: Off of Dir	AF1DR	22305	S	AFR Dvlp & Cultural Perspective	O	R	MD: Annapolis Hilton	6/22-24/89	120	2.5	60,000		200
EMENA, Regional	EMN	28105	S	Disc. Reg Infrastructure Sct	O	N	MD: Annap. Hist Inn	1/9-10/89	85	2.0	4,578	8,000	74 q/
PPR, Infrstr: Water & Sanitation	INUWS	65830	S	Upgrade Knowledge of Water Resources	O	R	MD: Baltimore	12/13-15/89	46	3.0	16,000		116 **/q
PPR, Infrstr: Transport	INUTD	65810	S	Assessments Int' Trade Logisitics	O	R	MD: Baltimore	3/9-10/89	80	2.0	10,000	10,000	125 /p
PPR, Infrstr: Transport	INUTD	65810	S	Earmarking Practices for (Toll)Roads	O	R	MD: Baltimore	11/21-22/88	70	2.0	5,000	10,000	107 /q
PPR, Infrstr: Urban Dvlp	INURD	65820	S	Municipal Finance Seminar	O	R	MD: Baltimore	6/22-23/89	45	2.0	6,800	13,000	220
PPR, Infrstr: Urban Dvlp	INURD	65820	S	Housing Finance Seminar	O	R	MD: Baltimore	11/29-30/88	51	2.0	7,600	8,000	153
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Economic Policy Making	O	N	MD: Inner Hbr. Marriott	3/22-23/89	40	2.0	0		0 ***
EAAC, Young Professionals	YPP	85099	S	Review Bank Operational Strategies	O	R	MD: St Michaels	4/17-18/89	35	2.0	5,498		79
ASIA, Tech Dpt: Agr Div	ASTAG	26820	S	Disc. Natural Rubber & Edible Oil	O	R	OH:	5/89	9	2.0	9,000		500
AFR, South: Department	AF6	23205	S	SSAG Activ./Div Issues	W	N	VA: Airlie House	10/27/88	100	1.0	1,700		17
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	S	Modelling Macroecon. of Adjustment	W	N	VA: Arlington	11/3/88	32	1.0	1,473		46
AFR, West: Department	AF4	22805	S	Cty Strategy & Pol. Issues	O	R	VA: Cliffside Inn	1/17-19/89	90	3.0	22,606		84
AFR, West: Agr Ops Div	AF4AG	22820	S	Review Nigeria Fertilizer Subsect	W	N	VA: Evans Farm Inn	9/9/89	14	1.0	508		36
EMENA, Cty Dpt IV: Department	EM4	28805	S	Disc. Cty Dept Strategies	O	R	VA: Harpers Ferry	11/3-4/89	72	1.5	5,300		49
PPR, Ind & Eng: Strategy, Mgt	IENED	65720	S	Intro. Seminar-Energy Dvlp Policy	W	N	VA: Key Brdg Marriott	6/15/89	42	1.0	1,533		37
AFR, S Cntrl & Ind Oc: Agr Ops	AF3AG	22620	S	FY90 AFR Agric. Strategy	W	N	VA: Key Brdg Marriott	2/24/89	17	1.0	798		47
PPR, Ind & Eng: Strategy, Mgt	IENED	65720	S	Disc. of Power Planning	W	N	VA: Key Brdg Marriott	10/13/88	46	1.0	3,772		82
PPR, Agr & Rural Dvlp: Off Dir	AGRDR	65605	S	Work Pgm & Strat. of Agr. Div. Chiefs	W	N	VA: Key Brdg Marriott	3/24/89	10	1.0	1,182		118
PPR, Infrstr: Transport	INUTD	65810	S	Disc. Pavement Mgt.	O	R	VA: Middleton	1/17-19/89	21	3.0	14,000		222 **
AFR, Technical: Ind & Energy	AFTIE	23830	S	Telecomm. Sct Change & Commercial.	W	N	VA: Upperville	6/29/89	8	1.0	504		63
Sub-Total (Professional/Seminar)			45						1,975	(4,224.5)	426,546	49,000	113

## Legend

Retreat Type	C = Conference (Bank & Others)	T = Training (Bank only)	S = Seminar (Bank only)	M = Management Planning (unit-specific)
Location	I = International	W = Washington Metro Area	O = Other US location	P = Private Residence
				R = Residential
				N = Non - Residential



## World Bank Retreat by Objective (FY89)

Annex 3

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
EAAC, ITF: Department	ITF	88005	T	Fin/MIS Trng	W	N	DC: Bethesda	4/14-15/89	18	2.0	6,184		172
PPR, Planning and Budgeting Dept.	PBD	61005	T	Word Perfect Training	W	N	DC: Washington	3/13-24/89	11	5.0	6,600		120
PPR, Environ: Econ & Pol	ENVEP	65520	T	Environmental Economics Training	W	N	DC: Watergate Hotel	6/1-2/89	50	2.0	2,500		25
PPR, Environ: Systems & Tech	ENVPR	65510	T	Dryland Management Training	W	N	DC: Watergate Hotel	5/10-11/89	50	2.0	2,500		25
PPR, Cty Econ: Fincl Pol & Sys	CECFP	64340	T	Trng Bank Supervisors w/ US Fed Res.	W	N	DC: World Bank	10/1-22/88	40	21.0	5,000		6
PPR, EDI: Trng Support	EDITS	62507	T	Word Perfect Trng	W	N	DC: World Bank	9/1-12/88	8	10.0	3,885		49
PPR, EDI: Finance, Ind & Energy	EDIFI	62530	T	McIntosh Trng	W	N	DC: World Bank	Unknown	5	1.0	2,375		475
PPR, Planning and Budgeting Dept.	PBD	61005	T	Word Perfect Training	W	N	DC: World Bank	1/23/89	11	1.0	680		62
PPR, EDI: Studies & Trng	EDIST	62508	T	Computer Trng	W	N	DC: World Bank	3/30/89	11	1.0	2,100		191
PPR, EDI: Human Resources	EDIHR	62570	T	Word Perfect Word Processing	W	N	DC: World Bank	Unknown	7	3.0	0		0 ***
ASIA, Cty Dpt/IV: Agr Ops	AS4AG	25620	T	Learn Wordperfect on McIntosh	W	N	DC: World Bank	1/11-13/89	12	3.0	1,800		50
PPR, Infrstr: Transport	INUTD	65810	T	Port Training Workshop	I	R	Int'l: Egypt	2/5-9/89	7	5.0	4,200		120
PPR, Infrstr: Transport	INUTD	65810	T	Training on Port Activities	I	R	Int'l: Hamburg	6/19-24/89	18	6.0	23,400		217 /o
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	T	Macroeconomic Trng	O	R	MD: Annapolis	4/24-26/89	67	3.0	6,708		33
PPR, Cty Economics: Public Econ	CECPE	64330	T	Training	O	R	MD: Annapolis	6/7-9/89	30	2.5	0		0 u/
PPR, Pop & Hmn Rsc: WID	PHRWD	65420	T	Workshop on WID	O	R	MD: Annapolis Hilton	5/8-9/89	31	2.0	5,000	10,000	242 /i
PPR, Cty Economics: Public Econ	CECPE	64330	T	Training	O	R	MD: Baltimore	1/25-27/89	30	2.5	0		0 u/
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	T	Macroeconomic Trng	O	R	VA: Middleton	10/24-26/88	40	3.0	3,418		28
Sub-Total (Training)			18						446	(1,971)	76,350	10,000	44
<b>TOTAL IBRD/IDA</b>			<b>147</b>						<b>5,022</b>	<b>(11,026)</b>	<b>889,386</b>	<b>338,603</b>	<b>111</b>

\* Denotes payment of expenses by an organization other than the World Bank.

\*\* Denotes approximate costs.

\*\*\* Final actual expenses yet to be supplied by Personnel.

a/ This was IAD's first retreat since June, 1987.

b/ This is the only retreat/training session held outside Bank premises which GSD sponsored in FY89.

c/ Guest speakers also attended but are not included in the participants tally.

d/ Includes fees and travel expenses for outside speakers.

e/ As part of a Bankwide retreat for PSM staff, at PPR's initiative.

f/ Represents average of submitted range of number of participants.

g/ Half of the participants attended only part time.

h/ Division retreat was held in a staff member's home in order to cut down on costs (savings of approx. \$500.00).

i/ Of the \$15,000 total cost, \$10,000 was paid by Personnel and the remainder was paid by PHRWD.

j/ Participation was funded by RPO 67480 and not out of the Division's budget.

k/ Total is for one AGRPS staff and one international participant.

l/ Co-sponsored with EDI and ENV.

m/ Retreat was totally funded by UNDP INT/86/029.

n/ Funded by individual participant's department at \$600.00 each.

o/ Training course deemed as quite cost-effective by participants given group hotel and meal rates, as well as the fact that the course provided hands on experience.

p/ Total expenses were shared 50-50 with PERHR and represent approximate costs.

q/ Estimated breakdown of total expenses funded by respective regions and PERHR.

r/ Paid by UNDP

s/ Total expenses shared by IECIT and SEC, 64210 and 12110 respectively.

t/ Bank sponsored conference: of the 80 attendees, 4 were Bank staff.

u/ Cost borne by participants.

v/ Financed by bilateral donors through the MADIA Fund: total expenses are still approximate.

Legend						
Retreat Type	C = Conference (Bank & Others)	T = Training (Bank only)	S = Seminar (Bank only)	M = Management Planning (unit-specific)		
Location	I = International	W = Washington Metro Area	O = Other US location	P = Private Residence	R = Residential	N = Non - Residential

EM/RD/RtrTyp/8-8-1989/18:23



Work Bank Retreats by Unit (FY89)

Annex 4

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
SECRETARYs	SEC	12110	C	EDs Colloquium on Uruguay Round	O	R	MD: Balt. Harbor Ct Htl	12/13-15/88	36	3.0	26,000	4,000	278 /s
LEGAL	LEG	15105	M	Functioning of Finance Unit	O	N	MD: Bretton Woods	Sept/Oct	5	1.0	70		14
<b>Operations</b>													
<b>Front Office</b>													
Office of the SVP, OPN	OPNSV	20105	M	CAOs Retreat	W	N	DC: Int'l Club	9/7/89	16	1.0	718		45
Office of the SVP, OPN	OPNSV	20105	M	OPS Sr. Mgt Retreat	W	N	DC: Ritz Carlton	7/29/88	18	1.0	1,388		77
Office of the SVP, OPN	OPNSV	20105	M	OPS Sr. Mgt Retreat	W	N	DC: 4 Seasons Hotel	5/19-20/89	38	2.0	2,595		34
Sub-Total					3				72	(110.0)	4,701	0	43
VP/Fin. Intermediation Svc.	FIS	21299	M	FY89 Dept Strategy	W	N	VA: Evans Farm Inn	7/26/89	23	1.0	1,542		67
<b>Africa</b>													
AFR, Ocod & Cntrl: Off of Dir	AF1DR	22305	M	Disc Budget & Teamwork Issues	W	N	VA: Key Brdg Marriott	6/19/89	100	1.0	5,564		56
AFR, Ocod & Cntrl: Off of Dir	AF1DR	22305	S	AFR Divp & Cultural Perspective	O	R	MD: Annapolis Hilton	6/22-24/89	120	2.5	60,000		200
AFR, Ocod & Cntrl: Ind & Enrgy	AF1IE	22330	S	Pvt Sct Dvlp & Entrepreneurship	W	N	DC: Mayflower Hotel	11/28/88	80	1.0	4,550		57
Sub-Total					3				300	(480.0)	70,114	0	146
AFR, S Cntrl & Indian Oc:Dept	AF3	22605	M	FY89 Review/Improve Morale	O	N	MD: Bretton Woods	6/26/89	75	1.0	3,000		40 **
AFR, S Cntrl & Ind Oc: Cty Ops	AF3DR	22610	M	Work Pgm & Strategy	W	N	DC: World Bank	9/16/88	15	1.0	400		27
AFR, S Cntrl & Ind Oc: Agr Ops	AF3AG	22620	S	FY90 AFR Agric. Strategy	W	N	VA: Key Brdg Marriott	2/24/89	17	1.0	798		47
Sub-Total					3				107	(107.0)	4,198	0	39
AFR, West: Department	AF4	22805	M	Improve Dept Communications	O	N	MD: Bretton Woods	6/16/89	85	1.0	2,644		31
AFR, West: Department	AF4	22805	S	Cty Strategy & Pol. Issues	O	R	VA: Cliffside Inn	1/17-19/89	90	3.0	22,606		84
AFR, West: Agr Ops Div	AF4AG	22820	S	Review Nigeria Fertilizer Subsect	W	N	VA: Evans Farm Inn	9/9/89	14	1.0	508		36
AFR, West: Agr Ops Div	AF4AG	22820	M	Div. Work Pgm & Pers. Issues	O	R	VA: Admiral Fell Inn	9/15-16/88	21 c/	2.0	6,673		159
AFR, West: Pop & Human Rsc	AF4PH	22850	M	Div. Objectives & Teamwork	W	N	VA: Key Brdg Marriott	1/13/89	15	1.0	1,564		104
Sub-Total					5				225	(426.0)	33,995	0	80
AFR, Sahelian: Off of Dir	AF5	23005	M	Staff Morale	O	N	MD: Smokey Glenn	6/29/89	120	0.5	2,263		38
AFR, Sahelian: Off of Dir	AF5	23005	M	Div Strategic Objectives	O	R	MD: Annapolis	9/8-9/88	22	2.0	4,812		109
AFR, Sahelian: Cty Ops Div	AF5CO	23010	M	Div Org, Mgt, Proced., Functions	O	R	MD: Baltimore	9/26-28/89	48	2.0	19,906		207
AFR, Sahelian: Agr Ops	AF5AG	23020	M	Divisional Retreat	O	R	MD: Baltimore	8/31-9/1/88	18	2.0	4,000		111
AFR, Sahelian: Infrastr Ops	AF5IN	23040	M	Time & Stress Mgt Problems	W	N	DC: World Bank	12/22/88	18	1.0	1,275		71
Sub-Total					5				226	(254.0)	32,255	0	127
AFR, South: Department	AF6	23205	S	SSAG Activ./Div Issues	W	N	VA: Airlie House	10/27/88	100	1.0	1,700		17
AFR, South: Cty Ops	AF6CO	23210	M	Team Building	O	R	VA: Coolfont	10/6-7/88	39	2.0	6,000		77
AFR, South: Agr Ops	AF6AG	23220	M	Managing Personal Growth (MPG)	O	R	VA: Aspen Inst.	11/22-23/88	25	2.0	5,387		108
AFR, South: Ind & Energy	AF6IE	23230	M	Rev Div CESW/Team Bldg/SL Ovrtime	O	R	VA: Sheperdst Bav Inn	4/13-14/89	16	1.5	2,811		117
AFR, South: Infrastr Ops	AF6IN	23240	M	Team Building	O	R	MD: Annapolis	5/22-23/89	22	2.0	7,300		166
Sub-Total					5				202	(296.0)	23,198	0	78
AFR, Technical: Agr Div	AFTAG	23820	M	Follow-up At HQ	W	N	DC: World Bank	12/12/88	31	0.5	68		4
AFR, Technical: Agr Div	AFTAG	23820	M	Team Building	O	R	VA: Airlie House	7/6-8/88	26	2.0	11,813		227
AFR, Technical: Ind & Energy	AFTIE	23830	S	Telecomm. Sct Change & Commercial.	W	N	VA: Upperville	6/29/89	8	1.0	504		63
AFR, Technical: Infrastr Ops	AFTIN	23840	C	Africa Infrastr. Symposium	O	R	MD: Balt. Harbor Ct Htl	1/9-10/89	110	2.0	1,848	23,120	113 /d
AFR, Tech: Pop, Hlth, Nutr	AFTPN	23850	M	Strengthen Div Mgt & Adm	W	R	DC: Willard Hotel	12/22-23/88	18 f/	2.0	4,953		138
AFR, Tech: Environment Div	AFTEN	23860	M	FY89-90 Work Pgms; Div Chiefs	O	R	VA: Sheperdst Bav Inn	4/12-13/89	11	1.5	1,827		111
AFR, Tech: Public Sctr Mgmt	AFTPS	23880	M	Team Bldg & Comm Skills:SL Staff	O	R	MD: Annapolis	9/8-9/88	17	2.0	6,400		188
AFR, Tech: Public Sctr Mgmt	AFTPS	23880	S	Public Sect. Mgt Issues e/	O	R	MD: Annapolis	9/7-9/88	20	3.0	7,800		130
Sub-Total					8				241	(442.0)	35,213	23,120	132
<b>Total - AFRICA</b>					<b>29</b>				<b>1,301</b>	<b>(2,005.0)</b>	<b>198,974</b>	<b>23,120</b>	<b>111</b>

Legend							
Retreat Type	C = Conference (Bank & Others)	T = Training (Bank only)	S = Seminar (Bank only)	M = Management Planning (unit-specific)			
Location	I = International	W = Washington Metro Area	O = Other US location	P = Private Residence	R = Residential	N = Non - Residential	



World Bank Retreats by Unit (FY89)

Annex 4

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
<b>Asia</b>													
ASIA, Reg Off: Off of Reg VP	ASIVP	25105	M	Team Building	O	R	MD: Annapolis	1/11-13/89	55	3.0	15,937		97
ASIA, Reg Off: CAO Office	ASICA	25107	M	Team Building	O	R	VA: Sheperdstown	3/15-17/89	22	3.0	2,568		39
ASIA, Reg Off: Personnel Team	ASIPT	25108	M	Team Building	W	N	DC: World Bank	8/31/88	10	1.0	502		50
Sub-Total					3				87	(241.0)	19,007	0	79
ASIA, Cty Dept I: Ind & Energy	AS1IE	25330	S	Country Strategy Mtg	W	N	DC: Int'l Club	3/28-29/89	15	2.0	824		27
ASIA, Cty Dept I: Ind & Energy	AS1IN	25340	S	Work Pgm Strategy: Infrastructure	W	N	DC: Mayflower Hotel	2/13/89	18	1.0	1,062		59
ASIA, Cty Dept I: Nepal	AS1NE	25381	M	Office Administration	W	N	DC: Int'l Club	na	13	1.0	224		17
Sub-Total					3				46	(61.0)	2,110	0	35
ASIA, Cty Dpt II: Ind & Energy	AS2IE	25430	M	Cty Prior./Div Mgmt & SL Issues	W	N	DC: University Club	5/26/89	19	1.0	836		44
ASIA, Cty Dpt II: Pop & Hum Rsc	AS2PH	25450	M	Team Building	W	N	DC: Watergate Hotel	4/28/89	25	1.0	1,649		66
Sub-Total					2				44	(44.0)	2,485	0	56
ASIA, Cty Dpt III: Ind & Finance	AS3IF	25530	M	LND & ESW Strategy/Int Mgt Issues	W	N	DC: Westin Hotel	2/7-8/89	30	g/ 2.0	3,716		62
ASIA, Cty Dpt III: Pop & Hum Rsc	AS3PW	25550	S	Sector Strategies	W	N	DC: World Bank	1/6/89	20	1.0	200		10
Sub-Total					2				50	(80.0)	3,916	0	49
ASIA, Cty Dpt IV: Cty Ops	AS4CO	25610	M	Team Bldg\Role Clarification\	W	N	DC: Int'l Club	12/12/88	16	1.0	1,700		106
ASIA, Cty Dpt IV: Agr Ops	AS4AG	25620	T	Learn Wordperfect on McIntosh	W	N	DC: World Bank	1/11-13/89	12	3.0	1,800		50
Sub-Total					2				28	(52.0)	3,500	0	67
ASIA, Cty Dpt V: Off of Dir	AS5DR	25805	M	Management Dev. Prog.	O	R	MD: Annapolis	6/21-23/89	10	3.0	3,663		122
ASIA, Cty Dpt V: Ind & Energy	AS5IE	25830	M	Team Building Training	P	N	Pvt Residence	12/16/88	15	1.0	460		31 h/
ASIA, Cty Dpt V: Pop & Hum Rsc	AS5PH	25850	M	Team Building	P	N	Pvt Residence	12/13/88	12	1.0	349		29 h/
Sub-Total					3				37	(57.0)	4,472	0	78
ASIA, Technical: Off of Dir	ASTDR	26805	M	Managers' Retreat: Sector Issues	W	N	DC: Washington	9/16/88	20	1.0	1,500		75
ASIA, Tech: Ind, Trade, Finance	ASTCO	26810	M	Improve Teamwork/Clarify Objectives	W	R	DC: Washington	3/29-30/89	20	2.0	6,600		165
ASIA, Tech Dpt: Agr Div	ASTAG	26820	S	Disc. Natural Rubber & Edible Oil	O	R	OH:	5/89	9	2.0	9,000		500
ASIA, Tech Dpt: Agr Div	ASTAG	26820	C	Disc. Water Resources Insts.	W	N	DC: Washington	3/89	40	2.0	15,000		188
ASIA, Tech Dpt: Agr Div	ASTAG	26820	C	Agribusiness Study Visit I * II	O	R	CA:	9/88	14	5.0	27,000		386
ASIA, Tech Dpt: Infrastr Div	ASTIN	26840	M	ASTIN Division Retreat	O	R	VA:	6/89	45	2.0	10,000		111
ASIA, Tech Dpt: Pop & Human Rsc	ASTPH	26850	S	Asia Technical PHR Workshop	W	N	DC: Washington	9/8/89	51	1.0	2,100		41
ASIA, Tech Dpt: Pop & Human Rsc	ASTPH	26850	S	Asia PHR Workshop	O	R	MD: Annapolis	4/13-14/89	60	2.0	9,900		83
ASIA, Tech Dpt: Environment	ASTEN	26860	M	ASTEN Div.: Strategy & Wk Pgm	W	N	VA:	7/88	12	1.0	600		50
ASIA, Tech Dpt: Environment	ASTEN	26860	S	Environment Workshop	O	R	MD: Annapolis	5/89	40	2.0	10,000		125
Sub-Total					10				311	(581.0)	91,700	0	158
<b>Total - ASIA</b>					<b>25</b>				<b>603</b>	<b>(1,116.0)</b>	<b>127,191</b>	<b>0</b>	<b>114</b>
<b>EMENA</b>													
EMENA, Regional	EMN	28105	S	Disc. Reg Infrastructure Sct	O	N	MD: Annap. Hist Inn	1/9-10/89	85	2.0	4,578	8,000	74 q/
EMENA, Regional	EMN	28105	S	Fin Sct Mgt in MICs	W	R	DC: Washington	2/27-28-89	65	2.0	13,000		100
EMENA, Regional	EMN	28105	M	Team Bldg: Adm Secretaries	O	R	MD: Annapolis	10/19-21/88	40	2.5	15,000		150
Sub-Total					3				190	(400.0)	32,578	8,000	101
EMENA, Cty Dpt I: Cty Ops	EM1CO	28310	M	Div. Mgt., Obj. & Operations	W	N	DC: Washington	6/2/89	20	1.0	938		47
EMENA, Cty Dpt III: Agr Ops	EM3AG	28620	M	Divisional Plnng (EM3AG)	W	N	VA: Arlington	4/28/89	17	1.0	1,600		94
EMENA, Cty Dpt III: Pop & Hum Rsc	EM3PH	28650	M	Divisional Plnng (EM3PH)	W	N	DC: World Bank	5/12/89	12	0.5	300		50
Sub-Total					2				29	(23.0)	1,900	0	83

