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THE WORLD BANK
Washington, D.C.

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McNamara papers

Contacts
United Nations (1972-1973)

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President's papers - Robert S. McNamara Contacts with member countries: United Nations - Correspondence 03

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OFFICE MEMORANDUM

TO: MEMORANDUM FOR RECORD

CONFIDENTIAL
DATE: March 22, 1972

FROM: I.P.M. Cargill

SUBJECT: Mr. McNamara's meeting with Mr. P. M. Henry on January 10, 1972

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WBG ARCHIVES

Messrs. P.M. Henry and Pierre Sales called on Mr. McNamara on January 10. I was present at the meeting.

Mr. Henry explained in some detail the difficulties confronting the U.N. operation in Bangladesh especially in the transportation sector. He said that the U.N. effort was directed to humanitarian needs and that adequate supplies of food, medicine, etc., would be available and the problem would be to distribute them internally.

He also described briefly what other agencies were doing, and in particular what the Government of India was contributing. He went on to say that the U.N. would very much like to have the help of the Bank in preparing for the stage after the immediate relief operations. It was agreed that this would be discussed further at staff level.

President has seen

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OFFICE MEMORANDUM

341 TO: Mr. Robert S. McNamara

[Jan]
DATE: December 17, 1972

FROM: L.J.C. Evans

SUBJECT: FAO Visitors

45/17

1. Mr. Pierre Terver will be calling upon you this afternoon accompanied by Messrs. Yriart, Cottam, Huyser and Ganzin. Mr. Terver, who joined FAO in 1948, was to have retired at December 31, 1971 from his position of Assistant Director General in charge of the Development Program Department, but Mr. Boerma asked him to stay on for four months as "Deputy Director General ad personam". The main purpose of the visit is for Mr. Terver to introduce to you Mr. J.F. Yriart who succeeded Mr. Terver as Assistant Director General in charge of the Development Program Department.

2. Details about Messrs. Terver, Yriart and Cottam are attached. Mr. Yriart is fairly well known to a number of people in the Bank. His appointment is important to us because the FAO/IBRD Cooperative Program in Rome comes under the Development Program Department. Mr. Cottam, who is FAO Representative in North America has been making all arrangements for the visit of Messrs. Terver and Yriart. This week they will be visiting the State Department, the Inter-American Development Bank, U.S. AID, the U.S. Department of Agriculture and the Organization of American States. Mr. Knapp is hosting a lunch for them on Wednesday. They will also be calling on Messrs. Aldewereld, Shoaib and Demuth.

3. Mr. Ganzin is Director of FAO's Nutrition Division and this will be his first visit to the Bank. He will be attending a meeting on nutrition this afternoon in the Bank, chaired by Mr. Alexander Stevenson. It is possible that the FAO visitors may speak to you about nutrition since FAO is keen for the Bank to play a substantive role in it.

cc: Mr. S.N. McIvor
Mr. A. Stevenson

LJCEvans:lkt

President has seen

P. Terver

Mr. Terver was a member of the French Delegation to the Quebec Conference in 1945 where FAO was founded. He joined FAO in January of 1948, and a year later organized the FAO Latin American Forestry and Forest Products Commission. In 1952 he became Chief of the FAO regional office for Latin America. He was then transferred in 1953 to Headquarters in Rome. In 1956 he was appointed Director of the Program and Budgetary Service, and in 1959 he organized a new African regional office in Accra and Ghana. In January 1962 he became a Special Assistant to the Director General, and in 1963 he was appointed to the position of Assistant Director General in charge of the Program and Budgetary Service. In 1968 he became Assistant Director General in charge of the new Development Program Department. He is now the Deputy Director ad personam which became effective the first of this year.

J.F. Yriart

Mr. Yriart, from Uruguay, was one of the Latin American diplomats who, as a representative of that country, signed the founding charter of FAO in 1945 in Quebec. In 1950 he was elected President of the Inter-American Economic and Social Council and of the FAO Committee on Commodity Problems. During the following years he was entrusted with the task of representing Uruguay at the UN General Assembly and the Conference that established the Latin American Free Trade Association. In January 1960 he was named Director General of the Ministry of Foreign Affairs in Montevideo. In August 1961 he was appointed Minister Extraordinary and Plenipotentiary of Uruguay in the Netherlands and later in 1963 in the U.S.A. He remained in the latter post for five years, and finally at the end of 1969 he was invited to take up the post of Assistant Director General of FAO and Regional Representative for Latin America at the regional Headquarters in Santiago, Chile. He joined the Organization on January 1, 1969, and as of May 1st this year, will be Assistant Director General for the Development Department at FAO Headquarters.

Dr. H.R. Cottam


From the period 1960 to 1963 he was Deputy Assistant Secretary for Near Eastern and South Asian Affairs in the Department of State. In 1964 he became U.S. Ambassador of Kuwait, and remained there until he was appointed the North American Representative of FAO in August, 1969.

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OFFICE MEMORANDUM

TO: Files

DATE: March 8, 1972

FROM: K. Kanagaratnam SUBJECT: Meeting Between Mr. McNamara and Mr. Rafael Salas (Executive Director,
United Nations Fund for Population Activities)*

1. Mr. McNamara saw Mr. Salas at the latter's request, on February 25, 1972. Mr. Salas wanted to brief Mr. McNamara on the present position of the UNFPA and matters relevant to collaboration with IBRD in the field of population.
2. Mr. Salas referred to the establishment of the United Nations Fund for Population Activities (UNFPA) in 1967 and said that to date it had raised nearly \$48 million and aims to raise \$40 million in 1972; \$25 million had been obligated but he did not indicate the extent of disbursements. The Fund hopes that by 1974 (World Population Year) annual funds pledged would be of the order of \$100 million, enabling it to increase progressively the amounts obligated for population work to Agencies and countries. The number of donors had increased since the Fund was started, from 5 or 6 in 1967 to 45 in 1971, and 65 donors from developed and developing countries were expected in 1972. The Fund expects to increase its professional strength by about 15 new positions each year. Besides using UNDP Resident Representatives to cover population among their varied responsibilities, the Fund proposed to strengthen these Representatives in countries with major programs by providing Senior Population Advisers; by the end of 1972 the Fund aims to have 10 such Advisers appointed and in the field.
3. Mr. Salas outlined the UNFPA's functions and its flexibility to provide grant funds and meet local costs, operational costs, and construction costs. The Fund could finance innovative programs using executing agencies within and outside the U.N. System. He referred to the 168 regional or inter-regional projects and to the 153 national projects in 60 countries that had been approved in 1970-72. In addition, the UNFPA during this period had signed comprehensive agreements with Pakistan, Mauritius, Egypt, Iran, Thailand, the Philippines, and expects to sign one with India, obligating \$12.9 million; and similar major country programs are envisaged during the current year, in Turkey, Chile, Ecuador and Iran. Broadly, the UNFPA program covers all aspects of population including basic data; population dynamics including inter-relation of population and development; factors affecting fertility; urbanization and migration; and the environment. UNFPA will advise governments on policy formulation and on measures to reduce fertility other than family planning, and will provide family planning assistance, and assistance in education and communications.

* Also present: Messrs. Jos. Tydings, John Keppel, R.H. Demuth and K. Kanagaratnam.

4. Specifically, on UNFPA/IBRD collaboration, Mr. Salas said that UNFPA and IBRD are the two largest agencies in the population assistance field in the U.N. System and that their cooperation will lead to an effective impact; both donor governments and recipient countries expect the two agencies to harmonize their efforts in order to achieve maximum results. He said that UNFPA responded positively to collaboration in the case of Indonesia by merging their program with the Bank. Mr. Salas said that there were differences in approach between the UNFPA and IBRD which hindered cooperation; for instance, UNFPA prefers to choose executing organizations within the System, it is a grant-giving institution arriving at its positions through open dialogue, and it is used to coordinating its program with donor agencies in the population field.

5. Mr. McNamara welcomed the expanded programs of UNFPA outlined and looked forward to improved coordination of efforts in the field. He thought that the alleged differences in approach emphasized by Mr. Salas were more apparent than real. The Bank operated by letting the countries which are the recipients of assistance freely choose the executing organizations, including those in the U.N. System; the Bank's loans are approved by the Executive Directors representing 117 Governments, and therefore could not be anything but in the open; the Bank is ready to discuss with interested Agencies in the field its future plans and proposals and collaborate in developing projects. He also emphasized that the Bank has played a major role in the coordination of development assistance of which assistance in population was only a part.

6. In discussing the difficulties that arose in connection with the joint UNFPA/IBRD project in Indonesia, Mr. Salas stated that the project put the Bank between UNFPA and the U.N. Agencies, and made them feel they had a subsidiary role; in addition, many U.N. Agencies with programs in Indonesia felt uncertain on how the joint project might be harmonized with their ongoing program, and felt there had been insufficient consultation between them, UNFPA and the Bank. On these points Mr. McNamara responded that it was necessary to manage the project -- somebody had to do this and he did not feel defensive about the fact that this role had fallen to the Bank in Indonesia; he agreed that in the light of experience it could have been done better and more consultations with Agencies could have taken place at a much earlier stage. These weaknesses were being remedied for the future. Mr. Salas said U.N. Agencies remained highly critical of the project but Mr. McNamara stated he was unaware of this criticism since the project had been altered to take account of the views of the Agencies and all the Agencies (except U.N. Population Division) had agreed to cooperate in implementing the project. Mr. Salas then agreed that the U.N. Population Division was the only agency which had reservations at the present time.

7. Mr. Salas put forward possible areas of collaboration through consultation; parallel and coordinated programs; and fully joint projects. He also suggested that the roles could be differentiated by either geographical area, or by functional differentiation of the types of program components supported. All these implied a need for parallel and coordinated

March 8, 1972

programming. Mr. McNamara referred to the fact that in the final analysis each country situation would require to be dealt with without a preconceived position. He further agreed that there should be coordination in our efforts at all stages. He referred to the example of the regional banks which have identical terms of reference as IBRD -- they work in the same countries and very much on the same terms of reference; yet over the years it has been possible to coordinate the efforts of the World Bank and the regional banks effectively on a country-by-country basis. It was agreed that details of this would be discussed at the staff level to arrange regular program reviews and exchange of project lists etc.

* * * * *

Postscript - The meeting with Mr. McNamara was followed by a meeting chaired by Mr. Demuth and joined by Mr. M.L. Hoffman. It was agreed that regular program reviews would be held between the Bank and UNFPA, and the first of these was set for April 1972. Mr. Demuth told Mr. Salas that similar arrangements had been arrived at with WHO and US AID and he expected that such program reviews would enable more coordinated program development on a country-by-country basis.

Cleared with & cc: Mr. Demuth

cc: Messrs. Chadenet/Baum
Hoffman
Baldwin
Zaidan

Pop. Projects Dept. staff

KKanagaratnam:bli
UNFPA/Bank liaison

DB8
OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara (through Mr. Demuth)

FROM: Michael L. Hoffman *mlh*

SUBJECT: United Nations Fund for Population Activities

DATE: February 24, 1972

2/24

In connection with Mr. Salas' visit to you tomorrow, I thought that you might be interested in the following brief notes on the climate in the Program Consultative Committee meeting yesterday and today in New York. This Committee groups all the principal donors, the governments that have so far been recipients of major UNFPA assistance, and the main nongovernmental organizations active in the population field. It is an unusually competent group for a U.N. body.

1. The UNFPA allocates funds for country programs on the basis of a very sketchy shopping list and before it has any defined project or projects.

2. The money is given to the various U.N. agencies who then negotiate with the government and define "projects". So far the UNFPA rather than the government decides which agency will do what, except in the case of India, which refused to have anything to do with this system and simply told the UNFPA to give the money to the Government of India which would define and administer its own projects - which the UNFPA did.

3. UNFPA has no idea when or how its funds are actually disbursed by the agencies and has no machinery at present for finding out.

4. The principal donors are becoming highly critical of this method of operation. A large part of the discussion on Wednesday afternoon concerned our joint Indonesia project which both the donor and recipient governments seemed to like very much as a pattern. But Salas repeated several times that UNFPA did not consider it a pattern it would like to repeat.

5. UNFPA does not really like joint financing with the Bank. It wants the Bank to do "what it can do best" and leave the rest to UNFPA. Their idea of what we can do best is bricks and mortar. As nearly as I can make out, what they have in mind is a sort of parallel operation that would avoid pooling funds for disbursement, which they evidently dislike intensely.

6. The most significant thing happening in relation to UNFPA is the study of its organization and operation by a subcommittee headed by Michanek which is just getting under way. Michanek made a very good statement at the meeting indicating quite clearly that he intends to go into the whole question of UNFPA structure and methods of financing. His stress on the need to put population projects in the context of general development strategy pleased Dr. Kanagaratnam. The other members of the subcommittee are: Lleras Camargo, Lord Caradon, Soleiman Huzayyin (Egypt), John D. Rockefeller 3rd, and B.R. Sen. I gather that the principal donors have insisted on this study and are looking to Michanek to bring about a substantial reform and particularly greater financial responsibility.

MLH/hm

cc. Dr. Kanagaratnam

FEB 14 REC'D

Dear Mr. Salas:

In reply to your letter of February 7, I think a meeting between us to cover the subject you mentioned would be timely and I suggest 3:00 p.m. Friday, February 25, in my office. I have asked Mr. Demuth and Dr. Kanagaratnam to hold themselves available for the remainder of that afternoon so that after we have covered the ground generally, you and your associates could continue the discussion with them.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Rafael M. Salas
Executive Director
United Nations Fund for
Population Activities
United Nations
New York, 10017

cc - Office of the President (2)

Mr. Demuth (o/r)
Dr. Kanagaratnam
Mr. Baldwin

MLH:jg

FEB 9 REC'D

UNITED NATIONS
DEVELOPMENT PROGRAMME



PROGRAMME DES NATIONS UNIES
POUR LE DÉVELOPPEMENT

UNITED NATIONS
NEW YORK

UNITED NATIONS
FUND FOR POPULATION ACTIVITIES

FONDS DES NATIONS UNIES
POUR LES ACTIVITÉS EN MATIÈRE DE POPULATION

TELEPHONE 754-1234

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE:

7 February, 1972.

Dear Mr. McNamara,

I was very glad to have a chance to talk to you at the time of the NICHD meeting on research relevant to population problems. We agreed at that time that it might be useful for me and my staff to discuss mutual problems with Mr. Demuth, Dr. Kanagaratnam and perhaps other members of your staff.

I am writing this letter to you at the suggestion of our mutual friend Senator Joseph Tydings to say that he thinks, and I agree, that a meeting with you of thirty or forty minutes might usefully precede our meeting with Mr. Demuth and others.

The United Nations Fund for Population Activities is already a serious factor in the population field. It has raised \$43 million in two years and has programmed about \$25 million in 1971; in the next five years it expects to raise and programme at least twice as much as the figure mentioned in the IBRD's Sectoral Plan for population (i.e. \$150 million for the IBRD and more than \$300 million for UNFPA).

In a brief meeting with you I would hope to cover several subjects:

1. A brief review of the history of UNFPA, its rapid growth and the financial resources presently available and projected for the future.
2. A resumé of the unique character of the Fund, its flexibility and freedom to act without all of the restrictions affecting several multilateral agencies of the UN system.

1...

Mr. Robert S. McNamara
President
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433

table of grants by yr -

President has seen



UNITED NATIONS
FUND FOR POPULATION ACTIVITIES

FONDS DES NATIONS UNIES
POUR LES ACTIVITÉS EN MATIÈRE DE POPULATION

2.

3. A review of the Fund's programming to date with particular attention to the major multidisciplinary agreements we have concluded with a number of countries.
4. Our sense of the importance that a workable and effective collaboration be established in the population field between UNFPA and the IBRD as the two largest funding agencies in this field in the UN system and probably soon in the world.
5. A resumé of our efforts to establish collaboration with the Bank and a description of the nature of the difficulties which have arisen on both sides in connection with the joint IBRD/UNFPA project.
6. An analysis of the problems to be overcome on both sides in establishing workable UNFPA/IBRD cooperation in the population field and suggestions as to how they may be overcome.
7. In connection with the latter two points I shall try to bring out the problems created by different procedures in our two systems growing out of our habitual operations. In addition I shall mention some of the special characteristics of the population field as one in which there are a number of donor agencies operating. A fact which must be taken into account if our programming operations are to be truly helpful to Governments. Above all I would like to explore with you how the roles of the Bank and the Fund may be harmonized in individual countries in which we both intend to undertake substantial commitments.

