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Operational - Missions - General - Correspondence - Volume 2



RETURN TO
RECORDS CENTER ROOM HB-1
1966-68 MATERIAL
BOX NO. 34/4

GENERAL FILES AND COMMUNICATIONS

THIS FILE IS CLOSED AS OF December 1966

FOR FURTHER CORRESPONDENCE PLEASE SEE vol. III

OFFICE MEMORANDUM

TO: Mr. Mohamed Shoaib

DATE: December 23, 1966

FROM: R. A. Krieger *R.A.K.*SUBJECT: Economic Missions and Loan Operations

1. The issue has been raised whether any quantitative relationship exists between the Bank's loan activity and economic mission activity in member countries. The qualitative relationship is not in question, since economic missions engage actively in determinations of credit-worthiness and often in project identification.
2. The attached table lists economic missions and man-weeks in the field for a recent 12-month period and loans and credits and dollar commitments made in a 12-month period lagged six months behind the first. The examination periods and lag are arbitrary, reflecting little more than the impossibility of determining a precise quantitative basis for the study.
3. During the periods studied, the Bank/IDA engaged in 76 economic missions and extended 57 loans and credits; man-weeks in the field totaled 1,289, commitments totaled \$ 1,329 million. The attached tabulation of these variables for 92 countries reveals no apparent pattern. Economic missions were sent to 22 countries to which no loans or credits were made during the relevant interval. On the other hand, loans or credits were granted to six countries which had received no economic mission during the period in question. The Bank/IDA made no loans or credits and sent no economic missions to 33 countries. As perhaps a spurious exercise, correlation coefficients were computed for number of missions/number of loans and credits, and for man-weeks in field/dollar commitments. The coefficients were insignificant in both instances: 0.31 in the first case, 0.20 in the second.
4. The evidence makes it clear that, whatever the link between economic missions and loan operations, no direct quantitative relationship should be expected.

ECONOMIC MISSIONS AND BANK/IDA OPERATIONS 1965-1966

<u>Member Country</u>	<u>Missions</u>	<u>Man-weeks</u>	<u>No. of Loans and Credits</u>	<u>TOTAL</u>
	<u>April 1, 1965-March 31, 66</u>	<u>In Field</u>	<u>Oct.1,65-Sept.30,66</u>	<u>US \$mill.</u>
AFRICA				
Algeria	3	163	0	0
Burundi	0	0	1	1.1
Cameroon	1	18	0	0
Central Africa Rep.	0	0	0	0
Chad	0	0	0	0
Congo (Brazzaville)	0	0	0	0
Congo (Dem. Rep.)	0	0	0	0
Dahomey	0	0	0	0
Ethiopia	1	3	2	12.0
Gabon	0	0	0	0
Ghana	2	47	0	0
Guinea	1	9	1	1.7
Ivory Coast	1	9	0	0
Kenya	0	0	1	7.0
Liberia	1	2	0	0
Libya	1	1	0	0
Malagasy Rep.	1	4	1	10.0
Malawi	1	4	0	0
Mali	0	0	1	9.1
Mauritania	1	2	0	0
Morocco	1	8	3	38.5
Niger	0	0	0	0
Nigeria	3	109	0	0
Rwanda	0	0	0	0
Senegal	1	1	1	9.0
Sierra Leone	1	8	0	0
Somalia	0	0	0	0
Sudan	1	45	1	31.0
Tanzania	0	0	1	5.0
Togo	0	0	0	0
Tunisia	2	39	2	18.0
Uganda	0	0	0	0
Upper Volta	0	0	0	0
Zambia	1	6	0	0
Sub-total	<u>24</u>	<u>478</u>	<u>15</u>	<u>142.4</u>
ASIA				
Afghanistan	2	6	0	0
Burma	0	0	0	0
Ceylon	2	49	0	0
China	0	0	0	0
Indonesia	0	0	0	0
India	1	24	4	271.0
Iran	1	6	1	25.0
Japan	1	4	1	100.0
Korea	1	48	0	0
Laos	0	0	0	0
Malaysia	1	54	2	82.5
New Zealand	1	6	2	62.5
Nepal	0	0	0	0

Member Country	Missions		Man-weeks In field	No. of Loans and credits	TOTAL US\$ Millions
	April 1, 65	March 31, 66			
Oct. 1, 65 - Sept. 30, 66					
Asia (Continued)					
Pakistan	1		35	4	58.0
Philippines	0		0	2	30.0
Singapore	1		8	1	15.0
Thailand	1		35	1	36.0
Viet-nam	0		0	0	0
Sub-total	13		275	18	679.5
EUROPE & MIDDLE EAST					
Cyprus	1		3	0	0
Finland	1		2	1	20.0
Greece	0		0	0	0
Iceland	1		1	1	18.0
Iraq	1		9	1	23.0
Ireland	0		0	0	0
Israel	0		0	0	0
Italy	0		0	0	0
Jordan	0		0	0	0
Lebanon	0		0	0	0
Portugal	1		4	2	30.0
Saudi Arabia	0		0	0	0
South Africa	0		0	1	20.0
Spain	1		48	0	0
Syrian Arab Rep.	0		0	0	0
Turkey	1		1	2	25.2
United Arab Rep.	2		47	0	0
Yugoslavia	1		25	0	0
Sub-total	10		140	8	136.0
WESTERN HEMISPHERE					
Argentina	1		60	0	0
Bolivia	0		0	0	0
Brazil	2		36	1	49.0
Chile	3		83	1	2.8
Colombia	2		31	2	41.7
Costa Rica	4		19	0	0
Dominican Rep.	0		0	0	0
Ecuador	0		0	0	0
El Salvador	1		4	0	0
Guatemala	0		0	0	0
Guiana	0		0	0	0
Haiti	1		6	0	0
Honduras	1		3	1	4.8
Jamaica	1		6	2	31.5
Mexico	4		93	3	154.0
Nicaragua	0		0	0	0
Panama	0		0	0	0
Paraguay	2		22	2	9.6
Peru	2		10	2	19.1