Legend

Retreat Type C = Conference (Bank & Others) T = Training (Bank only) S = Seminar (Bank only) M = Management Planning (unit-specific)  
 Location I = International W = Washington Metro Area O = Other US location P = Private Residence R = Residential N = Non - Residential



World Bank Retreats by Unit (FY89)

Annex 4

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
EMENA, Cty Dpt IV: Department	EM4	28805	S	Disc. Cty Dept Strategies	O	R	VA: Harpers Ferry	11/3-4/89	72	1.5	5,300		49
<b>Total - EMENA</b>									<b>311</b>	<b>(551.0)</b>	<b>40,716</b>	<b>8,000</b>	<b>88</b>
<b>LAC</b>													
LAC, Reg Off: Off of Dir	LACVP	31105	M	Debt & Adjust/Wk Pgm/PER & Mgmt Iss	O	R	VA: Coolfont	3/2-4/89	50	2.0	11,921		119
LAC, Cty Dpt I: Cty Ops	LA1CO	31310	M	Disc. Mgt & Adm Issues	W	N	DC: Watergate Hotel	2/2-3/89	16	1.5	1,880		78
LAC, Cty Dpt I: Trd, Fin, & Ind	LA1TF	31330	M	Disc. Work Pgm Issues	W	N	DC: Watergate Hotel	4/11/89	18	1.0	2,500		139
LAC, Cty Dpt I: Infrastr	LA1IE	31340	M	Disc. Div Mgt & Work Pgm	W	N	DC: Watergate Hotel	6/1-2/89	18	1.5	2,287		85
<b>Sub-Total</b>									<b>3</b>	<b>(69.0)</b>	<b>6,667</b>	<b>0</b>	<b>97</b>
LAC, Cty Dpt III: Cty Ops	LA3C1	31610	M	Disc. Div Objectives	O	R	MD: Balt. Harbor Ct Htl	7/14-15/89	21	2.0	7,660		182
LAC, Cty Dpt IV: Department	LA4	31805	M	Part I: Dept/Team Building	O	N	MD: Bretton Woods	6/2/89	70	1.0	3,296		47
LAC, Cty Dpt IV: Cty Ops	LA4CO	31810	M	Team Building	W	N	DC: Watergate Hotel	4/28/89	30	1.0	1,454		48
<b>Sub-Total</b>									<b>2</b>	<b>(100.0)</b>	<b>4,750</b>	<b>0</b>	<b>48</b>
<b>Total - LAC</b>									<b>7</b>	<b>(311.0)</b>	<b>30,998</b>	<b>0</b>	<b>100</b>
<b>Total - Operations</b>									<b>72</b>	<b>(4,116.0)</b>	<b>404,121</b>	<b>31,120</b>	<b>106</b>
<b>Finance</b>													
FIN, CTR: Info Res Div	CTRIR	44110	M	Team Building	W	N	VA: Lake Annandale	6/10	25	1.0	415		17
FIN, CTR: Accounting Div	CTRAC	44130	M	Team Building	W	N	VA: Mason Distr. Park	4/21	35	0.5	488		28
<b>Total - Finance</b>									<b>2</b>	<b>(42.5)</b>	<b>903</b>	<b>0</b>	<b>21</b>
<b>PPR</b>													
<b>PBD</b>													
PPR, Planning and Budgeting Dept.	PBD	61005	T	Word Perfect Training	W	N	DC: World Bank	1/23/89	11	1.0	680		62
PPR, Planning and Budgeting Dept.	PBD	61005	T	Word Perfect Training	W	N	DC: Washington	3/13-24/89	11	5.0	6,600		120
<b>Sub-Total</b>									<b>2</b>	<b>(66.0)</b>	<b>7,280</b>	<b>0</b>	<b>110</b>
PPR, SPR: Strategic Plnng Div	SPRSP	62020	M	Eval. of SPR & Wk Pgm	O	R	VA: Coolfont	6/22-23/89	19	2.0	2,500		66
<b>DEC</b>													
PPR, DEC: Off of Dir	DECVP	62205	S	Seminar on Socialist Economies	W	N	DC: Washington	3/21/89	80	1.0	3,907		49
PPR, DEC: Off of Dir	DECVP	62205	M	DEC Mgt Retreat	O	R	MD: Baltimore	9/14-16/88	33	2.0	10,819		164
<b>Sub-Total</b>									<b>2</b>	<b>(146.0)</b>	<b>14,727</b>	<b>0</b>	<b>101</b>
PPR, Research Administration	RAD	62399	M	Research Retreat	O	R	MD: Baltimore	5/15-16/89	26	2.0	12,043		232
<b>EDI</b>													
PPR, EDI: Trng Support	EDITS	62507	T	Word Perfect Trng	W	N	DC: World Bank	9/1-12/88	8	10.0	3,885		49
PPR, EDI: Studies & Trng	EDIST	62508	T	Computer Trng	W	N	DC: World Bank	3/30/89	11	1.0	2,100		191
PPR, EDI: Finance, Ind & Energy	EDIFI	62530	T	McIntosh Trng	W	N	DC: World Bank	Unknown	5	1.0	2,375		475
PPR, EDI: Human Resources	EDIHR	62570	T	Word Perfect Word Processing	W	N	DC: World Bank	Unknown	7	3.0	0		0 ***
<b>Sub-Total</b>									<b>4</b>	<b>(117.0)</b>	<b>8,360</b>	<b>0</b>	<b>71</b>
PPR, Int'l Economics Dpt	IEC	64205	M	Wk Pgm Rev. & Strategy (Div. Chiefs)	W	N	DC: Hay-Adams Hotel	4/3/89	10	1.0	886		89
<b>Country Economics</b>													
PPR, Cty Econ: Trade Policy	CECTP	64310	S	Trade Policy	O	R	MD: Annapolis	5/8-10/89	35	3.0	0		0 w/
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	S	Modelling Macroecon. of Adjustment	W	N	VA: Arlington	11/3/88	32	1.0	1,473		46
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	M	Div Team Building	W	N	DC: World Bank	6/16/89	30	1.0	1,657		55
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	T	Macroeconomic Trng	O	R	VA: Middleton	10/24-26/88	40	3.0	3,418		28

<b>Legend</b>						
Retreat Type	C = Conference (Bank & Others)	T = Training (Bank only)	S = Seminar (Bank only)	M = Management Planning (unit-specific)		
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Work Bank Retreats by Unit (FY89)

Annex 4

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
PPR, Cty Econ: MacroEcon Adjust	CECMG	64320	T	Macroeconomic Trng	O	R	MD: Annapolis	4/24-26/89	67	3.0	6,708		33
PPR, Cty Economics: Public Econ	CECPE	64330	T	Training	O	R	MD: Annapolis	6/7-9/89	30	2.5	0		0 u/
PPR, Cty Economics: Public Econ	CECPE	64330	T	Training	O	R	MD: Baltimore	1/25-27/89	30	2.5	0		0 u/
PPR, Cty Econ: Fincl Pol & Sys	CECFP	64340	T	Trng Bank Supervisors w/ US Fed Res.	W	N	DC: World Bank	10/1-22/88	40	21.0	5,000		6
PPR, Cty Econ: Special Studies	CECSS	64350	C	Symp. to Disc. MADIA Study	O	R	MD: Annapolis	6/25-28/89	80	3.0		125,000	521 /v
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Selected Pub. Ent. Issues	W	N	DC: Wash. Circ. Htl	11/17-18/88	40	2.0	0		0 ***
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Private Sector Dev. Seminar	W	N	DC: Watergate Hotel	3/2/89	40	1.0	0		0 ***
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Private Sector Dev. Seminar	W	N	DC: Ramada Hotel	12/7/88	40	1.0	0		0 ***
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Private Sector Dev. Seminar	W	N	DC: Watergate Hotel	5/23/89	40	1.0	0		0 ***
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Economic Policy Making	O	N	MD: Inner Hbr. Marriott	3/22-23/89	40	2.0	0		0 ***
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Public Sector Management	O	N	MD: Annapolis	9/7-9/88	65	2.5	1,500		9
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	M	Div. Retreat	W	N	VA: Key Brdg Marriott	12/2/88	21	1.0	1,750		83
PPR, Cty Econ: Publ Mgt/Pvt Dvlp	CECPS	64360	S	Workshop on PSD Research Issues	W	N	DC: Watergate Hotel	6/27-28/89	35	2.0	5,200		74
Sub-Total					17				705	(2,251.5)	26,706	125,000	67
<b>Population &amp; Human Resources</b>													
PPR, Pop & Human Rsc: Off of Dir	PHRDR	65405	M	Managers' Retreat	O	R	VA: Aspen Inst.	11/16-18	47	3.0	14,300		101
PPR, Pop & Hmn Rsc: Educ & Empl	PHREE	65410	S	Sector Lending Seminar	W	N	DC: Washington	3/30-31/89	35	2.0	4,200		60
PPR, Pop & Hmn Rsc: Educ & Empl	PHREE	65410	S	Disc. Quality of Educ. Paper	O	R	MD: Annapolis	4/30-5/2/89	37	4.0	47,500		321
PPR, Pop & Hmn Rsc: Educ & Empl	PHREE/	65410	S	Prof. Development Pgm	O	R	CA: Stanford	6/26-7/7/89	25	12.0	96,750		323
PPR, Pop & Hmn Rsc: WID	PHRWD	65420	T	Workshop on WID	O	R	MD: Annapolis Hilton	5/8-9/89	31	2.0	5,000	10,000	242 /i
PPR, Pop & Hmn Rsc: Pop/Hlth/Nutr	PHRHN	65430	M	Work Program & Strategy	O	R	VA: Airlie	1/25-26/89	35	2.0	4,111		59
Sub-Total					6				210	(791.0)	171,861	10,000	230
<b>Environment</b>													
PPR, Environ: Systems & Tech	ENVPR	65510	T	Dryland Management Training	W	N	DC: Watergate Hotel	5/10-11/89	50	2.0	2,500		25
PPR, Environ: Econ & Pol	ENVPR	65510	C	Int'l Trng Workshop on Resettlement	I	R	Int'l: Indonesia	6/19/27/89	89	8.0	20,000		28
PPR, Environ: Econ & Pol	ENVEP	65520	T	Environmental Economics Training	W	N	DC: Watergate Hotel	6/1-2/89	50	2.0	2,500		25
Sub-Total					3				189	(912.0)	25,000	0	27
<b>Agr. &amp; Rural Development</b>													
PPR, Agr & Rural Dvlp: Off Dir	AGRDR	65605	S	Work Pgm & Strat. of Agr. Div. Chiefs	W	N	VA: Key Brdg Marriott	3/24/89	10	1.0	1,182		118
PPR, Agr & Rural Dvlp: Off Dir	AGRDR	65605	M	Work Pgm & Strategy of Staff	W	N	VA: Key Brdg Marriott	12/20/88	50	1.0	2,317		46
PPR, Agr & Rural Dvlp: Agr Policy	AGRAP*	65610	C	Conf. on Govt Role in Modelling	O	R	MD: Hist Inns Annapolis	6/13-16/89	48	3.0		112,915	784 /j
PPR, Agr & Rural Dvlp: Prod & Svcs	AGRPS	65620	S	Disc. Resettlement Planning	I	R	Int'l: Indonesia	6/19/27/89	55	8.0	15,000		34 /i
PPR, Agr & Rural Dvlp: Prod & Svcs	AGRPS	65620	S	Disc. Irrig. & Drainage Technology	I	R	Int'l: Egypt, Israel, Jorda	2/5-19/89	29	2.0	20,000		345 /i
Sub-Total					5				192	(702.0)	38,498	112,915	216
<b>Industry &amp; Energy</b>													
PPR, Ind & Eng: Off of Dir	IENDR	65705	M	Rev. Oper. Objs & Wk Pgm Strategy	O	R	VA: Airlie	4/12-14/89	72	2.5		14,568	81 /m
PPR, Ind & Eng: Strategy, Mgt	IENED	65720	S	Intro. Seminar-Energy Dvlp Policy	W	N	VA: Key Brdg Marriott	6/15/89	42	1.0	1,533		37
PPR, Ind & Eng: Strategy, Mgt	IENED	65720	S	Disc. of Power Planning	W	N	VA: Key Brdg Marriott	10/13/88	46	1.0	3,772		82
Sub-Total					3				160	(268.0)	5,305	14,568	74
<b>Infrastructure</b>													
PPR, Infrstr: Transport	INUTD	65810	M	Disc. Wk Pgm & Team Bldg	O	R	VA: Middleton	9/7-8/88	20	2.0	2,700		68
PPR, Infrstr: Transport	INUTD	65810	T	Port Training Workshop	I	R	Int'l: Egypt	2/5-9/89	7	5.0	4,200		120
PPR, Infrstr: Transport	INUTD	65810	S	U.S. Railway Ops., Tech. & R&D	O	R	CO: Pueblo	3/28-29/89	7	2.0	4,200		300 /n
PPR, Infrstr: Transport	INUTD	65810	S	Earmarking Practices for (Toll)Roads	O	R	MD: Baltimore	11/21-22/88	70	2.0	5,000	10,000	107 /q
PPR, Infrstr: Transport	INUTD	65810	S	Assessments Int' Trade Logisitcs	O	R	MD: Baltimore	3/9-10/89	80	2.0	10,000	10,000	125 /p
PPR, Infrstr: Transport	INUTD	65810	S	Disc. Pavement Mgt.	O	R	VA: Middleton	1/17-19/89	21	3.0	14,000		222 **

Legend							
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Work Bank Retreats by Unit (FY89)

Annex 4

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Participants	Duration (Man-days)	Discretionary Cost (\$)	Funded by Others (\$)	Cost/Man-day (\$)
			Type	Description	Geo.	Type	Description						
PPR, Infrstr: Transport	INUTD	65810	T	Training on Port Activities	I	R	Int'l: Hamburg	6/19-24/89	18	6.0	23,400		217 /o
PPR, Infrstr: Urban Dvlp	INURD	65820	S	Municipal Finance Seminar	O	R	MD: Baltimore	6/22-23/89	45	2.0	6,800	13,000	220
PPR, Infrstr: Urban Dvlp	INURD	65820	S	Housing Finance Seminar	O	R	MD: Baltimore	11/29-30/88	51	2.0	7,600	8,000	153
PPR, Infrstr: Water & Sanitation	INUWS	65830	M	Support Staff Retreat/Staff Morale	W	N	DC: Washington	3/6/89	14	1.0	1,225		88 r/
PPR, Infrstr: Water & Sanitation	INUWS	65830	S	Upgrade Knowledge of Water Resources	O	R	MD: Baltimore	12/13-15/89	46	3.0	16,000		116 **/q
Sub-Total					11				379	(904.0)	95,125	41,000	151
Total - PPR					56				2,056	(6,257.5)	408,291	303,483	114
<b>EAAC</b>													
EAAC, GSD: Off of Dir b/	GSD	81005	M	FY90 Objs & Plans	W	N	DC: Washington	5/4/89	11	1.0	1,110		101
<b>Personnel</b>													
EAAC, PER: Off of Dir	PERVP	82105	M	Creating a Learning Environment	W	N	DC: Int'l Club	2/14/89	13	1.0	391		30
EAAC, PER: Empl & Pgms	PEREP	82112	M	Team Building	W	N	VA: Alexandria	9/22/88	65	1.0	840		13
EAAC, PER:	PERHR	82118	M	Div. Plnng & Review	W	N	VA: McLean	3/3/89	12	1.0	984		82
EAAC, PER: Dir Pol, Plnng, Info	PERPI	82120	M	Strategic Plnng	O	R	MD: Baltimore Hyatt	1/5-6/89	8	1.5	2,555		213
EAAC, PER: PER Pol & Plnng	PERPP	82121	M	SSAG Devlp of SSAG Recomm.	W	N	DC: Int'l Club	9/27/89	10	1.0	275		27
EAAC, PER: PER Pol & Plnng	PERPP	82121	M	SSAG Devlp of SSAG Recomm.	W	N	DC: Int'l Club	9/12/88	12	1.0	281		23
EAAC, PER: PER Pol & Plnng	PERPP	82121	M	Prioritization of SSAG Recomm.	O	R	MD: Baltimore Hyatt	10/6-7/89	31	2.0	7,138		115
EAAC, PER: Compensation	PERCO	82123	M	Strategy Form. for Policy Div.	O	N	MD: Bethesda Hyatt	2/9-10/89	24	2.0	4,417		92
EAAC, PER: HR Info	PERIC	82125	M	CHRIS Paper & HRIC Renewal	W	N	DC: Int'l Club	1/19/89	30	1.0	879		29
Sub-Total					9				205	(264.0)	17,761	0	67
EAAC, Young Professionals	YPP	85099	S	Review Bank Operational Strategies	O	R	MD: St Michaels	4/17-18/89	35	2.0	5,498		79
EAAC, Int Auditing a/	IAD	86005	M	SOPs Strategic Plnng	O	N	MD: Annapolis Hilton	6/29-30/89	23	2.0	5,300		115
EAAC, Ext Aff: Public. Mktg	ECTMT	87142	S	Improve Marketing Strategies	W	N	DC: 4 Seasons Hotel	6/89	10	1.0	1,001		100
<b>ITF</b>													
EAAC, ITF: Department	ITF	88005	T	Fin/MIS Trng	W	N	DC: Bethesda	4/14-15/89	18	2.0	6,184		172
EAAC, ITF: Pol & Strategy	ITFPS	88010	M	IT Strategy Discussions	O	R	MD: Annapolis	6/8-9/89	30	2.0	13,147		219
Sub-Total					2				48	(96.0)	19,331	0	201
Total - EAAC					15				332	(497.0)	50,001	0	101
TOTAL IBRD/IDA					147				5,022	(11,026.0)	889,386	338,603	111

\* Denotes payment of expenses by an organization other than the World Bank.

\*\* Denotes approximate costs.