With best regards,

Yours sincerely,


Rafael M. Salas
Executive Director

UNFPA AND COLLABORATION WITH IBRD IN THE FIELD OF POPULATION

HISTORY OF UNFPA

1967 ESTABLISHED BY SECRETARY GENERAL
NOVEMBER 1969 ADMINISTRATION ENTRUSTED TO UNDP

<u>YEAR</u>	<u>RAISED</u> (IN U.S. MILLIONS)	<u>OBLIGATED</u>	<i>Emmarked</i>
1967	.1		
1968	1.0		
1969	3.9	1.5	} 25 20+
1970	15.4	6.8	
1971	28.8	16.9	
1972 (PROJECTED)	40.0 (PLUS)		
73	60.		
74	100 69		
75	75		
76			

1971 DONORS

	NO.	\$ (U.S. MILLIONS)
DEVELOPED COUNTRIES	15	27.5
DEVELOPING COUNTRIES	30	1.3
	—	—
	45	28.8

1972 DONORS (EXPECTED)

DEVELOPED COUNTRIES	15	36.5
DEVELOPING COUNTRIES	50	3.5
	—	—
	65	40.0

UNFPA STAFF

HEADQUARTERS

1971 15 PROFESSIONAL

1972 (JUNE) 27 PROFESSIONAL

*12/31/72 40
10 to 15 more people*

IN FIELD

	<u>UNDP RESIDENT REPRESENTATIVES</u>	<u>UNFPA SENIOR ADVISERS</u>
1971	97	1
1972	98	10

UNFPA FUNCTIONS

1. FUND RAISING

2. PROGRAMMING, INCL.

POLICY FORMULATION
PLANNING
PROJECT DEVELOPMENT
PROJECT APPRAISAL

3. FINANCING OF PROJECTS AND PROGRAMMES, INCL.

APPOINTMENT AND INSTRUCTION OF EXECUTING AGENCY

4. COORDINATION OF PROGRAMMES

WITHIN U.N. SYSTEM
WITH BILATERAL DONORS

5. MONITORING AND EVALUATION OF PROJECTS AND PROGRAMMES

UNFPA FLEXIBILITY

UNFPA CAN

APPROVE PROJECTS WITHOUT REFERENCE TO A GOVERNING BOARD,

COVER LOCAL COSTS, UP TO 100% OF SOME PROJECTS,

COVER RECURRENT OPERATIONAL COSTS, INCLUDING SALARY COSTS, ON
A DECLINING BASIS,

FINANCE SOME CONSTRUCTION,

FINANCE INNOVATIVE PROGRAMMES,

USE EXECUTING AGENCIES OUTSIDE THE U.N. SYSTEM,

BE ITS OWN EXECUTING AGENCY,

DEAL DIRECTLY WITH GOVERNMENTS,

PROVIDE GRANT MONEY, I.E. NO REPAYMENT OBLIGATIONS - SHORT OR LONG-TERM,

UNFPA PROGRAMMING 1970 - 1972

APPROVED 168 REGIONAL AND INTERREGIONAL PROJECTS AND 153 PROJECTS
IN 60 COUNTRIES, INCLUDING MAJOR COUNTRY PROGRAMMES IN

	<u>\$(MILLION)</u>	<u>DURATION</u>
PAKISTAN	1,746	1 YEAR
MAURITIUS	.584	2 YEARS
EGYPT	1,250	1 YEAR
IRAN	1,630	1 YEAR
THAILAND *	3,362	5 YEARS
PHILIPPINES	3,320	5 YEARS
INDIA	1,000	(INITIAL INPUT IN (SINGLE PROJECT

* MEMORANDUM OF UNDERSTANDING

SCOPE OF UNFPA PROGRAMME

BASIC DATA ON POPULATION

1. CENSUSES
2. VITAL STATISTICS
3. SAMPLE SURVEYS
4. OTHER DATA COLLECTION SCHEME

POPULATION DYNAMICS

1. INTERRELATION OF POPULATION AND DEVELOPMENT
2. FACTORS AFFECTING FERTILITY AND WAYS OF CONTROLLING IT
3. URBANIZATION AND MIGRATION
4. ENVIRONMENT

POLICY FORMULATION

1. ADVICE TO GOVERNMENTS ON POLICY FORMULATION
2. EXPLORATION OF MEASURES TO REDUCE FERTILITY OTHER THAN FAMILY PLANNING

FAMILY PLANNING

1. FERTILITY REGULATION TECHNIQUES
2. SUPPORT TO DELIVERY SYSTEMS INCLUDING COMPREHENSIVE PROGRAMMES OF ASSISTANCE

EDUCATION AND COMMUNICATION

1. FAMILY PLANNING SUPPORT COMMUNICATIONS
2. POPULATION AND SEX EDUCATION IN SCHOOLS
3. OUT-OF-SCHOOL EDUCATION

REASONS FOR UNFPA/IBRD COLLABORATION IN POPULATION PROGRAMMES

1. IBRD AND UNFPA ARE THE TWO LARGEST FUNDING AGENCIES IN THE POPULATION FIELD IN THE UN SYSTEM
2. THEY WILL PROBABLY SOON BE THE TWO LARGEST IN THE WORLD
3. IN ANY GIVEN COUNTRY:
 - A) IN COOPERATION THEIR IMPACT CAN BE EFFECTIVE
 - B) DISCOORDINATED THEIR OPERATIONS WILL BE WASTEFUL AND DISORIENTING TO GOVERNMENTS
4. BOTH DONORS AND RECIPIENTS WILL EXPECT UNFPA AND IBRD TO COORDINATE THEIR PROGRAMMES.

EFFORTS TO ESTABLISH UNFPA/ IBRD COLLABORATION

1. STARTING IN SEPTEMBER 1969 UNFPA OFFICERS HAVE DISCUSSED POSSIBLE MODES AND COLLABORATION WITH IBRD OFFICERS.

2. AT THE FIRST INDICATION OF A POSITIVE IBRD RESPONSE (IN THE CASE OF INDONESIA) UNFPA MERGED A SUBSTANTIAL PROPOSED PROGRAMME OF ITS OWN INTO A JOINT PROJECT WITH THE IBRD.

DIFFERENCES IN HABITUAL APPROACH BETWEEN UNFPA AND IBRD

I.

- A. UNLESS THERE IS REASON TO THE CONTRARY THE UNFPA PREFERS TO CHOOSE EXECUTING ORGANIZATIONS FROM WITHIN THE UN SYSTEM; TO MAKE THE SYSTEM AS A WHOLE MORE USEFUL IN THE POPULATION FIELD WAS ONE OF THE REASONS UNFPA WAS CREATED.
- B. THE IBRD HAS NO SUCH TERMS OF REFERENCE.

II.

- A. THE UNFPA IS A GRANT-GIVING INSTITUTION AND IS USED TO ARRIVING AT ITS POSITIONS THROUGH AN OPEN PROCESS OF DIALOGUE WITH GOVERNMENTS AND THE UN AGENCIES.
- B. THE IBRD IS A LENDING ORGANIZATION AND ACCUSTOMED TO DOING ITS OWN PLANNING ON A CONFIDENTIAL BASIS.

III.

- A. THE UNFPA WORKS EXCLUSIVELY IN THE POPULATION FIELD, WHERE NUMEROUS DONOR AGENCIES ARE OPERATING; IT IS THUS USED TO COORDINATION ITS PROGRAMMING WITH THAT OF OTHER AGENCIES.
- B. THE IBRD HAS USUALLY LENT MONEY IN FIELDS WHERE IT IS THE SOLE, OR AT LEAST MUCH THE MOST IMPORTANT LENDER; THUS COOPERATION WITH OTHER SOURCES OF FUNDS HAS NOT BEEN A MATTER REQUIRING SERIOUS CONSIDERATION.

DIFFICULTIES ARISING IN CONNECTION WITH THE JOINT IBRD/UNFPA PROJECT
IN INDONESIA

1. IN ITS ORIGINAL FORM THE PROJECT PUT IBRD BETWEEN UNFPA AND RELEVANT UN AGENCIES AND RELEGATED THE LATTER TO A SUBSIDIARY AND TECHNICAL ROLE, THIS OFFENDED THEM.
2. MOREOVER, THE UN AGENCIES ALREADY HAD SUBSTANTIAL PROGRAMMES IN INDONESIA IN POPULATION AND RELATED FIELDS AND THEY WERE UNCERTAIN HOW THE JOINT PROJECT MIGHT BE HARMONIZED WITH THEIR ONGOING PROGRAMMES.
3. THE UN AGENCIES TOOK OFFENCE AT WHAT THEY CONSIDERED TO BE INSUFFICIENT CONSULTATION WITH THEM BY THE IBRD AND THE UNFPA, HELD BACK BY THE IBRD'S POLICIES.
4. DESPITE IBRD CONCESSIONS FROM NORMAL PROCEDURES IN COURSE OF PROJECT DEVELOPMENT, THE UN AGENCIES REMAIN HIGHLY CRITICAL OF THE PROJECT, BOTH IN ITSELF AND AS A POSSIBLE PRECEDENT.

UNFPA IDEAS RE FUTURE IBRD/UNFPA COLLABORATION.

CONSULTATION ONLY: IBRD PROJECTS IN SOME SMALL COUNTRIES ON
LESS THAN THE SCALE OF THE COUNTRY AS A WHOLE.

PARALLEL AND COORDINATED PROGRAMMING: IN IMPORTANT COUNTRIES WITH SUBSTANTIAL
PROGRAMME IN PROCESS OR IN PROSPECT.

FULLY JOINT PROJECTS (WITH THE BANK AS PRINCIPAL EXECUTING ORGANIZATION):
IN SMALL COUNTRIES OR ON A SCALE LESS THAN THAT OF A COUNTRY AS A
WHOLE.

POSSIBLE DIFFERENTIATION OF ROLES IN COORDINATED PROGRAMMING
(WITHIN A GIVEN COUNTRY)

A. GEOGRAPHICAL DIFFERENTIATION:

1. IBRD AND UNFPA WOULD TAKE PROJECTS IN DIFFERENT PROVINCES WITHIN A SINGLE COUNTRY, OR
2. THERE MIGHT BE SOME DIFFERENTIATION AMONG COUNTRIES - AT LEAST TO THE EXTENT THAT IBRD MIGHT NOT ATTEMPT MAJOR POPULATION PROGRAMMES IN "BANK" AS AGAINST "IDA" COUNTRIES.

(* E.G. BRAZIL AND MEXICO)

B. FUNCTIONAL DIFFERENTIATION:

EXAMPLES

1. IBRD MIGHT TAKE:

INFRASTRUCTURE BASE (EDUCATION OR HEALTH) WHILE

UNFPA TOOK:

MORE SPECIFICALLY POPULATION PROJECTS

(UNFPA IS ADMINISTERING MONEY EARMARKED FOR POPULATION,)

OR

2. IBRD MIGHT TAKE:

CONSTRUCTION OR OTHER CAPITAL COMPONENTS, WHILE

UNFPA TOOK:

SOFTWARE AND RECURRENT EXPENSES,

OR

3. IBRD MIGHT TAKE COMPONENTS WITH

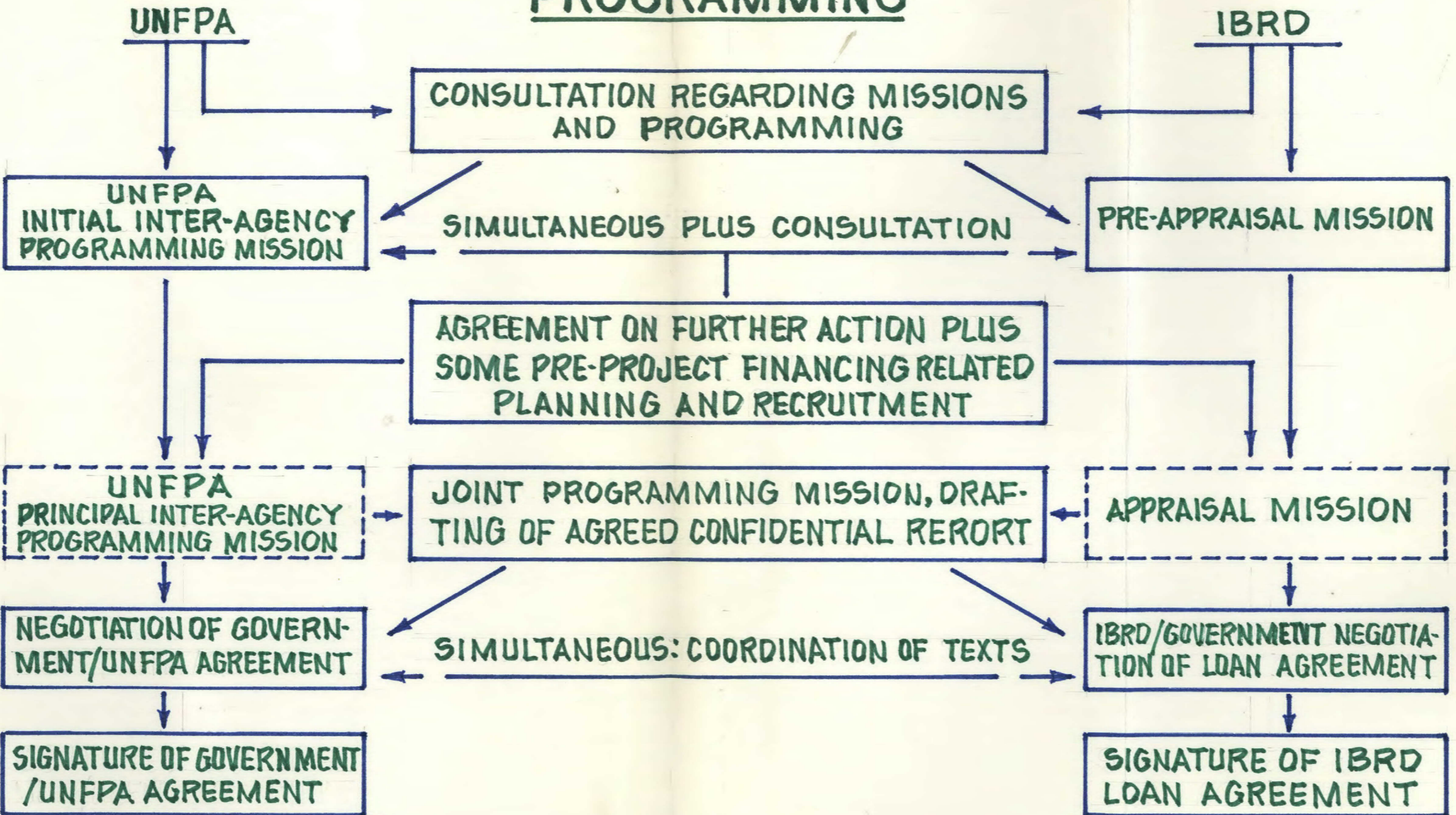
A) INVOLVING INTERNAL FINANCING (REVOLVING FUNDS, INCENTIVE LOANS, ETC.) OR

B) EXPERIMENTAL NATURE, WHILE

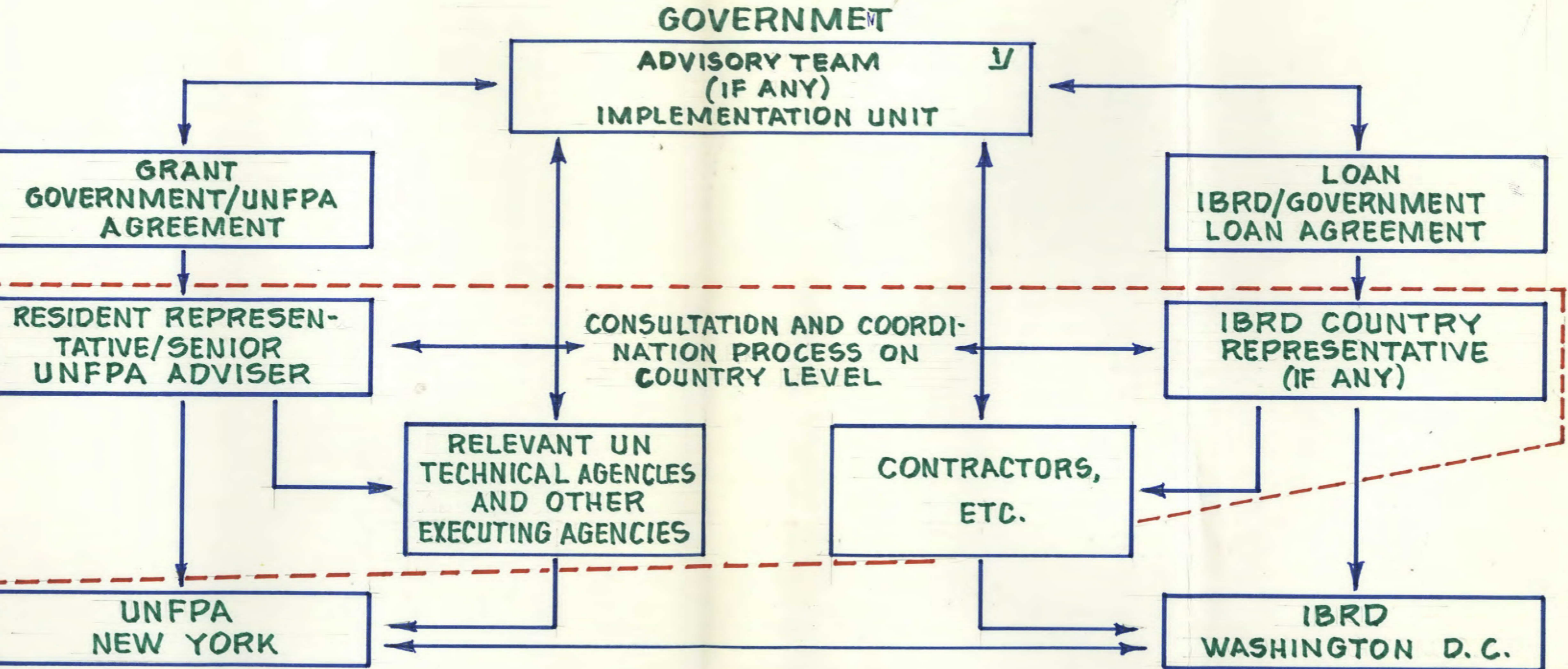
UNFPA TOOK:

OTHER INITIAL AND RECURRENT EXPENDITURES,

PARALLEL AND COORDINATED PROGRAMMING



PARALLEL AND COORDINATED IMPLEMENTATION



TERMS OF REFERENCE AND IDENTITY OR MEMBERS ARE TO BE AGREED BETWEEN IBRD AND UNFPA WITH LATTER HAVING CONSULTED RELEVANT UN AGENCIES. TEAM AND UNIT TO BE JOINT IBRD/UNFPA PROJECT, GIVEN TO GOVERNMENT AND TO OPERATE UNDER GOVERNMENT'S INSTRUCTIONS ONLY.