<u>Member Country</u>	<u>Missions April, 65 - March 31, 66</u>	<u>Man-weeks in field</u>	<u>No. of Loans and Credits Oct. 1, 65 - Sept. 30, 66</u>	<u>TOTAL US\$Millions</u>
<u>WESTERN HEMISPHERE (Continued)</u>				
Trinidad & Tobago	2	11	0	0
Uruguay	1	6	0	0
Venezuela	<u>2</u>	<u>6</u>	<u>2</u>	<u>58.3</u>
Sub-total	<u>29</u>	<u>396</u>	<u>16</u>	<u>370.8</u>
Grand Total	<u>76</u>	<u>1289</u>	<u>57</u>	<u>1328.7</u>

CROSS REFERENCE SHEET

COMMUNICATION: Memo
DATED: December 23, 1966
TO: Mrs. El Emary
FROM: Mr. Harold Larsen

FILED UNDER: Africa- Negs

SUMMARY:

Recent Economic Missions

4. Since the Annual Meeting, we have sent economic missions to the Central African Republic, East Africa (Kenya, Tanzania, and Uganda), Ethiopia, Ghana, Guinea, Ivory Coast, and Tunisia.

5. These missions required the services of 7 Mission Chiefs, 3 Deputy Chiefs (for East Africa) and 9 general economists. Of these, Africa Department was able to provide only 4 Mission Chiefs, 1 Deputy Chief, and 5 general economists. For 3 countries (Uganda, Ethiopia, and Guinea) both the Chief and the general economist came from outside Africa Department.

6. While these missions were in the field, there was a period when the only Africa Department economists remaining in Headquarters were myself, and two economists who joined during the period (Hussein and Khander).

./

Forthcoming Economic Missions

7. In the period January-June, 1967, we are proposing to send small (two men), short-term (2-3 weeks) missions to Chad, Dahomey, Gabon, Liberia, Malawi, Somalia, Togo and Zambia (and perhaps Congo (B), if these can be named. There are no missions in depth contemplated for this period.

8. These 8 missions (leaving aside Congo (B), would require 8 Mission Chiefs and 8 economists. If I were to go on one of them (Somalia?), Africa Department would provide 5 Mission Chiefs and 6 general economists, provided that 1) Hansen and Hammel are free from Ghana/Nigeria, 2) Bruce and Krishna are free from East African report writing, 3) Bachmann is free from Ivory Coast report writing, and 4) two new staff members (Dean and de Ascorate) report in time to be able to go on a mission during this period. Even on these brave assumptions, we would still need to obtain 3 Mission Chiefs and 2 general economists from outside the Department, and it looks as if for one mission (Gabon), there would be nobody from this Department.

Comment

9. I believe we should work on the following principles as objectives:

- a) We should have an economic report on every country in the Department.
- b) Economic reports should be up-dated at least every two years, and more frequently for our active and important countries. To justify an exception, we must have concluded that we have no interest in the country concerned, and vice versa.
- c) Basically, country economic work is an Area Department responsibility and the Area Department should always be able to provide at least the Mission Chief or the general economist for every mission. This is a minimum if we are to have continuity both in the Bank and in the country's contacts with us.
- d) At the same time, we must always have some economists in Headquarters, and, in particular, one Economic Adviser. We cannot periodically strip out all our working economists, leaving only one Economic Adviser (as happened recently); this not only hampers the routine work of the Division, but makes it impossible to give adequate

December 23, 1966

responses to requests from elsewhere in the Bank (e.g. Economics Department) for detailed information on countries. Ideally, we should always have one economist per Division in Headquarters.

- e) Finally, in pursuing these objectives, we cannot impose on our economists a continuous burden of missions and report writing. This would be avoided if we could achieve objective d).

10. Clearly, the situation described in paragraphs 1 through 8 indicates that we have been far from achieving these objectives, due, I submit, to a shortage of economists in the Department. Borrowing from Economics Department does not achieve objective e) above (continuity). And anyway, Economics Department is finding it difficult to provide people in the numbers required, particularly when French is a requisite. (In September we were hoping to send small missions to Chad and Somalia, before the end of the year, but could not find people).

11. We at present have in the Department 2 Economic Advisers and 12 economists, plus 2 Young Professionals working as economists. Of the 12 economists, 8 joined the Bank since September 1965. We have 3 economists under recruitment, 2 of whom are expected to join in January, and 1 in April, 1967. We also have one additional "slot" tentatively allocated to an economist.

12. I suggest that we need to consider whether this expansion over past strength will enable us to secure the objectives of paragraph 9 in, say, 1968. (It cannot in 1967, because so many of our economists still lack Bank experience; we will have to continue for a while to seek Mission Chiefs from outside the Department.) I suspect that it will not; our mission load cannot be expected to diminish (paragraph 2 and objectives a) and b) of paragraph 9), and Departmental efficiency will suffer unless we can simultaneously meet objectives c), and d) and e) of paragraph 9).

Hansen:ck
IBRD

cc: Mr. Williams
Mr. Edelman

Mr. L. von Hoffmann

December 21, 1966

Frans J. Bakker

Suggested Project Supervision Missions first half of 1967

This is with reference to your oral request of December 12.