\*\*\* Final actual expenses yet to be supplied by Personnel.

a/ This was IAD's first retreat since June, 1987.

b/ This is the only retreat/training session held outside Bank premises which GSD sponsored in FY89.

c/ Guest speakers also attended but are not included in the participants tally.

d/ Includes fees and travel expenses for outside speakers.

e/ As part of a Bankwide retreat for PSM staff, at PPR's initiative.

f/ Represents average of submitted range of number of participants.

g/ Half of the participants attended only part time.

h/ Division retreat was held in a staff member's home in order to cut down on costs (savings of approx. \$500.00).

i/ Of the \$15,000 total cost, \$10,000 was paid by Personnel and the remainder was paid by PHRWD.

j/ Participation was funded by RPO 67480 and not out of the Division's budget.

k/ Total is for one AGRPS staff and one international participant.

l/ Co-sponsored with EDI and ENV.

m/ Retreat was totally funded by UNDP INT/86/029.

n/ Funded by individual participant's department at \$600.00 each.

o/ Training course deemed as quite cost-effective by participants given group hotel and meal rates, as well as the fact that the course provided hands on experience.

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World Bank Retreats by Unit (FY89)

(FY89 \$)

Organizational Unit	Unit Abbrev.	Dept/Div Code	Retreat Objective		Location			Dates	Total Parti- cipants	Duration (Man-days)	Discretionar Cost (\$)	Funded by Others (\$)	Cost/ Man-day (\$)
			Type	Description	Geo.	Type	Description						

- p/ Total expenses were shared 50-50 with PERHR and represent approximate costs.*
- q/ Estimated breakdown of total expenses funded by respective regions and PERHR.*
- r/ Paid by UNDP*
- s/ Total expenses shared by IECIT and SEC, 64210 and 12110 respectively.*
- t/ Bank sponsored conference: of the 80 attendees, 4 were Bank staff.*
- u/ Cost borne by participants.*
- v/ Financed by bilateral donors through the MADIA Fund: total expenses are still approximate.*

Legend						
Retreat Type	C = Conference (Bank & Others)	T = Training (Bank only)	S = Seminar (Bank only)	M = Management Planning (unit-specific)		
Location	I = International	W = Washington Metro Area	O = Other US location	P = Private Residence	R = Residential	N = Non - Residential

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

BARBER B. CONABLE  
President

November 6, 1989

Dear Bert and Kathy:

It was so good to hear from you and to learn about your various activities/interests. As grandparents now, Tinker and I were most interested in the material you sent on Ritalin. I don't believe World Bank programs support drugs like Ritalin, but I have forwarded the material to people here who work in the health sector in the event it is an issue for the Bank.

We leave this afternoon for Ottawa where I am giving a speech to the International Planned Parenthood Federation, and then on to visit Madagascar and Zimbabwe, with a day's stopover in Kenya. The travel is exhausting, but it's so important to get out in the field to see firsthand the important work the Bank is doing to improve the quality of life for people in the Third World.

Our family is well. Tinker and I get home to New York as often as we can. We so enjoy the time we can spend with our girls and their husbands, but especially with our two grandsons. Emily has her hands full, and I know she's glad when we come up because Tinker provides such a welcome relief for her.

The Dans are excited about their new assignment. We'll miss having them here in Washington, even though we don't have the chance to see them very often. I hope you won't let their leaving Washington keep you from coming to visit us.

Our love and best wishes to all your family.



Bert and Kathy Conable-Hanicke  
851 Warder Avenue  
St. Louis, Missouri 63132



**Bert and Kathy Conable-Hanicke**  
**851 Warder Ave.**  
**St. Louis, MO 63132**  
**(314) 725-1299 H (314) 991-5655 O**

Sept. 15, 1989

Dear Bunt and Tinker,

I'm involved with a group called Citizen's Commission on Human Rights which is working to get Ritalin out of the schools. Bert and I work chiropractically and nutritionally to help hyperactive children with the allergies and excess sugar in their diets that cause "hyperactive" symptoms so they don't need to be forced onto addictive drugs.

I'm enclosing some articles on Ritalin which you may not be aware of. I'm concerned that everyone with kids and grandkids should know about this, since the pressures in schools to take the drugs are sometimes pretty strong, and doctors rarely explain the side effects and risks to parents. The original research on the drug was recently proven in court to be fraudulent. Ritalin has also become a widely abused street drug in many cities. As chiropractors we're always concerned about inappropriate and excessive use of drugs, but this is really criminal. If you ask around you'll be surprised at how many little kids are on Ritalin and similar drugs. There is also a heavy racial bias in prescribing practices. Scarey.

Bert's had the experience of working with a kid until he was fine while off the drug for the summer. The parents and the child didn't like how he felt on the drug and decided not to restart it for the school year. The school refused to readmit him without the drug. The mother, seeing how much better her child was with his full faculties, lied to the teacher and said he was back on Ritalin when he wasn't. The teacher was then totally satisfied with his behavior. Pretty ridiculous, but a common story.

I also wondered if there are World Bank programs elsewhere in the world which inadvertently are supporting the use of Ritalin on kids or other psychiatric agendas. Perhaps even closer to home, your employees may have run into pressure to drug their own children, especially if they are bright and active. Ask around and you'll see what I mean.

CCHR can get you more data if you're interested.

The document on "Psychiatric Funding" mentions the 10 Commandments being removed from schools. I actually don't favor imposing one or two religions' moral codes in schools, but the concepts of right and wrong surely should not be thrown out. A good alternative is the secular moral code, "The Way to Happiness." It's a lovely book, offensive to no religion, and The Way to Happiness Foundation is using it very effectively with school children and communities around the world to encourage ethical behavior and reduce drug abuse. I'm enclosing a copy and can get you more if you'd like them.

I'm also sending along a report of the research the Missouri Botanical Garden is doing. Thought you might be interested. I'm really proud of their efforts. If you come to St. Louis I'd like to show you around the Gardens and the Arboretum. You'd love it. That's where we were married.

Gordy and Irene have moved into their new house in Michigan and are having fun fixing it up. Teddy is reveling in all the space and by all reports is a totally charming little boy. It looks like our family Christmas will be with them. Gord's very busy with First Amendment library issues. Mom's busy figuring out what plants from her garden to take up to theirs. The green thumb lives! (She is having some problems with her back though)

Bert and I just had a lovely vacation in the Caribbean and are buckling down to a busy Fall of teaching and acupuncture study (me trying to catch up with Bert). There are new developments in German energetic medicine we've been learning that are tremendously exciting. Very delicate and non-invasive and very powerful. Without realizing I was going to, I turned off a lady's angina and ulcer lastingly in one treatment. Whoo! neat stuff.

We hope to get to Washington some time in the next year to see you and the Dans. Give my love to your whole family.

Much love,

A handwritten signature in blue ink, appearing to read "Kath", with a long horizontal flourish extending to the right.

Kath





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

BARBER B. CONABLE  
President

November 6, 1989

Dear Silvio:

The donor governments had hoped to finalize an agreement on IDA-9 at a meeting in Japan last week. However, this meeting ended without an agreement because the U.S. was unable to give a definite answer on the size of its commitment. I have asked Ernest Stern, Presiding Officer, to analyze where we stand now, given the negative reaction of other donors to the suggestion that the U.S. commitment might be significantly lower than had been expected.

A final agreement on IDA-9 is required by the middle of December so that all donors can include their contributions in next year's budget.

I thought it important that you be made aware of the current situation.

With all best wishes

Sincerely,

*Barber Conable*

The Honorable Silvio Conte  
U. S. House of Representatives  
Washington, D. C. 20515

## STATUS REPORT ON IDA-9 NEGOTIATIONS

### IDA-8

1. IDA-8 had two components--a basic agreement which totalled \$11.5 billion, and additional special contributions of \$900 million. Total IDA-8 funds thus were \$12.4 billion. The US share of the basic agreement was 25%, or \$958 million per year (\$2,880 million over three years). The US share of the enhanced IDA-8 fund was 21.7%; however, this was never accepted by either the US or the other donors as a reasonable share for the US.

### IDA-9

2. All donors except the US have agreed, in principle, to an IDA-9 of SDR11.67 billion--about \$14.8 billion. This assumes a US contribution of \$1,060 million annually, which represents 21.7% of the total. There is already a strong negative reaction to that number. Strictly speaking, the US share should be \$1,200 million per year, or 25% of the total which keeps IDA constant in real terms. Nonetheless, the other donors have accepted this figure. A reduction in the US share from \$1,060 million to \$958 million (as was suggested by the US at the meeting in Japan) would mean, without any doubt, that no other donor would make a special contribution and we could not count on an IDA larger than \$11.5 billion.

3. The \$1,075 million the Bank suggested as a US contribution would have made a deal easy. The \$1,060 million the US talked about would have made a deal possible. The US failure to make a formal commitment soured the atmosphere and made closure impossible. This, despite the fact that others were willing to make up for the agreed reduction in the US share in recognition of the US budgetary difficulties. Despite a few problem areas, many donors, including Japan, Italy, Finland, France, Austria and Spain, have agreed to increase their contributions to make up for the decline in the US share. Scandinavian countries did not indicate whether they would be able to make an extra contribution, but they might have done so if we could have come to closure.

4. In conclusion, while donors have not actually withdrawn their informally indicated support, it may well be that the steam will go out of these intentions, despite our efforts to maintain their support.

Implications of a Reduced US Contribution

5. A great opportunity at leveraging a modest increase by the US into very large additional contributions by others was missed. If the US finally agrees to a contribution of at least \$1,060 million, it may be possible to recreate the deal--if not, there is no chance that we can have an IDA which maintains resources in real terms.


6. An IDA-9 of \$11.5 billion would mean a reduction in real terms of about 20%. The lost leverage is immense. It means that an additional \$102 million per year from the US makes a difference of about \$3.3 billion in IDA-9. In other words, every dollar contributed by the US will be matched by \$9 in contributions from others.

7. The gravest implications of a reduced IDA are for Africa. Since Africa receives about 47.5% of IDA, it would lose about \$1.6 billion. This is a huge portion of the resource flows to Africa.

November 6, 1989



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

  
BARBER B. CONABLE  
President

October 25, 1989

Dear Dale:

Thank you for telling me about Dr. Gordon's interest to discuss ICSU's research on global environment.

Because of my heavy travel schedule for the next few months, I am unable to meet with Dr. Gordon and Dr. Menon personally. I have, however, asked Alex Shakow, the Bank's Director for Strategic Planning and Review, to contact Dr. Gordon to arrange a discussion about ICSU's research program and put him in touch with appropriate Bank managers.

It was good to hear from you. Best personal wishes.

Sincerely,



Dr. Dale R. Corson, President Emeritus  
Cornell University  
615 Clark Hall  
Ithaca, New York, 14853

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

BARBER B. CONABLE  
President

December 7, 1989

Mr. Edward Cowan  
Washington Manager  
Ried, Thunberg & Co., Inc.  
1725 K Street, N.W., Suite 812  
Washington, D.C. 20006

Dear Ed:

Thank you for your letter inviting me to address the annual meeting of the National Economists Club's Board of Governors next March. Our mutual good friend, Harry Nicholas, also spoke to me about this.

As I'm sure Harry has explained, it's just not possible for me to do this. Since joining the World Bank, I do very little public speaking. Because of the uncertainties involved in scheduling visits to the Bank's member countries, it's risky at best for me to make long-term speaking commitments. My country visits are at the invitation of the host governments so the timing is not within my control.

I appreciate the invitation, Ed, and regret not being able to be with you. Thank you for thinking of me.

Best personal wishes.

Sincerely,



cc: FAS, HKN

— Multilateral Investment Guarantee Agency —

Washington, D.C. 20433, U.S.A.

BARBER B. CONABLE  
President

November 20, 1989

Dear Secretary General:

It gives me great pleasure to welcome your appointment as the first Alternate Governor for Ireland on the Council of Governors of the Multilateral Investment Guarantee Agency. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position actively to participate in the affairs of the Agency, as well.

On behalf of the Directors, Officers and Staff, I congratulate you on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best personal wishes.

Sincerely,

*Barber B. Conable*

Mr. Sean P. Cromien  
Secretary General  
Department of Finance  
Government Buildings  
Upper Merrion Street  
Dublin 2, Ireland





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

BARBER B. CONABLE  
President

December 20, 1989

Dear Mr. Minister:

I have learned of your appointment as Governor for India on the Boards of Governors of The World Bank Group. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position actively to participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best personal wishes.

Sincerely,

*Barber Conable*

His Excellency  
Madhu Dandavate  
Minister of Finance  
Ministry of Finance  
North Block, Central Secretariat  
New Delhi 110 001, India

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

BARBER B. CONABLE  
President

December 12, 1989

Ms. Kathleen M. Davin  
Oyster Bilingual Elementary School  
29th & Calvert Streets, N.W.  
Washington, D.C. 20008

Dear Ms. Davin:

One of the benefits of public service, even of the international variety, is that former friends and constituents continue to surface.

I was pleased to learn that your School has been adopted by the World Bank this year. Yosef Hadar is a valued staff member who has a special talent for directing the Bank's community outreach efforts. I am sure you will enjoy working with him on your School's programs.

I was glad to hear from you, and hope you will give my best regards to your father.

Sincerely,

*Barber Conable*



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

BARBER B. CONABLE  
President

October 10, 1989

Dear Mr. Minister:

It gives me great pleasure to welcome your appointment as the first Governor for the People's Republic of Angola on the Boards of Governors of The World Bank Group. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position actively to participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best personal wishes.

Sincerely,

*Barber Conable*

His Excellency  
Antonio Henriques da Silva  
Minister of Planning  
Ministry of Planning  
Praca da Luanda  
Luanda, Angola

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

BARBER B. CONABLE  
President

Dec. 5, 1989

Dear Dick -

Enclosed is a copy of a note to Nick Brady about IDA, which is still not resolved. As you can imagine, in my dealings with all the other donor countries this is personally very embarrassing. I am telling John Surrence that if I don't hear the decision today I will have to ask for another appointment with the President tomorrow. I should talk to him shortly, anyway, about a suggested role for the World Bank in Eastern Europe.

Barber

CHLON

WDIAL  
.LEGAD  
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-SUBJECT: ADMINISTRATIVE TRIBUNAL  
 -DRAFTED BY: NANCY EISOLD LINDSAY  
 -AUTHORIZED BY: BARBER B. CONABLE  
 -CC: MR. IBRAHIM F.I. SHIHATA

EXT: 76338

*BB*

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398 22041 =  
 -R.H. JUDGE E. JIMENEZ DE ARECHAGA  
 -SUCORNA, MONTEVIDEO, URUGUAY  
 927 21847 =  
 -R.H. JUDGE A. KAMAL ABUL-MAGD  
 -GIZA, EGYPT  
 CABLE1  
 -PROF. E. LAUTERPACHT  
 -7 HERSCHEL ROAD  
 -CAMBRIDGE, CB3 9AG, ENGLAND

BT  
 WASHINGTON D.C. 22-DEC-1989  
 IT IS MY PLEASURE TO INFORM YOU THAT THE EXECUTIVE DIRECTORS OF THE  
 WORLD BANK HAVE REAPPOINTED YOU TO BE A MEMBER OF THE WORLD BANK  
 ADMINISTRATIVE TRIBUNAL FOR ANOTHER THREE-YEAR TERM, EXPIRING  
 SEPTEMBER 30, 1992. REGARDS, BARBER B. CONABLE, PRESIDENT, THE WORLD  
 BANK.



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

BARBER B. CONABLE  
President

October 13, 1989

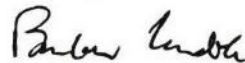
Dear Mr. de Borchgrave:

Your letter forwarding the series by Warren Brookes on global warming arrived just as the Bank's Annual Meetings were beginning. The four-part piece is excellent, and I will share it with others here at the Bank.

I appreciate the fair and accurate coverage of the Bank given by the Washington Times on the global warming issue. As you know, I am committed to a realistic, action-oriented agenda on the environment for the Bank. If we can be of assistance to you or your staff on these or any other issues, please let me know.

Again, my thanks and best wishes.

Sincerely,



Mr. Arnaud de Borchgrave  
Editor-In-Chief  
The Washington Times  
3600 New York Avenue, N.E.  
Washington, D.C. 20002

INTERNATIONAL MONETARY FUND  
THE WORLD BANK

Washington, D.C. 20431

3 novembre 1989

Monsieur de la Genière  
Président de la  
Compagnie Française de Suez  
1, rue d'Astorg  
75008 Paris, France

Monsieur le Président,

Le rôle que jouent nos organisations dans le développement et les affaires monétaires internationales exige que nous recrutions et conservions un personnel multinational de haut niveau et de formation technique, économique et financière variée. La fixation d'une rémunération adéquate revêt une importance particulière dans ce contexte. Aussi, avons nous été amenés à organiser des enquêtes périodiques sur la base d'un échantillon d'employeurs de haut niveau, représentatifs du marché de travail européen, pour nous permettre de déterminer le niveau de ces rémunérations. Nous vous serions gré d'accepter de devenir un employeur de référence dans notre enquête et nous fournir, à titre de comparaison, des informations sur la rémunération de votre personnel.

Nous avons mis au point une méthode d'enquête, qui, nous l'espérons, vous fournira des informations pertinentes en retour et directement utilisables par votre organisation. Bien évidemment, tous les renseignements fournis par vos services seront considérés comme étant strictement confidentiels.

Cette enquête a été confiée à Hay Management Consultants, et M. Olivier Garcin de Mayes, qui fait partie de l'agence française, sise au 34, rue Kléber, 92300 Levallois, Tél: (1) 47.58.45.45, Fax (1) 47.58.47.92, prendra contact avec votre secrétariat en temps utile. Nous vous serions reconnaissants de bien vouloir indiquer à Hay Associates que vous acceptez de participer à cette enquête, en précisant le nom de la personne avec laquelle vous souhaitez que M. Garcin prenne contact.

Nous espérons vivement pouvoir compter sur votre concours pour cette importante tâche et vous en remercions à l'avance.

Veillez agréer, Monsieur le Président, l'assurance de notre considération distinguée.

*Votre*  


Michel Camdessus  
Directeur général  
Fonds monétaire international



Barber Conable  
Président  
Banque mondiale

cc: M. de Poret

ENGLISH VERSION OF FRENCH LETTER TO NEW PARTICIPANTS IN HAY SURVEY

Monsieur de la Genière  
Président de la  
Compagnie Française de Suez  
1, rue d'Astorg  
75008 Paris, France

Monsieur Gomez  
Président  
THOMSON  
51, Esplanade du Général de Gaulle  
92045 Paris, La Défense, France

Dear

The role which our institutions play in development and international monetary affairs requires that we recruit and retain a multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of an appropriate compensation for such staff is an important matter, which brings us to conduct periodic surveys involving organizations such as yours. We seek your organization's help in providing information concerning the compensation of your staff, for comparative purposes.

We have developed a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential. We are, therefore, hopeful that you will agree to becoming a comparator organization in our survey, so that we may base our salaries on a cross section of high quality employers representative of the European labor market.

Hay management Consultants have been retained to carry out this survey. Mr. Olivier Garcin de Mayes of their French office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (34, rue Kleber, 92300 Levallois, tel. (1) 47.58.45.45, fax. (1) 47.58.47.92) of your willingness to participate in this survey and the name of the person you would wish Hay to contact.

We hope very much that you will help us in this important endeavor. Thank you.

Michel Camdessus  
Managing Director  
International Monetary Fund

Barber Conable  
President  
The World Bank





OUTGOING MESSAGE FOR ELECTRONIC COMMUNICATION

TEXTNAME: \_\_\_\_\_

PAGE \_\_\_\_\_ OF \_\_\_\_\_

WDIAL  
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-SUBJECT: CONGRATULATORY MESSAGE  
-DRAFTED BY: ARMEANE M. CHOKSI  
-AUTHORIZED BY: BARBER B. CONABLE  
-----

EXT: 31811

391 //

-PRESIDENT-ELECT MR. FERNANDO COLLOR DE MELLO  
-BRASILIA, BRAZIL  
IBRDBRA  
-GEORGE PAPADOPOULOS, RESIDENT REPRESENTATIVE  
-BRASILIA, BRAZIL

BT

WASHINGTON DC - 21-DEC-89

ADDRESSED TO PRESIDENT-ELECT MR. FERNANDO COLLOR DE MELLO. ON  
BEHALF OF THE WORLD BANK, I WOULD LIKE TO CONGRATULATE YOU FOR  
YOUR VICTORY IN THE ELECTIONS FOR THE PRESIDENCY OF THE REPUBLIC  
OF BRAZIL. I ~~WOULD LIKE TO~~ WISH YOU EVERY SUCCESS IN THE  
CHALLENGING TASK YOU FACE TO SOLVE THE ECONOMIC AND SOCIAL  
PROBLEMS OF BRAZIL. THE WORLD BANK IS READY TO ASSIST YOU AND  
YOUR GOVERNMENT WITH THE DESIGN AND IMPLEMENTATION OF POLICY  
REFORMS AND LENDING OPERATIONS AIMED AT RESUMING BRAZIL'S  
ECONOMIC GROWTH. WITH BEST REGARDS, BARBER B. CONABLE,  
PRESIDENT, WORLD BANK.