21a

OFFICE MEMORANDUM

CONFIDENTIAL

TO: Memorandum for Record

DATE: July 13, 1972

DECLASSIFIED

FROM: I.P.M. Cargill

JUN 20 2013

SUBJECT: Bangladesh - Mr. McNamara's Meeting with Sir Robert Jackson

WBG ARCHIVES

Jackson came down to the Bank on March 23 to talk with me and Mr. McNamara about the problems of Bangladesh. He had been appointed 8 days earlier as the Head of the Bangladesh Relief Program at U.N. Headquarters in New York, replacing Paul-Marc Henri who had taken over as the Head of the OECD Development Center.

Jackson said that he was looking very much to the Fund and the Bank for support. The most immediate need in Bangladesh was to provide relief in the form of food, medical supplies etc but the work of reconstruction could not be delayed and it was easy to see that reconstruction of physical facilities damaged during the war would merge quickly into long term development investment. He felt for this reason that the Bank should be very closely associated with the U.N. and indeed have a relationship which would be similar to the relationship which the Bank had with UNDP when it acted as executing agent.


Mr. McNamara indicated, as I had previously, that the Bank would readily accept this responsibility and would wait to hear further from the U.N. Sir Robert Jackson spent some time giving his estimates of the needs of Bangladesh and it was agreed that I should be in touch with him the following week to discuss in more detail what role the Bank would play in support of the U.N.

IPMCargill:bg

OFFICE MEMORANDUM

TO: Files

DATE: April 17, 1972

FROM: Richard H. Demuth SUBJECT: River Blindness

Mr. McNamara met with Messrs. Peterson, Candau and Boerma in London on April 7 to discuss river blindness. Messrs. Myer Cohen (UNDP), Bellerive (WHO), Terver (FAO) and Demuth were present. Dr. Candau explained at some length the present status of the matter:

(1) A UNDP-financed team (i.e., Prof. Waddy's group) is developing a program of action in the field. The team's report will be ready in October for consideration at a meeting of donors to be held in November.

(2) Through its regular budget, WHO is financing research into eight to ten insecticides, with the help of private industry; this research is being conducted in laboratories in the U.S., Canada and Africa. The purpose is to test the toxicity of the various insecticides to humans, fish, etc., with a view of finding five or six products that can be used in turn, thus avoiding the build-up of resistance.

(3) Difficult biological problems are involved in control of the disease. At the moment, only educated guesses are being made as to the best techniques. Moreover, many different ecological systems are involved. Besides developing insecticides to eliminate the vectors of the disease, there is need to develop medicines to treat those who have already contracted the disease - otherwise the infection could start all over again. Laboratories in the developed countries are not much interested in undertaking work on the problems on their own initiative because there is no assured market for the products which successful research may develop.

(4) An experimental program of spraying, etc., can be started in 1973 - and it is hoped a full-scale campaign can be mounted in 1974. The annual costs are likely to be \$2.5 million, starting in 1974, but there is also need for \$4-5 million before 1974 to purchase equipment, supplies, etc.

(5) At Mr. McNamara's suggestion, it was agreed that each agency at the meeting would appoint a representative to a steering committee, which would develop a detailed work schedule, cost estimates, etc. Dr. Candau will take the initiative in inviting the others to designate a representative for the steering committee.

(6) It was agreed that funds might be looked for from the French, Dutch, Swedes, Germans, Canadians and the U.S., in addition to UNDP.

(7) On the land development side, Dr. Boerma pointed out that an FAO mission is already in the field identifying the priority areas for development once the disease has been brought under control.

RHD:tf

cc: Mr. McNamara, Mr. Chaufourrier

President has seen

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Secrétaire général de l'Organisation
des Nations Unies

5/12

CONFIDENTIAL

Summary record of the Secretary-General's meeting on UNROD
on 26 April 1972

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Present: The Secretary-General
 Mr. McNamara (IBRD)
 Sir Robert Jackson, Mr. Umbricht (UNROD)
 Mr. Peterson, Mr. Cohen (UNDP)
 Mr. de Seynes (ESA)
 Mr. Labouisse (UNICEF)
 Mr. Guyer, Mr. Urquhart, Mr. Sherry (OUSGSPA)
 Mr. Kittani (IAA)

The Secretary-General stated that he had convened the meeting in order to discuss the future direction of international assistance to Bangladesh. He recalled that at the ACC meeting in London he had stressed the importance of the United Nations family speaking with one voice in meeting the enormous challenge of the relief and rehabilitation needs of Bangladesh. If the United Nations system could work effectively together in the face of this enormous task, it would not only make a great contribution to solving the problems of this new country, but would give a valuable demonstration of what the United Nations system at its best could accomplish in a critical situation.

The United Nations Relief Operation was in Bangladesh due to a series of unprecedented circumstances. It was there for the period of emergency relief and to initiate some tasks of rehabilitation.

Relief operations on this scale had not hitherto been a normal activity of the United Nations. However, in the situation that has prevailed in the subcontinent in the past year, the UN had proved, in a uniquely difficult political situation, to be an acceptable instrument for providing the kind of emergency assistance that was required. It had played a role as a

President has seen /...

co-ordinator of assistance and as a catalyst in a desperate situation where there appeared to be no alternative instrument acceptable to all the parties concerned.

Certainly the aim should be to revert to the more normal channels of international assistance as soon as the situation allowed it. The main object of this meeting therefore was to discuss the present situation as a bridge to the future.

Sir Robert Jackson noted that a meeting of representatives of specialized agencies had been scheduled for 27 April to discuss Ambassador Sailer's report. The Secretary-General's report to the General Assembly and the Security Council would be circulated on 1 May and there would be a meeting at Headquarters of the representatives of the prospective donor Governments on the same day.

Sir Robert called attention to certain political considerations that were relevant to the relief operation in Dacca:

- 1) the Prime Minister had given him the impression that the stability and future of his Government were directly related to the success of the United Nations operation;
- 2) the effectiveness and the very future of the United Nations as an institution and system would be tested by the success of the operation.

Sir Robert further emphasized the operational nature of UNROD, whose activities of necessity were affected by the political sensitivity of the task. UNROD's plans must always be elaborated in consultation and agreement with the Government, having in mind that UNROD can provide a useful political "umbrella". In this connexion, Sir Robert emphasized the importance of co-ordination with the activities of bilateral donors, especially with the Soviet Union's work in clearing the Bangladesh ports. He also referred to co-ordination and "dovetailing" with the activities of

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the International Bank and, eventually, the International Monetary Fund, having in mind the increased role of these agencies, and of UNDP, in the subsequent phases of international assistance to Bangladesh. He indicated that Mr. Umbricht would continue the efforts of UNROD to co-ordinate the activities of the numerous voluntary agencies working in Bangladesh as well as those of the private sector, which should not be neglected, even though certain industries might be nationalized.

Concerning operational activities, Sir Robert said that some would continue to be carried out by UNROD, but he felt that others should be subcontracted, either to the Government itself or to bilateral donors.

The Secretary-General inquired about the clearance of the ports and about co-operation and co-ordination with the USSR in this connexion.

Sir Robert Jackson said that information about Soviet plans in this regard was expected to be provided to UNROD when the second USSR survey group submitted its report. There were technical difficulties affecting the work at present. It was important of course to ensure that Chalna and Chittagong should not become bottlenecks.

Ambassador Sailer's report had suggested that the period of relief should be extended to 30 June 1973. Sir Robert suggested that 31 March might be the end of the phase of relief proper; after that, the phases of long-term rehabilitation and reconstruction would begin, and the IBRD, IMF and UNDP would assume primary responsibility for UN assistance in the area.

Mr. McNamara agreed that relief was the most pressing requirement at this time. It was not the Bank's responsibility to indicate when this phase should end. However, the Bank would be happy to help, as it had done in the case of the Sailer group. While planning no initiatives, the Bank would respond to requests for co-operation.

It would be necessary to sort out activities relating to reconstruction and development that should be initiated during the relief phase, though remaining distinct from the work of UNROD. This matter would be discussed at the meeting of agency representatives on 27 April, and also by Mr. Cargill with Sir Robert Jackson in Delhi. The Bank had allocated \$95 million for high priority projects in Bangladesh. It had received inquiries from certain governments, such as Sweden, the United States, the United Kingdom and Japan, with a view to co-ordinating development activities. These were not being acted upon pending final decisions as to the division of responsibilities with the United Nations, so as not to impinge on UN activities during the relief phase.

Moreover, with a few qualifications, the UN could count during the current phase on having first call on the Bank's staff resources.

The Secretary-General thanked Mr. McNamara for his offer of co-operation and for making staff available.

Sir Robert Jackson pointed out that while co-ordination in the field would be in the charge of Dr. Umbricht, a small but strong team would also be needed in New York to ensure co-ordination of UNROD activities, including co-ordination with bilateral donors.

Co-ordination should also apply to fund-raising activities. The Sailer report had raised the sights in this regard, even though all estimates as to funding should be regarded as a "shopping list" subject to fluctuations in harvest estimates, etc. It was important to avoid simultaneous appeals for funds which might tend to cancel each other out. Turning to short-term needs, Sir Robert stressed the necessity of expanding rice imports for humanitarian, monetary and political reasons. India, Burma, the United States and the World Food Programme

wheat and
had responded, and during May and June/rice imports would be coming in at the rate of nearly 500,000 tons a month. This would exceed port capacity and might make it necessary to set up floating warehouses so as to avoid diversions.

Another urgent matter was the question of the oil terminal buoy at Chittagong, which was severely damaged. He hoped that the United States would explore the possibility of repairs.

Lastly, Sir Robert expressed the hope that the Bank might assist by seconding two or three staff members for a few months. In reply, Mr. McNamara asked Sir Robert to communicate prospective names to him.

Mr. Umbricht said that the report of the Mission of the United Nations consultants submitted by Ambassador Sailer provided a good picture of the situation in Bangladesh, though of course some of the data in it might have to be revised from time to time. It was necessary now to implement the recommendations of the Sailer report and its indications of priorities, as well as to ensure the co-ordination of various relief activities. He would seek to make sure in Dacca that duplication would be avoided within the United Nations system, in relation to the voluntary agencies (which would be easy), and in relation to bilateral donors (which might be difficult and might present political aspects that would need to be handled in New York).

Close contact would be maintained with the Government of Bangladesh with regard to economic policy and planning, exchange of information, co-ordination, etc. While the three phases of relief, rehabilitation and reconstruction were distinct, too much should not be made of the differences between them as regards planning. Facilities and arrangements needed now for the relief operation should be planned in such manner as to continue to be useful during the subsequent reconstruction phase. He envisaged

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setting up a planning group with representation from the World Bank to ensure that short-term decisions were made with due regard to longer-term development goals.

Lastly, Mr. Umbricht referred to the plight of the Bihari community in view of the recent termination, at the request of the Bangladesh Government, of the functions performed by the International Committee of the Red Cross.

The Secretary-General thought that this was a very important problem, but he recalled a cabled report from Mr. Winspeare in Geneva to the effect that ICRC was continuing its distribution functions.

Mr. Urquhart and Sir Robert Jackson said that, according to available information, while ICRC had formally transferred certain functions to the Bangladesh Red Cross, it was continuing to perform its statutory functions and, on a de facto basis, was continuing the distribution to the Bihari communities of relief commodities provided for that purpose by UNROD. Ambassador Sailer had been asked by the Secretary-General to discuss this matter with the Prime Minister, Sheikh Mujibur Rahman.

Mr. Umbricht said that according to his information, the ICRC on 17 April had signed an agreement to terminate its distribution functions; these were to be assumed by the Bangladesh Red Cross with uncertain results.

The Secretary-General asked Mr. Umbricht to obtain a copy of the agreement concluded by the ICRC. The Government needed United Nations assistance, and it should realize that if the Biharis were to suffer serious difficulties, the resulting uproar might adversely affect the flow of outside assistance.

Mr. Umbricht expressed apprehension about the safety of the Biharis in present circumstances and agreed that the reputation of the United Nations was at stake. He undertook to contact the Red Cross in Geneva promptly.

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Mr. Guyer felt that vigorous steps would have to be taken to persuade the Prime Minister of Bangladesh to ensure the safety of the Bihari community and to accept the continued operations of the International Red Cross in Bihari settlements.

Mr. Kittani, recalling some of the past criticisms of UNEPRO, stressed that it should not be the aim of the United Nations to support or oppose any government but rather to ensure that assistance reached the people, whatever the government in power.

Mr. Peterson referred to the tentative plans of UNDP to resume old development projects and set up new ones in Bangladesh.

Mr. Labouisse stressed the need for backing at Headquarters for Mr. Umbricht's efforts so as to ensure co-ordination among United Nations agencies and programmes, provide the necessary political "umbrella", administrative support, etc. He raised the question as to who would be responsible for allocating the funds received in response to the Secretary-General's appeals.

Sir Robert Jackson, in this connexion, stressed the need for additional high calibre staff to strengthen UNROD at Headquarters.

There followed a discussion on personnel matters in which Mr. Peterson, Sir Robert Jackson and Mr. Guyer took part.

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OFFICE MEMORANDUM

TO: Files

DATE: May 2, 1972

FROM: Ernest Stern *ES*

SUBJECT:

Mr. Jenks, Director General of ILO, accompanied by Mr. G. Weaver, visited Mr. McNamara on Friday, April 28. The discussion was general and dealt with a number of questions relating to employment and income distribution.

Mr. Jenks said that good progress had been made in sensitizing governments to the problem of unemployment. Country missions had, on the whole, been effective; particularly those in Ceylon and Kenya. The Colombia Report had also been useful but implementation was slipping. The basic question which faced the U.N. agencies concerned with implementation, principally ILO, the Bank and UNIDO, is, where do we go from here?

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Mr. McNamara discussed the Bank's approach drawing on the Employment Sector Paper, a copy of which was given to Mr. Jenks. In order to translate policy into action, it was quite important to maintain continuing contact with member governments on the employment issue and to continue to demonstrate the importance of the employment problem. As with the population problems four or five years ago, employment and income distribution were gradually being recognized as priority issues. The process was still far from complete and remedial programs are still imprecise. Governments would have to establish basic, employment oriented policies which would include land reform, assistance to small farmers and other programs addressed directly to income distribution and employment and there would have to be careful assessment to assure effective implementation. Increasingly, it seems clear that employment would have to be a distinct and special objective if progress is to be made in reducing unemployment. The basic contribution of the Bank would be in its advice to governments, its review of employment policies and its work with specific institutions rather than through its projects.

The discussion then turned to the data problem. The details of many problems remain uncertain because we do not know, for instance, the composition of the unemployed, their location and migratory movements or their skills. Nor do we have systematic information on income distribution. An improved data base is essential if effective policy remedies are to be designed. In response to Mr. Jenks, Mr. McNamara agreed that ILO would have access to the relevant data in our data bank. Mr. Jenks invited us to

PRESIDENT HAS 1000

- (a) comment on present labor statistics, and suggest changes which would make the information now gathered more relevant to the employment problem, and
- (b) provide ILO our views on an international framework for data collection on employment and income distribution.

Mr. Weaver was asked to maintain contact with Mr. Stern for these purposes.

Mr. Jenks invited Mr. McNamara to address, at some convenient time, the governing council of the ILO, and Mr. McNamara agreed to do so at some convenient time. Mr. Jenks also said he would like to send Mr. McNamara a draft of the paper being prepared for the ACC to obtain his comments before it is formally submitted.

cc: Messrs. Ljungh
Hawkins
Chenery
Demuth
Henderson

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OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara

FROM: Richard H. Demuth *RHD*

SUBJECT: Your Meeting with Mr. Jenks on April 28

DATE: April 25, 1972

The purpose of this memorandum is to give you background on recent developments concerning ILO in preparation for your meeting with Mr. Jenks on April 28.

At its recent meeting, the ACC decided after your departure to set up a Functional Group on Employment, as proposed by Mr. Jenks. However, a number of agencies expressed uneasiness and concern about the Functional Group, an uneasiness which I share. There was general agreement as to the desirability of a greater exchange of information among the agencies on their research and other activities in this field, but little or no agreement on the desirability of having as a principal purpose of the Functional Group the production of some sort of United Nations Manifesto on Employment, as apparently envisaged in the ILO proposal. Most of the agencies agreed with Philippe de Seynes that not enough was yet known about the problem to warrant an ACC report to ECOSOC on the matter at any time in the near future. In the end it was decided to establish a Functional Group, but its main initial task will simply be to identify the main issues which should be considered at ACC level. My impression is that there will be no quick action on this front.