I suggest the following missions:

1. To Fort Gloster/Jayshree. The mission to arrive in Calcutta very early in February.
2. Another mission to Lakshmi. Also to arrive at destination very early in February.
3. During March/April a mission to Musco. This mission appears less urgent than the first two.
4. To Arewa Textiles Ltd. in April.
5. A mission to Pakistan to have another good look at Crescent Jute, a visit to Packages, a look at Ismail and a first contact for project supervision with Pakistan Paper Corp. should be planned for early March.

The borrowers should be notified in due time to have their latest financial statements, progress reports and other pertinent data like market reports, etc. ready and available by the time the missions arrive.

cc: Mr. Cash
Mr. Parmar
Mr. Williamson
Mr. Eynon

FJB/bmr

? Filing

OFFICE MEMORANDUM

TO: Mr. Barend de Vries

FROM: M. C. Madhavan *gcm*

SUBJECT: Economic Missions, 1965-1967

DATE: December 6, 1966

1. Attached is the table on Number of Economic Missions and Man-weeks in the Field, classified by Area Departments. Every economic mission, regardless of the duration and purpose, is included. Estimates of man-weeks in the field are only approximations and may differ somewhat from estimates of man-weeks in the field made on the basis of actual time spent by each member of economic missions (travel data).

2. The main conclusion is that, compared with 1965-1966, there is not likely to be any significant change in 1966-67, either in number of missions or in man-weeks spent in the field. Africa Department ranks first, followed by Western Hemisphere, Asia and Europe and Middle East.

Attachment

cc: Messrs. Friedman
Mendels
Kamarck
Fowler
Owen
Whyte

ECONOMIC MISSIONS: Number of Missions and Man-Weeks in Field, 1965-1967

	<u>April '65 - March '66</u>		<u>April '66 - Nov. '66</u>		<u>Dec. '66 - March '67</u>		<u>April '66 - March '67</u>	
	<u>No. of Missions</u>	<u>Man-weeks in Field</u>	<u>No. of Missions</u>	<u>Man-weeks in Field</u>	<u>No. of Missions</u>	<u>Man-weeks in Field</u>	<u>No. of Missions</u>	<u>Man-weeks in Field</u>
AFRICA	24	479	20	376	4	71	24	447
ASIA	13	275	9	214	6	89	15	303
EUROPE & MIDDLE EAST	10	140	8	102	3	24	11	126
WESTERN HEMISPHERE	<u>30</u>	<u>398</u>	<u>16</u>	<u>241</u>	<u>5</u>	<u>158</u>	<u>21</u>	<u>399</u>
	<u>77</u>	<u>1292</u>	<u>53</u>	<u>933</u>	<u>18</u>	<u>342</u>	<u>71</u>	<u>1275</u>

NOTE: Data for April-November 1966 include some missions that are now in the field. Data for December 1966-March 1967 exclude missions (3-Africa Department) scheduled for March/April 1967 and one-week consultation missions (6-Western Hemisphere) the dates of which have not yet been determined.

Secretary's Department
Economic Committee Secretariat
December 2, 1966

Messrs. Edelman, Gilmartin, Larsen, McDiarmid,
Thompson, Weiner, Wright
A. M. Kamarek *amk*

Miss. En. - gen.
November 30, 1966

Economic Missions - Terms of Reference and Back-to-Office Reports

Please would you ensure that two copies of all Terms of Reference for Economic Missions and Back-to-Office Reports by mission chiefs are sent to this Department. One copy should be sent to me and one to Mr. Collier.

JH
JHCollier:vmc

Dr. H. Larsen

November 23, 1966

C. T. Richardson

Status of Economic Missions

Ghana - no change.

Liberia - see attached.

Nigeria - no change.

Sierra Leone - no change.

CT12
CTRichardson:jd

Mr. B. A. de Vries

November 17, 1966

Rosalind Gilmore

Shoaib Committee

Attached are the following papers for Mr. Shoaib (with additional copies for you): -

(I) Summary tables showing the staffing of economic missions in the following periods:

(i) April 1965-March 1966

(ii) April 1966-October 1966

(iii) November 1966-April 1967

(II) Detailed tables showing the staffing of economic missions in the same three periods.

(III) A list of the international conferences and other meetings which Economics Department staff members have attended in 1966.

Missions. I have additional copies of the summary tables: the detailed ones came from Mr. Madhavan, who can probably supply additional copies if they are needed for the whole Committee. Mr. Kamarck has asked for these detailed reports to be made regularly at six monthly intervals, showing the outturn for the preceeding six months and a forecast of staffing in the forthcoming six months. If you agree, we might ask Mr. Madhavan to start the system at the end of this year so that the reporting periods would be July to December and January to June, thus running with the financial ^{and calendar} year.