SIGNATURES:

DRAFTED BY: Armeane M. Choksi, LA1DR

AUTHORIZED BY: Barber B. Conable *ABC*

READY FOR

TRANSMISSION: \_\_\_\_\_  
(Inputter's Initials)

TRANSMITTED BY: \_\_\_\_\_

DATE: \_\_\_\_\_

DELIVERY NOTICES RECEIVED? \_\_\_\_\_

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

BARBER B. CONABLE  
President

November 30, 1989

Gentlemen:

On behalf of all of us at the World Bank, I want to express heartfelt condolences at the tragic death of Dr. Alfred Herrhausen. Dr. Herrhausen was a great leader for your institution and for his country. During his years as spokesman, we benefitted from his views and advice on matters of international finance and cooperation for the benefit of developing countries.

We deeply mourn Dr. Herrhausen's passing. We take some comfort that he lived to see much of his vision accomplished, and we know that his optimism and courage in the face of great challenge will be a legacy to his colleagues and his family.

Sincerely,

*Barber Conable*

The Managing Board  
Deutsche Bank AG  
Taunusanlage 12  
P.O. Box 100601  
D-6000 Frankfurt am (Main) 1  
Federal Republic of Germany



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

BARBER B. CONABLE  
President

December 12, 1989

Mr. Leo Tindemans  
Mr. Mamadou Diop  
Co-Presidents  
ACP-EEC Joint Assembly  
Luxembourg

Dear Mr. Tindemans and Mr. Diop:

Thank you for forwarding to me the Resolution on structural adjustment which was adopted by the ACP-EEC Joint Assembly.

I have read the Resolution with interest. It is important that we preserve the consensus which is apparent from the attitudes of most African Finance Ministers, and focus on the similarities between your Resolution and other reports on adjustment in Africa. Poverty alleviation, reducing the burden of debt service, food security, endogenous development, and free trade are all priority concerns of the World Bank. I reaffirmed the importance of these issues in my annual address to the Governors of the World Bank in September, and enclose copies of that address for you.

We must not to confuse the malady -- the economic crisis and depression that Africa has experienced in the 1980s -- with the remedy, which usually includes structural adjustment. It is important also to give credit to the majority of Sub-Saharan countries which have adjustment programs underway and rightly consider these programs to be their own, not those of outsiders. In all recent structural adjustment efforts, we have collaborated with the concerned governments to put a strong emphasis on the social dimensions of adjustment and development.

The World Bank recently published an extensive report on long-term perspectives in Africa. This report, "Sub-Saharan Africa: From Crisis to Sustainable Growth", was prepared in close collaboration with African development specialists and regional organizations, including the African Development Bank and the Economic Commission for Africa. The report serves as the basis for the further evolution of World Bank assistance in Sub-Saharan Africa. Copies of the report are enclosed, and, if members of your Joint Assembly would like, copies can be provided to each of them.

Sincerely,

*Barber Conable*

Enclosures

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

BARBER B. CONABLE  
President

Le 2 novembre 1989

Monsieur le Président de la République,

Je vous remercie d'avoir bien voulu porter à mon attention la résolution relative à l'utilisation du français dans les organisations internationales, adoptée par la IIIe Conférence des Chefs d'Etat et de Gouvernement ayant en commun l'usage du français.

Je puis vous assurer que les agents de la Banque mondiale ont conscience du fait qu'il importe d'utiliser le français en tant que de besoin, et surtout dans les cas où cela peut rehausser la qualité du dialogue et la compréhension entre toutes les parties qui oeuvrent ensemble pour soutenir l'aide au développement. Nous rappellerons à nos services que nous déployons un effort permanent pour appuyer les activités des pays et des groupes francophones avec lesquels nous traitons quotidiennement. Nos services d'interprétation et de traduction français constituent la plus grosse partie du programme linguistique de la Banque mondiale.

J'ai fait distribuer votre lettre et la résolution adoptée par la Conférence à ceux de mes collaborateurs du siège de la Banque mondiale qui travaillent avec les pays francophones. Je suis persuadé qu'ils auront le souci de soutenir vos intérêts dans le cadre de leurs activités.

Je vous prie de croire, Monsieur le Président de la République, à l'assurance de mon profond respect.



Son Excellence  
Monsieur Abdou Diouf  
Président de la République  
Dakar (Sénégal)

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

BARBER B. CONABLE  
President

November 2, 1989

His Excellency  
President Abdou Diouf  
Republic of Senegal  
Dakar, Senegal

Excellency:

Thank you for bringing to my attention the resolution adopted by the Third Conference of Heads of State and Government of French-speaking Countries on the use of the French language in international organizations.

I can assure you that the World Bank staff are mindful of the importance of using the French language in their work as required, especially where this would enhance dialogue and understanding among parties coming together to support development assistance. We will remind staff of the continuing effort to support activities of the French-speaking countries and French-speaking groups with whom we interact in our daily work. Our French translation and interpretation work remains the major language program in the World Bank.

I have circulated your letter and the Conference resolution to my colleagues dealing with francophone countries here in the World Bank. I am sure they will keep your interests in mind in their work.

Sincerely,

bcc.: Mr. A. Milongo, EDS  
Mr. T.T. Thahane, VPS  
Mr. E.V.K. Jaycox, AFRVP  
W.P. Thalwitz, EMNVP



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

BARBER B. CONABLE  
President

December 11, 1989

The Honorable Pete V. Domenici  
United States Senate  
Washington, D.C. 20510

Dear Pete:

Thank you for letting me know of your high regard for John Woods who recently wrote me about his unfortunate personal circumstances which led to the termination of his contract. He expressed his continued interest to obtain a permanent position at the Bank.

I have asked the Bank's Senior Vice President for External Affairs and Administration to review Mr. Woods' situation and ensure that he receives appropriate guidance in his efforts to be reappointed. I am confident that the Personnel Department will give his interests every consideration.

I appreciate your bringing Mr. Woods' situation to my attention.

It was good to hear from you, and I share your hope that our paths will cross soon.

Sincerely,

*Barber*

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

BARBER B. CONABLE  
President

November 29, 1989

Dear Mr. Secretary:

I have learned of your appointment as Alternate Governor for Singapore on the Boards of Governors of The World Bank Group. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position actively to participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best personal wishes.

Sincerely,



Mr. Ngiam Tong Dow  
Permanent Secretary  
Revenue Division  
Ministry of Finance  
8 Shenton Way  
Hex 45-01 Treasury Building  
Singapore 0106  
Republic of Singapore

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

BARBER B. CONABLE  
President

October 13, 1989

Dear Dave:

Thank you for your letter and your telephone call regarding my participation in The Global Forum on Environment and Development for Survival to be held in Moscow next January.

I was right to be cautious in my conversation with you. My schedule since joining the World Bank is not within my personal control, and there is a trip planned for me in mid-January to some of the Bank's member countries. I've enclosed a copy of my response to the Conference Co-Chairmen.

It was good to hear from you about this important, and as you say, historic, event. I'm sorry not to be able to participate.

Best personal wishes.

Sincerely,



Enclosure

The Honorable  
Dave Durenberger  
United States Senate  
Washington, D.C. 20510-2301



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

BARBER B. CONABLE  
President

October 13, 1989

Dear Reverend Morton and Senator Ulloa:

Thank you for your letter inviting me to give a plenary address to The Global Forum on Environment and Development for Survival in Moscow on January 19, 1990. United States Senator Durenberger contacted me about this, as well.

I appreciate being offered the opportunity to address this distinguished gathering on the issues of global survival, a subject of immense importance to The World Bank. Unfortunately, previously planned travel to some of the Bank's member countries during mid-January will prevent my being able to participate in this important global forum.

It is evident from the impressive group of speakers that the Conference will be a great success. I regret not being able to be with you, but look forward to seeing the results of the meeting.

Sincerely,



The Very Reverend James Parks Morton  
and  
Senator Manuel Ulloa  
Co-Chairmen  
Global Forum Office  
304 East 45th Street (12th Floor)  
New York, New York 10017

cc: The Honorable Dave Durenberger  
United States Senate  
Washington, D.C. 20510-2301

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Chron

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

BARBER B. CONABLE  
President

November 21, 1989

The Honorable  
Gareth Evans Q.C.  
Minister for Foreign Affairs and Trade  
Parliament House  
Canberra, A.C.T. 26000

Dear Mr. Minister:

At the recent IDA-9 meeting in Kyoto, the Australian representative indicated that Australia was considering reducing its share in IDA-9 from 1.99% to 1.50%. I wrote to Mr. Paul Keating in early November stating why it was so important for Australia to maintain its share. I understand from Mr. Dun, who has just visited Washington, that the matter is still under consideration, and I am, therefore, taking the liberty of writing to you on the subject to seek your assistance. The donors are on the brink of an agreement on a replenishment which would maintain IDA's resources in real terms. I doubt that we can hold the line on this agreement if a major donor such as Australia announces a significant cut in its IDA contribution.

Let me re-state the facts. The assumed Australian contribution of A\$382 million would maintain Australia's share at 1.99% as in IDA-8. This represents an increase of 14% in nominal terms and a decrease of 5% in real terms. Because the payments on this contribution are made over a period of ten years, the budgetary effect will not become noticeable until 1993 or 1994. Even if Australia's share is reduced to 1.5%, the annual budget saving from this reduction would be tiny in the next few years and would peak at less than A\$16 million in 1994.

I know that Australia has been concerned about the allocation of IDA funds to Asia. By any comparison with IDA-8, the situation is more flexible and favorable to Asian allocations. While the 45 to 50 percent earmarking for Africa has been retained, it has been made conditional on performance. In addition, the donors have recognized that significant new demands from, say Afghanistan, Burma, Kampuchea or Vietnam could be met




through reducing allocations to Africa. These shifts in position have been quite significantly influenced by the effective participation of the Australian representatives at the IDA meetings.

What we hope will be the final IDA-9 meeting is now scheduled for December 14th in Washington. I urge you and your colleagues to instruct Australia's representative to reaffirm that your Government wishes to continue Australia's share in, and close association with, IDA.

Best regards.

Sincerely,

A handwritten signature in cursive script that reads "Barber B. Conable".

Barber B. Conable  
President



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

BARBER B. CONABLE  
President

December 19, 1989

The Honorable Walter E. Fauntroy  
Chairman  
Subcommittee on International Development,  
Finance, Trade and Monetary Affairs  
Room 139, Annex #2  
U.S. House of Representatives  
Washington, D.C. 20515

Dear Walter:

Thank you for your letter of November 27 concerning the Sardar Sarovar Dam projects in India.

We share your concerns about the resettlement and environment aspects and have been working very closely with the Indian authorities to ensure that policies and programs to deal with these aspects are formulated and implemented with the utmost care.

A Bank review mission has just returned from India and reports good progress in project implementation, both on construction and technical aspects as well as resettlement and rehabilitation.

In the state of Gujarat, for example, where the dam is being built, about 1,000 people to be affected ("oustees" as they are called), have been provided with 1,900 hectares of alternate agricultural land. Some 74 resettlement sites have been identified. New villages are being developed, productive assets distributed (i.e. bullocks and bullock carts) and special training facilities initiated. A special land purchase committee has been established with representatives of the "oustees" as well as non-governmental organizations. Project authorities are planning to complete land allotment for all project affected people by March, 1991.

In the adjoining state of Madhya Pradesh, where about 70% of the people to be displaced now live, there were organizational difficulties for a time but the mission reports that these are being resolved. A good team of specialists has been assembled in Bhopal and detailed plans for the initial villages to be relocated are well underway. Incidentally, these villages will not have to be moved until about 1994 at the earliest. The situation in the state of Maharashtra remains difficult as there is a shortage of good alternate land to resettle affected peoples. However, project authorities are completing a field and remote sensing survey of some 19,000 hectares of government land and are hopeful appropriate sites can be found.

I do not want to underestimate the problems associated with resettling large numbers of people and re-establishing or improving their standards of living. However, progress is being made and we are hopeful about future implementation.

On the question of environmental costs appearing to overshadow project benefits, these aspects were analyzed quite carefully in the original Bank economic analysis done in 1984 and 1985. At that time the analysis showed that the investment was beneficial, with an economic rate



of return of about 13%. Bank staff have reviewed the analysis recently in the light of criticisms from certain representatives of Indian non-governmental organizations. While it is true that costs have increased, so have the benefits; in fact, benefits from electricity and drinking water were probably underestimated in the initial analysis. Our preliminary re-analysis shows an economic rate of return very close to the original.

On the matter of whether the poorest groups will benefit from the project, it is important to note that the entire region is one of the poorest, drought-prone areas of India. At the time of our original appraisal, an estimated 5 million people were living in the rural parts of the project area alone. Of these almost half were living on incomes below the poverty line, which at that time was the equivalent of about \$150 per capita a year.

In closing, a word about the issue of compliance with Bank policy and legal understandings. As long as project authorities are making a best effort to implement a project in accordance with legal agreements and are prepared to take remedial action when necessary, we will continue to support the project. However, where this commitment is absent and where there has been a clear violation of an agreement, the Bank is not averse to taking appropriate action, including suspension of disbursements, and this has been done in other projects in India. However, in the case of the Sardar Sarovar projects, implementation is proceeding satisfactorily. We intend to work closely with the project authorities to ensure that it continues on this course because we believe that, in time, the projects will prove to be of enormous benefit to the people and the economy of the area.

Sincerely,



Barber B. Conable

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

BARBER B. CONABLE  
President

November 30, 1989

*Walter* —

Dear ~~Congressman~~ Fauntroy:

Thank you very much for your letter of November 14 regarding the arrangements for janitor services at the World Bank.

I am pleased that you find the specifications for the new contract encouraging, and I appreciate your advice that positive labor relations are essential to the successful delivery of such services. We cannot be certain, and would prefer not to prescribe, how the winning contractor will ensure a harmonious relationship with its employees. However, as I mentioned to you when we met last year, the Bank cannot and would not stand in the way of the efforts of contractor employees to organize themselves, if necessary, through a U.S. Government supervised (National Labor Relations Board) election process.

Moreover, we all recognize, and the firms under consideration have been told, how important it is for a public institution like the Bank to set an appropriate example in labor relations.

We will expect our eventual contractor to conduct itself accordingly.

Sincerely yours,

*B. Conable*

The Honorable Walter E. Fauntroy  
House of Representatives  
Washington, D.C. 20515-5101

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

BARBER B. CONABLE  
President

November 6, 1989

Dear Walter:

The donor governments had hoped to finalize an agreement on IDA-9 at a meeting in Japan last week. However, this meeting ended without an agreement because the U.S. was unable to give a definite answer on the size of its commitment. I have asked Ernest Stern, Presiding Officer, to analyze where we stand now, given the negative reaction of other donors to the suggestion that the U.S. commitment might be significantly lower than had been expected.

A final agreement on IDA-9 is required by the middle of December so that all donors can include their contributions in next year's budget.

I thought it important that you be made aware of the current situation.

With all best wishes

Sincerely,



The Honorable Walter Fauntroy  
Chairman, Subcommittee on International  
Development, Finance, Trade and Monetary Policy  
U. S. House of Representatives  
Washington, D. C. 20515



## STATUS REPORT ON IDA-9 NEGOTIATIONS

### IDA-8

1. IDA-8 had two components--a basic agreement which totalled \$11.5 billion, and additional special contributions of \$900 million. Total IDA-8 funds thus were \$12.4 billion. The US share of the basic agreement was 25%, or \$958 million per year (\$2,880 million over three years). The US share of the enhanced IDA-8 fund was 21.7%; however, this was never accepted by either the US or the other donors as a reasonable share for the US.

### IDA-9

2. All donors except the US have agreed, in principle, to an IDA-9 of SDR11.67 billion--about \$14.8 billion. This assumes a US contribution of \$1,060 million annually, which represents 21.7% of the total. There is already a strong negative reaction to that number. Strictly speaking, the US share should be \$1,200 million per year, or 25% of the total which keeps IDA constant in real terms. Nonetheless, the other donors have accepted this figure. A reduction in the US share from \$1,060 million to \$958 million (as was suggested by the US at the meeting in Japan) would mean, without any doubt, that no other donor would make a special contribution and we could not count on an IDA larger than \$11.5 billion.

3. The \$1,075 million the Bank suggested as a US contribution would have made a deal easy. The \$1,060 million the US talked about would have made a deal possible. The US failure to make a formal commitment soured the atmosphere and made closure impossible. This, despite the fact that others were willing to make up for the agreed reduction in the US share in recognition of the US budgetary difficulties. Despite a few problem areas, many donors, including Japan, Italy, Finland, France, Austria and Spain, have agreed to increase their contributions to make up for the decline in the US share. Scandinavian countries did not indicate whether they would be able to make an extra contribution, but they might have done so if we could have come to closure.

4. In conclusion, while donors have not actually withdrawn their informally indicated support, it may well be that the steam will go out of these intentions, despite our efforts to maintain their support.

### Implications of a Reduced US Contribution

5. A great opportunity at leveraging a modest increase by the US into very large additional contributions by others was missed. If the US finally agrees to a contribution of at least \$1,060 million, it may be possible to recreate the deal--if not, there is no chance that we can have an IDA which maintains resources in real terms.

6. An IDA-9 of \$11.5 billion would mean a reduction in real terms of about 20%. The lost leverage is immense. It means that an additional \$102 million per year from the US makes a difference of about \$3.3 billion in IDA-9. In other words, every dollar contributed by the US will be matched by \$9 in contributions from others.

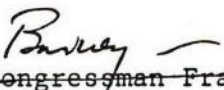
7. The gravest implications of a reduced IDA are for Africa. Since Africa receives about 47.5% of IDA, it would lose about \$1.6 billion. This is a huge portion of the resource flows to Africa.

November 6, 1989

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

BARBER B. CONABLE  
President

November 30, 1989

  
Dear ~~Congressman~~ Frank:

Thank you very much for your letter of November 20 regarding the arrangements for janitor services at the World Bank.

I am pleased that you find the specifications for the new contract encouraging, and I appreciate your advice that positive labor relations are essential to the successful delivery of such services. We would prefer not to prescribe how the winning contractor will ensure a harmonious relationship with its employees. However, we all recognize, and the firms under consideration have been told, how important it is for a public institution like the Bank to set an appropriate example in labor relations.

We will expect our eventual contractor to conduct itself accordingly.

Sincerely yours,



The Honorable Barney Frank  
House of Representatives  
Washington, D.C. 20515



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

BARBER B. CONABLE  
President

December 4, 1989

Dear Governor:

I have learned of your reappointment to a third term as Alternate Governor for Iraq on the Boards of Governors of The World Bank Group. I realize this is incident to your responsibilities in your own Government, but I hope you will again be in a position actively to participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to continue working with you to make the Bank Group even more effective during the coming years. Congratulations on your reappointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best personal wishes.

Sincerely,



Mr. Subhi Frankool  
Governor  
Central Bank of Iraq  
P.O. Box 64  
Rashid Street  
Baghdad, Iraq

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

BARBER B. CONABLE  
President

October 16, 1989

Dear Bill:

Thank you for your back-to-back notes on your experience at the Bank's Annual Meetings. You're right -- Treasury bears the responsibility for what happened to you since you were part of the U.S. delegation, but I feel bad about what happened to you since you're a friend. Next time, even at last minute, let us know you're coming and we'll make special arrangements.

As you know, I was in your home territory last week addressing the Minnesota Meeting. I was only there for half a day, but felt it was worthwhile. Hope I didn't say anything to embarrass you.

I'd love to have you come to the Bank for lunch again sometime soon. I'll be traveling for two weeks in November, but anytime after that.

Charlotte joins me in sending best wishes to you and Ruthie.