As you know, we have gradually been building up cooperation with ILO by including ILO staff members in certain Bank economic missions, and providing Bank staff members to participate in and to review the findings of the ILO's World Employment Programme missions.^{1/} There are many problems which I believe must be overcome before there is any substantial expansion of Bank-ILO cooperation. First, ILO has relatively little institutional knowledge of employment, and few economists on its staff. Historically, it has been much more concerned with protecting and expanding the rights of existing workers than with expanding employment opportunities in its member countries. Second, ILO lacks an area or country organization to which the Bank can turn for economic mission personnel and information on employment, unemployment, and related matters. ILO has provided country briefs for certain Bank economic missions, but this effort was not particularly successful, probably because of ILO's inability to bring its various scattered data to focus on an individual country. Third, ILO faces a continuing financial crisis as a result of Congress' failure to appropriate funds for ILO.

^{1/} Reports on the ILO missions to Colombia and Ceylon have been published; those on the missions to Kenya and Iran are still in preparation.

President has seen

ILO officials were informally given a copy of the first draft of our Board paper on the employment problem. I understand that the draft paper has precipitated a review within the ILO of its possibilities for cooperation with the Bank. We are told that ILO's management is now considering a staff report recommending that the organization should increase the number of economists on its staff and shift in the direction of a country-oriented program, in order, at least in part, to enable it to make a meaningful contribution to the Bank's work by providing significant country information on income distribution and employment.^{1/} The report also proposes that ILO request regular consultations with the Bank on the scheduling of Bank country economic missions and ILO employment missions; that ILO and the Bank should each be entitled to request participation at its own cost in the other's missions; and that there should be a joint Bank-ILO effort to strengthen employment and labor statistics and a continuing exchange of information on research activities.

If Jenks raises these specific proposals with you, I suggest that you welcome them in general terms, and propose that they be examined more fully by Bank and ILO staff. At this stage, the only one about which I have any serious doubt is participation in missions, where we should reserve our right to review ILO's requests on a case-by-case basis, in the light both of the country situation and the qualifications of the proposed ILO participant.

^{1/} The suggested shift towards a country program is also related to ILO's work for UNDP.

AEE/RHD:lp

cc: Mr. Chenery
Mr. Henderson/Mr. Hawkins

OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara

DATE: June 23, 1972

FROM: L.J.C. Evans

SUBJECT: Visit of FAO Deputy Director General and Executive Director,
World Food Program

Attached are biodata sheets on Mr. Roy Jackson, who succeeded Mr. Oris Wells as Deputy Director General of FAO at the beginning of this year, and on Mr. Francisco Aquino, who is Executive Director of the World Food Program. They will be coming to see you on Monday, June 26 at 12.00 noon. This has been arranged mainly as a courtesy visit, and I am not aware that they have any particular points that they wish to discuss. You may wish to mention to Mr. Jackson the recent press reports about FAO staff and budgetary difficulties. I have not yet had a reply from FAO confirming that the staffing of the FAO/IBRD Program will not be affected.

Attachments

cc: Mr. J. Burke Knapp

President has seen



RELEASE

FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS — ROME

Press 71/199

For use of information media.
Not an official publication.

FUTURE FAO DEPUTY DIRECTOR-GENERAL'S LIFETIME WORK IN INTERNATIONAL DEVELOPMENT

Rome, November 26 — Roy I. Jackson, newly designated Deputy Director-General of the Food and Agriculture Organization, has worked throughout his life to promote cooperation, conservation and development on an international scale.

Born in Juneau, Alaska, U.S.A., on November 14, 1916, Mr. Jackson, who is of Norwegian-Swedish descent, attended the public schools in Juneau, where his father was a fisherman.

In 1934 he enrolled at the University of Washington in Seattle, graduating in 1939 with the degree of Bachelor of Science in Fisheries. He also studied at the University of British Columbia in Vancouver, Canada where he obtained in 1948 a degree as Bachelor of Science in Civil Engineering.

Mr. Jackson began his career in 1943 as a junior biologist with the International Pacific Salmon Fisheries Commission in New Westminster, near Vancouver, British Columbia. The Commission was established by Canada and the United States to restore and administer the valuable salmon fisheries based on the Fraser River in British Columbia. Mr. Jackson served with the group while pursuing his studies at the University of British Columbia.

In 1951 he was named Assistant Director of the Commission, serving until 1955.

That year he was appointed Executive Director of the International North Pacific Fisheries Commission, a group representing Canada, Japan and the United States. The commission, based in Vancouver, administers the terms of a fisheries convention covering the North Pacific Ocean and has long been involved in difficult negotiations regarding delicate, complex, international fishery matters. As Executive Director, Mr. Jackson was responsible for the organization and conduct of scientific and policy meetings and for the administration of the international secretariat.

In 1964 Mr. Jackson moved to Rome as Director of the Fisheries Division of FAO, succeeding Donovan B. Finn of Canada who retired. In January 1966 the Division was expanded to a Department of FAO and Mr. Jackson was elevated to the rank of Assistant Director-General (Fisheries). The expansion reflected the increasing importance of fisheries in world feeding and the astonishing growth of fishing, which in 20 years tripled in volume to almost 70 million metric tons of fish worldwide in 1970.

At FAO Mr. Jackson also took part in various non-fisheries activities. He served as Chairman of the Director-General's Advisory Group on the Second World Food Congress, which was held at The Hague in 1970, as a member of the Appeals Committee, and was in charge of policy aspects of the Freedom from Hunger/Action for Development campaign. He represented FAO at numerous conferences and congresses abroad.

On November 26 1971, he was designated to succeed Oris V. Wells, of Slate Springs, Mississippi, U.S.A., who is to retire as Deputy Director-General of FAO on January 1, 1972. Mr. Jackson's nomination was put forward by the Director-General, Dr. Addeke H. Boerma, himself recently re-elected to a second four-year term, and was confirmed by the 34-nation FAO Council.

As FAO's Number Two official, Mr. Jackson will have charge of the day-to-day activities of the 125-nation organization, occupying himself with all FAO fields of action. Besides fisheries, these include, forestry, agriculture, economic and social affairs and all aspects of international, agricultural, development work. In recent years FAC has expanded greatly into the field of development, with annual expenditures of more than \$160 million and thousands of experts at headquarters and in the field.

Mr. Jackson is a fellow of the American Institute of Fishery Research Biologists, a member of the American Fisheries Society and a former member of the Association of Professional Engineers of British Columbia. He is married to the former Priscilla Wicks of Fremont, Nebraska, U.S.A. They have four children.

* * *

BIOGRAPHICAL NOTE

FRANCISCO AQUINO
Executive Director
World Food Program (WFP)

Francisco Aquino of El Salvador was appointed Executive Director of the World Food Program, for a five year term, on 27 April, 1968.

As the World Food Program is a joint operation of the United Nations and the Food and Agriculture Organization (FAO), largest of the UN specialized agencies, Aquino was appointed by both the UN Secretary General and FAO's Director General. Aquino succeeds WFP's first Executive Director, Addeke H. Boerma of the Netherlands, who was elected FAO Director General in November, 1967.

Before becoming WFP Executive Director, Aquino was Technical Manager of the Inter-American Development Bank in Washington, D.C., where he was responsible for the Bank's loans to Latin American countries.

Born at Izalco, El Salvador, in 1919, Aquino is the son of a farmer and his early life on the farm prompted him to study agriculture at the College for Agronomic Studies in San Salvador, from which he graduated in 1941.

He began his career as a land appraiser in the Mortgage Bank of San Salvador. As his interest in agricultural development continued to broaden, he went on to specialize in agricultural economics at Harvard University, where he obtained a Master's degree in Public Administration in 1946. After Harvard, Aquino briefly held posts as Adviser to the Minister of Economy in Guatemala and Director of the Economics Research Department of El Salvador's Ministry of Agriculture.

In 1948 he joined the United Nations Economic Commission for Latin America (ECLA) as an economist assigned to the Commission's headquarters in Santiago, Chile.

In 1956 he joined FAO as Chief of the Grains section of what is now the Commodities Division of the organization's Department of Economic and Social Affairs. During his three years service with FAO headquarters in Rome, he was also Secretary of the FAO Group on Grains. In this post he became familiar with the problem of food surpluses in many countries.

In 1959 Aquino returned to Santiago de Chile as Director of the joint FAO-ECLA Economics Division.

In 1961 he was for a time El Salvador's Minister of Agriculture and then became President of the country's Central Reserve Bank, a position he held until 1966. During this period he was also Governor for El Salvador with the International Bank for Reconstruction and Development (IBRD) and at the Central American Bank for Economic Integration.

Also during this period, as a member of both the Board of Governors of the International Monetary Fund (IMF) and that of IBRD, Aquino was spokesman first for the Central American countries and later for the whole of Latin America. He was chairman of the joint meeting of both these boards, held in Tokyo in 1964. He also served as the first president of the Central American Monetary Council, a body exerting major influence on the advancement of trade in the region.

Following completion of his term of office, in 1966, as President of the Central Reserve Bank of El Salvador, Aquino joined the Inter-American Development Bank and served there until his appointment as WFP Executive Director.

He has written a large number of studies and research papers on agricultural economics and development finance. He is married,

has three sons and a daughter, and now resides in Rome, site of both WFP and FAO headquarters.

WFP was launched in 1963. Its purpose is to use food aid contributed by UN and FAO member nations to foster economic development and to help meet emergency food shortages arising from such calamities as crop failures, floods, earthquakes, hurricanes, civil strife, war and other disasters.

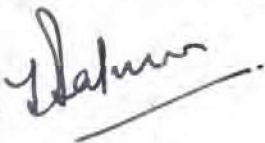
Shortly after his appointment as WFP Executive Director, Aquino said: "The idea of food aid is still too little understood throughout the world. Too often it is still thought of as if it were a kind of charity.

However, if it is to be correctly used - to be used, that is, for development - it is essential that it should be regarded first and foremost as an additional resource for investment."

OFFICE MEMORANDUM

TO: Files

DATE: July 11, 1972

FROM: K. Kanagaratnam SUBJECT: Notes of a Meeting between Mr. R. Salas and Mr. McNamara - July 3, 1972

1. Mr. McNamara met Mr. Rafael Salas, Executive-Director, UNFPA, at the latter's initiative for about one hour on July 3, 1972. Mr. Salas was accompanied by Dr. Nafis Sadik. Also present, from the Bank, were Mr. B. Chadenet, Mr. M.L. Hoffman and myself. The discussion centered on two main points:

- (i) relationships with UNFPA.
- (ii) World Population Year/Conference.

2. Mr. Salas opened by stating that Bank/UNFPA relationships were good and there is now considerable exchange of information on project planning at an early stage. The Five-Year Plan had been given to UNFPA and the first review in May covered on-going programs. The exact pattern of program operations still needs to be sorted out in detail; Malaysia has provided the first case since the review. I reviewed the current status of operations in Malaysia, Arab Republic of Egypt, Iran, Kenya and Philippines. Malaysia was close to agreement but has involved sorting out details of project components and working out the financing plan and arrangements for parallel financing. In Egypt and Iran UNFPA has "umbrella agreements" but our project development has been slowed down because the need for the Government's technical agencies to develop a total plan approach has been lessened by the agreements in effect with UNFPA. Mr. McNamara emphasized that if governments were not enthusiastic about our technical and financial assistance, we should review the situation and reallocate our scarce staff resources elsewhere. The problem for instance, I stated, in the case of Iran was that the Plan Organization was positive of needing Bank assistance but the Health Ministry which has program responsibility was less enthusiastic. In Kenya the Bank has had a reconnaissance mission but UNFPA was not yet developing a project nor has it received requests for funding from the agencies or Government. In the Philippines we had just completed a sectoral survey but UNFPA had already concluded an Agreement earlier this year. We have agreed with our Area Department, on the Government's initiative, to explore the situation in Bangladesh for a project.

3. In response to a question on reviews, Mr. McNamara observed that basically the parties that needed to tie in their efforts closely were UNFPA, US AID, Population Council and the Bank and asked whether it would be good for reviews to be jointly held with US AID and others. Mr. Salas did not appear keen and commented "People are under the impression we are too much influenced by the U.S. in our operations." Dr. Sadik added that the Fund was attempting to use non-United Nations Agency expertise in the Foundations to provide a second opinion on project proposals.

President has seen

4. To a suggestion by Dr. Sadik that the Bank can help create greater awareness in Planning Ministries etc. Mr. McNamara said this is already laid down in current Bank operational guidelines; economic missions do have the task of reviewing the impact of population growth on development and on different sectors of the economy - e.g. employment, education, development financing etc. However, there are some very political considerations in some countries which force them to oppose population policies and programs. We can only expect to inform them and expect that over time they will change.

5. UNFPA was concerned about its need to process projects quickly with the long lead time taken by the Bank because of its requirement for detailed sectoral studies and in project preparation. Mr. McNamara confirmed that Bank projects do need a 24-month lead time but workable arrangements for countries can be evolved. Mr. Salas said UNFPA would not be doing "umbrella agreements" as was done with Pakistan, Egypt, Iran etc. Mr. Salas also mentioned the possibility of joint missions but did not pursue this in any detail. It was clear that in such matters details would need to be worked out.

World Population Year and World Population Conference

6. Salas mentioned that the UNFPA was assigned the task of organizing the Year and providing funding while the United Nations itself would be responsible for arrangements for the Conference. The concept of a strong and competent Secretary-General (cf. The Environmental Conference and Mr. Strong) was suggested by Mr. McNamara but Mr. Salas did not think this was politically viable in the U.N. System, especially in the field of population. Dr. Carmen Miro of CELADE Santiago was likely to be the principal U.N. Assistant Secretary-General for the World Population Conference, working directly under Mr. P. de Seynes. Mr. Salas said the possibility of appointing persons of stature to head the activities for the World Population Year for each of the three Regions (why three only?) was under consideration. Mr. Salas welcomed suggestions for this and also ideas for running the Year.


7. Mr. McNamara emphasized that the Year should build up to a climax with the Conference and that there should be some objective or goal worked out for the Year. He gave great emphasis to the fact that the World Population Year and Conference could only succeed with adequate preparatory work. If the pre-Conference preparation and needed staff work is done well and substantive agreement on major issues to be resolved at the Conference reached in advance of the meeting, then something positive can be expected. For instance, Mr. McNamara said he saw the Conference as the highlight of the year and felt it should aim to bring about:

- (i) a clear expression of the problem and how it is being dealt with;
- (ii) this should focus that what has been done so far is very little. In fact, very little is being done to deal with it effectively.

OFFICE MEMORANDUM

TO: Mr. R.S. McNamara

DATE: June 30, 1972

FROM: K. Kanagaratnam SUBJECT: Briefing Note - Meeting on July 3, 1972

1. As requested, I attach a note on Dr. (Mrs.) Sadik.
2. In addition, I thought I should let you know that when I was in New York for the Berelson meeting with the Michanek Committee, I met Rafael Salas; he indicated that he would also be coming down for the meeting on July 3. I asked him if he had any special problems with us and his response was "No, everything is fine, but I'll be in Washington and will take the opportunity to call on Mr. McNamara." He added that he would possibly raise with you the question of Bank participation in the World Population Year to which he had been assigned some responsibility by ECOSOC. Salas felt he should do a good job of this task, especially after the success of the recent Environment Conference. So far, our role in this has been a limited one, having a staff member participate in the Preparatory Committee for the World Population Year. We have also made an offer to the UN (Population Division) that we would be prepared to do a paper on "The Management Problem in National Family Planning Programs" for the Conference; so far we have not had any firm response to this offer but have been told we may expect something after the meeting of the Population Commission in August. We have also informed the UN that the Bank's type of operations would not really lend themselves to regional or country "promotional activities" in this field of the type that might be sponsored by other agencies or by member governments.
3. It is also likely that Salas will raise the question of a co-operative program establishing a preinvestment/programming unit jointly funded by the Bank/UNFPA. I have made fuller reference to this in my report on the meeting with the Michanek Committee (page 4, para.9).

Attachment

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CONFIDENTIAL

Dr. (Mrs.) Nafis Sadik - Age 43 - Pakistani.

Has an MBBS from West Pakistan, a Certificate in Public Health from Johns Hopkins, and attended a course in Physiology at Queen's University, Canada.

Mrs. Sadik has a one-year fixed term contract with UNFPA, running until October 15, 1972. She is a P.5, Step I Officer (professional level) and is hired under the UN's 200 Series (Technical Assistance Appointment). Her title is "Technical Advisory Officer" and she is working in Mr. H. Gille's Program Division (one of three Divisions of UNFPA).

Previously was in Pakistan Government Service and was associated with Pakistan family planning program since 1966, having been attached to the Family Planning Council. Held appointment as Deputy Director (Technical) for over three years and before that in charge of training and planning. In July 1971 she succeeded the late Director-General (Technical), Col. Jaffrey.