Conferences. The list covers the first ten and a half months of this year. I have started asking the various groups to fill in November and December so that we can meet Mr. Shoaib's request of a list for the calendar year.

cc: Mr. Kamarck

Attachments (3)

RGilmore:ss

BANK ECONOMIC MISSIONS

STAFFING OF ECONOMIC MISSIONS APRIL 1965 - MARCH 1966

<u>Region</u>	<u>Number of missions</u>	<u>Number of Staff</u>	<u>Man weeks in field by departments</u>				<u>Total man weeks in field</u>
			<u>Area</u>	<u>Economics</u>	<u>Projects</u>	<u>Other</u>	
Africa	24	113	122	76	93	188	479
Asia	13	62	159	48	19	49	275
Europe and Middle East	10	31	44	50	10	36	140
Western Hemisphere	<u>30</u>	<u>104</u>	<u>187</u>	<u>62</u>	<u>62</u>	<u>87</u>	<u>398</u>
TOTAL	77	310	512	236	184	360	1,292

BANK ECONOMIC MISSIONS

STAFFING OF ECONOMIC MISSIONS APRIL 1966 - OCTOBER 1966

<u>Region</u>	<u>Number of missions</u>	<u>Number of Staff</u>	<u>Man weeks in field by departments</u>				<u>Total man weeks in field</u>
			<u>Area</u>	<u>Economics</u>	<u>Projects</u>	<u>Other</u>	
Africa	16	70	91	27	63	92	273
Asia	8	41	65	41	46	42	194
Europe and Middle East	4	15	18	6	10	36	70
Western Hemisphere	<u>11</u>	<u>45</u>	<u>79</u>	<u>33</u>	<u>52</u>	<u>65</u>	<u>229</u>
TOTAL	39	171	253	107	171	235	766

BANK ECONOMIC MISSIONS

STAFFING OF ECONOMIC MISSIONS NOVEMBER 1966 - APRIL 1967

<u>Region</u>	<u>Number of missions</u>	<u>Number of Staff</u>	<u>Man weeks in field by departments</u>				<u>Total man weeks in field</u>
			<u>Area</u>	<u>Economics</u>	<u>Projects</u>	<u>Other</u>	
Africa	7	36	12	47	28	86	173
Asia	5	19	62	26	4	9	101
Europe and Middle East	6	16	32	3	14	3	52
Western Hemisphere	<u>10</u>	<u>39</u>	<u>68</u>	<u>47</u>	<u>20</u>	<u>43</u>	<u>178</u>
TOTAL	28	110	174	123	66	141	504

BANK ECONOMIC MISSIONS

STAFFING PATTERNS

(Percentage comparisons between staffing or estimated staffing in the three following periods: I the year April 1965 - March 1966, II the seven months May 1966 - October 1966, and III the six months November 1966 - April 1967)

<u>Region</u>	<u>% of man-weeks in field by departments</u>											
	<u>Area</u>			<u>Economics</u>			<u>Projects</u>			<u>Other*</u>		
	<u>I</u>	<u>II</u>	<u>III</u>	<u>I</u>	<u>II</u>	<u>III</u>	<u>I</u>	<u>II</u>	<u>III</u>	<u>I</u>	<u>II</u>	<u>III</u>
Africa	25.5	33.3	6.9	15.9	9.9	27.2	19.4	23.1	16.2	39.2	33.7	49.7
Asia	57.8	33.5	61.4	17.5	21.1	25.7	6.9	23.7	4.0	17.8	21.7	8.9
Europe and Middle East	31.4	25.7	61.5	35.7	8.6	5.8	7.2	14.3	26.9	25.7	51.4	5.8
Western Hemisphere	47.0	34.5	38.2	15.6	14.4	26.4	15.6	22.7	11.2	21.8	28.4	24.2
% of total man weeks in field by Department	39.6	33.0	34.5	18.3	14.0	24.4	14.2	22.3	13.1	27.9	30.7	28.0

* Other includes staff members of allied organizations (FAO, UNESCO, IMF, etc.), outside consultants, and some Bank staff (from e.g. the Development Services Department).

ECONOMICS DEPARTMENT

Staff Participation in International and Other Meetings

1966

<u>Meeting</u>	<u>Place</u>	<u>Staff Member</u>	<u>Timing</u>
Policy Board of American Economic Assoc. Economics Institute	New York	Kamarck	1 day Jan.
U.N. Cocoa Conference	New York	White	12 days Jan.
African Institute of Economic Development & Planning	Dakar	van der Tak	18 days, Jan 20 - Feb. 4
Berne Union	The Hague	Nespoulous-Neuville	5 days Jan.
UNCTAD Committee on Invisibles	New York	de Fontenay	4 days Jan.
U.N. Special Fund Meeting on Algerian gas projects	New York	Villafuerte	1 day Feb.
Petroleum Industry Research Foundation	New York	Villafuerte	1 day Feb.
DAC meeting on Supplementary Finance	Paris	Macone	3 days Mar.
ECLA - UNOID Symposium	Santiago	Walstedt	5 days Mar.
U.N. Export Meeting on Long-term Economic projections	New York	de Vries	3 days Mar.
Meeting on Joint Financing	Rome	Nespoulous-Neuville	2 days Mar.
FAO Study Group on Bananas	Rome	Singh	6 days Mar.
UNCTAD Committee on Invisibles	Geneva	Jalan	1 week Mar.
DAC Working Party on Debt Reporting System		King Paulson	1 week Apr. 22-28 1 week Apr. 22-28
U.N. Committee for Development Planning	New York	Hawkins	2 weeks May