Sincerely,



The Honorable Bill Frenzel  
U.S. House of Representatives  
Washington, D. C. 20515

Lm

WORLD BANK OTS SYSTEM  
OFFICE OF THE PRESIDENT

CORRESPONDENCE DATE : 89/09/26 DUE DATE : 00/00/00  
LOG NUMBER : 890929001 FROM : CONG. FRENZEL  
SUBJECT : RE SEPTEMBER 26, 1989 INCIDENT AT THE SHERATON WASHINGTON HOTEL  
"REGISTRATION DESK"  
OFFICE ASSIGNED TO FOR ACTION : MR. B. CONABLE (E-1227)

ACTION:

_____	APPROVED	
_____	PLEASE HANDLE	
_____	FOR YOUR INFORMATION	
_____	FOR YOUR REVIEW AND RECOMMENDATION	
_____	FOR THE FILES	
_____	PLEASE DISCUSS WITH _____	
_____	PLEASE PREPARE RESPONSE FOR _____	SIGNATURE
_____	AS WE DISCUSSED	
_____	RETURN TO _____	

COMMENTS :





BILL FRENZEL  
THIRD DISTRICT  
MINNESOTA

HOUSE OF REPRESENTATIVES  
WASHINGTON, D. C. 20515-2303

September 26, 1989

The Honorable Barber B. Conable  
President  
International Bank for Reconstruction  
and Development  
1818 H Street, N. W.  
Washington, D. C. 20433

Dear Barber:

Today, September 26, I cleared my schedule, renounced my legislative duties and drove to the Sheraton Washington to listen to a veritable Demosthenes, one Barber Benjamin Conable, orate at the opening of the annual gathering of the IBRD.

After parking, with difficulty, several blocks away, and walking to the hotel in the rain, I proceeded to the Registration Desk. There I was told by a courteous clerk that "the computer was down" and that no badge could be issued. I asked the clerk to consult with a supervisor. She did. Same answer.

I was then advised that I might watch the proceedings on TV in the hotel lobby. That area was sufficiently noisy and crowded to make watching unprofitable. So I left, having spent 1 1/2 hours in fruitless time and effort.

Being a Congressman in the minority, I am quite accustomed to futility. Nevertheless, I begrudge the time, and, even more so the effort to rearrange my schedule. Because other rearrangements were not possible, I was already reconciled to missing the oratory of the Secretary of the Treasury and the President.

I don't know if "the machine is down" is an excuse to deny entry to bad risks. Had I been a full-time delegate I could have waited for the machine to be "up". However, for us

The Honorable Barber B. Conable  
September 26, 1989  
Page two

short-term attendees, may I respectfully suggest that there ought to be a way to operate even under such adverse conditions as a "down" machine.

I hope the meeting was a success.

Best regards,

A handwritten signature in blue ink, appearing to read "Bill Frenzel". The signature is stylized with a large, sweeping initial "B" and a cursive "Frenzel".

Bill Frenzel  
Member of Congress

BF:mjn

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

BARBER B. CONABLE  
President

December 20, 1989

Dear Mr. Fujioka:

On the occasion of your retirement from the Presidency of the Asian Development Bank, I would like to extend to you my personal appreciation and that of my colleagues at the World Bank/IFC for the signal accomplishments of your eight years of leadership of the ADB and for the close and growing collaboration which you have encouraged between our respective institutions.

The task we share of serving the developing nations of Asia is one marked by real progress in many areas, and by increasing challenges in others, and these require constant renewal of our efforts if they are not to undermine the sustainability of social and economic progress achieved. Under your leadership the ADB has very successfully risen to the challenges before it. You have, I believe, left a greatly strengthened institution to your successor, Mr. Tarumizu, with whom we look forward to continuing our close working relationship.

In closing, may I convey my warmest personal wishes for a happy retirement with your family in Tokyo. No doubt we shall have an opportunity to meet again before too long.

Sincerely,



Mr. Masao Fujioka  
1-16-12 Honmachi  
Shibuya-ku  
Tokyo 151  
Japan



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

BARBER B. CONABLE  
President

November 20, 1989

Dear Mr. Fuller:

Thank you for letting me know about your high regard for Mr. Claudio Barbosa who is interested to work at The World Bank.

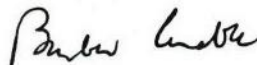
The Personnel Department has, as yet, not received Mr. Barbosa's application. I have, therefore, enclosed a Personal History Form which can be completed and sent to:

Ms. Gitte Dellgren  
International Recruitment Unit  
The World Bank  
1818 H Street, NW  
Washington, D.C. 20433

In the meantime, I have forwarded your letter, which will be useful in the evaluation process, to the International Recruitment Unit for their records, pending receipt of Mr. Barbosa's application. He will be contacted directly about his career prospects at The World Bank.

Your interest in the work of the Bank is much appreciated.

Sincerely,



Mr. Stephen H. Fuller  
Chairman  
World Book, Inc.  
Merchandise Mart Plaza,  
Chicago, Illinois 60654

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

BARBER B. CONABLE  
President

To James Fennell

Dear Jim,

The trip to Zimbabwe was excellent, and I want to thank you for your supportive presence throughout. My wife and I thought it was one of the most successful country encounters we have had in my time here at the Bank, but I know such pleasant results don't occur in a vacuum, but only after thought, planning and dialogue. We were most impressed, but not surprised, that you were so helpful.

Best wishes -

Barber

G



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

BARBER B. CONABLE  
President

December 21, 1989

The Honorable Terence C. Golden  
2442 Belmont Road, NW  
Washington, D.C. 20008

Dear Terry:

It was good to hear from you, and I appreciate your kind words of encouragement.

I have forwarded your note and the attachment to the Personnel Department which has precise knowledge of the staff requirements of the institution and current and anticipated vacant positions. Your friend's qualifications and experience will be reviewed against the Bank's needs, and he will be contacted directly about the prospects of openings for engineers.

I appreciate knowing of your personal high regard for Wayne Holland.

Best wishes for the Holidays.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

December 18, 1989

Mr. John H. Gutfreund  
Chairman  
Salomon Brothers Inc.  
One New York Plaza  
New York, New York 10004

Dear John:

Thank you for your letter inviting me to speak at next year's Salomon Brothers Conference in Salzburg, May 10-12, 1990, regarding the implications for the global economy of current developments in Western and Eastern Europe.

Upon checking, I find that the Development Committee, which normally meets in April, is scheduled to meet during the same week as your Conference. As you know, Ministers from all the developing countries will attend the Development Committee meeting, making it necessary for me to be in Washington at that time.

I'm sorry not to be able to accept your invitation, John, but know you understand the situation.

Best wishes for the Holidays. The new year promises to be an exciting one, with all the changes taking place.

Sincerely,



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

BARBER B. CONABLE  
President

October 24, 1989

Dear Congressman Gejdenson:

Thank you for your letter of September 29, 1989 regarding the situation in Somalia. I, too, am concerned with developments there and the Bank has been following them carefully.

The Bank assistance program to Somalia goes back some 25 years and, given the poverty and development needs of the Somali people, it is important for the Bank to maintain some minimum presence in that country. In the past we have approved 16 operations now at various stages of implementation. I believe we must continue to oversee completion of those projects that remain economically viable and implementable.

The remaining operation is a quick-disbursing credit for imports cofinanced by Italy and the African Development Bank. When the Government of Somalia and the IMF reached agreement in June 1988 on a program of macroeconomic reforms intended to put the economy back on a growth path, Somalia requested the Bank to provide financial support for the program. Working very closely with the Fund, and within the context of an agreed Policy Framework Paper, the Bank approved an Agricultural Sector Adjustment Program (ASAP) of 70 million dollars in June 1989. The Program is being disbursed in two tranches and cofinanced by Italy and the African Development Bank. The first tranche review will take place in January/February 1990. We and the IMF have the Somalia program under careful review, and I do not intend to recommend release of the second tranche of ASAP unless I am satisfied that the economic program is on track and the specific conditions of release have been fully met.

I appreciate and share your concern, and hope that conditions in Somalia will improve before long. Meanwhile, the World Bank intends to act in an appropriately prudent fashion.

Sincerely,

*Barber Conable*

The Honorable Sam Gejdenson  
U.S. House of Representatives  
Washington, D.C. 20515



INTERNATIONAL MONETARY FUND  
THE WORLD BANK

Washington, D.C. 20431

3 novembre 1989

Monsieur Gomez  
Président  
THOMSON  
51, Esplanade du Général de Gaulle  
92045 Paris, La Défense, France

Monsieur le Président,

Le rôle que jouent nos organisations dans le développement et les affaires monétaires internationales exige que nous recrutions et conservions un personnel multinational de haut niveau et de formation technique, économique et financière variée. La fixation d'une rémunération adéquate revêt une importance particulière dans ce contexte. Aussi, avons nous été amenés à organiser des enquêtes périodiques sur la base d'un échantillon d'employeurs de haut niveau, représentatifs du marché de travail européen, pour nous permettre de déterminer le niveau de ces rémunérations. Nous vous serions gré d'accepter de devenir un employeur de référence dans notre enquête et nous fournir, à titre de comparaison, des informations sur la rémunération de votre personnel.

Nous avons mis au point une méthode d'enquête, qui, nous l'espérons, vous fournira des informations pertinentes en retour et directement utilisables par votre organisation. Bien évidemment, tous les renseignements fournis par vos services seront considérés comme étant strictement confidentiels.

Cette enquête a été confiée à Hay Management Consultants, et M. Olivier Garcin de Mayes, qui fait partie de l'agence française, sise au 34, rue Kléber, 92300 Levallois, Tél: (1) 47.58.45.45, Fax (1) 47.58.47.92, prendra contact avec votre secrétariat en temps utile. Nous vous serions reconnaissants de bien vouloir indiquer à Hay Associates que vous acceptez de participer à cette enquête, en précisant le nom de la personne avec laquelle vous souhaitez que M. Garcin prenne contact.

Nous espérons vivement pouvoir compter sur votre concours pour cette importante tâche et vous en remercions à l'avance.

Veillez agréer, Monsieur le Président, l'assurance de notre considération distinguée.



Michel Camdessus  
Directeur général  
Fonds monétaire international



Barber Conable  
Président  
Banque mondiale

cc: M. Roussel

ENGLISH VERSION OF FRENCH LETTER TO NEW PARTICIPANTS IN HAY SURVEY

Monsieur de la Genière  
Président de la  
Compagnie Française de Suez  
1, rue d'Astorg  
75008 Paris, France

Monsieur Gomez  
Président  
THOMSON  
51, Esplanade du Général de Gaulle  
92045 Paris, La Défense, France

Dear

The role which our institutions play in development and international monetary affairs requires that we recruit and retain a multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of an appropriate compensation for such staff is an important matter, which brings us to conduct periodic surveys involving organizations such as yours. We seek your organization's help in providing information concerning the compensation of your staff, for comparative purposes.

We have developed a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential. We are, therefore, hopeful that you will agree to becoming a comparator organization in our survey, so that we may base our salaries on a cross section of high quality employers representative of the European labor market.

Hay management Consultants have been retained to carry out this survey. Mr. Olivier Garcin de Mayes of their French office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (34, rue Kleber, 92300 Levallois, tel. (1) 47.58.45.45, fax. (1) 47.58.47.92) of your willingness to participate in this survey and the name of the person you would wish Hay to contact.

We hope very much that you will help us in this important endeavor. Thank you.

Michel Camdessus  
Managing Director  
International Monetary Fund

Barber Conable  
President  
The World Bank

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

BARBER B. CONABLE  
President

November 6, 1989

Dear Henry:

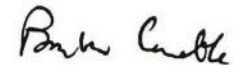
The donor governments had hoped to finalize an agreement on IDA-9 at a meeting in Japan last week. However, this meeting ended without an agreement because the U.S. was unable to give a definite answer on the size of its commitment. I have asked Ernest Stern, Presiding Officer, to analyze where we stand now, given the negative reaction of other donors to the suggestion that the U.S. commitment might be significantly lower than had been expected.

A final agreement on IDA-9 is required by the middle of December so that all donors can include their contributions in next year's budget.

I thought it important that you be made aware of the current situation.

With all best wishes

Sincerely,



The Honorable Henry B. Gonzalez  
Chairman  
Committee on Banking, Finance and  
Urban Affairs  
U.S. House of Representatives  
Washington, D. C. 20515



## STATUS REPORT ON IDA-9 NEGOTIATIONS

### IDA-8

1. IDA-8 had two components--a basic agreement which totalled \$11.5 billion, and additional special contributions of \$900 million. Total IDA-8 funds thus were \$12.4 billion. The US share of the basic agreement was 25%, or \$958 million per year (\$2,880 million over three years). The US share of the enhanced IDA-8 fund was 21.7%; however, this was never accepted by either the US or the other donors as a reasonable share for the US.

### IDA-9

2. All donors except the US have agreed, in principle, to an IDA-9 of SDR11.67 billion--about \$14.8 billion. This assumes a US contribution of \$1,060 million annually, which represents 21.7% of the total. There is already a strong negative reaction to that number. Strictly speaking, the US share should be \$1,200 million per year, or 25% of the total which keeps IDA constant in real terms. Nonetheless, the other donors have accepted this figure. A reduction in the US share from \$1,060 million to \$958 million (as was suggested by the US at the meeting in Japan) would mean, without any doubt, that no other donor would make a special contribution and we could not count on an IDA larger than \$11.5 billion.

3. The \$1,075 million the Bank suggested as a US contribution would have made a deal easy. The \$1,060 million the US talked about would have made a deal possible. The US failure to make a formal commitment soured the atmosphere and made closure impossible. This, despite the fact that others were willing to make up for the agreed reduction in the US share in recognition of the US budgetary difficulties. Despite a few problem areas, many donors, including Japan, Italy, Finland, France, Austria and Spain, have agreed to increase their contributions to make up for the decline in the US share. Scandinavian countries did not indicate whether they would be able to make an extra contribution, but they might have done so if we could have come to closure.

4. In conclusion, while donors have not actually withdrawn their informally indicated support, it may well be that the steam will go out of these intentions, despite our efforts to maintain their support.

### Implications of a Reduced US Contribution

5. A great opportunity at leveraging a modest increase by the US into very large additional contributions by others was missed. If the US finally agrees to a contribution of at least \$1,060 million, it may be possible to recreate the deal--if not, there is no chance that we can have an IDA which maintains resources in real terms.

6. An IDA-9 of \$11.5 billion would mean a reduction in real terms of about 20%. The lost leverage is immense. It means that an additional \$102 million per year from the US makes a difference of about \$3.3 billion in IDA-9. In other words, every dollar contributed by the US will be matched by \$9 in contributions from others.

7. The gravest implications of a reduced IDA are for Africa. Since Africa receives about 47.5% of IDA, it would lose about \$1.6 billion. This is a huge portion of the resource flows to Africa.

November 6, 1989

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

BARBER B. CONABLE  
President

October 24, 1989

The Honorable Henry B. Gonzalez  
Chairman  
Committee on Banking, Finance and  
Urban Affairs  
U.S. House of Representatives  
Washington, D. C. 20515

Dear Henry:

It was a pleasure to see you this morning, and I am delighted to have the opportunity to bring you up-to-date on the World Bank's involvement in current debt reduction initiatives. I am aware that your Committee is required under P.L. 100-461 to transmit regular assessments of the international debt situation to the House Appropriations Committee. I hope that the enclosed information may be of assistance to you should you decide to update the assessment provided earlier this year.

The concern about debt is fundamental to the Bank's concern for sustainable development. On a country-by-country basis, developing a viable scenario for achieving medium-term economic growth must take into account ways of dealing with debt and debt service burdens and assuring continued access to markets and a rapid return to orderly debtor-creditor relations. Without this, debt problems cannot be resolved, the incentives for continued adjustment efforts are reduced, and the confidence which is essential to future development is severely damaged. After a decade in which a substantial number of countries have lost much of the valuable social and economic achievements of the 1960s and 1970s, such an outcome must be considered unacceptable to us all.

As experience with the new debt reduction framework builds, we are learning more about the payoff to be expected from this approach. One key aspect is the extent to which debt and debt service reduction can restore confidence among both domestic and foreign investors, with no impairment of the Bank's financial standing. A second is the readiness of commercial banks to agree to significant debt and debt service reduction without undermining the prospects for raising appropriate amounts of new money in the future. The responses in the first negotiations give reason to be cautiously optimistic on these points, although we recognize that there are many difficult hurdles yet to be overcome in bringing these negotiations to closure and in implementing the understandings reached.



The Honorable Henry B. Gonzalez

October 24, 1989

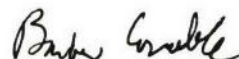
The World Bank is not committed to support each and every debt reduction package negotiated between debtor countries and commercial creditors. The Bank will need to be satisfied that the package will make a material contribution to the development prospects of the debtor country. We also wish to see a financing plan which is reasonably robust in the face of external shocks and is consistent with a return, at least over the medium term, to orderly debtor-creditor relations.

It has been a relatively short time since the new, broadened debt strategy was adopted. Additional actions may become necessary to assure that the strategy is a success. However, the failure of this effort would be very destructive to growth and to poverty reduction in the developing world: two goals that have for many countries been too long denied by the impact of the debt crisis.

I hope that the attached summary of the Bank's involvement in debt reduction efforts is helpful. I believe that the Mexico case, in particular, offers an excellent illustration of the ways in which we are prepared to support those countries with large external debt burdens which have adopted adjustment programs acceptable to the Bank. I appreciate your personal interest, and I look forward to working with you and your Committee on these and other crucial development issues.

With all best wishes.

Sincerely,



Barber B. Conable

**Attachment**

bcc: Mr. F. Aguirre-Sacasa, EXTDR (o/r)  
bcc and cleared with: Messrs. J.W. Stanton, EXC; D. J. Wood, FPRVP;  
A. Steer, FRSCR  
J. Maguire:amg

## WORLD BANK SUPPORT FOR DEBT REDUCTION

### Sharing the Burden with Commercial Banks

The World Bank's support for debt and debt service reduction requires that a substantial discount on the value of the debt, or on the interest charged, must result from the transaction. The willingness of commercial creditors to accept significant reductions in their scheduled debt service is therefore a prerequisite of World Bank support. Other objectives of debt reduction include improving the debtor's prospects for restoring sustainable economic growth; assisting the debtor to re-establish access to international financial markets; and ensuring equitable burden sharing among official and commercial creditors.

Recognizing the need for a case-by-case approach, the Bank has adopted a set of guidelines for the use of IBRD resources to support debt and debt service reduction.<sup>1</sup> The guidelines stipulate that countries receiving Bank support for commercial debt reduction must have a clear need for debt reduction in order to achieve reasonable medium term growth objectives; debt reduction must play a key role in fulfilling the medium term financing plan; and the transaction must result in a substantial reduction in debt service.

### Issues Related to IBRD Involvement

A number of fundamental questions have been raised in regard to the Bank's participation in the debt reduction effort.

- Is the Bank merely taking over the risks of commercial banks?
- Are these additional risks threatening the financial integrity of the IBRD and thus raising the probability that capital will need to be called?
- Do the benefits to the debtor warrant the costs (of increased exposure) to the multilateral institutions?

These questions suggest the need to look at IBRD support for debt reduction from three standpoints:

- To what extent is the burden-sharing between the multilateral institutions and the commercial banks equitable?
- To what extent does the foreign exchange saving to the debtor improve its capacity to service its debt in general, and the World Bank in particular?
- To what extent do the debt reduction schemes proposed improve the debtor's prospects for restoring sustainable economic growth for the benefit of its population?

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<sup>1</sup> Debt reduction is used to refer to reductions in either principal or interest obligations, or some combination thereof.



These three questions are briefly explored below, using the Mexico case as an example.

### Mexico

#### Burden Sharing between the Multilateral Agencies and the Commercial Banks

The Mexico debt reduction deal is by far the largest proposed thus far. The debt reduction alternatives available<sup>2</sup> require commercial banks to choose between a 35% reduction in principal or a drop in the interest rate from LIBOR plus 13/16% (currently equivalent to about 9.3%) to 6.25%. Preliminary estimates<sup>3</sup> indicate that the transaction will result in commercial banks receiving about \$1.0 billion less in interest each year. In addition, principal payments to commercial banks are likely to be reduced by \$3.5 billion. It is therefore clear that the commercial banks are bearing a substantial part of the burden of the restoration of Mexico's creditworthiness.

Under the guidelines approved by the World Bank and IMF Executive Boards, total additional funds provided by the multilateral agencies (over and above their existing programs) for the Mexico deal would be:

World Bank	\$0.95 billion
IMF	\$0.60 billion
Total <u>\$1.55 billion</u> <sup>4</sup>	

This represents a one-time investment in Mexico -- to be repaid at market interest rates.

#### Increased IBRD Exposure and Mexico's Capacity to Service Debt

The World Bank's total outstanding loans to Mexico will, because of the debt reduction scheme, be higher by about \$1 billion than would otherwise have been the case. As noted above, the IMF too will also have

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<sup>2</sup> The financing package provides alternatives for debt reduction as well as for provision of new money. Only the debt reduction options are discussed here.

<sup>3</sup> The deadline for banks to indicate which of the options on the term sheet they will choose has not yet elapsed. The figures provided are based on an initial sounding out of banks.