Dr. Sadik's present functions, given the present stage of UNFPA's development, are rather mixed. She is described internally as Senior Program Officer and is one of six Senior Program Officers in the Division. She has subject responsibility for "Administration of Family Planning Programs" and discharges a Front Office function of co-ordination for the Division. She attended meetings, with Halvor Gille/John Keppel etc., at the Bank on Indonesia, Malaysia as well as the last program review meeting. Is an above-average professional (but even more has excellent verbal facility). Professionally she is assessed as below L.P. Chow of Taiwan (now at Johns Hopkins) and T.I. Kim of Korea (now on our staff). Has not published any major study in the field.

Personal Comments

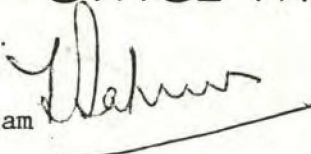
Dr. Sadik's professional career has been in Pakistan until she joined UNFPA in October 1971. She served in the Central Government's Family Planning Council in various capacities. At the UN, I understand she is well-regarded by her superiors, though relationships with her colleagues are reported as not being easy.

As far back as 1970 when Dr. Sadik was in Pakistan, she expressed the view that she saw no reason why governments should borrow for family planning and she thought that Pakistan should not do so. She has also expressed the view more than once that the Bank should confine its financing to hardware items which no one else is prepared to finance, such finance coming from not only UNFPA but also the bilateral agencies. Because she is unable to see why governments should borrow (on hard or even soft terms) she believes that the Bank has been applying pressure on governments to borrow for Bank projects in family planning by linking the development of population projects to the over-all Bank program in a particular country. She feels that this is so particularly for the software elements (for which funds are more readily available on a grant basis) and is not sympathetic to the Bank's package concept of projects which include elements of software as well, especially those critical to institutional development. To some extent I think she holds this view because she regards the Bank as primarily or even solely a funding agency and not a technical assistance agency.

OFFICE MEMORANDUM

TO: Files

DATE: June 28, 1972

FROM: K. Kanagaratnam 

SUBJECT: Meeting at the Population Council, New York - June 22-23, 1972 - with
Officials from Principal Donor Agencies and Mr. Ernst Michanek/UN Secretary-
General's Advisory Committee to Review UNFPA

1. On June 22 and 23 I attended an "informal meeting" at the Population Council, New York, called under the Chairmanship of Dr. Bernard Berelson to meet with Mr. Michanek and his Secretariat who are doing a review of the programming and organization of the United Nations Fund for Population Activities (UNFPA). The list of those who attended is attached.

Over \$200 million in Population Assistance

2. In opening the meeting, Dr. Berelson thanked those present for the papers received, setting out briefly their programmatic emphases for the next few years and money allocations for 1972. He highlighted that in toto some \$200 million was being spent on population at the present time, and the Agencies represented in the room handled some 95% of this. This was exclusive of what countries were spending themselves. There was some detailed discussion on the amounts reported and on the procedures of the different Agencies in allocation, disbursement and actual expenditure.

Strategy for the '70s

3. Dr. Berelson said the Michanek Committee would like to hear a discussion of the strategy for the 1970s, in particular the shift needed to achieve results in the light of the experience of the '60s. The paper on Strategic Reappraisal, by Berelson, focuses on the fact that the traditional family planning clinic approach has been found to be inadequate (though necessary and essential as part of a total program) for sustained results, as many of the programs of the '60s petered out after initial successes. A much more broad-based program involving many elements of government and society was needed; such a program would take into account the social science factors in fertility decisions (e.g. the Ron Freedman paper at Bellagio I), and the involvement in population activities and policies of key policy-making ministries such as Planning, Finance, Education, etc. A recognition of the strategy will help UNFPA determine their structure to work within such an operational situation. He also wished to raise the question of Resident Advisors to countries for discussion; the Population Council had used such general program advisors in the '60s and his view was that such advisors were not needed and not really welcome, except in special circumstances. This was another important point for UNFPA, who are considering a large number of Resident Advisors for the field. Much of the discussion

during the next two days centered on the following key items:

- (i) The emphasis in funding.
- (ii) Role of Resident Staff (and the "Third World Syndrome").
- (iii) Need for integrated planning.

The Emphasis in Funding

4. The allocation of funds of different agencies when reviewed, showed that well over more than half these funds were directed to family planning delivery systems, about 15% to biomedical development; 6% to basic population data; 8% to population policy issues; and 7% to training facilities and resources. Although the procedures of agencies differed in terms of allocation, disbursement and actual expenditure, the returns were broad enough to give an indication of current trends. One speaker pointed out that of this, at least 60% was being directed towards LDCs, while the rest was being utilized in the developed countries or in UN infrastructure and salaries, travel, field missions and expatriate advisors. This was, however, an advance over the '60s when, although the funds were smaller in absolute terms, a much higher percentage was spent in developed countries and in support of developed country institutions (e.g. universities and research). UNFPA agreed to have a closer look at these funds to see if some rationalization could be drawn of trends.

Role of Resident Staff

5. The discussion on Resident Advisors reached one major consensus - that Advisors should be used selectively and that the pattern which evolved in the 1960s of generalist advisors has become increasingly unacceptable to LDCs. Some countries were already blaming their advisors for pressuring them into programs and methods that were premature and culturally unacceptable. They were seeking more and more in-depth technical specialists for skills the countries do not have - e.g. demographic analysis, computer programming, etc. They were reluctant to accept "general advisors" who stayed behind the key operation officers in national programs, and often made decisions for the local officials, as was a common feature during the 1960s. The Population Council has withdrawn three general advisors in the past two years. Stanley Johnson and Oscar Harkavy referred to the "Third World Syndrome" which one must be sensitive to. Stanley Johnson reported the intense feeling against population activities which he felt at Stockholm; particularly in the activities peripheral to the main conference he and other IPPF staff had an eye-opener in seeing the intensity of feeling against IPPF as well as other population agencies of the West. He added that he did not think that the "Multi-lateralization of population assistance" through the UNFPA had in any way diminished the intensity of hostility towards population activities as an externally imposed effort towards genocide etc. etc.! Wahren of SIDA confirmed this view, and said that SIDA has felt that more initiative and more action should be left to the countries themselves. In fact, he emphasized his point by saying that

a slow program put together and run by Third World country nationals was preferable to an "efficient" program put together or "imposed" on by expatriates - the former, he felt, had more long-term chance of success. SIDA, since 1969, had advocated cutting down on program advisors and had been withdrawing them also. He also felt that population activities would be in deep trouble if the donors continued to operate on the traditional pattern of the past as a single-purpose activity. That was why he was strongly for over-all planning in population involving other elements of government rather than the one method, one discipline, or one Ministry operations of the past (see below).

6. There was a discussion on the difficulty of getting suitable advisors because very often the only persons available to go out to the field were either early in their professional careers or those who had retired from service; the former were often unacceptable because they were less experienced than people they worked with, and the few among the latter that made the grade, and who were culturally acceptable and flexible to work in LDCs, were often either committed in their own countries or in demand. In addition, there was a tendency of many top people to remain in the center of operations and not to accept field assignments. This meant, for such people, North America and Europe or as a second-best, the Regional Centers.

7. There was extended discussion of the "Third World Syndrome" and whether this made advisable the more extensive use of the mission approach rather than Resident Advisors. The consensus was that, given the shortage of qualified people and the political sensitivities of LDCs, there was merit in more use of the mission approach; however, such an approach should establish a pattern of continuing discussion and planning between governments and missions, implying occasional periods of intense activity in the country. When there was a specific task to be done, it was felt that governments would, however, still be ready to have specialist advisors. It was agreed that these should be short-term advisors making intensive technical inputs to be followed up by the local people after the advisors' departure.

Integrated Planning

8. It was generally agreed that there was a need for population activities to be part of a broader strategy - development planning, broadened health activities, improvement in the status of women - rather than just supplying contraceptives. The supply of contraceptive methods alone creates weak programs and political resistance. This was also discussed in the context of whether it would be possible for the UNFPA to have available to it a mechanism whereby the total inputs of different kinds needed at the country level could be planned on an overall basis first, and the financing plan then determined by the government with the appropriate donor agencies. There was general feeling among the Michanek Committee that the present programming arrangements of the UNFPA needed to be improved and were not at all satisfactory. They found considerable dissatisfaction over the programming that had been done by the specialized agencies for the UNFPA - as reflected in

comments received by the Committee in their visits; they also felt that UNFPA should not be the "prisoner of the Agencies" but should deal directly with governments and route their funds directly to governments in support of well-conceived plans of action worked out with governments.

A Co-operative Program

9. In this connection, members of the Michanek Secretariat, in a separate discussion, raised with me the question of how the Bank's technique of country selection based on priorities, sectoral analyses and program planning could be utilized to benefit the UNFPA. In this discussion they indicated that they would like to see a closer working relationship in programming between the Bank and UNFPA and some possibility of a co-operative arrangement with the Fund (the establishment of a preinvestment/programming unit, jointly financed, was mentioned). I responded with positive interest. Members of this Secretariat, together with Mr. Michanek, are scheduled to come to Washington on July 10/11 to meet with Bank staff and can be expected to raise this question. They are interested in Bank-type of programming and want to evaluate the advantages of such programming with the proposal for the development of UNFPA field staff to do their project development.

10. The development of broad-based programming is an important concern of the Michanek review. As Michanek's Secretariat described it, they are thinking of suggesting the establishment of a Bank/Fund relationship that would improve the capability of both agencies and would bring about a funding capacity larger, speedier and more effective than has been possible for either working separately. They are, however, aware of some of the political sensitivities in this area to a liaison with the Bank among Eastern Block UN Members; they also are aware of the possible resentment among UN Agencies for such a Bank/Fund arrangement. A draft resolution for the UN General Assembly, being prepared by the Michanek Committee, suggests in one paragraph "...special arrangements particularly with the World Bank ..." In their report they expect to elaborate on this point. Possibly a co-operative arrangement could be developed for preinvestment planning of major country programs without either agency being tied exclusively to such programming as the only avenue available for program development for either agency. While there was general consensus that integrated planning on an overall basis would be the best approach, there was resistance from Dr. Ravenholt of US AID, who felt that such planning takes too long (as the Bank's experience has shown) and if practiced by UNFPA would delay it in the transfer of urgently needed resources. He felt that the most important thing was to get the resources to the country as quickly as possible; he emphasized that the supply side of program development is likely to look more productive with recent advances in technology. This view was not shared by the others and did not get very much support, particularly from Wahren and Berelson. The general feeling was that ongoing activities could be financed by UNFPA as an interim measure while major programs should only be funded after careful integrated planning.

Conclusion

11. The meeting was clearly successful in bringing about one and a half days of unstructured discussion on many points among a small and involved group. The points aired would, in Mr. Michanek's summing up, be valuable to his Committee in their task ahead for the UN Secretary-General.

Copies: Messrs. McNamara ✓
Chadenet/Baum
Demuth/Hoffman
Ripman
Engelmann
van der Tak
Lithgow
Kovani
J.A. King
J.A. Lee
Lind
Zaidan
Kang
Riley

KKanagaratnam:bli
IBRD/IDA/UNFPA

ATTACHMENT

Participants in Informal Meeting of Principal Donor
Agency Officials with Mr. Ernst Michanek and Secretariat of
UN Secretary-General's Advisory Committee to Review UNFPA

(Held at the Population Council, New York, June 22-23, 1972)

Chairman - Dr. B. Berelson - The Population Council

Mr. Halvor Gille - United Nations Fund for Population Activities (UNFPA)
Mr. Oscar Harkavy - Ford Foundation
Dr. Benjamin Viel - International Planned Parenthood Federation (IPPF)
(American Region)
Dr. K. Kanagaratnam - IBRD
Mr. John Maier - Rockefeller Foundation
Dr. Ray Ravenholt - US Agency for International Development (US AID)
Mr. Carl Wahren - Swedish International Development Authority (SIDA)

Advisory Committee

Mr. Ernst Michanek - Director-General, SIDA
Mr. Stanley Johnson - IPPF London
Dr. George Brown - International Development Research Center, Canada.

Population Projects Department
June 26, 1972

BIOGRAPHICAL NOTE

on

KARL SKJERDAL

Since November 1968, Mr. Karl Skjerdal has served as Senior Financial Advisor to the Administrator of the United Nations Development Programme. Prior to that time, he was for two years Executive Director on the Board of Directors of the International Bank for Reconstruction and Development, the International Development Association and the International Finance Corporation, representing Denmark, Finland, Iceland, Norway and Sweden.

Mr. Skjerdal can look back on twenty-five years of government service in Norway. Among the positions he held were:

1945-50 Chief of the Directorate for Industrial Supply
in the Ministry for Supply and Reconstruction

1950-51 Chief of the Directorate of Supply in the
Ministry of Commerce

1951-53 Commercial Counsellor at the Norwegian Embassy
in Washington, D.C. and at the same time

Alternate Director on the Board of the International
Bank for Reconstruction and Development.

Secretary-General of the Ministry for Industries
since 1953.

Mr. Skjerdal has been chairman or member of several official commissions in Norway, and chairman or member of the Board of Directors of a number of industrial companies. He has represented his country in many international conferences and organizations.

Mr. Skjerdal holds a Masters degree in Law from Oslo University.

President has seen

Al

Curriculum Vitae - J. M. Harrison

Born Regina, Canada, 1915

Universities B.Sc. - Manitoba, 1935
M.A. - Queen's, 1941
Ph.D. - Queen's, 1943

Honorary Doctorate Degrees - Manitoba, Queen's, Calgary,
and McMaster

Experience

1936-38 - Chemist

1943-64 - Geological Survey of Canada, having been
Director from 1956 to 1964

1964 to present Assistant Deputy Minister, Energy, Mines
and Resources. In general charge of
coordinating activities in the earth
sciences (including water and marine).

International Associations

1961-64 - First President of the then newly-formed
International Union of Geological Sciences

1962-65 - Executive Board and Executive Committee of
the International Council of Scientific
Unions

1963-65 - First Vice-President of ICSU

1966-68 - President of the International Council
of Scientific Unions

1968 to present Officers and Executive Committees of
ICSU as Past-President

NOTE: As a senior officer in ICSU have
been official representative to
meetings of UNESCO and ECOSOC for
last 4 years on matters concerned
with development and use of science
and technology, especially in
developing countries.

National Associations

- 1964-65 - President, Geological Association of Canada
- 1966 to present - Member of Science Council of Canada
- 1967-68 - President, Royal Society of Canada
- 1969-70 - President of the Canadian Institute of Mining and Metallurgy

Fellow and Officer of some of the other professional and learned societies.

Honors and Awards

- 1963 - Kemp Gold Medal, Columbia University
- 1965 - Elected Foreign Associate of the National Academy of Sciences of USA
- 1966 - Gold Medal, Professional Institute of the Public Service of Canada
- 1966 - Blaylock Medal of the Canadian Institute of Mining and Metallurgy
- 1967 - Honorary Fellow, Royal Canadian Institute
- 1968 - Honorary Fellow, Geological Society of London
- 1969 - Logan Medal, Geological Association of Canada

Terms of Reference
ADG for Environmental and Natural Sciences
UNESCO

So far as I can find there is no specific term of reference for the office of the ADG for Environmental and Natural Sciences. Perhaps the best way to express it is by extracting from the text of various documents those items that seem pertinent.

1. UNESCO is expected to undertake a long range program on the relationship of science and society, and to this end it carries out or promotes studies on the human implications of scientific advances; promotes public understanding of science and its relationship to society; attempts to strengthen national science policies; programming, and financing in the member states. It does these things by promoting appropriate international and regional cooperation; by providing assistance to member states on making science policy when requested; by identifying the needs and resources of developing member states with regard to science and technology; and by conducting research on science policy.
2. UNESCO promotes the advancement of the basic sciences by strengthening international and regional cooperation; by promoting research in life sciences; by assisting member states and developing and expanding facilities for fundamental research and post-graduate training; and strengthens research, education and training in technological fields and member states in cooperation with other U.N. agencies and non-governmental organizations.
3. UNESCO develops the scientific basis for rational use and conservation of resources of the biosphere with due reference to the conclusions and recommendations of the U.N. Conference on the Human Environment; promotes integrated natural resources research; promotes the study of the earth sciences for a better exploitation of the mineral energy resources, and for the improvement in the protection against natural hazards; promotes the development of hydrology as a scientific basis for the rational use of water resources; and fosters the advancement of marine sciences by assisting member states and promoting their cooperation at the regional and international levels; and promotes the general advancement of marine sciences.

To these ends, UNESCO sponsors such programs as Man and Biosphere, International Geological Correlation Project, the UNISIST Program of World Documentation, the International Hydrological Decade, as well as providing the arm by which the U.N.D.P. implements some of its developmental programs. In 1971-72, UNESCO was responsible for spending approximately \$28 million worth of U.N.D.P. funds and is budgeting for about \$35 million in the biennium beginning January '73. It also provides a base for the Intergovernmental Oceanographic Commission and for the International Standards Organization.

In general terms, UNESCO sees its responsibilities as developing intellectual capacities throughout the world for the advancement of science in the pursuit of mankind's goals. In those fields where the practical can be related to the promotional, it also acts as the agent for the U.N.D.P. in providing management for the spending of substantial sums on development.