<u>Meeting</u>	<u>Place</u>	<u>Staff Member</u>	<u>Timing</u>
U.N. Cocoa Conference	New York	Lovasy	6 days May
OECD Working Party on Growth of Developing Countries	Paris	Kalmanoff Maane	2 days May
DAC Expert Group on Technical Assistance	Princeton, N.J.	Bohr	2 days May
Berne Union	Athens	Goor	1 week, May 30 - June 6
DAC Working Party on Debt Reporting System	Paris	King	6 days June
International Cotton Advisory Committee	Lima	Varon	13 days June
Pan-American Coffee Bureau	New York	Lovasy	3 days June
Brookings, Industrial Integration Study	Lima	Villela	7 days July
DAC meeting on Supplementary Finance	Paris	Maccone	4 days July
OECD Development Center Conference of Research Institute	Bergen	de Vries	7 days July
U.N. Seminar on Long-term Economic Projections	Copenhagen	Kamarek	7 days Aug.
Univ. Pennsylvania meeting on econometric model building	Philadelphia	de Vries	1 day Aug.
International Coffee Council	London	Lovasy	2 weeks Aug.
International Econometric Society	Warsaw	Liu	7 days Sept.
ECOSOC Committee on Housing Building and Planning	Geneva	Schmidtje	Sept. 8-14
NATO Scientific Affairs Seminar on Decision Problems in Agricultural Development	Bursa Turkey	Vergin	1 week, Sept. 15-20

<u>Meeting</u>	<u>Place</u>	<u>Staff Member</u>	<u>Timing</u>
International Institute of Public Finance	York England	Please	1 week, Sept. 12-19
Study Groups on Fibers	Rome	Varon	11 days Sept.
Conference on International Monetary Problems	Chicago	Balassa	3 days Sept.
Study Group on Fats and Oils	Rome	Elz	1 week Sept.
EEC: discussions on fats and oils and agricultural projections	Brussels	Elz	4 days Oct.
Conference of Depot et Consignations on Savings and Financing Local Facilities	Paris	Nespoulous-Neuville	6 days Oct.
ECAFE Seminar on Man made Fibers	Tokyo	Varon	14 days Oct/Nov.
Kuwait Economic Development Institute Seminar on Petroleum	Kuwait	Huang	5 weeks Oct/Nov.
FAO-UNCTAD Meeting on Forest Products	Geneva	Khan	8 days Oct/Nov.
FAO Meeting on World Indicative Plan	Rome	Kamarck	5 days Oct/Nov.
FAO Meeting on World Indicative Plan	Rome	Macone	5 days Oct/Nov.
Meetings on Road User Savings	Paris "	van der Tak de Weille	June 29-July 6 July 4-8
Transport Planning Discussions	Athens Ankara	de Weille	July 11-22
UNCTAD Inter-Government Group on Supplementary Finance	Geneva	Kamarck Jalan	3 days Oct. t days Oct.
Co-ordinating Committee Joint Coffee Study	Rome	Kamarck Maane	3 days Nov. 3 days Nov.

OFFICE MEMORANDUM

TO: Files

DATE: November 17, 1966

FROM: E. P. Wright *EPW*SUBJECT: Reporting of Economic Missions

I raised in the Economic Committee on Tuesday the question of what constituted a "mission" for purposes of the monthly reports compiled by the Economic Committee on the basis of information supplied by area departments. The Chairman agreed that in future a distinction should be drawn between "economic missions" and short country visits paid by staff members for such purposes as policy discussions with the government. Only proper missions would be included in the monthly reports, i.e. the mission proper and not subsequent follow-ups. However, the Economic Department would like to continue to receive separate reports from area departments on impending visits likely to be paid to countries by area department staff when these visits were in any way connected with economic matters.

This leaves a grey area between a mission and a visit, e.g. when somebody visits a country to prepare a short updating economic memorandum. But generally, I think, the distinction is fairly clear, and if a doubt arises in a particular case, the matter can be referred for adjudication to Mr. Weiner or myself.

cc. Mr. Weiner ✓

Division Heads: Messrs. Frost, Knox, Mirza, Nelson, Reitter, Wiese
Mr. Lenfant

EP, Wright:mh

OFFICE MEMORANDUM

TO: Mr. Andrew M. Kamarck

DATE: November 8, 1966

FROM: M. C. Madhavan *MC*SUBJECT: Probable Sources of Personnel for Bank Economic Mission, November 1966-
April 1967

1. Attached is the table on the probable sources of supply of personnel for economic missions scheduled for November 1966-April 1967.

2. Compared with a similar table covering the period October 1966-March 1967, the present table suggests that the total number of man-weeks that might be spent by the Economics Department staff members would remain the same, at around 130 man-weeks, but the share of the Economics Department in the total number of man-weeks that might be spent on economic missions by the Bank staff members would probably rise to one-third of the total.

cc: Messrs. de Vries
Owen
Eschenberg

Attachment

Mr. Michael L. Hoffman

November 2, 1966

Jose A. Guerra (Program Adviser - Western Hemisphere)

Coverage of Technical Assistance Needs by Economic Country Missions

1. On reading your memorandum on technical assistance in our Economic Country Missions, it occurred to me that the attached paper, written by myself as an annotated agenda for a meeting of agencies providing technical assistance in Latin America, may be of some interest to you. In writing it I was forced by the structure and coverage of the agenda already adopted for the meeting when I got involved in this. That explains the rather unusual order and content of the headings. With regard to your own memorandum I can only say that I not only fully agree with your view but that I consider this a very useful and potentially fruitful activity for the Bank's operations. I may add that I see no contradiction between your suggestion and my reference, early in the attached paper, on general reports on countries. I had in mind, really, the purely macroeconomic type of report of some agencies, not the more concrete and with more operational significance that the Bank is attempting to do.

2. I assume that your suggestion is intended for all Economic Country Missions, as usually we do not know beforehand whether the Mission's report should result in the promotion of a Consultative Group.

Attachment.