<sup>4</sup> Total funds provided by the Bank and Fund for Mexico's debt reduction program would be \$2.0 billion and \$1.7 billion respectively. However, it is only \$0.95 billion and \$0.60 billion that would be additional to what would have been lent in the absence of the scheme. These additional loans have not yet been committed.



lent Mexico an additional \$0.6 billion. Does this imply that these multilateral agencies bear a heavier burden of risk than before? No, because the savings to Mexico from the debt reduction will much more than cover the additional debt service required on these additional funds. For example, debt service on the additional IBRD loans provided for debt reduction will amount to only about \$75 million per year for the first five years, and for additional IMF funds the average annual debt service obligations will even be less. In later years, when these loans are fully amortizing, additional debt service obligations to the Bank will peak at \$150 million per year. Against this are interest savings on commercial bank debt beginning immediately at about \$1 billion per year, and rising thereafter. In addition, improved confidence in the Mexican economy stemming from the debt reduction program is likely to further improve the foreign exchange position, through increased direct foreign investment, capital repatriation and other voluntary cash flows. Given the World Bank's preferred creditor status, priority would be given to servicing IBRD obligations before those of other creditors. This net improvement in the foreign exchange position would therefore substantially reduce the risks facing the World Bank.

#### The Benefits to Mexico

The package of debt reduction and new money has created the possibility for renewed growth in per capita income in Mexico. World Bank staff estimates show that as a result of the package and an associated improvement in confidence, output growth could rise to around five percent per year by 1994. Without the package, the transfers required to fully service the external debt would result in much lower growth.<sup>5</sup> Besides the stimulus to growth, contingencies built into the package buffer the Mexican economy from interest rate and oil price movements.

The benefits are already apparent in Mexico. In particular, confidence generated by the agreement has allowed a substantial drop in internal interest rates, improving the Government's fiscal deficit and stimulating domestic investment.

#### Other Countries

The number of debt reduction proposals which are likely to be eligible for Bank support is thus far quite small. A term sheet outlining alternatives for commercial banks to cut principal or interest has been agreed between creditor groups and the Philippine government. Proposals are under active discussion for Costa Rica, Venezuela and Morocco, but the term sheets have not yet been finalized. These countries provide examples

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<sup>5</sup> These projections are based on the most likely estimates of choices by commercial banks among the three options of the package, which substantially meet Mexico's financial needs.

of the significant extent of debt reduction that could be catalyzed with a relatively modest amount of additional support from the World Bank.

Philippines: This package calls for a combination of new money and debt reduction. The major debt reduction element would be a cash buyback at a discount of about 50%; this is roughly equivalent to the current secondary market price. The package allows for as much as \$1.3 billion in principal reduction through the buyback. The package also includes a restructuring of the 1985 New Money package from commercial banks, and the possibility of other future debt reduction transactions. Restructuring of the 1985 New Money package would lead to further interest savings and an additional reduction in required amortization payments by the Philippines of about \$130 million per year between 1990-1995. The transaction would enable the financing gap to be filled and allow a rate of economic growth of about 6% per year - compared to the alternative of 4.5% if the Philippines continued paying full contractual debt service.

Other Countries: Debt reduction proposals in other countries are currently much less developed. In Costa Rica, discussions center around the possibility of allowing for a large cash buyback at a discount of at least 80%. Depending on the level of financing available, total principal reduced could be a quite significant share of Costa Rica's \$1.5 billion of commercial bank debt.

The debt reduction proposal in Chile would be part of a provision of the 1988 multi-year rescheduling agreement with commercial banks. The transaction would likely call for a cash buyback at an average discount of roughly 40%. Proposals for Venezuela and Morocco are less developed; in any event, Bank support would be predicated on a significant amount of commercial bank debt reduction, as well as satisfactory resolution of the medium term adjustment and financing programs and compliance with the other guidelines for Bank support for debt reduction.

In conclusion, Bank support is only being considered in cases where the extent of debt reduction is significant; where the debt reduction allows for a satisfactory completion of the medium term financing plan; and where there is adherence to an appropriate program for adjustment and economic growth.



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

BARBER B. CONABLE  
President

October 10, 1989

Dear Bill,

Thank you for your letter and its enclosures concerning the situation of Voith Hydro, Inc. of York Pennsylvania.

Voith is a supplier of nine turbines for the Yacyreta project in Argentina. Its contract was financed by the U.S. Exim-Bank until August 1988, at which date U.S. Exim-Bank suspended the loan.

We at the World Bank, jointly with the Inter-American Development Bank, are financing the civil works contracts of Yacyreta and are concerned about the potential delays that the Exim-Bank suspension may entail for the completion of Yacyreta.

We hope your efforts in seeking support from the Executive Branch of the U.S. Government to release Exim-Bank Credit No. 7145 with Entidad Binacional Yacyreta are successful.

Sincerely,

*Barber Conable*

*Since we are financing a portion of this project of the Argentine gov't,  
we have no leverage with respect to a U.S. suspension of credit  
to Argentina*

*B.C.*

The Honorable Bill Goodling  
Member of Congress  
Congress of the United States  
House of Representatives  
Washington, D.C. 20515



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

BARBER B. CONABLE  
President

December 12, 1989

Stuart J. Gordon, Esquire  
Metzger, Gordon and Scully  
1275 K Street, NW  
Washington, D.C. 20005

Dear Mr. Gordon:

Thank you for letting me know about Diane Minogue who has applied for a position at The World Bank as an Internal Affairs Officer.

Because personnel selection decisions are made by line managers at the Bank, I have forwarded your letter to the Director of Strategic Planning and Review, Mr. Alexander Shakow, with the request that Ms. Minogue's application receive consideration. She will be contacted directly about her prospects.

In addition, I have asked the Director of Personnel Operations to ensure that Ms. Minogue receives appropriate career counseling and assistance.

I appreciate your bringing Ms. Minogue's interest to my attention.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

December 1, 1989

The Honorable Albert Gore Jr.  
United States Senate,  
Washington, DC 20510-4202

Dear Al:

Thank you for your letter of November 16 requesting background information on the World Bank's involvement in the Sardar Sarovar project in India. At the outset, let me say how refreshing it is to get a letter on this subject which asks why we are doing what we are doing, rather than simply telling us what we should or should not be doing.

That said, we share the concerns expressed by various observers about the resettlement and environment aspects of the projects in the Narmada valley, and have been working very closely with the Indian authorities to ensure that policies and programs to deal with these aspects are formulated and implemented with the utmost care.

While the Narmada projects have generated a great deal of concern and criticism in some quarters, there is also considerable support for them in India. On September 26 this year the legislative assembly of Gujarat (which includes the elected representatives of areas in Gujarat, which constitute a small but significant proportion of the affected people submerged by the reservoir, as well as areas which will benefit from the project), unanimously passed a resolution affirming support for the projects, which was described as the "lifeline" for the state.

As you know, the projects are designed to bring irrigation, electricity, and drinking water to millions of people in several drought-prone states of western India. The task is formidable yet vitally important to this part of the country; about five million people were estimated to be living in the rural sections of the Sardar Sarovar command area alone in 1981, a figure which may approach fifteen million by the time the project is fully developed. The scanty and erratic rainfall in the benefitting areas does not provide a reliable basis for productive modern agriculture; water for domestic and animal consumption is frequently in extremely short supply; and the availability of electric power continues to be a major constraint to non-agricultural economic growth in the region.

Several alternatives to a large dam were investigated by the special Narmada Water Disputes Tribunal that was set up by the Government of India in the 1970s. These alternatives included a series of smaller dams, as well as varying heights to the large dam. The conclusion was that the dam currently under construction offered the best solution, taking into account technical, economic and other considerations. A smaller dam, or series of dams, would result in higher costs, greater submergence in relation to irrigation development, and far less potential power benefits. Multiple small dams with a similar storage capacity to that now proposed would have greatly increased the loss of fertile valley-bottom land, and simultaneously, as the submerged area increases, the resettlement and environmental problems would mount. The selected configuration



is such that the area submerged will be less than 2% of the area benefitting from irrigation—an unusually low ratio.

The environmental impact of the project was investigated carefully by the Water Disputes Tribunal and again by the Bank appraisal mission. A special environmental study was commissioned by the Bank, and a United States consultant completed this study before project implementation began. In addition, several specific studies and work programs are underway relating to fisheries, forestry and public health. Archeological and water resources aspects are also receiving attention. The most recent report from the field, prepared by a Bank Environmental Specialist, indicates significant progress in all these areas over the last few months.

The construction of the dam will necessitate the resettlement of a large number of people. The provisions to be made for families whose land and homes will be affected by the project were the subject of very extensive discussion between the Bank and the Indian authorities. Agreements reached as part of the project will ensure that those families whose land and homes are affected by the dam will be appropriately compensated. The program will ensure that all affected persons will at least regain their previous economic status, and that many will be significantly better off. All those wishing to continue to derive their livelihood from agriculture will be able to do so. Due attention to other aspects of their rehabilitation—for example, by resettling villages as far as possible in contiguous groups—is also provided for under our agreements with the implementing agencies. Bank staff have met, and will continue to meet, Non-Governmental Organizations who are active in the project area to ensure that the information available is as complete and representative as possible.

As long as we believe project authorities are committed to implementing the project in accordance with legal agreements and are prepared to take remedial action as and when necessary, our position is that we should continue to support the project. However, where this commitment is not evident and where there has been a clear violation of an agreement, the Bank is not averse to taking appropriate action, including suspension of disbursements, and this has been done in other projects in India.

I do not wish to underestimate the difficult resettlement and environmental issues associated with these projects, and appreciate your interest and concern. Neither are we committed irrevocably to support development of the Narmada valley irrespective of the course that such investments may take. We monitor compliance with Bank policies and the Bank's Loan and Credit agreements on resettlement, the environment, and other aspects of project implementation at least twice a year through on-site visits by Bank staff and consultants. Our continued support is conditional upon the resolution of the difficult issues involved in accordance with the standards which govern our operations in general, and those agreed with the authorities concerned for this specific project. We are working closely with project authorities and others, including non-governmental agencies, to deal with them fairly and thoroughly. In time, we feel that the projects will prove to be of enormous benefit to the people and the economy of the area.

Sincerely,

  
Barber B. Conable



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

BARBER B. CONABLE  
President

December 13, 1989

Princess Claudia Windisch Graetz  
Clarendon House  
2 Clarendon Avenue  
Suite 109  
Toronto, Ont., M4V 1H9  
Canada

Dear Princess Windisch Graetz:

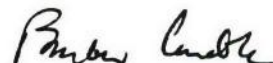
Thank you for your letter of December 4 requesting my support in your application to be a White House Fellow.

In my current position as head of an international organization, I am prohibited from engaging in any political activities in any of the Bank's 152 member countries, including the use of any perceived influence I might have with respect to political appointments. As a result, I am outside the political loop at this point with regard to the current US Administration.

You might wish to marshal support for your application from current Republican leaders or other contacts you may have within the Bush Administration.

Your ambition is a worthy one, and I wish you well in its advancement.

Sincerely,



Chron

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

BARBER B. CONABLE  
President

November 3, 1989

H.E. Tonye O. Graham-Douglas  
Minister  
Federal Ministry of Social Development,  
Youth and Sports  
5 Kofo Abayomi Street  
Victoria Island  
Lagos, Nigeria

Dear Mr. Minister:

Mrs. Conable and I are very pleased to receive your invitation to the Fourth ECA Regional Conference on the Integration of Women in Development and on the Implementation of the Arusha Strategies for the Advancement of Women in Africa, to be held in Abuja from November 6-10, 1989.

We are happy to see increasing recognition now given, in both developing and developed countries, to the significant role that women are able to play in economic development. We are especially pleased that Nigeria is hosting the ECA conference and making significant strides in enhancing the role of women. The World Bank supports programs that will help expand opportunities for women in the economic and social sectors, and we hope that your conference will be successful in encouraging action programs in these areas.

Unfortunately, prior travel commitments to Canada and East Africa during this period will make it impossible for Mrs. Conable and me to participate personally in the ECA conference. I have asked our Resident Representative in Lagos to attend on behalf of the Bank.

Best wishes for a successful conference.

Sincerely,

*Barber Conable*

THE WORLD BANK  
INTERNATIONAL MONETARY FUND

Washington, D.C. 20431

3. November, 1989

Herrn Dr.-Ing. Hans Wilhelm Grasshoff  
Hoesch Stahl AG  
Rheinische Str. 173  
4600 Dortmund 1  
Federal Republic of Germany

Sehr geehrter Herr Dr. Grasshoff,


Die Rolle unserer Institutionen auf dem Gebiet Entwicklung und internationale Geldangelegenheiten erfordert einen multinationalen Mitarbeiterstab von hoher Qualität und mit einem breiten Spektrum an Fertigkeiten im finanziellen, ökonomischen und technischen Bereich. Die Festlegung angemessener Gehälter für einen solchen Mitarbeiterstab ist eine Angelegenheit von grosser Tragweite, und wir wenden uns daher mit der Bitte um Unterstützung an Ihre Institution. Wir wären Ihnen dankbar, wenn Sie uns zu Vergleichszwecken Informationen über die Besoldung ihrer Mitarbeiter zur Verfügung stellen würden.


Wir haben einen Erhebungsansatz entwickelt, von dem wir hoffen, dass er Ihnen Informationen zurückvermittelt, die für Ihre Organisation direkt relevant und nützlich sind. Alle von Ihnen verfügbar gemachten Informationen werden streng vertraulich behandelt. Wir hoffen auf Ihre Bereitschaft, an diesem Gehaltsvergleich teilzunehmen. Sie würden uns helfen sicherzustellen, dass unsere Gehaltsstruktur international wettbewerbsfähig bleibt.

Das Beratungsunternehmen Hay Management Consultants ist mit der Durchführung dieser Erhebung betraut worden. Herr Bernd Schneider wird demnächst mit Ihrem Büro in Verbindung treten. In diesem Zusammenhang wären wir Ihnen sehr verbunden, wenn sie Hay Associates [Lyoner Stern, Hahnstrasse 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010] Ihre Bereitschaft zur Teilnahme an dieser Erhebung sowie den Namen der Person mitteilen würden, mit der Hay sich in Verbindung setzen sollte.

Wir hoffen, dass Sie uns in dieser wichtigen Angelegenheit behilflich sein können und danken Ihnen für Ihre Mühe.

Hochachtungsvoll

  
Barber B. Conable  
Präsident  
Die Weltbank

  
Michel Camdessus  
Geschäftsführer  
Internationaler Währungsfonds



TRANSLATION

Herrn Dr.-Ing. Hans Wilhelm Grasshoff  
Hoesch Stahl AG  
Rheinische Str. 173  
4600 Dortmund 1  
Federal Republic of Germany

Dear Mr. Grasshoff:

The role which our institutions play in development and international monetary affairs requires that we recruit and retain multinational staff of high quality with diverse financial, economic, and technical backgrounds. The determination of appropriate compensation for such a staff is an important matter and we seek your organization's help in providing information concerning the compensation of your staff, for comparative purposes.

We have developed a survey approach that we hope will provide you with feedback information which will be directly relevant and useful to your organization. Any information provided by your organization will be kept strictly confidential. We are hopeful that you will agree to becoming a comparator organization in our survey, to help us ensure the continued international competitiveness of our salary structure.

Hay Management Consultants have been retained to carry out this survey. Mr. Bernd Schneider of their German office will be contacting your office in due course. In this connection, we would be grateful if your company would advise Hay Associates (Lyoner Stern, HahnstraBe 70, 6000 Frankfurt am Main 71, tel. (69) 6664013-19, fax. (69) 6664010) of your willingness to participate in this survey and the name of the person you would wish Hay to contact.

We hope very much that you will help us in this important endeavor. Thank you.

Yours truly,

Barber Conable  
President  
The World Bank

Michel Camdessus  
Managing Director  
International Monetary Fund

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

BARBER B. CONABLE  
President

November 30, 1989

*Bill*  
Dear ~~Congressman Gray~~:

Thank you very much for your letter of November 15 regarding the arrangements for janitor services at the World Bank.

I am pleased that you find the specifications for the new contract encouraging, and I appreciate your advice that positive labor relations are essential to the successful delivery of such services. We cannot be certain, and would prefer not to prescribe, how the winning contractor will ensure a harmonious relationship with its employees. However, we all recognize, and the firms under consideration have been told, how important it is for a public institution like the Bank to set an appropriate example in labor relations.

We will expect our eventual contractor to conduct itself accordingly.

Sincerely yours,

*Barber Conable*

The Honorable William H. Gray, III  
House of Representatives  
Washington, D.C. 20515-5101

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

BARBER B. CONABLE  
President

December 1, 1989

Dear Dr. Guth:

I have been profoundly shocked and distressed to learn of the senseless crime that has taken the life of Dr. Alfred Herrhausen. We at the World Bank deeply appreciated his interest in, and support for, our work, and benefited greatly from his imaginative and wise counsel. We recall with particular admiration his commitment to social development and his concern for the poor and underprivileged. We remember also with great gratitude his personal and generous contribution to the success of the Annual Meetings of the World Bank and the International Monetary Fund in Berlin in 1988.

Please accept my personal condolences together with the condolences of all my colleagues here on this irreparable loss to the Deutsche Bank and to the Federal Republic. We know how sorely he will be missed.

May I also extend our deepest sympathies to his family and friends, and wish them every comfort in their grief.

Sincerely,

*Barber Conable*

Dr. Wilfried Guth  
Chairman of the Supervisory Board  
Deutsche Bank, AG  
Taunusanlage 12  
D-6000 Frankfurt/Main 1  
Federal Republic of Germany



H

**International Finance Corporation**

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

(202) 477-1234  
Cable Address: CORINTFIN

BARBER B. CONABLE  
President

December 18, 1989

His Excellency  
Ryutaro Hashimoto  
Minister of Finance  
Ministry of Finance  
3-1-1 Kasumigaseki  
Chiyoda-ku  
Tokyo 100  
Japan

Dear Minister Hashimoto:

In the spring of 1987, the management of the International Finance Corporation approached the Government of Japan to suggest that Japan consider increasing its shareholding in IFC. I myself discussed this matter with you a few months ago. Following our informal discussions with the Corporation's other major shareholders, we believe that there is broad support for Japan to become IFC's second-ranking shareholder. Based on the support of the major countries, I am writing to confirm our proposal that Japan should consider increasing its shareholding so as to become the second largest shareholder in IFC.

Japan now is the second largest shareholder in the IBRD, but in IFC it is still number five, after the United States, Federal Republic of Germany, United Kingdom, and France. Given Japan's position as the second largest economy in the world, her financial strength and commitment to assist developing countries, it seems appropriate that your Government would consider subscribing to additional shares in IFC, increasing the Corporation's capital and becoming its second largest shareholder.

In order for Japan to assume a percentage shareholding in the Corporation which would be in line with its relative shareholding in the IBRD, your Government would need to increase its subscription to IFC by 23,738 shares at a cost of US\$ 23,738,000. In connection with an increase in Japan's shareholding, the French Government has requested an additional share allocation which would allow them to have an equal fourth-ranking position with the United Kingdom. I attach, as background, a statistical note on the matter.


H.E. Ryotaro Hashimoto

- 2 -

IFC has a sufficient number of authorized, unallocated shares that can be allocated to Japan by a resolution of the Board of Governors, subsequent to a recommendation by the Corporation's Board of Directors. Such a resolution would be required to allocate additional IFC shares to Japan and France, as described above. The management of IFC is submitting such a resolution to the Board of Directors for their consideration during the month of December, and I have every expectation that they and the Board of Governors will approve it.

I would welcome your Government's becoming IFC's second-ranking shareholder and am grateful for your continued support.

Sincerely,



Barber B. Conable  
President

Enclosure



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

BARBER B. CONABLE  
President

November 6, 1989

Dear Lee:

The donor governments had hoped to finalize an agreement on IDA-9 at a meeting in Japan last week. However, this meeting ended without an agreement because the U.S. was unable to give a definite answer on the size of its commitment. I have asked Ernest Stern, Presiding Officer, to analyze where we stand now, given the negative reaction of other donors to the suggestion that the U.S. commitment might be significantly lower than had been expected.

A final agreement on IDA-9 is required by the middle of December so that all donors can include their contributions in next year's budget.

I thought it important that you be made aware of the current situation.

With all best wishes

Sincerely,

*Barber Conable*

The Honorable Lee H. Hamilton  
U. S. House of Representatives  
Washington, D. C. 20515

## STATUS REPORT ON IDA-9 NEGOTIATIONS

### IDA-8

1. IDA-8 had two components--a basic agreement which totalled \$11.5 billion, and additional special contributions of \$900 million. Total IDA-8 funds thus were \$12.4 billion. The US share of the basic agreement was 25%, or \$958 million per year (\$2,880 million over three years). The US share of the enhanced IDA-8 fund was 21.7%; however, this was never accepted by either the US or the other donors as a reasonable share for the US.