INTERNATIONAL CENTER FOR DYNAMICS OF DEVELOPMENT

4201 South 31st Street, #616
Arlington, Virginia 22206

Telephone: (703) 578-4627

Dana D. Reynolds, President

PROJECT SERIES II: COUNTRY DIALOGUE

November 7, 1972

NIGERIA: CONSULTATION WITH CHIEF S.O. ADEBO*

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Executive Secretary, Society for
International Development

Dana D. Reynolds, President
International Center for
Dynamics of Development

L. Ronald Scheman, Vice-President
President, Porter
International Company

Douglas Ensminger
Coordinator, Socio-Economic
Development, University of Missouri

Neil Staebler
Democratic National
Committee, Michigan

Afil I. Tannous
International Center for
Dynamics of Development

Advisory Committee

(Being Expanded)

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Africa Division and Research
Unit, Porter International Company

E. M. Debrah, Ghana
Principal Secretary, Ministry
of Foreign Affairs

Asia

L. M. Singhvi, India
Executive Chairman, Institute
of Constitutional and
Parliamentary Studies

H. Jayasena, Ceylon
National Development Council,
Buddhist Congress

Latin America

Carlos Zuzunaga-Florez, Peru
President, Accion Para el
Desarrollo

North America (United States)

Stanley Andrews
International Agr-cultural
Consultant

Donald M. Fraser,
House Foreign Affairs
Committee, U.S. Congress

Parker T. Hart
President, Middle East
Institute

H. Field Haviland
Professor, International Politics,
Fletcher School of Law and
Diplomacy, Tufts University

Charles W. Whalen, Jr.
House Foreign Affairs
Committee, U.S. Congress

The CENTER has invited its Advisory Committee member, Chief S.O. Adebo, to Washington November 27-29 to confer on its program to help extend development to the "lower 40 percent."

We are inviting members of interested organizations to confer with Chief Adebo on one CENTER priority: (1) How to stimulate country dialogue (in this case, Nigeria--and later, elsewhere in Africa) on broadening participation in development; and (2) help represent the resulting views and plans to international and national, public and private sectors in Washington and New York.

We are arranging half-day symposia on four topics which Chief Adebo has suggested:

.Rural Development--the gamut of economic-social policies and programs to improve rural life, and arrest urban migration. (November 27, 9:30 - 12:00)

.Agricultural Development--along lines of Mexico's Puebla Project described in SID's International Development Review 1972/2. (November 27, 2:00 - 4:30)

.Education--oriented to people's needs. (November 28, 9:30 - 12:00)

.Rural Communications--(November 28, 2:00 - 4:30)

Chief Adebo is particularly interested in bringing non-Governmental groups into more active participation in Government efforts to broaden the development base.

Symposia location: Room 203, Brookings Institution. We have contacted, and made reservations for, a number of interested persons. Subject to space, we will make additional reservations until November 17.

We have arranged a full schedule for the rest of Chief Adebo's visit: dates with individual officials...luncheons with organizations interested in the CENTER program, and at the Capitol.

*Chief Adebo was Permanent Representative of Nigeria to the UN, 1962-67; Executive Director of the UN Institute for Training and Research (UNITAR), 1968-72; and President, Society for International Development 1966-68. In 1970-71, he chaired a Nigerian Government Commission which developed the "Adebo Awards" with an across-the-board wage increase.

President has seen

INTERNATIONAL CENTER FOR DYNAMICS OF DEVELOPMENT

4201 South 31st Street, #616
Arlington, Virginia 22206

Mr. Clark

Telephone: (703) 578-4627

Dana D. Reynolds, President

October 31, 1972

CHIEF ADEBO'S WASHINGTON VISIT: CHOICE OF DATES?

Chief S.O. Adebo of Nigeria wishes to work through our CENTER to develop dialogue--initially in Nigeria, and later in other areas of Africa--on policies and methods to help extend development to the "lower 40 percent" which Mr. McNamara, Dr. Hannah and others are discussing.

Following his return to Nigeria in June, Chief Adebo chaired the Adebo Committee--a Government study group which developed the "Adebo Awards" with an across-the-board wage increase.

Meanwhile, Chief Adebo has explored informally with University, farm organization, women's and other leadership how to bring non-Governmental groups into more active participation in broadening the base of development. While Chief Adebo has excellent rapport with the Government--and has been offered major posts--he says he prefers to concentrate on how to bring non-governmental groups into a more active role, acceptable to various forms of Government.

Chief Adebo will come to Washington for two-three days to confer on plans for dialogue in Africa--and how our CENTER might help represent the Nigerian and other African views with public and private organizations in Washington and New York.

We are exploring an agenda for his visit to include:

.Discussions with officials in IBERD, A.I.D., ODC.

.A luncheon with representatives of professional, citizens, and other organizations with whom we are discussing this same type of dialogue related to Asia.

.Symposia on topics which Chief Adebo has suggested:

"Population"--in light of a new awareness and interest he has found in his locality.

Rural Development--including agricultural programs to fill in the gaps in programs such as Mexico's Puebla Project described in SID's International Development Review 1972/2.

Board of Directors

Andrew E. Rice, Chairman
Executive Secretary, Society for International Development

Dana D. Reynolds, President
International Center for Dynamics of Development

L. Ronald Scheman, Vice-President
President, Porter International Company

Douglas Ensminger
Coordinator, Socio Economic Development, University of Missouri

Neil Staebler
Democratic National Committee, Michigan

Afit I. Tannous
International Center for Dynamics of Development

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(Being Expanded)

Africa

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Adv. Training and Research, United States Company

E. M. Debrah, Ghana
Principal Secretary, Ministry of Foreign Affairs

Asia

L. M. Singhvi, India
Executive Chairman, Institute of Constitutional and Parliamentary Studies

H. Jayasena, Ceylon
National Development Council, Buddhist Congress

Latin America

Carlos Zuzunaga-Flores, Peru
President, Accion Para el Desarrollo

North America (United States)

Stanley Andrews
International Agricultural Consultant

Donald M. Fraser,
House Foreign Affairs Committee, U.S. Congress

Parker T. Hart
President, Middle East Institute

H. Field Haviland
Professor, International Politics, Fletcher School of Law and Diplomacy, Tufts University

Charles W. Whalen, Jr.
House Foreign Affairs Committee, U.S. Congress

*Chief Adebo was Permanent Representative of Nigeria to the UN 1962-67; and Executive Director of the UN Institute for Training and Research (UNITAR) 1968-72; and President, Society for International Development 1966-68.

Education--oriented to people's needs.

.A session at the Capitol on African development. (With Congress adjourned, this may be primarily with Congressional staff.)

Chief Adebo has two alternatives in coming to Washington:

November 27-28-29 (Monday, Tuesday, Wednesday)--
This is his preference.

November 21-22 (Tuesday and Wednesday)

We are inquiring as to which of the two foregoing periods would suit the most of those interested.

Dana D. Reynolds

Dana D. Reynolds
President

HM's Archives; b 30 Sept. 1910; s of late Capt. H. R. A. Adeane, Coldstream Guards (killed in action, 1914), and Hon. Victoria Eugenie Bigge (d 1969); m 1939, Helen Chetwynd-Stapylton; one s (one d dead). *Educ.*: Eton; Magdalene Coll., Cambridge (1st Cl. Hons Historical Tripos Part II); Hon. Fellow 1971. 2nd Lieut Coldstream Guards, 1931; ADC to Governor-General of Canada, 1934-36; Major, 1941; Lieut-Col 1942. Served War of 1939-45; with 2nd Bn Coldstream Guards, 1940-42; on Joint Staff Mission, Washington, 1942-43; 5th Bn Coldstream Guards, 1943-45; in NW Europe from 1944 (wounded, despatches). Page of honour to King George V; Equerry and Assistant Private Secretary to the Queen, 1952-53 (to King George VI, 1937-52). Lieut-Col (R of O) 1954. Governor, Wellington College. *Recreations*: shooting and fishing. *Address*: St James's Palace, SW1. *T.*: 01-930 1418. *Clubs*: Brooks's, Beefsteak.

ADEANE, Col Sir Robert (Philip Wyndham), Kt 1961; OBE 1943; Chairman: Securities Agency Ltd; Consolidated Trust Ltd; 117 Group; Janus Securities; b 1905; 2nd and o *surv.* s of late Charles Robert Whorwood Adeane, CB, Babraham Hall, Cambridge; m 1st, 1929, Joyce Violet, d of Rev. Cyril Burnett; one s one d (and one s dead); 2nd, 1947, Kathleen, (d 1969), d of Sir James Dunn, Bt; one s one d; 3rd, 1971, Mrs Elizabeth Jane Cator. *Educ.*: Eton; Trinity Coll., Cambridge. 2nd Lieut RA (TA), 1938; Lt-Col 1941; Temp. Col 1943. Chairman: Municipal Trust Co. Ltd; Government Stock & Other Securities Investment Co. Ltd, etc. Trustee, Tate Gallery, 1955-62. *Address*: 18 Cheyne Walk, Chelsea, SW3. *T.*: 01-352 8250. Loudham Hall, near Wickham Market, Suffolk. *Clubs*: Brooks's, Bath, Beefsteak.

ADEBO, Simeon Oloaosebikan, (Chief), The Okanlomo of Itoko, CMG 1959; United Nations Under-Secretary-General and Executive Director of United Nations Institute for Training and Research since 1968; b 5 Oct. 1913; s of late Chief Adebo, the Okanlomo of Itoko, Abeokuta; m 1941, Regina Abimbola, d of Chief D. A. Majekodunmi, Abeokuta; three s one d. *Educ.*: St Peter's Sch., Ake, Abeokuta; Abeokuta Grammar Sch.; King's Coll., Lagos, Nigeria. BA Hons (London) 1939; LLB Hons (London) 1946. Called to Bar, Gray's Inn, 1949. Accountant in trg. Nigerian Rly, 1933; Admin. Officer Cadet, Nigerian Govt, 1942; Asst Fin. Sec. to Govt of Nigeria, 1954; Western Nigeria; Admin. Officer, Class I, 1955; Perm. Sec., Min. of Finance, 1957; Perm. Sec. to Treasury and Head of Civil Service, 1958; Head of Civil Service and Chief Secretary to Government, 1961; Permanent Representative of Nigeria at UN and Comr-Gen. for Economic Affairs, 1962-67. Hon. LLD: Western, 1963; Nigeria, Nsukka, 1965; Fordham, 1966; Lincoln, 1966; Beaver Coll., 1966; Ife, 1968; Ibadan, 1969; Hon. DCL, Union Coll., 1965. *Publication*: (with Sir Sydney Phillipson) Report on the Nigerianisation of the Nigerian Civil Service, 1953. *Recreations*: tennis and cricket. *Address*: UNITAR, 801 UN Plaza, New York, NY 10017, USA. *Clubs*: Royal Commonwealth Society; Island, Lisabi (Lagos, Nigeria); Ibadan Tennis.

ADELAIDE, Archbishop of, (RC), since 1971; Most Rev. James William Gleeson, CMG 1958; DD 1957; b 24 Dec. 1920; s of John Joseph and Margaret Mary Gleeson. *Educ.*: St Joseph's Sch., Balaklava, SA; Sacred Heart Coll., Glenelg, SA. Priest, 1945; Inspector of Catholic Schs, 1947-52; Dir of Catholic Education for South Australia, 1952-58; Auxiliary Bishop to the Archbishop of

Adelaide, and Titular Bishop of Sesta, 1957-64; Coadjutor Archbishop of Adelaide and Titular Archbishop of Auresuliana, 1964-71. Episcopal Chm. the Young Catholic Students Movement of Australia, 1958-65. FACE 1967. *Address*: Archbishop's House, 91 West Terrace, Adelaide, SA 5000, Australia. *T.*: 51.3551.

ADELAIDE, Bishop of, since 1957; Rt. Rev. Thomas Thornton Reed, MA, DLitt, ThD; b Eastwood, South Australia, 9 Sept. 1902; s of Alfred Ernest Reed, Avoca, Vic; m 1932, Audrey Airlie, d of Major Harry Lort Spencer Balfour-Ogilvy, MBE, DCM, Tannadice, Renmark, South Australia; two d (and one d dead). *Educ.*: Collegiate Sch. of St Peter, Adelaide; Trinity College, University of Melbourne (Hon. Schol., BA, MA); St Barnabas' Theol. Coll., Adelaide. ThL, ATC, 1st cl. hons. Fred Johns Schol. for Biography, Univ. of Adelaide, 1950. Deacon, 1926; Priest, 1927; Curate, St Augustine's, Unley, 1926-28; Priest in Charge, Berri Mission, 1928-29; Resident Tutor, St Mark's Coll., Univ. of Adelaide, and Area Padre, Toc H, 1929-31; Asst Chaplain, Melbourne Grammar Sch., 1932-36; Rector, St Michael's, Henley Beach, 1936-44; Rector, St Theodore's, Rose Park, 1944-54. Chaplain, Australian Mil. Forces, 1939-57; Chaplain, AIF with HQ, New Guinea Force, 1944-45; Asst Tutor, St Barnabas' Coll., 1940-46; Senior Chaplain, RAACHD, HQ, C Command, South Australia, 1953-56; Editor Adelaide Church Guardian, 1940-44; Rural Dean, Western Suburbs, 1944; Priest Comr, Adelaide Dio. Centenary, 1947; Canon of Adelaide, 1947-49; Archdeacon of Adelaide, 1949-53; Dean of Adelaide, 1953-57. Pres., Toc H, SAust., 1960; Pres., St Mark's Coll., Univ. of Adelaide, 1961. Hon. ThD, Australian Coll. of Theology, 1955; DLitt, Univ. of Adelaide, 1954. Chaplain and Sub Prelate of Venerable Order of St John of Jerusalem, 1965. *Publications*: Henry Kendall, A Critical Appreciation, 1960; Sonnets and Songs, 1962; (ed) The Poetical Works of Henry Kendall, 1966; A History of the Cathedral Church of St Peter, Adelaide, 1969. *Recreations*: golf, research on Australian literature, heraldry, and genealogy. *Address*: Bishop's Court, North Adelaide, South Australia. *T.*: 672364. *Clubs*: Adelaide, Naval, Military and Air Force, Royal Adelaide Golf (Adelaide).

ADELAIDE, Coadjutor Bishop of, (RC); see Gleeson, Most Rev. J. W.

ADEMOLA, Rt. Hon. Sir Adetolunbo (Adegbavega), PC 1963; KBE 1963; CFR 1963; Kt 1947; Hon. Chief Justice Ademola; Chief Justice of Nigeria, since 1958; b 1 Feb. 1906; e s of late Sir Ladapo Ademola, Alake of Abeokuta, KBE, CMG; m 1939, Kofoworola, yr d of late Eric Olawolu Moore, CBE; three s two d. *Educ.*: King's Coll., Lagos, Nigeria; Selwyn Coll., Cambridge. Attached to Attorney-General's Chambers, Lagos, Nigeria, 1934-35; Assistant Secretary, Secretariat, Southern Provinces, Nigeria, 1935-36; private law practice, Nigeria, 1936-39; Magistrate, Nigeria, 1939; served on commn for Revision of Courts Legislation, Nigeria, 1948; served on commn to enquire into Enugu (Nigeria) disturbances, 1949; Puisne Judge, Nigeria, 1949; Chief Justice, Western Region, Nigeria, 1955-58. Hon. Bencher, Middle Temple, 1959. *Recreations*: golf, horse racing. *Address*: 15 Ikoyi Crescent, Lagos, Nigeria. *T.*: Lagos 23260; Supreme Court, Lagos, Nigeria. *T.*: (chambers) Lagos 21307. *Clubs*: Island, Metropolitan, Yoruba Tennis (Lagos); Ibadan Recreation, Ibadan (Ibadan).

ADEREMI I; see Ife.

ADERMANN, Rt. Hon. Sir Charles Frede 1966; KBE 1971; Member of the House of Representatives, for Fisher, Queensland, since Dec. 1949 (Maranoa, 1943-49); 1896; of late Charles and Emilie Adermann, 1926. Mildred, d of late S. T. and Mrs Wooroolin, Qld; two s two d. Chm. Marketing Bd, 1925-30, 1933-52, ret'd. Kingaroy Shire Council, 1939-46, ret'd. Member of House of Reps, 1950-58; Dep. for periods 1950, 1955, 1956; Minister of Primary Industry, in Australian Cabinet, 1958-Oct. 1967. Dep. Leader, Aust. Party, 1964-66. Leader, Aust. Party, Commonwealth Party Conf., W. Nov.-Dec. 1965. *Address*: PO Box 10, Kingaroy, Queensland, Australia.

ADIE, Edward Percival, MC 1918; b 1 Oct. 1886; late W. J. Adie, Voe, Shetland; m 1912, Dorothy, d of late Thomas A. Hillswick, Shetland. *Educ.*: Eton; Army Cadets, 1907-10. Served European War, Canadian Scottish Regiment, Central Postal Directory, 1914-15. JP 1951. Vice-Lieutenant of Zetland, 1953. *Recreation*: fishing. *Address*: Voe, Shetland. *Voe* 202.