JAGuerra/vs

Mr. Andrew M. Kamarek

October 31, 1966

Paolo Leon

Economic Committee Meeting on Schedule of Economic Missions (EC/M/66-48)

1. I read the minutes of the meeting (of September 13) on the above subject. In the conclusions (para.8, last three lines) it is indicated that "the Committee endorsed the Chairman's view that in appropriate cases, the provision of available data should be one of the performance requisites demanded by the Bank from its borrowers."
2. I should like to point out that all our loan agreements include a side letter on "Schedule of Information" in which, in addition to external debt reporting, the borrowing country contractually undertakes to supply information on the balance of payments, national accounts, etc.
3. For the purpose of present-day country economic report writing, in most cases this clause works. However, if the content and coverage of country economic reports is to be enlarged (and standardized), the Bank could consider making the "Schedule of Information" a more detailed and complete device.
4. The traditional objection against this line of thought has been that the clause is not really enforceable and that, during loan negotiations, requirements of this kind have very low priority and are never, in practice, emphasized (this has meant, inter alia, that faulty, or even lack of, reporting of external debt has never been considered a breach of contract).
5. The objection is valid, I believe, largely insofar as the Bank negotiators do not believe in the usefulness of the clause (economists rarely participate in loan negotiations). It can be overcome, perhaps, by exercising greater efforts at the negotiations in impressing the borrower of the serious nature of the clause. Also, area economists could usefully be brought in touch with the borrower's negotiators to explain the significance of the clause and to discuss with them the best means for implementing it.

CC: Messrs. de Vries
Sacchetti
Owen

pl/jb

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ECONOMIC COMMITTEE

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WBG ARCHIVES

EC/M/66 - 48

October 27, 1966

Minutes of Meeting on Schedule of Economic Missions: September 1966-February 1967

1. At the meeting on September 13^{1/} the Economic Committee discussed the organization of economic missions and its implications for the most efficient conduct of the Bank's economic operations. The Committee had before it the Schedule of Economic Missions expected during the period September 1966-February 1967 (EC/O/66-137, dated August 31, 1966)

2. Variety of Missions

The Committee noted that the nature and objectives of Bank economic missions had evolved over time in step with the needs of the Bank and the progress in analytical techniques of development problems. There was now a wide variety of missions ranging from the comparatively small missions of relatively brief duration to missions in depth involving a considerable number of personnel and a considerable amount of time. The size and duration of missions was related to the purpose of the mission and to the availability of information on the country. The aim was to keep missions as small and as short as possible. While the economic work directly related to individual loan applications continued to be of major importance, the task was increasingly that of obtaining an objective and authoritative picture of a country's economy, useful, among other things, in an evaluation of performance directed towards using the World Bank Group's influence and bargaining power in its own

1/ Members of the Committee present: Messrs. Friedman (Chairman), Kamarck, Brakel, King, Gilmartin, Larsen, Thompson, Weiner, Lipkowitz, Bell.
Also present: Messrs. Sacchetti, Eschenberg, Pryor.

D I S T R I B U T I O N

Committee:

The Economic Adviser to the President, Chairman
Director, Economics Department
Director, Special Economic Studies
Director, EDI
Special Adviser to the President (Mr. Rist)
Senior Adviser, Economics Department
Economic Advisers, Area and
Projects Departments

Copies For Information:

President
President's Council
Directors, Area Departments
Special Adviser to the President (Mr. Schmidt)
Secretary
Treasurer
Director, Office of Information
Director, European Office
Secretary, Loan Committee
Executive Vice President (IFC)

lending operations and in Consultative Groups to secure better country economic management in the future. This resulted, among other things, in work on countries and sectors in which the Bank itself might have no immediate lending plans, e.g., countries in Africa. It was stressed that economic analysis, itself, was still developing and new experiments in the organization of Bank economic missions would continue to be desirable.

3. The Committee concentrated on the implications of these trends for the most efficient use of the Bank's professional manpower resources. It was pointed out that great care should be taken to define the scope of each mission, and that a high priority need should be at the core of its terms of reference.

4. It was stressed that Bank missions should usually be cumulative--i.e. each mission building on the basis of its predecessor, rather than, as too often happened, largely disregarding the work done in the past. (A partial exception to this was the "new look" mission at times when it was desirable to have a fresh look at a country by mission members who were not bound by preconceptions built up over time.) The desirability of mission members being given time to make a proper preparation was also stressed. One member underlined the need for preliminary missions, particularly in countries where the Bank did not have continuing contact, to assess what was possible and to set in motion the machinery to supply the information before the mission's terms of reference were "frozen" in Washington. There was a consensus that more needed to be done in contacts with member countries to systematise the flow of information. It was among the functions of the country economist to keep abreast of all information coming into the Bank, including the material produced by the Fund.

5. Some members stressed that the kind of information required for Bank economic analysis, particularly for judgments of performance and prospects, was not amenable to much preparatory work in Washington. Essentially these judgments were based upon a confrontation with Government officials in the field on policy questions. Moreover, much of the factual information - such as the distribution of public sector spending - was not available beforehand. In other cases, the timing of missions and pressure of other commitments did not always permit detailed preparatory work by mission members. Mr. Weiner pointed out, however, that in Mexico, if the Bank were successful, as hoped, in arranging a systematised reporting system with the Government, it might be possible to organize a mission in depth over a protracted period, sending sector specialists at intervals and small general policy missions at other times, thereby reducing some of the administrative problems associated with large missions.

6. In a discussion on the organization of missions, several members considered that much routing work could be done by non-professionals and that the Bank could improve the efficiency of its professional staff by the employment of research assistants, as had been successfully pioneered in the Economics Department, and the increased provision of mechanical aids, such as calculating machines. The Chairman stressed the value of supervision by the Economic Advisers in the Area Departments at head office in ensuring a high standard of professional performance. Some members pointed to the general and almost continuous shortage of secretaries as a cause of delay in report preparation.