### IDA-9

2. All donors except the US have agreed, in principle, to an IDA-9 of SDR11.67 billion--about \$14.8 billion. This assumes a US contribution of \$1,060 million annually, which represents 21.7% of the total. There is already a strong negative reaction to that number. Strictly speaking, the US share should be \$1,200 million per year, or 25% of the total which keeps IDA constant in real terms. Nonetheless, the other donors have accepted this figure. A reduction in the US share from \$1,060 million to \$958 million (as was suggested by the US at the meeting in Japan) would mean, without any doubt, that no other donor would make a special contribution and we could not count on an IDA larger than \$11.5 billion.

3. The \$1,075 million the Bank suggested as a US contribution would have made a deal easy. The \$1,060 million the US talked about would have made a deal possible. The US failure to make a formal commitment soured the atmosphere and made closure impossible. This, despite the fact that others were willing to make up for the agreed reduction in the US share in recognition of the US budgetary difficulties. Despite a few problem areas, many donors, including Japan, Italy, Finland, France, Austria and Spain, have agreed to increase their contributions to make up for the decline in the US share. Scandinavian countries did not indicate whether they would be able to make an extra contribution, but they might have done so if we could have come to closure.

4. In conclusion, while donors have not actually withdrawn their informally indicated support, it may well be that the steam will go out of these intentions, despite our efforts to maintain their support.

### Implications of a Reduced US Contribution

5. A great opportunity at leveraging a modest increase by the US into very large additional contributions by others was missed. If the US finally agrees to a contribution of at least \$1,060 million, it may be possible to recreate the deal--if not, there is no chance that we can have an IDA which maintains resources in real terms.

6. An IDA-9 of \$11.5 billion would mean a reduction in real terms of about 20%. The lost leverage is immense. It means that an additional \$102 million per year from the US makes a difference of about \$3.3 billion in IDA-9. In other words, every dollar contributed by the US will be matched by \$9 in contributions from others.

7. The gravest implications of a reduced IDA are for Africa. Since Africa receives about 47.5% of IDA, it would lose about \$1.6 billion. This is a huge portion of the resource flows to Africa.

November 6, 1989



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

BARBER B. CONABLE  
President

December 13, 1989

Dear Senator Harkin:

Thank you very much for your letter of November 22, regarding the arrangements for janitor services at the World Bank.

I am pleased that you find the specifications for the new contract encouraging, and I appreciate your advice that positive labor relations are essential to the successful delivery of such services. We would prefer not to prescribe how the winning contractor will ensure a harmonious relationship with its employees. However, we all recognize, and the firms under consideration have been told, how important it is for a public institution like the Bank to set an appropriate example in labor relations.

We will expect our eventual contractor to conduct itself accordingly.

Sincerely yours,



The Honorable Tom Harkin  
United States Senate  
Washington, D.C. 20510

Chom

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

BARBER B. CONABLE  
President

December 7, 1989

Dear Mr. Minister:

The International Bank for Reconstruction and Development (the "Bank") proposes to borrow an aggregate principal amount of up to JPY 70,000,000,000 in Japan through an issue of bonds denominated in Japanese yen. The maturity, the interest rate and issue price of the bonds have not yet been determined.

The Government of Japan is hereby requested, in accordance with Section 1(b) of Article IV of the Bank's Articles of Agreement, to approve the proposed borrowing by the Bank in an aggregate principal amount of up to JPY 70,000,000,000. The Government of Japan is further requested to agree, pursuant to the same provision of the Articles of Agreement, that the proceeds of such borrowing may be exchanged for the currency of any other member of the Bank without restriction.

Sincerely,

*Barber B. Conable*

His Excellency  
Ryutaro Hashimoto  
Minister of Finance  
Ministry of Finance  
Tokyo, Japan

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

BARBER B. CONABLE  
President

November 28, 1989

Dear Mr. Minister:

The International Bank for Reconstruction and Development (the "Bank") proposes to borrow an aggregate principal amount of JPY 10 billion through a domestic borrowing to be lead-managed by Nomura Securities Co., Limited. The maturity of the bonds would be 7 years. The coupon payments would be denominated in Australian dollars.

The Government of Japan is hereby requested, in accordance with Section 1(b) of Article IV of the Bank's Articles of Agreement, to approve the proposed borrowing by the Bank. The Government of Japan is further requested to agree, pursuant to the same provision of the Articles of Agreement, that the proceeds of such borrowing may be exchanged for the currency of any other member of the Bank without restriction.

Sincerely,

*Barber B. Conable*

His Excellency  
Ryutaro Hashimoto  
Minister of Finance  
Ministry of Finance  
Tokyo, Japan



Chron

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

BARBER B. CONABLE  
President

October 19, 1989

Dear Mr. Minister:

The International Bank for Reconstruction and Development (the "Bank") proposes to borrow an aggregate principal amount of up to JPY 10 billion through a Euroyen borrowing to be lead-managed by LTCB International Limited, London. The maturity of the bonds would be 5 years. The coupon payments would be denominated in Australian dollars.

The Government of Japan is hereby requested, in accordance with Section 1(b) of Article IV of the Bank's Articles of Agreement, to approve the proposed borrowing by the Bank. The Government of Japan is further requested to agree, pursuant to the same provision of the Articles of Agreement, that the proceeds of such borrowing may be exchanged for the currency of any other member of the Bank without restriction.

Sincerely,

*Barber B. Conable*

His Excellency  
Ryutaro Hashimoto  
Minister of Finance  
Ministry of Finance  
Tokyo, Japan

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

BARBER B. CONABLE  
President

October 13, 1989

Dear Senator Hatfield and Congressman McHugh:

Thank you for sending me a copy of the Policy Report, "The Developing World: Danger Point for U.S. Security." Your letter arrived during the rush of our Annual Meetings, and I apologize for not responding sooner.

As you know, as President of an international organization, I worry about sustainable development and economic growth in the developing world a great deal, though not specifically in relation to how they affect U.S. security. I commend you for your vision in commissioning this report. Clearly a multilateral approach to many of these problems may prove more successful than a bilateral approach, which confirms my feeling that if there wasn't a World Bank one would have to be invented.

I would be glad to meet with you to discuss these global economic and development issues and the role of the World Bank. Because of the focus of this report particularly on U.S. security issues, I have copied my letter and yours to the U.S. Executive Director for the World Bank.

Sincerely,

*Barber Conable*

The Honorable Mark O. Hatfield ✓  
United States Senate  
Washington, D.C. 20510

The Honorable Matthew F. McHugh  
U.S. House of Representatives  
Washington, D.C. 20515

cc: Mr. E. Patrick Coady, U.S. Executive Director



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

BARBER B. CONABLE  
President

December 6, 1989

The Honorable John Heinz  
United States Senate  
Washington, D.C. 20510

Dear John:

Thank you and Senator Wirth for your letter of November 16 concerning the Sardar Sarovar projects in India.

We share your concerns about the resettlement and environment aspects of the project. The Bank has been working closely with the Indian authorities for a number of years to ensure that policies and programs to deal with these aspects are formulated and implemented with the utmost care.

As you know, the projects are designed to bring irrigation, electricity, and drinking water to millions of people in several drought-prone states of western India. The task is formidable yet vitally important to this part of the country; about five million people were estimated to be living in the rural sections of the Sardar Sarovar command area alone in 1981. By the time these projects are completed the total population positively affected by the project may approach 15 million. The scanty and erratic rainfall in the benefitting areas does not provide a reliable basis for productive modern agriculture; water for domestic and animal consumption is frequently in extremely short supply; and the availability of electric power continues to be a major constraint to non-agricultural economic growth in the region.

Several alternative development options were investigated by the special Narmada Water Disputes Tribunal that was set up by the Government of India in the 1970s. These alternatives included a series of smaller dams, as well as varying heights to the large dam. The conclusion was that the dam currently under construction offered the best solution, taking into account technical, economic and other considerations. A smaller dam, or series of dams, would result in higher costs, greater submergence in relation to irrigation development, and far less potential power benefits. Multiple small dams with a similar storage capacity to that now proposed would have greatly increased the loss of fertile valley-bottom land, and simultaneously, as the submerged area increases, the resettlement and environmental problems would mount. The selected configuration is such that the area submerged will be less than 2% of the area benefitting from irrigation—an unusually low ratio.

As you have pointed out, the construction of the dam will necessitate the resettlement of a large number of people. The provisions to be made for families whose land and homes will be affected by the project were the subject of very extensive discussion between the Bank and the Indian authorities. The ruling of the Narmada Tribunal, together with agreements reached with the Government of India and the participating states as conditions for Bank support to the project provide a comprehensive resettlement plan which will ensure that those families whose land and homes are affected by the dam will be appropriately compensated. The program will ensure that all affected persons will at least regain their previous economic status, and that many will be significantly better off. All those wishing to continue to derive their livelihood from agriculture will be able to do so. Due attention to other aspects of their rehabilitation—for example, by resettling villages as far as possible in contiguous groups—is also provided for under our agreements with the implementing agencies. Bank staff have met, and will continue to meet, Non-Governmental Organizations who are active in the project area to ensure that the information available is as complete and representative as possible.



The environmental impact of the project was investigated carefully by the Water Disputes Tribunal and again by the Bank appraisal mission. A special environmental study was commissioned by the Bank, and a United States consultant completed this study before project implementation began. In addition, several specific studies and work programs are underway relating to fisheries, forestry and public health. Archeological and water resources aspects are also receiving attention. The most recent report from the field, prepared by a Bank Environmental Specialist indicates significant progress in all these areas over the last few months.

On the issue of the Bank's economic analysis, a very comprehensive examination was conducted as part of the appraisal work in 1984/85. Rehabilitation and resettlement requirements were costed as was forest land and land lost to inundation. Public health costs were not included originally since it was not obvious, and is still not, that the assumed health costs will outweigh the health benefits from assured water supplies for drinking and washing.

Staff of the Bank's India Department have made a preliminary review of Mr. Paranjpye's recent assessment for the Indian National Trust for Art and Cultural Heritage (INTACH) and have concluded that our original decision to support this project remains sound. While some costs have increased, so have some benefits. For example, benefits from power generation are much greater than originally estimated and the original benefits ascribed to municipal and industrial water were almost certainly undervalued. Overall, we do not think the economic rate of return has changed significantly from the 13 percent calculated in 1985. The INTACH report estimates the return for the SSP project at 10.8% and for the proposed Narmada Sagar project at 12.2%.

While the Narmada projects have generated a great deal of concern and criticism in some quarters, there is also considerable support for them in India. On September 26 this year the legislative assembly of Gujarat (which includes the elected representatives of areas in Gujarat, which constitute a small but significant proportion of the affected people submerged by the reservoir, as well as areas which will benefit from the project) unanimously passed a resolution affirming support for the projects, which was described as the "lifeline" for the state.

We monitor compliance with Bank policy and the Bank's Loan and Credit agreements on resettlement and environment, and other aspects of project implementation at least twice a year through on-site visits by Bank staff and consultants. As long as project authorities are making a best effort to implement the project in accordance with legal agreements and are prepared to take remedial action when necessary, our position is that we should continue to support the project. However, where this commitment is not evident and where there has been a clear violation of an agreement, the Bank is not averse to taking appropriate action, including suspension of disbursements, and this has been done in other projects in India.

I do not wish to underestimate the difficult resettlement issues associated with these projects. However, we are working closely with project authorities and others, including non-governmental agencies, to deal with them fairly and thoroughly. In time, we feel that the projects will prove to be of enormous benefit to the people and the economy of the area.

Sincerely,



Barber B. Conable  
President

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

BARBER B. CONABLE  
President

October 10, 1989

Dear Mr. Minister:

I have learned of your appointment as Governor for Algeria on the Boards of Governors of The World Bank Group. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position actively to participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best personal wishes.

Sincerely,

*Barber Conable*

Son Excellence  
Monsieur Ghazi Hidouci  
Ministre de l'Economie  
Immeuble Mauretania  
Place du Perou  
Algiers, Algeria



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

BARBER B. CONABLE  
President

November 2, 1989

Mr. W. David Hopper

David,

Re Budget Process Task Force Report

I reiterate my satisfaction with the Task Force's work and its excellent report. The managerial consensus reached on the bulk of the recommendations is most encouraging.

I had hoped that a simpler and less staff-intensive process would emerge, but expect that streamlining will be possible during the implementation phase.

Based on the PC discussion of the report and my decisions, please arrange for the Task Force report to be prepared for distribution to managers and circulation to the Committee on Cost Effectiveness and Budget Practices. In case some members wish to add minority views, these should be added to the report.

In the interactions you and other senior managers will have with the Board Committee, you should respond to the issues they raised, ascertain their views on the role of the Board, and explore the extent of simplification in Board budget processes which would be acceptable to the Executive Directors.

I will take account of the Committee's views on the Task Force report before the budget process report is distributed to the Executive Directors. Accordingly, a transmittal note addressed to Mr. Potter should be prepared for my signature.

This having been said, the recommendations arising out of Task Force work should be implemented forthwith. In particular, I look to PBD to oversee timely and effective implementation of the plan attached to the report. If further adjustments in processes are needed as a result of CEBP and Board consideration of the Task Force report, they will be implemented for the FY92 cycle.



Based on the elements presented in the report--and the discussion of the President's Council--you should finalize the report and proceed along the following lines with respect to the issues raised in your note of October 18, 1989:

- Managers should treat the budget as a ceiling. This is crucial for the credibility of management vis-a-vis the Board.

- Flexible budget management should be encouraged so that resources are actively redeployed in the institutional interest.

- A contingency should be included in the budget to help me fund otherwise unbudgeted and unanticipated high-priority requirements in a timely and non-disruptive fashion.

- Improved and more transparent price forecasting and budgeting should be implemented, along the lines suggested in the report. In particular, if we do not proceed to nominal budgeting, it is important that managers are made aware of nominal costs, including overhead/benefits, of activities in their units and across the Bank.

- The Director of PBD will have authority to decide on budget issues of less than \$100,000.

Regarding the nominal budgeting issue, I am concerned that the proposed system will be extremely cumbersome to implement, and will raise major issues regarding the human resource management system in place, while neither meeting Board objectives nor contributing in a major way to the effectiveness of our work. I have no objection if you wish to extend the pilot phase to more VP units, but Bankwide application would depend on the results, a sound human resource management system and further review of likely advantages.

There is no doubt that the full menu of Task Force recommendations will, in the short run, put extra burdens on managers, on PBD and on Units' planning/budgeting staff. As the process matures and data systems improve, I fully expect substantial reductions in the costs associated with the budget process. Accordingly, I have asked PBD to further review the topic and make it an integral element of the FY90 institutional budget retrospective.

Complementary measures in terms of organization and planning processes should also be considered. This forms part of the fine-tuning exercise. In the light of the Budget Process Task Force recommendations, Bob Picciotto will consult with the members of the President's Council and let me have a proposal.

*Bob Picciotto*

cc: Mr. R. Picciotto

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

BARBER B. CONABLE  
President

October 30, 1989

Mr. David Hopper

David:

Re: Reorganization - Fine Tuning

Thank you very much for your response and suggested addition to the terms of reference.

After reviewing again the raison d'etre of PPR, I believe some clarifications and adjustments are required.

As I discussed with you earlier this year, I see PPR's role first and foremost as focusing on high priority policy work and research in the development field. PPR must be the primary focus of intellectual leadership in the Bank. PPR must be able to produce quality work to influence policy makers and researchers outside the Bank and the development practitioners in Operations.

You recall when I reviewed your submission for the budget contract earlier this year, I did not accept that the listing of tasks added up to a convincing policy and research agenda. Interdisciplinary efforts and overall integration of the Bank's major themes have to be much more emphasized. This exercise should be the occasion to basically re-think:


- what organizational structure,
- what management practices, and related staffing

are needed and optimal if PPR is to take clear leadership of the research and policy agenda of the Bank and be a decisive influence on development issues. I would like to review with you options/alternatives to achieve these long-term objectives.

You raised the issue of ex-post reviews and suggested a prologue. I have assumed that the size and effectiveness of PPR's ex-post review activities and the role of the Policy Analysis and Review Division will be assessed also in collaboration with OPS under item (a) page 2 of my memorandum. I expect that this review will lead to a more effective ex-post review cycle and will free staff resources for policy, and research work.

Overall integration and qualitative/quantitative monitoring of Bank priorities and Presidential initiatives have not yet been achieved. I would appreciate your reviewing what role, if any, PPR can and should play to provide me with an overview on Bank activities on priority issues and Presidential initiatives.

I attach a revised terms of reference.



Barber B. Conable

Attachment

cc: Messrs. Fischer  
Rajagopalan



SVP - PPR

Major Issue:

Compatibility of PPR's size, structure and staffing with the institutional need for intellectual leadership through policy development and relevant, high-quality research.

There is no doubt that the creation of PPR has been one of the successful organizational changes. PPR has contributed measurably to the internal and external dialogue on development issues.

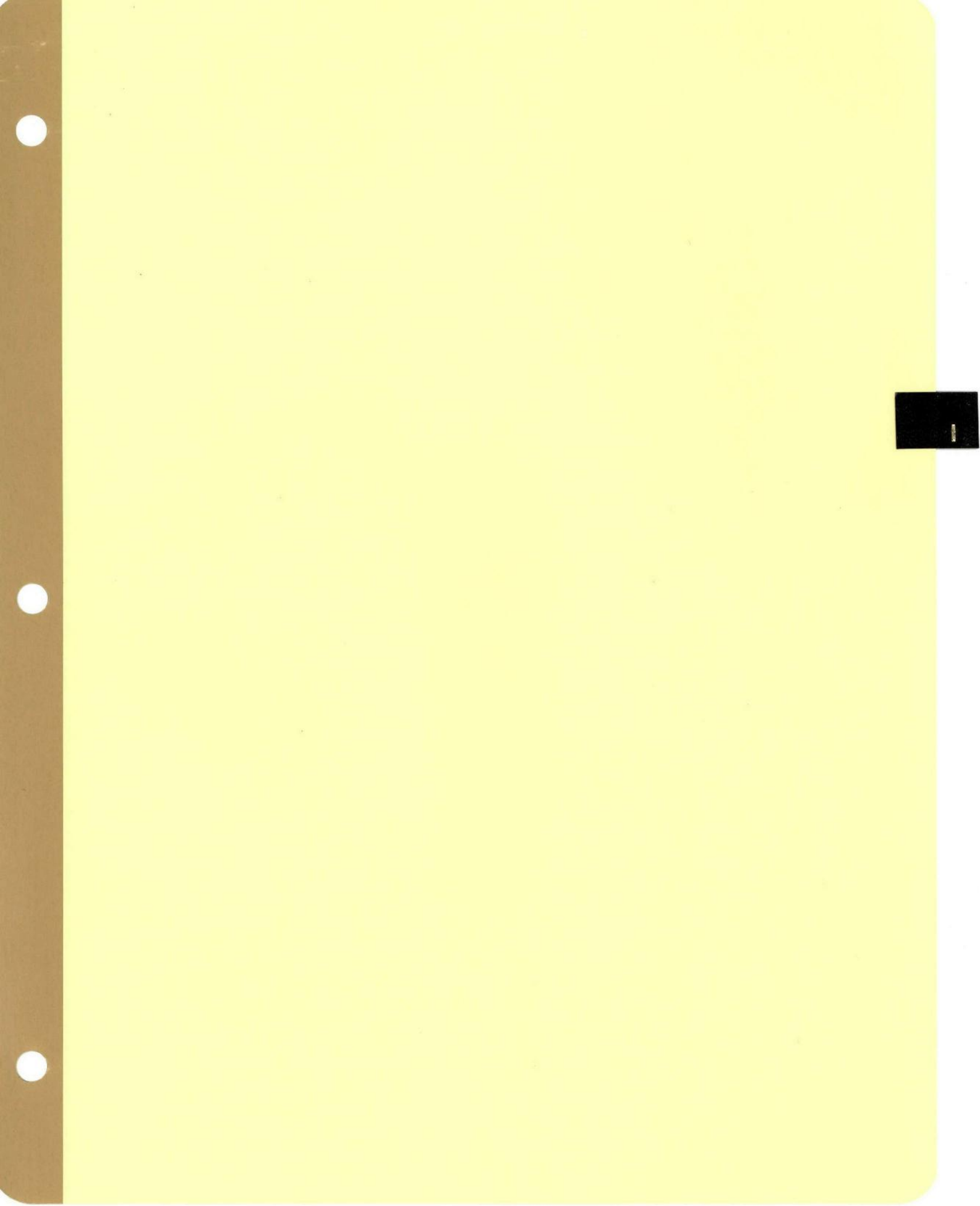
Nevertheless, integration of macro-economic and sector issues at the policy and research level remains the most important and urgent objective. There is clearly a perception that PPR policy and research efforts are still not adequately balanced in relation to institutional priorities. They are excessively fragmented, and do not encourage interdisciplinary endeavors. Adequate integration of macro-economic and sector issues has not yet been achieved, and the current division of functions vis-a-vis OPS (Front Offices, Technical Departments) is less than optimal. PPR management must urgently address this issue.