ADIE, Jack Jesson, CMG 1962; BA (Cantab.) 1913; s of late P. J. Adie; m 1941, McLoughlin; one s two d. *Educ.*: Sh. Sch.; Magdalen Coll., Oxford. Colonial Administrative Service, 1919-24, in Zanzibar, 1938-48 (on military service 42 in Kenya Regt. KAR and in Kenya Territory Administration), posts: Private Sec. to the Sultan, Private Sec. to British Resident and Sen. Asst Sec. to Colonial Office, 1949-51, as Princ. Sec., Kenya, 1951; Sec. for Educn and Kenya, 1952; Sec. for Educn, Lat. Lands, Kenya, 1954, acted as Min. of Educn, Labour and Lands, Kenya, 56 Feb. 1956; Chief Sec., Barbados, 1957; Sec. for Forest Development, Kenya, 1958-60; Fisheries, Kenya, April-Dec. 1960; Agriculture, Animal Husbandry and Resources, and Cim. African Development Bd, Dec. 1958-July 1959; Housing and Chm. Central Housing Board, Kenya, 1959-April 1960; for Housing, Kenya, 1960; Probation and Approved Prisons, Kenya, 1960-April 1961; for Labour and Housing, Jan.-April 1961; Sec. for Labour, 1962-63; ret'd from Kenya, Jan. 1964; Temp. Princ. Min. of Develt., 1964-69. Brilliant Star of Zanzibar, 1947. *Address*: Capricorn, Queen's Bay, Malta.

ADIE-SHEPHERD, His Honour Harry Bowman, QC 1950; a Recorder, Cornwall, County Court Judge, Circuit Judge (Cornwall, etc.), 1955-62; b 24 July 1891; late Richard Atkinson Shepherd, B.L., and Mabel Shepherd, Cumberland. Headingley, Leeds; m 1928, Margaret Gundred Mayo, West Lodge, Pinneath, 1962. Phyllis Margaret, nee Uppingham Sch.; Trinity Coll., Oxford; to Bar, Inner Temple, 1928; 39th Eastern Circuit; practised at 39, Pall Mall, Leeds. Served War of 1939-45; m 1939-Aug. 1945, including North Africa and Italy. Recorder of Pontefract, 1945-50; Recorder of York, 1950-55; Solicitor of the County Palatine of Durham, 1955-58; Herts, 1952; Dep. Chm., Herts, 1952-53; Chm., Cornwall QS, 1960-71 (1955-66); a Comr of Assize, 1960-61.

OFFICE MEMORANDUM

TO: Mr. McNamara

FROM: Michael L. Hoffman *MLH*

SUBJECT: Your Meeting with Mr. Perez-Guerrero

DATE: November 22, 1972

I understand from Mr. Franco that you will be seeing Mr. Perez-Guerrero on November 30 or December 1. You will recall that on October 2, 1972, you sent Perez-Guerrero a letter to which was attached the Bank's responses to various queries or requests for information arising out of resolutions at UNCTAD III and of the General Assembly strategy document for the Second Development Decade. In case you want to refresh your memory as to what you said on various points, I attach a copy of your letter and its annex.

MLHofman/pnn

President has seen

OFFICE MEMORANDUM

TO: Files

DATE: December 1, 1972

FROM: Michael L. Hoffman *MLH*SUBJECT: Visit to Mr. McNamara by Ambassador Berkol

On November 30 Mr. McNamara received Ambassador Berkol, United Nations Disaster Relief Coordinator, and Mr. Rossborough of Berkol's staff. As the Ambassador explained, it was a courtesy visit. He referred to previous discussions with Mr. Demuth and myself about various ways in which his office and the Bank might complement each other's efforts to assist countries. He emphasized that his office was to be concerned with both natural and "man-made" disasters. With respect to natural disasters, he could act from his own initiative; but "man-made" disasters were almost always politically sensitive and he would act only under the authority of the Secretary General when the latter made a policy decision, under authority granted directly by the UN Charter, that the UN should intervene. He also mentioned several times that the Soviet bloc always opposed any UN intervention in disasters caused by civil war or revolutionary upheavals.

In response to questions by Mr. McNamara, the following points emerged:

--There appear to be about 15-20 natural disasters per year of sufficient magnitude to involve Berkol's office.

--They are just starting to tackle the question of preventing and predicting disasters. The previous day the General Assembly had approved an allocation of \$25,000 seed money from the UN working capital fund to start this work. They would begin in some of the least developed disaster-prone countries.

--It is not always clear whether the Disaster Relief Coordinator or the High Commissioner for Refugees should act in particular cases of "man-made" disasters. This will usually involve decisions by the Secretary General.

--At the country level Berkol will rely heavily on UNDP representatives as his agent.

--Berkol will have only a small staff and do no operations. He can receive contributions but will execute through World Food Program, UNICEF, etc.

MLHoffman/jk

President has seen

OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara (through Mr. Hoffman) DATE: November 28, 1972

FROM: L. Peter Chatenay *[Signature]*

SUBJECT: Visit by Mr. Faruk N. Berkol, UN Disaster Relief Coordinator, November 30, 1972

1. Mr. Berkol was appointed to his present position on January 14, 1972 by Mr. Waldheim. He heads an Office in Geneva with six professionals.
2. According to the 1971 General Assembly resolution creating the office, its purposes include:
 - a) directing international relief efforts in cases of natural and other disasters;
 - b) promoting prevention and prediction of natural disasters;
 - c) giving advice to governments on pre-disaster planning.
3. Before his appointment in the UN, Mr. Berkol had served as the Turkish Ambassador to Belgium since 1967. Born in 1917, he joined the Turkish Foreign Service in 1941 and served in Washington as First Secretary at the Embassy from 1945 to 1950. His other assignments include the following: chef de Cabinet to the President of the Republic (1956-1960) and Ambassador to Tunisia (1962-1967).
4. Mr. Berkol paid a courtesy visit to the Bank soon after his appointment and met with Mr. Demuth and Mr. Hoffman. Mr. Harrington of Mr. Berkol's office visited the Bank in late July to learn about Bank policies and operational procedures.
5. At Mr. Berkol's request, we sent him an early copy of the report of the recent Bank mission to assess the damage caused by this summer's floods in the Philippines.
6. Mr. Hoffman will accompany Mr. Berkol to your office on Thursday.

LPC:mmcd

President has seen

OFFICE MEMORANDUM

TO: Files DATE: January 30, 1973

FROM: Michael L. Hoffman *MLH*

SUBJECT: Visit to Mr. McNamara of Ambassador Carrillo Flores, Secretary-General of the UN World Population Conference, on January 29.

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Ambassador Flores regards his task as primarily political in view of the widely divergent views towards population problems among the various states members of the UN. He said that he was encouraged by his talks with heads of governments so far. He emphasized particularly his belief that the approach to family planning through emphasis on the benefits for the health of mothers and children was responsible for much of the widening acceptance of such programs, especially in Latin America. He cited, in particular, the big change in attitudes in Mexico. He said he sensed some movement also in the Vatican during his talks there.

Ambassador Flores was interested in various aspects of the Bank's role, especially how Mr. McNamara conceives the Bank's relations with countries who do not have population programs in situations in which the Bank's own analysis indicates clearly that they should, e.g., Brazil. Mr. McNamara said that the Bank gives governments its best advice on this as well as on other aspects of social and economic development but that we do not make out lending dependent on acceptance of our advice. In the specific case of Brazil, he pointed out that we had lent \$427 million in FY1972, one of the largest lending programs in the history of the Bank.

Mr. McNamara urged Ambassador Flores not to attempt to get the World Population Conference to pass resolutions telling governments what to do or to spend time trying to get agreements on policy issues. He said he thought it would be far more useful to use the Conference as a means of getting governments to agree to analyze their problems and to get greatly improved statistics on which to base such analyses. (Carrillo Flores at one point was in disagreement with Mr. McNamara's statement that all economists now agree that rapid population growth is a threat to orderly economic and social development. I was not entirely clear as to the nature of the dissent which Ambassador Flores had in mind but he referred to some economists on Urquidi's staff at the Collegio de Mexico who argue that because Mexico and Brazil have had both big growth and big population increases, population growth cannot be a hindrance to development. HC may want to check.) Mr. McNamara described and gave Ambassador Flores copies of the project reports on the India and Indonesia projects. He stressed that the main constraint on international operations in countries seeking assistance with population and family planning programs is not financial but the scarcity of trained personnel.

Ambassador Flores seemed very pleased with the discussion. He is clearly much concerned about north/south conflicts and particularly about

President has seen

the ease with which the latent suspicion in developing countries that world concern over population is merely a device of the rich for keeping the poor down can be fanned into flames by those who seek to exacerbate the north/south antagonisms. He was particularly pleased with Mr. McNamara's assurance, repeated in several formulations, that the Bank had and would continue to have more demands for assistance than it could adequately handle from countries seriously wanting such help and that consequently we had no need to convert the unconverted in order to get ahead with a program in the population sector. If the Brazils of the world do not want our help, we will not press it on them.

Mr. McNamara assured Ambassador Flores that the Bank would continue to offer him its support and assistance in his important role of Chairman of the forthcoming World Population Conference.

MLHoffman/pnn

Mr. McNamara
cc: Mr. Chenery/Mr. Stevenson
Mr. Clark
Mr. Franco
Dr. Kanagaratnam

The Proposal

History and the Truth are composites of events as seen from many viewpoints by individuals who seek objectivity through the power of analysis, and by recognition of the significance of emotional or personal forces. Very few of the individuals, who through force of circumstances, have been at the center of events, have recorded these events (as seen by them, of course) either in terms of personal memoirs, or through critical analysis of the creation, life, and (as in some cases) the demise of international institutions.

On the basis of 29 years' experience at the very center of a series of international organizations, - starting with the United Nations Relief and Rehabilitation Administration in 1944, - I would like to record, - initially orally, and perhaps later in part in writing, - the unique experiences in which I have been fortunate enough to participate. These recordings, - which should take place over a considerable period of time, - will cover key history and issues as seen, and as analyzed, by a person who was part of the action. I have been a participant, who at an early age, was "typed" as an executive, an operator, a man of action, - but one who brought to these areas, a deep understanding of human behavior, and a mind thoroughly disciplined through many years of relevant academic study, including teaching.

From the substantive angle, the recordings would range over the political and organizational problems connected with the establishment, and early days of a number of international organizations; would deal with many key events in the life of these organizations as described by a participant in policy making, and on the execution of policies and management decisions; would describe the political

atmosphere of the immediate postwar years, followed by the Cold War; would cover the humanitarian problems faced in coping with the displaced persons and refugee problems following World War II; and would deal with the entire range of activities of the United Nations and the United Nations Specialized Agencies as evolved through the framework of the Technical Assistance Board (David Owen) and the Special Fund and United Nations Development Programme (Paul Hoffman). Alone among all participants in these developments, it was my good fortune to serve in the field as a Resident Representative, at the Headquarters of an Agency, as its Programme Director, and most important of all as the right hand of Paul Hoffman in establishing, and in operating the United Nations Development Programme, culminating in my final year as Deputy Administrator of that Programme. I have therefore seen international institutions in action at all levels.

I have been exposed to political, psychological, economic and social forces, and in fact have been at the centre of these. While under great pressure to act, I have never either been unwilling to take decisions, nor to recognize the ever present percentage of error in the decision making process; and a philosophic attitude as well as a sense of humour have stood me in good stead throughout. Some time in this oral history project should be devoted to consideration of the decision making process itself.

Another angle is the evolution of international institutions, in terms of their internal organization, in their relations with national governments, and as public international entities.

In order to make a project such as this one a success, it is essential that an atmosphere be created which will be conducive to reflection. That is why an academic institutional setting is desirable.

In addition to the creation of an atmosphere for reflection, anyone recording events of this kind, requires critical auditors, who would ask questions, challenge statements, and probe deeper into issues touched upon in initial recordings. (Such questioning could be done either by faculty colleagues, or by graduate students who would themselves benefit from the process.)

The recordings would be available in due course for research, for teaching, possibly even in some later form for public administrators, and finally for publication, in part, if they should prove to be appropriate for this.

While engaged in this oral history project on campus, I would in addition be available as a "resource" on the problems of international organizations, and would be prepared to conduct a seminar if there should be a demand for it.

Finally, I have no doubt that once embarked on a reflective course, many new directions will emerge and therefore a degree of flexibility is required in considering these initial ideas.

Myer Cohen

June 1, 1973

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

OFFICE OF THE PRESIDENT

Dallas - 9/27/73

1. Wanted to keep me abreast of UNFPA activity
2. I spent yr & a half but seen a complete change in L.A. - the only country in which do not have a program is Portugal
3. In Africa are pushing the census program altho it is being delayed in places.
4. In Asia, national effort in developing.
5. India may be planning a request for 10m for
6. Peoples Rep of China - will probably contribute to the Fund. Their ^{internal} program was the most extensive he has seen. It touches every economic (small factories, agriculture, etc.) All contracts are available thru barfoot doctors.
7. Are also making progress with the catholic church.
8. Have met only strong reaction from the Soviets.
9. Fund is quite separate from UNDP kept for fin. support, field mgmt. by admin. support.
10. To end of 74 Fund staff (incl. 9 for PPT) will not exceed 45.
11. 80 countries are now receiving assistance from UNFPA
12. He hopes the PPT conf will accept a World Plan of action with targets.

Salas - 8/13/73

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9. Fund is quite separate from UNDP except for financial support, field management and administrative support.
10. To end of 1974 Fund staff (including 9 for Population Year) will not exceed '45.
11. 80 countries are now receiving assistance from UNFPA.
12. He hopes the Population Conference will accept a World Plan of Action with targets.

8/13

UNITED NATIONS
DEVELOPMENT PROGRAMME

UNITED NATIONS
FUND FOR POPULATION ACTIVITIES



PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

FONDS DES NATIONS UNIES
POUR LES ACTIVITES EN MATIERE DE POPULATION

UNITED NATIONS
NEW YORK

TELEPHONE: 754-1234
5313

CABLE ADDRESS: UNDEVPRO • NEW YORK

REFERENCE:

24 July 1973

Dear Mr. McNamara,

.....
We have if you are interested
8/26

Enclosed for your information are various publications and papers prepared by the Fund in connexion with the World Population Year.

In particular, I think you might be interested by the "Action Programme for World Population Year" which describes on-going and contemplated programming in connexion with the Year.

There are several aspects of these programmes concerning which I would welcome an opportunity to talk to you.

If this is agreeable to you, I would appreciate your secretary calling me to arrange a convenient time.

With best regards,

Sincerely,

Rafael M. Salas
Executive Director

7/27
arrange for
BPA
Aug 8/13
[return this to me 8/8 AM]

Mr. Robert S. McNamara
President
International Bank for Reconstruction
and Development
1818 H Street, N. W.
Washington, D. C. 20433

. 20

OFFICE MEMORANDUM

TO: Mr. W.C. Baum

FROM: Montague Yudelman

SUBJECT: President's Discussions with Secretary-General of FAO

DATE: October 11, 1973

As you know, the President passed through Rome recently when discussions were held with the Secretary-General of FAO. Three issues were raised that require some action:

1. Co-sponsorship of the World Agricultural Credit Conference.

This conference, sponsored by FAO, is to be held in Rome in 1975. The basic document for the conference will incorporate the findings of four regional conferences and the results of a study being undertaken with financial support of a private Italian bank. (Cassa di Risparmio delle Provincie Lombarde, or CARIPLO). The conference will be attended by a large number of authorities interested in problems of rural savings and credit; they will be from donor and recipient countries.

We have been asked if we would like to co-sponsor this conference. Up until the present we have agreed to some participation but we have had some reservations about the value of the conference. We participated in the initial discussions on the organization of the proposed study and agreed to contribute to that part of the paper that related to international experience. We also had a staff member attend one of the regional meetings - that relating to the Middle East. He gave a somewhat negative report on this meeting stressing that it was too academic in content and that it degenerated into a political hassle. Our main reservations though, relate to the basic document, which we feel goes over ground which is well known and which we think will add little to present knowledge - despite the fact that there is an appalling lack of information on all aspects of providing credit to farmers in less developed countries. We hope we are wrong in this but we are not optimistic.

I do see some merit in participating in the meeting in the light of our interest in spreading a message (and in learning more). However, I would like to reserve final judgment on whether we should co-chair the meeting pending an opportunity to find out more about the specifics of the conference. Also I would like to find out more about the progress of the basic documents, experience at other regional meetings, who has been invited, as well as what sponsorship might incur in terms of manpower requirements.

2. Support for Fifteen FAO Missions on Food Reserves.

As you know, I attended a meeting at which the FAO discussed how it could best approach the problem of building up an international food reserve. One of the suggestions made was that FAO should send missions to fifteen countries to assess their food stock requirements. I reported my conclusions to you as follows:

President has seen

- (a) The issue of an international food reserve is a very important one and will become increasingly so because I believe we are at a turning point in regard to the food situation. It should be seen as a continuing, long-term problem.
- (b) I believe we should encourage FAO to formulate a sound strategy to deal with this problem, rather than attacking it on what seems to be an ad hoc basis.
- (c) FAO has been persuaded to do a desk study which will explore the ramifications of the problem, and define more precisely the concepts involved, present some analysis of costs and examine how a reserve system might best be managed.
- (d) FAO should start with one survey in order to gain experience and clarify concepts before launching on a massive series of surveys when the objectives, methodology, concepts, etc. are still rather unclear.