7. In the staffing of missions, the Chairman said it was important that senior staff, who were concerned with a wide range of problems, should not be tied up for protracted periods in the preparation of reports. Among other effects, this sacrificed part of the other economic work of the Bank. This was an argument in favor of care in scrutinizing requests for large missions, particularly since these, which usually involved senior staff members, raised complicated administrative problems. It also argued for delegation of greater responsibilities to less senior people. As in the case of Korea, younger staff members could successfully head even economic missions in depth.

Conclusions and Recommendations

8. The Committee agreed on the need to make the Bank's economic work as cumulative as possible and noted the Economic Department's efforts in cooperation with the Area Departments, to systematize the flow of information from member countries. It recommended that existing efforts to improve the supply of information should continue and be intensified where necessary; it endorsed the Chairman's view that in appropriate cases, the provision of available data should be one of the performance requisites demanded by the Bank from its borrowers.

9. It agreed that more thought should be given to the problem of defining the scope of missions and that the need for advance preparation, including preliminary missions in some cases, should be emphasized. In this connection the Chairman stressed the value of frequent short visits by the country economists and the desirability of employing additional non-professional and mechanical assistance for economists.

10. The Committee agreed that large missions were necessary from time to time but each one had to be considered carefully, not only on its own merits, but also in relation to the other economic work of the Bank. Bank-wide priorities had to determine decisions involving considerable numbers of personnel.

M. P. Shivnan
Acting Secretary

Secretary's Department

Mr. J.H. Collier

October 27, 1966

Mervyn L. Weiner

Missions in Depth

The Western Hemisphere list should include the missions to Guyana and Central America, since your query refers to missions rather than mission reports. The Central American mission is preparing its report now; the Guyana mission is still in the field. Both of these reports will not be out until 1967.

Please note that the Argentina report WH-114a shown for March 8, 1966 should read March 8, 1965.

MLWeiner/mcw

Missions gen.

Messrs. King, Larsen, Thompson and Weiner

October 26, 1966

J. H. Collier *JH*

Missions in Depth

1. I have been asked how many economic missions there have been since January 1965, which might reasonably be regarded as "missions in depth." The attached list is based on the number of people on the mission and the size of the report, which seems to be one way of measuring depth. If you have any suggestions for additions or deletions or any comments, would you let me know.

Attachment

JHCollier:vmc

COUNTRY ECONOMIC REPORTS IN DEPTH

<u>Economic Report on:</u>	<u>Report Number</u>	<u>Report Date</u>
<u>AFRICA</u>		
Nigeria	AF 34c	November 29, 1965
Tunisia	AF 39a	November 22, 1965
Algeria	AF 46c	August 17, 1966
Sudan	AF 49	July 26, 1966
<u>ASIA</u>		
Malaysia	FE 5/a	February 10, 1966
Thailand	FE 53b	September 2, 1966
Ceylon	FE 54	April 6, 1966
Korea	FE 55	May/June, 1966
India	AS 114a	June 20, 1966
Pakistan	AS 112a	May 20, 1966
<u>EUROPE & MIDDLE EAST</u>		
United Arab Republic	EA 161a	August 1, 1966
<u>WESTERN HEMISPHERE</u>		
Argentina	WH 144a	March 8, 1966
	WH 162a	June/August, 1966
Brazil	WH 146a	May 11, 1965
	WH 161a	June 1966
Venezuela	WH 152	August 17, 1965
Paraguay	WH 153	November 3, 1965
Peru	WH 155a	December 28, 1965
Colombia	WH 159	April 11, 1966
Mexico	WH 164	June 28, 1966
Chile	WH 165b	August 22, 1966

OFFICE MEMORANDUM

TO: Mr. Andrew M. Kamarck

DATE: October 25, 1966

FROM: M. C. Madhavan *gmk*SUBJECT: Sources of Personnel for Bank Economic Missions - April-October 1966

1. Further to my memorandum of October 20, 1966 to you, I came to know today from the Secretary's Report to the Executive Directors on Bank and IDA operations (R66-138 dated October 21, 1966) that an economic research mission, composed of Messrs. Christoffersen, Comiez, Holsen and Sciolli, is now in Brazil and is expected to stay for about 8 weeks to carry out the field work for a special study of Brazil's domestic development finance problems. This would result in an increase of 32 man-weeks in ^{the} field which would bring the Economic Department's contribution to a total of 106 man-weeks.