The main and overriding task of this review is, thus, to reexamine the size, structure and staffing of PPR, so that PPR's policy and research effort will be stronger and more appropriate. PPR must take the lead in developing the Bank's policy and research agenda and disseminate the results effectively. The organizational structure must allow flexible, interdisciplinary focus and a response capacity to deal with high-priority issues expeditiously.

Additional topics to be addressed in this context are:

- (a) The purpose, appropriate size and effectiveness of operational support activities by PPR. I expect you to involve an OPS team in such a review;
- (b) Oversight over special programs and reimbursable programs, and coordination with PPR's regular programs.

The size and effectiveness of PPR's ex-post review activities (annual sector review, development effectiveness, review of economic work) and the role of the Policy Analysis and Review Division should be assessed in collaboration with OPS under item (a), page 2 of my memorandum, i.e. "the streamlining, combination or explicit sharing of policy and review work by PPR and OPS, with a view to reducing overlap and resources committed to review and evaluation functions". I do expect that this review will lead to a more effective and less staff-intensive ex-post review cycle.



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

BARBER B. CONABLE  
President

October 10, 1989

Dear Governor:

It gives me great pleasure to welcome your appointment as the first Alternate Governor for the People's Republic of Angola on the Boards of Governors of The World Bank Group. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position actively to participate in the affairs of the Bank Group, as well.

The Executive Directors, Officers and Staff of The World Bank Group believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you again in the near future, and send my best personal wishes.

Sincerely,

*Barber Conable*

Mr. Antonio da Silva Inacio  
Governor  
Banco Nacional de Angola  
Rua Rainha Ginga 79-83  
P. O. Box 5153  
Luanda, Angola



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

BARBER B. CONABLE  
President

October 25, 1989

Dear Dan:

I have received your letter enclosing Carol Chaplin's resume. Thank you for letting me know about her interest in finding employment.

I have asked Bill Stanton to contact Carol directly to arrange for a general discussion about her career interests.

I appreciate your letting me know about your high regard for Carol and for your continued interest in the Bank's work.

Sincerely,

*Barber*

The Honorable Daniel K. Inouye  
United States Senate  
Washington, D.C. 20510

*Thanks also for your continued interest in the Museum!*

*BE*

J

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

BARBER B. CONABLE  
President

December 21, 1989

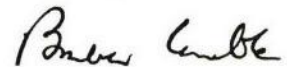
Dear Prime Minister:

I have learned of your appointment as Governor for Grenada on the Boards of Governors of The World Bank Group and MIGA. I realize this is incident to your responsibilities in your own Government, but I hope you will be in a position actively to participate in the affairs of the Bank Group and MIGA, as well.

The Executive Directors, Officers and Staff of The World Bank Group and MIGA believe very strongly in its development mission and in the battle against poverty. We look forward to working with you to make the Bank Group and MIGA even more effective during the coming years. Congratulations on your appointment and thank you for your willingness to take on this additional responsibility.

I look forward to meeting you in the near future, and send my best personal wishes.

Sincerely,



The Honourable  
Ben Jones  
Prime Minister and Minister of Finance  
Office of the Prime Minister  
St. George's, Grenada





# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - October 1 - December 31, 1989	<b>Barcode No.</b>  1782796
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<b>Document Date</b> Oct 20, 1989	<b>Document Type</b> Memorandum
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**Correspondents / Participants**  
To : Mr. William H. Johnson  
From : Barber B. Conable

**Subject / Title**  
Mr. Johnson's separation from the Bank

**Exception No(s).**

1    2    3    4    5    6    7    8    9    10 A-C    10 D    Prerogative to Restrict

**Reason for Removal**  
Personal information

**Additional Comments**

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.

Withdrawn by Chandra Kumar	Date Aug 13, 2014
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K

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

BARBER B. CONABLE  
President

Le 2 novembre 1989

Monsieur l'Ambassadeur,

J'ai l'honneur d'accuser réception de la lettre du Président de la République du Sénégal, Son Excellence M. Abdou Diouf. Voici ci-joint notre réponse, que je vous prie de bien vouloir transmettre en temps utile à Son Excellence.

Veillez agréer, Monsieur l'Ambassadeur, les assurances de ma très haute considération.

*Barber B. Conable*

Pièce jointe

Son Excellence  
Monsieur Ibra Deguene KA  
Ambassadeur du Sénégal  
Ambassade du Sénégal  
2112 Wyoming Avenue, N.W.  
Washington, D.C. 20008



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

BARBER B. CONABLE  
President

November 2, 1989

His Excellency  
Ibra Deguene KA  
Ambassador of Senegal  
Embassy of Senegal  
Washington, D.C. 20008

Excellency:

Thank you for your forwarding to me the recent letter of His Excellency, President Abdou Diouf. Attached is our response which we would appreciate be transmitted to His Excellency in due course.

Sincerely,

Enc.

bcc.: Mr. A. Milongo, EDS  
Mr. T.T. Thahane, VPS  
Mr. E.V.K. Jaycox, AFRVP  
Mr. W.P. Thalwitz, EMNVP

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

BARBER B. CONABLE  
President

October 10, 1989

Dear Bob:

Thank you very much for your recent letter on the Bank's policies and operational focus on the problems of global warming.

I hope there is no misunderstanding about the importance we attach to this sensitive and most serious issue. I have publicly stressed that the international community cannot sit back and hope that these problems will somehow pass us by. The World Bank will take a leadership role in efforts to help developing countries formulate appropriate responses to global warming issues. Environmental problems know no borders; all nations must become involved, and we believe that the World Bank must play an important role in this effort.

You called to my attention a draft report on the Bank's "Policy and Operational Options With Regard to Greenhouse Gases and Global Warming." That report is, as you noted, a draft. As such, it represented the first stage in a continuing institutional review of a complex and difficult set of issues.

I can assure you, however, that future Bank policy on global warming will reflect the high priority which I have given to this issue. More specifically, the Bank will continue to closely monitor research on climatic change so that we may take into account its implications for projects and policies in developing countries. To help safeguard the environment in developing countries, the Bank will provide support for energy conservation, for the promotion of renewable energy sources, and for increased use of cleaner fuels such as natural gas. We will be tripling our lending for forestry in the next few years, and will become more closely involved in the Tropical Forestry Action Program. All these programs are indicative of a broader Bank commitment to the integration of environmental concerns into the mainstream of our work.

I welcome your interest in our programs and look forward to continued discussion of these crucial issues.

All best wishes.

Sincerely,



The Honorable Robert W. Kasten, Jr.  
United States Senate  
Committee on Appropriations  
Washington, D.C. 20510-6025

OUTGOING MESSAGE FOR ELECTRONIC COMMUNICATION

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PAGE 1 OF 1

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-SUBJECT: GREETINGS 25TH ANNIVERSARY OF INDEPENDENCE  
 -DRAFTED BY: GGEBHART/EG  
 -EXT.: 34421  
 -AUTHORIZED BY: GEORGE GEBHART, ACTING DIVISION CHIEF, AF6CO  
 -CW AND CC: MESSRS. CONABLE (EXC); JAYCOX (AFRVP); SANDSTROM (AF6DR)  
 -CC: MESSRS. QURESHI O/R (OPNSV); MESSENGER O/R, GRAWE O/R, KARUGA,  
 -YANG, MS. AZAD (AF6CO)  
 -DOCUMENT NAME: C:\WP50\DOC\GEBHART\GREETKAU.TLX

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965 217171  
 -MINISTRY OF FOREIGN AFFAIRS  
 -LUSAKA, ZAMBIA  
 -FOR PRESIDENT KENNETH D. KAUNDA

BT  
 WASHINGTON DC October 23, 1989  
 ADDRESSED TO PRESIDENT KENNETH D. KAUNDA, STATE HOUSE, LUSAKA,  
 ZAMBIA. DEAR MR. PRESIDENT, ON MY BEHALF AND THAT OF ALL MY  
 COLLEAGUES HERE AT THE WORLD BANK, I EXTEND TO YOU AND TO THE ZAMBIAN  
 PEOPLE OUR HEARTIEST CONGRATULATIONS AND WARMEST BEST WISHES ON YOUR  
 COUNTRY'S 25TH ANNIVERSARY OF INDEPENDENCE. BEST PERSONAL REGARDS,  
 BARBER CONABLE, PRESIDENT, THE WORLD BANK.

SIGNATURES:

DRAFTED BY: [Signature]  
 AUTHORIZED BY: Barber Conable

READY FOR  
 TRANSMISSION: \_\_\_\_\_  
 (Inputter's Initials)  
 TRANSMITTED BY: \_\_\_\_\_  
 DATE: \_\_\_\_\_  
 DELIVERY NOTICES RECEIVED? \_\_\_\_\_



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

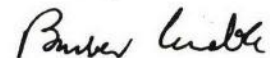
BARBER B. CONABLE  
President

November 20, 1989

Dear Ambassador Khan:

Thank you for your note of November 1, enclosing Prime Minister Bhutto's letter of October 16. I am sending my response through your office, and reiterate herewith my appreciation for the Prime Minister's words of support for IDA.

Sincerely,



His Excellency  
Zulfiqar Ali Khan  
Ambassador of Pakistan  
Embassy of Pakistan  
2315 Massachusetts Avenue, N.W.  
Washington, D.C. 20008

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

BARBER B. CONABLE  
President

November 20, 1989

Excellency:

Your recent effort in sending letters to the major IDA donors regarding the Ninth Replenishment is greatly appreciated. As you know, the IDA Deputies met in Kyoto, Japan, earlier this month and have moved closer to a consensus on the final agreement. Your words of support for IDA, from the point of view of a beneficiary country, carry a special significance. Thank you for your cooperation.

Best regards.

Sincerely,

*Barber B. Conable*

The Honorable  
Benazir Bhutto  
Prime Minister  
Pakistan

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

BARBER B. CONABLE  
President

December 6, 1989

The Honorable Edward I. Koch  
Mayor  
The City of New York  
New York, New York, 10007

*Ed*  
Dear ~~Mayor Koch:~~

Thank you for your November 24 letter telling me about David Gurin's interest to work for the Bank.

Because the Personnel Department has better knowledge of the staff requirements of the institutions and current available positions, your letter and Mr. Gurin's resume have been forwarded to that office with the request that his qualifications and experience receive consideration. He will be contacted directly about the prospects of openings in his area of expertise.

I appreciate receiving information on qualified individuals who are interested to become involved in the work of the Bank.

Best wishes for the New Year.

Sincerely,

*Barber Conable*



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

BARBER B. CONABLE  
President

December 6, 1989

Dear Mr. Komsu:

Thank you for your letter of October 31 concerning the Sardar Sarovar projects in India.

We share your concerns about the resettlement aspects of the project and have been working very closely with the Indian authorities for a number of years to ensure that policies and programs to deal with these aspects are formulated and implemented with the utmost care.

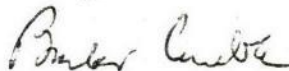
Of the three states involved in the resettlement process, we are aware that Maharashtra and Madhya Pradesh have been slower than Gujarat in moving to implement the agreed program. However, recent news from Maharashtra and Madhya Pradesh indicates that the situation is now improving. We will continue to encourage and assist all three States as well as the Government of India to follow the agreed program of resettlement and rehabilitation, which is designed to ensure that those affected by the reservoir area will be able to at least regain their previous standard of living, and continue, if they wish, to derive their livelihood from agriculture.

As you know, the projects are designed to bring irrigation, electricity, and drinking water to millions of people in several drought-prone states of western India. The task is formidable yet vitally important to this part of the country; about five million people were estimated to be living in the rural sections of the Sardar Sarovar command area alone in 1981. By the time these projects are completed, the total population positively affected by the project may approach 15 million. The scanty and erratic rainfall in the benefitting areas does not provide a reliable basis for productive modern agriculture; water for domestic and animal consumption is frequently in extremely short supply; and the availability of electric power continues to be a major constraint to non-agricultural economic growth in the region.

While the Narmada projects have generated a great deal of concern and criticism in some quarters, there is also considerable support for them in India. On September 26 this year the legislative assembly of Gujarat (which includes the elected representatives of areas in Gujarat, which constitute a small but significant proportion of the affected people submerged by the reservoir, as well as areas which will benefit from the project) unanimously passed a resolution affirming support for the projects, which was described as the "lifeline" for the state.

I do not wish to underestimate the difficult resettlement issues associated with these projects. However, we are working closely with project authorities and others, including non-governmental agencies, to deal with them fairly and thoroughly. In time, we feel that the projects will prove to be of enormous benefit to the people and the economy of the area.

Sincerely,



The Honorable Ville Komsu  
Parliament of Finland  
Helsinki, Finland

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

BARBER B. CONABLE  
President

December 18, 1989

The Honorable Robert J. Lagomarsino  
U.S. House of Representatives  
Washington, D.C. 20515

*Bob -*  
Dear ~~Congressman~~ Lagomarsino:

Thank you for your letter of November 16, 1989, which was also signed by your colleagues, Congressmen Bosco, Lantos and Levine, concerning the dispute between Security Pacific Trade Finance, Inc. (Security Pacific) and the People's Construction Bank of China (PCBC). Security Pacific brought this situation to our attention in October. Since then, we have discussed the matter with both the Chinese and Security Pacific. I am sure you will appreciate that this commercial dispute, as in so many other cases of its kind, has a complex history of events and obligations to which both sides apply differing interpretations.

In response to Security Pacific's inquiry, we initiated contacts with Chinese authorities, including PCBC. Those discussions indicated that meetings between PCBC and Security Pacific had taken place, and the PCBC wishes to resolve the matter amicably. We understand that the funds have been frozen in a Chinese bank by a local court in Shenzhen. Hopefully, both parties will take appropriate steps to resolve this dispute without undue delay.

The World Bank, as a matter of policy, does not intervene in commercial disputes of this nature. That having been said, if you can suggest any other way in which we might be helpful, please let me know.

Sincerely,

*Barber Conable*



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

BARBER B. CONABLE  
President

December 18, 1989

The Honorable Tom Lantos  
U.S. House of Representatives  
Washington, D.C. 20515

Dear <sup>Tom -</sup> ~~Congressman~~ Lantos:

Thank you for your letter of November 16, 1989, which was also signed by your colleagues, Congressmen Bosco, Lagomarsino and Levine, concerning the dispute between Security Pacific Trade Finance, Inc. (Security Pacific) and the People's Construction Bank of China (PCBC). Security Pacific brought this situation to our attention in October. Since then, we have discussed the matter with both the Chinese and Security Pacific. I am sure you will appreciate that this commercial dispute, as in so many other cases of its kind, has a complex history of events and obligations to which both sides apply differing interpretations.

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Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

December 18, 1989

The Honorable Mel Levine  
U.S. House of Representatives  
Washington, D.C. 20515

Dear Congressman Levine:

Thank you for your letter of November 16, 1989, which was also signed by your colleagues, Congressmen Bosco, Lagomarsino and Lantos, concerning the dispute between Security Pacific Trade Finance, Inc. (Security Pacific) and the People's Construction Bank of China (PCBC). Security Pacific brought this situation to our attention in October. Since then, we have discussed the matter with both the Chinese and Security Pacific. I am sure you will appreciate that this commercial dispute, as in so many other cases of its kind, has a complex history of events and obligations to which both sides apply differing interpretations.

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Sincerely,



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

BARBER B. CONABLE  
President

Oct. 17, 1989

Dear Geoff -

I was pleased with my annual meeting speech. I know you put a good deal of the basic work into it, and I can imagine the effort required to create good thought for someone else; and so I wanted to thank you for your help and your good sense.

Sincerely

Barber Conable

Geoff Lamb



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

BARBER B. CONABLE  
President

November 30, 1989

Dear Senator Lautenberg:

Thank you very much for your letter of November 20 regarding the arrangements for janitor services at the World Bank.

I am pleased that you find the specifications for the new contract encouraging, and I appreciate your advice that positive labor relations are essential to the successful delivery of such services. We would prefer not to prescribe how the winning contractor will ensure a harmonious relationship with its employees. However, we all recognize, and the firms under consideration have been told, how important it is for a public institution like the Bank to set an appropriate example in labor relations.

We will expect our eventual contractor to conduct itself accordingly.

Sincerely yours,



The Honorable Frank R. Lautenberg  
United States Senate  
Washington, D.C. 20510

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

BARBER B. CONABLE  
President

November 6, 1989

Dear Jim:

The donor governments had hoped to finalize an agreement on IDA-9 at a meeting in Japan last week. However, this meeting ended without an agreement because the U.S. was unable to give a definite answer on the size of its commitment. I have asked Ernest Stern, Presiding Officer, to analyze where we stand now, given the negative reaction of other donors to the suggestion that the U.S. commitment might be significantly lower than had been expected.

A final agreement on IDA-9 is required by the middle of December so that all donors can include their contributions in next year's budget.

I thought it important that you be made aware of the current situation.

With all best wishes

Sincerely,



The Honorable Jim Leach  
U. S. House of Representatives  
Washington, D. C. 20515

## STATUS REPORT ON IDA-9 NEGOTIATIONS

### IDA-8

1. IDA-8 had two components--a basic agreement which totalled \$11.5 billion, and additional special contributions of \$900 million. Total IDA-8 funds thus were \$12.4 billion. The US share of the basic agreement was 25%, or \$958 million per year (\$2,880 million over three years). The US share of the enhanced IDA-8 fund was 21.7%; however, this was never accepted by either the US or the other donors as a reasonable share for the US.

### IDA-9

2. All donors except the US have agreed, in principle, to an IDA-9 of SDR11.67 billion--about \$14.8 billion. This assumes a US contribution of \$1,060 million annually, which represents 21.7% of the total. There is already a strong negative reaction to that number. Strictly speaking, the US share should be \$1,200 million per year, or 25% of the total which keeps IDA constant in real terms. Nonetheless, the other donors have accepted this figure. A reduction in the US share from \$1,060 million to \$958 million (as was suggested by the US at the meeting in Japan) would mean, without any doubt, that no other donor would make a special contribution and we could not count on an IDA larger than \$11.5 billion.

3. The \$1,075 million the Bank suggested as a US contribution would have made a deal easy. The \$1,060 million the US talked about would have made a deal possible. The US failure to make a formal commitment soured the atmosphere and made closure impossible. This, despite the fact that others were willing to make up for the agreed reduction in the US share in recognition of the US budgetary difficulties. Despite a few problem areas, many donors, including Japan, Italy, Finland, France, Austria and Spain, have agreed to increase their contributions to make up for the decline in the US share. Scandinavian countries did not indicate whether they would be able to make an extra contribution, but they might have done so if we could have come to closure.

4. In conclusion, while donors have not actually withdrawn their informally indicated support, it may well be that the steam will go out of these intentions, despite our efforts to maintain their support.



### Implications of a Reduced US Contribution

5. A great opportunity at leveraging a modest increase by the US into very large additional contributions by others was missed. If the US finally agrees to a contribution of at least \$1,060 million, it may be possible to recreate the deal--if not, there is no chance that we can have an IDA which maintains resources in real terms.

6. An IDA-9 of \$11.5 billion would mean a reduction in real terms of about 20%. The lost leverage is immense. It means that an additional \$102 million per year from the US makes a difference of about \$3.3 billion in IDA-9. In other words, every dollar contributed by the US will be matched by \$9 in contributions from others.

7. The gravest implications of a reduced IDA are for Africa. Since Africa receives about 47.5% of IDA, it would lose about \$1.6 billion. This is a huge portion of the resource flows to Africa.

November 6, 1989

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

BARBER B. CONABLE  
President

December 12, 1989

Dear Mr. Longstreth:

Your term as a member of the Pension Finance Committee is about to expire. Pursuant to Section 7.9 of the Staff Retirement Plan, I should like to reappoint you as a member of the Pension Finance Committee for an additional two-year term, effective immediately. During this term you will have the status of an officer of the Bank, with the privileges and immunities enjoyed by Bank officers.

If you are willing to accept this appointment, please sign the attached copy of this letter, where indicated, and send it to Mr. Nestor V. Santiago, the Secretary of the Pension Finance Committee.

Sincerely,



Mr. Bevis Longstreth  
Debevoise & Plimpton  
Attorneys at Law  
875 Third Avenue  
New York, NY 10022

Attachment