I recommended that the Bank support both the desk study and the one survey. I also recommend we make it clear that we are prepared to support other activities - such as further surveys - that may flow from this rather modest beginning.

3. Meeting of Bank staff and FAO staff on raising small farmers production.

Mr. Boerma, the Director-General of FAO, suggested that a meeting of his senior staff, with some Bank people such as "Chenery, Stern, Baum, Yudelman, Christoffersen and the President", take place in January to discuss how to accomplish the objective of raising small farmers production 5% a year. In principle, I believe this could be a useful exercise. However, I think that it would only be worth while provided we have a specific and worthwhile agenda. By January we should be in a better position to know what our own program will be and this could provide a very useful basis for an agenda at such a meeting. I feel intuitively that there is a great deal of knowledge at FAO on this subject which we have yet to tap. A meeting of this kind might be an opportunity for establishing appropriate communications. I would only recommend such a meeting though, provided we can develop an agenda with FAO that will warrant the time involved in holding such a meeting.

As you know, I shall be attending the first part of the FAO Conference which is early in November. I can take advantage of this to develop these issues along the lines suggested above.

cc: Messrs. Hoffman and Stern

MYudelman:jl



OFFICE OF THE PRESIDENT

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

October 26, 1973

MEMORANDUM FOR MESSRS. BAUM AND YUDELMAN
CHENERY AND STERN (You may be interested only
in paragraph 2)

SUBJECT: Notes of Meeting with A. H. Boerma

This morning Boerma and I met to discuss the four points which are referred to in the attached papers, presented by him to me. I made the following comments on his proposals:

1. "Further strengthening of the FAO/IBRD Cooperative Program"

a. We would be prepared to support a 1974-75 biennium budget of more than \$9.1 million in order to provide for more than five additional professionals; we understand, however, that he is not in a position to accept such a budget increase.

b. Our formula for cost-sharing with UNIDO is exactly the same as that with FAO (I gave to Boerma a copy of the attached memorandum from Shirley Bosky).

c. Because it is not possible to increase the staff of the Cooperative Program to the level necessary to support operations, we do not believe that any of the budgeted personnel should be devoted, as he proposed, to "policy and program development."

2. "Proposed Bank/FAO Round Table in early 1974"

a. We would be happy to attend a meeting of the kind proposed by him.

b. We believe that 2, rather than 3, days should be sufficient.

c. We suggest a meeting be held on Thursday and Friday, and tentatively are prepared to agree to meet on February 21 and 22; it may be necessary to shift the dates to February 28-March 1.

d. We will comment upon the draft agenda promptly after we receive it.

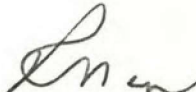
e. I would hope that Messrs. Baum, Chenery or Stern, Yudelman, Christoffersen and McNamara could attend the meeting.

3. "World Conference on Agricultural Credit"

- a. We would be willing to be associated with the conference.
- b. The form of our association (financial and otherwise) should be discussed by members of our staffs.
- c. It is unlikely that I would be able to give the keynote address because the press of business in July, following the close of our fiscal year on June 30, makes it impossible for me to travel.

4. "Ethiopia Study on Food Reserves"

We will be pleased to participate in the study and are prepared to contribute toward it \$25,000 plus the assignment of one professional.


Robert S. McNamara

RMcN:bmm

cc: Mr. Hoffman

Food and Agriculture Organization of the United Nations

Informal Meeting of Mr. McNamara and Mr. Boerma

5 October, 1973

1. Minute on Further Strengthening of the FAO/IBRD
Cooperative Programme

In expressing your appreciation of the work of the Cooperative Programme, you stressed the need for further strengthening of its staff resources with a view to enabling it to handle a heavier work load expected in 1974-75, particularly on projects involving credit, cooperatives, public services, land reform, extension and training within the framework of integrated rural development. You indicated your willingness to go above the budget level of \$9.1 million for the 1974-75 biennium upon which we had already agreed so as to provide for a few additional (perhaps five) posts of professionals, in addition to the five new posts already included in this budget.

While agreeing in principle to the need for this strengthening (which would require an increase in FAO's share of \$125-150,000), I indicated that there would be problems in revising my budget proposals at this stage. In this connection I suggested that, should it be possible for the Bank to share some of the additional administrative costs of the Programme which FAO was now bearing in full, the money thus released from FAO's share could be added to the total Programme budget. I enquired whether this would be possible by suitably modifying the FAO/IBRD Agreement to provide for joint sharing of the "directly identifiable additional administrative costs" as is apparently implied in the IBRD/UNIDO Agreement. You agreed to look into this proposal.

I drew your attention to the extremely tight programming of the staff-time available to the Cooperative Programme and suggested that a small amount, perhaps 3-5 man-years, should be set aside for joint work with FAO Divisions on policy and programme development which we both felt necessary and useful. The additional staff resources for which the proposed increase in the budget would provide could be 'liberated' for this purpose.

FROM: Shirley Boskey, IRD 826

SUBJECT: Cost-Sharing Arrangements under FAO and
UNIDO Cooperative Program Agreements

10/10
You recently sent Mr. Hoffman a note saying that Boerma had remarked to you that we had given UNIDO a better deal under its cooperative program agreement than we had given FAO. You asked whether that was true and, if it were, what it would cost to apply the same formula to FAO.

The short answer is that no difference in treatment is intended.

By a call to FAO, Mike learned that FAO had focussed on a difference in the language of the two agreements. While both require the partner agency to meet "indirect" costs of the program, the UNIDO agreement (but not the FAO agreement) provides that we will share what are categorized as "directly identifiable additional administrative costs". FAO says that its costs in this category would amount to \$100,000 over two years; the Bank would thus be contributing another \$75,000 by application of the 75/25% cost-sharing formula.

It does look as though we had been more generous to UNIDO. But in fact we have not been and do not intend to be. We started out in our negotiations with UNIDO with a draft agreement in which the cost-sharing language was the same as that of the other cooperative program agreements: we would share "direct" costs and UNIDO would meet "invisible and indirect overhead costs". We sent up to you for approval, prior to submission to the Executive Directors, an agreement which incorporated that provision. You may remember, however, that we had to hold up submission to the Board, because we learned that UNIDO was proposing changes in what we had thought was an agreed text. These changes included addition of the reference to "directly identifiable additional administrative costs". We did not see any need to refer specifically to these costs, since the text had included a general provision that "direct" costs would be shared. Moreover, we were reluctant to depart from language for which there were precedents. But because Abdel-Rahman had already put the redraft before his Executive Board, we accepted the change. However, we did so on the express understanding that the Bank and UNIDO would reach agreement on the specific items of cost to be shared under the provision, and that this agreement would be "based on arrangements worked out under other cooperative programs". UNIDO accepted that condition.

So far, UNIDO has proposed the sharing of two items of cost under the provision in question: the costs of long distance cables and phone calls originating with UNIDO, and the costs of interview travel of candidates for posts under the program. Our position has been that both of these

items fall into the category of "indirect overhead costs" which, under the other programs, are borne by the partner agency and are not subject to sharing. UNIDO has accepted the decision as to cables and phone calls; it has not yet acquiesced in the second.

We do not, at the moment, know what costs went into FAO's \$100,000 calculation. That figure might include some items which, were they claimed by UNIDO, we would have to conclude should be shared as "directly identifiable additional administrative costs". But it is unlikely that they could amount to very much; certainly they would not be of the order of \$100,000. Moreover, if we did conclude that the costs had to be shared with UNIDO, we would not take a different position if a similar claim were advanced by FAO.

SBoskey:tsb

cc: Mr. Hoffman, Dir., IRD
Mr. Fuchs, Dir. Indus. Projects
Mr. R. Jones, Controller's

Food and Agriculture Organization of the United Nations

Informal Meeting of Mr. McNamara and Mr. Boerma

5 October, 1973

2. Minute on Proposed Bank/FAO Round Table in early 1974

Our discussion revealed that there was a convergence of interests between IBRD and FAO over a wide area of policies and programmes for assisting agricultural development in member countries. In this connection we discussed the present world state of food and agriculture and referred particularly to my proposals for a coordinated scheme for national food security reserves and for international agricultural adjustment. On your side, you stressed that the major development issue related to the removal of absolute poverty, for which a strategy geared to increasing the productivity of small farmers and integrated rural development was of urgent priority. You indicated that you planned not only to increase Bank lending in agriculture but also to improve the quality of technical and financial assistance of the Bank in fields like land reform, organization and institutions, credit, extension and training, rural works and irrigated as well as dry land farming. I expressed my full support of this policy and mentioned FAO's long involvement in these aspects of development strategy. We recognized the need for "pooling" the thinking of our two Organizations and for increased cooperation in pursuit of common policies and programmes.

Cooperation between our two Organizations has developed in a most satisfactory manner over the past ten years but inevitably it has been concentrated on operational programmes linked to the Bank's target of increased project lending to agriculture. In view of the broader area of joint action now opening up, we agreed to hold a Round Table with our senior staff to discuss where and how cooperation between our Organizations could and should be further strengthened.

Such a Round Table would provide us with an opportunity to exchange views on selected development problems, identify areas of mutual and urgent concern, establish common policies and programmes on issues to which both our Organizations attach priority, and to develop a mechanism for future consultations. We might, for example, review the world food situation with special reference to the proposal for a food security scheme and international agricultural adjustment. We might also discuss the spectrum of policies and programmes required for integrated rural development including small farmer productivity increase, land reform, agricultural credit, extension and research.

I would suggest that the Round Table be held at a suitable location near Rome during the three days of 20, 21 and 22 February 1974, if these dates are convenient for you. The FAO participants would be in general at Assistant Director-General and Director level and I would propose to designate a small number of these senior officers with substantive responsibility for the items which we agreed to include in the agenda.

I would suggest that a draft agenda be drawn up and agreed upon about two months before the meeting. With this in mind I am initiating arrangements within FAO for the preparation of such a draft agenda which I would send you around mid-December. I would further suggest that documentation for the discussion consist of very short papers focussed on major issues and based upon a brief analysis of each agenda item. The exact nature of these documents can of course be discussed after agreement on the draft agenda.

With regard to the actual site of the Round Table, I have asked my colleagues to see whether suitable accommodation can be found in the hills around Rome easily accessible by car. While there is ample time to work out the details of the meeting, it is necessary to reach an early agreement on timing in view of our own busy schedules.

Food and Agriculture Organization of the United Nations

Informal Meeting of Mr. McNamara and Mr. Boerma

5 October, 1973

3. Minute on World Conference on Agricultural Credit

You expressed interest in receiving a note on our plans for this Conference. This is prefaced by a summary of the background.

As part of the Regular Programme, FAO has been sponsoring a series of case studies in agricultural credit based on personal interviews with farmers, a special study with particular focus on Africa (financed by CARIPLO - Cassa di Risparmio delle Provincie Lombarde under the presidentship of Prof. dell'Amore) and a series of regional seminars at which the reports on various studies mentioned above are presented. The Regional Seminar for the Near East Region and Mediterranean Basin, financed by FAO Coin sales proceeds, was held in Rome in January/February 1973. The Government of Finland is financing one for Africa to be held in Accra in December 1973. Arrangements for others to serve the Latin American and Asian Regions are in preparation, and they will be financed by FAO Coin sales proceeds. The reports on the seminars would serve as background documents for the proposed World Conference on Agricultural Credit. The necessary documentation and preparations for the World Conference are thus well in hand.

The costs of the Conference will be met in part from the Regular Programme (\$25,000) and possibly in part from the FAO/Finnish Cooperative Programme (\$30,000). Additional funds to support participation from developing countries are currently being sought.

We would welcome the association of the World Bank in this Conference which is scheduled to be held at FAO Headquarters early in July 1975.

The purpose of the Conference is to provide governments and their agricultural credit institutions (agricultural banks and credit cooperatives) and other financial and development institutions (central banks, developing authorities) with a forum for:

- (i) exchange of experience gained so far in formulating and implementing agricultural credit policies and programmes;
- (ii) exploration of new ways of effecting collaboration between credit programmes on the one hand and programmes for rural development, land reform, marketing, warehousing, input supply, processing and price support operations on the other;

- (iii) consideration of the actual and potential contribution of central banks (a) in development of lending and savings programmes in rural areas, and (b) in collaboration with international agencies in ensuring effective use of international development assistance;
- (iv) examination of the findings of agricultural credit studies prepared by FAO/CARIPLO Working Group and sponsored by the World Bank and others;
- (v) critical review and exploration of new and diverse methods for resolving conflicts, if any, between sound banking principles and social objectives of credit programmes aimed at meeting particularly the credit needs of the small farmer, the tenant and the landless worker in the rural areas, whose interests have so far been by-passed by the economic development process;
- (vi) detailed consideration by the central banks of the ways in which they can play a constructive role in financing storage and warehousing of food grains as part of the international effort toward maintaining adequate grain reserves.

The Conference would be open to all member countries of FAO. The participation would be sought of high-level executives and policy-framers in agricultural credit from agricultural ministries, finance ministries, agricultural credit institutes or commercial banks as well as senior representatives of central banks connected with agricultural credit. Regional Banks would also be represented and invitations would be extended as well to non-official institutions such as CICA and ICA.

As to the actual conduct of the Conference, we have tentatively planned for an Inaugural Session followed by a Plenary and meetings of a number of working groups. I would be pleased if you would accept my invitation to give a keynote address at the Inaugural Session. The basic documentation would include the FAO/CARIPLO Study Report, such studies as may be carried out in the same area by IBRD, reports on Regional Seminars, as well as a number of especially prepared papers.

The deliberations of this World Conference should prove of direct benefit to FAO, IBRD and, of course, to the member countries. The future role of agricultural credit institutions as possible channels for directing international development assistance, as well as the strengthening of these institutions, are of particular concern to IBRD and FAO. The Conference should help to foster better collaboration between agricultural ministries and agricultural credit institutions on one hand, and finance ministries, central banks and other credit and financial institutions on the other. The Conference should also result in a strengthening of the efforts by FAO and other international agencies to mobilize financial institutions in support of measures for world food security.

Food and Agriculture Organization of the United Nations

Informal Meeting of Mr. McNamara and Mr. Boerma

5 October, 1973

4. Minute on Ethiopia Study on Food Reserves

You expressed interest in the Bank's participation in the Ethiopia mission and wished to have a note on this subject.

The Minister of Agriculture of Ethiopia, Mr. Woldemariam, has conveyed to me, on two occasions this year, his great interest in the food security proposal and stressed that Ethiopia's distinct geographic location in relation to the main wheat exporting countries, its current acute shortage, and the changed world supply position, made it imperative for Ethiopia to adopt an effective policy of food reserves. The Minister therefore requested economic and technical advice on the subject from FAO, and he expressed the desire that this assistance should be coordinated with the Bank, in view of the IBRD intention to carry out a further study on grain reserves in Ethiopia. There has also been a WFP food stock project in the country. In view of these circumstances, and also the fact that Ethiopia is one of the "least developed" countries, I consider that this would be an ideal case with which the Bank and FAO (with the collaboration also of the WFP) could start the proposed inter-agency programme on food reserve policies.

I therefore propose that a Joint Mission be sent to Ethiopia to advise on their food reserve policy and programme and on the resources and financing required to implement these. For this purpose, the Mission would assess:

- (a) the general role of stocks of basic foods (i.e. cereals and pulses) in the national economy, in the context of national development priorities;
- (b) the medium term production potential and prospects and likely demand for food, and fluctuations in production and import requirements;

.../...

- (c) vulnerability to crop failure or interruption of supplies, normal internal market flows from surplus to deficit areas, proximity and access to normal and emergency sources of international supply, proportion of domestic supplies entering commercial markets, and role of government in storage and distribution system;
- (d) the food reserve stocks necessary and feasible in the light of the above and after considering costs and risks of alternative courses within development priorities, as well as the beneficial effects of food stocks on domestic stability;
- (e) storage requirements, including such questions as the role and efficiency of existing storage facilities; the location, types, costs and losses of storage and the technical problems involved in food stock management;
- (f) supporting marketing policies and organization required as well as institutional arrangements affecting food prices and food stock management;
- (g) the internal and external resources and financing required for implementing the proposed programme. The financial and budgetary implications of the proposed programme as regards requirements for storage facilities, commodity procurement, and storage management; general monetary effects and financial implications for the required agricultural production and price policy;
- (h) identification and to the extent possible preparation of specific investment projects, food aid projects and technical assistance programmes;
- (i) benefits, justification and impact of the proposed food reserve programme on the national economy.

I would suggest the Mission comprise a Grains Commodity Economist, a General Planning Economist, a Grains Storage Specialist, a Grains Marketing Specialist, Agronomist, Financial Analyst, and a Food Aid Specialist. FAO would bear the cost of three mission members, WFP would provide the Food Aid Specialist. I hope it will be possible for the Bank to finance the participation of the other members of the Mission and that at least one member could be from the Bank staff.

.../...

The proposed seven-man Mission would be for a 10 week period, including one month of on-the-spot investigation and 6 weeks of report writing. The cost of this Mission would be approximately \$75,000, including travel, based on current FAO Rome rates.

Providing there is time for briefing and other preparations, I suggest that the Mission visit Ethiopia in January/February 1974, subject to government approval.