cc: Messrs. de Vries
Owen

SOURCES OF SUPPLY OF PERSONNEL FOR BANK ECONOMIC MISSIONS

April 1, 1966 - October 20, 1966

Country	Nature of Mission	Duration (in weeks)	No. of People	Of which from:				Man weeks in field			
				Area	Economics	Projects	Other	Area	Economics	Projects	Other
<u>AFRICA</u>											
Algeria	Discussion	1	2	-	2	-	-	-	2	-	-
Algeria	Consultation	1	1	-	1	-	-	-	1	-	-
Algeria	Consultation	1	1	-	1	-	-	-	1	-	-
Congo (Braz)	Review	3	3	3	-	-	-	9	-	-	-
East Africa	Prep.Mission	2	2	2	-	-	-	4	-	-	-
East Africa	Prep.Con.Grp.	6	21	4	2	5	10	24	12	30	60
Ethiopia	Plan.Adv.	1	1	-	-	-	1	-	-	-	1
Ghana	Review	3	7	2	-	3	2	6	-	9	6
Ivory Coast	Plan. Adv.	1	1	-	-	-	1	-	-	-	1
Morocco	Review & Prep.										
	Con. Group	4	12	5	-	3	4	20	-	12	16
Sudan	Consultation	1	2	2	-	-	-	2	-	-	-
Tunisia	Consultation	1	1	1	-	-	-	1	-	-	-
Tunisia	Prep.Con.Grp.	4	9	2	2	3	2	8	8	12	8
Uganda	Consultation	1	2	2	-	-	-	2	-	-	-
Subtotal			65	23	8	14	20	76	24	63	92
<u>ASIA</u>											
Afghanistan	Review	4	7	3	-	2	2	12	-	8	8
Ceylon	Review	3	5	3	2	-	-	9	6	-	-
India	Review	8	14	3	3	4	4	24	24	32	24
Indonesia	Input needs										
	Assessment	3	4	1	-	2	1	3	-	6	3
Iran	Prep.Mission	1	1	-	1	-	-	-	1	-	-
Iran	Review	4	4	2	1	-	1	8	4	-	4
Korea	Review	3	4	1	2	-	1	3	6	-	3
Subtotal			39	13	9	8	9	59	41	46	42

Country	Nature of Mission	Duration (in weeks)	No. of People	Of which from:				Man weeks in field			
				Area	Economics	Projects	Other	Area	Economics	Projects	Other
<u>EUROPE & MIDDLE EAST</u>											
Greece	Comp. Review	6	8	2	1	1	4	12	6	6	24
Ireland	Review	4	4	-	-	1	3	-	-	4	12
Jordan	Review	2	2	2	-	-	-	4	-	-	-
Swaziland	Review	2	1	1	-	-	-	2	-	-	-
Subtotal			15	5	1	2	7	18	6	10	36
<u>WESTERN HEMISPHERE</u>											
Bolivia	Review	4	3	3	-	-	-	12	-	-	-
Brazil	Consultation	1	2	2	-	-	-	2	-	-	-
Brazil	Prep.Mission	1	3	2	1	-	-	2	1	-	-
Central America	Comp.Review	10	16	4	-	4	8	40	-	40	60
Colombia	Consultation	2	1	1	-	-	-	2	-	-	-
Guyana	Review	4	7	3	-	3	1	12	-	12	4
Haiti	Plan.Adv.	1	1	-	-	-	1	-	-	-	1
Mexico	Consultation	1	4	4	-	-	-	4	-	-	-
Peru	Review	1	3	3	-	-	-	3	-	-	-
Peru	Review	2	1	1	-	-	-	2	-	-	-
Subtotal			41	23	1	7	10	79	1	52	65
GRAND TOTAL			160	64	19	31	46	230	74	171	235

OFFICE MEMORANDUM

TO: Mr. Andrew M. Kamarck

DATE: October 20, 1966

FROM: M.C. Madhavan *1/29*SUBJECT: Personnel for Bank Economic Missions, April-October 1966

1. Attached is the table on sources of supply of personnel for Bank Economic Missions during April-October 1966. Subsequent to the preparation of this table, I came to know that three missions to Ghana, Hong Kong and Central African Republic will be leaving in the last week of this month. One staff member from the Economics Department will be attached to the Central African Republic Mission.

2. Compared to the forecast made in May 1966 covering the period May-October 1966, this table indicates an apparent shortfall of about 40% in the Economics Department's contribution to the staffing of Bank Economic Missions. This is largely due to the postponement of some missions (Ethiopia, Guinea, Nigeria, Chad, Somalia, Thailand and Iran agriculture) and less than anticipated or no contribution from the Economics Department to others (East Africa, Guyana and Colombia).

Attachment

cc: Messrs. de Vries
Owen

SOURCES OF SUPPLY OF PERSONNEL FOR BANK ECONOMIC MISSIONS

April 1, 1966 - October 20, 1966

Country	Nature of Mission	Duration (in weeks)	No. of People	Of which from:				Man weeks in field			
				Area	Economics	Projects	Other	Area	Economics	Projects	Other
AFRICA											
Algeria	Discussion	1	2	-	2	-	-	-	2	-	-
Algeria	Consultation	1	1	-	1	-	-	-	1	-	-
Algeria	Consultation	1	1	-	1	-	-	-	1	-	-
Congo (Braz)	Review	3	3	3	-	-	-	9	-	-	-
East Africa	Prep.Mission	2	2	2	-	-	-	4	-	-	-
East Africa	Prep.Con.Grp.	6	21	4	2	5	10	24	12	30	60
Ethiopia	Plan.Adv.	1	1	-	-	-	1	-	-	-	1
Ghana	Review	3	7	2	-	3	2	6	-	9	6
Ivory Coast	Plan. Adv.	1	1	-	-	-	1	-	-	-	1
Morocco	Review & Prep.										
	Con. Group	4	12	5	-	3	4	20	-	12	16
Sudan	Consultation	1	2	2	-	-	-	2	-	-	-
Tunisia	Consultation	1	1	1	-	-	-	1	-	-	-
Tunisia	Prep.Con.Grp.	4	9	2	2	3	2	8	8	12	8
Uganda	Consultation	1	2	2	-	-	-	2	-	-	-
Central African Republic	Review	3									
	Subtotal		65	23	8	14	20	76	24	63	92
ASIA											
Afghanistan	Review	4	7	3	-	2	2	12	-	8	8
Ceylon	Review	3	5	3	2	-	-	9	6	-	-
India	Review	8	14	3	3	4	4	24	24	32	24
Indonesia	Input needs Assessment	3	4	1	-	2	1	3	-	6	3
Iran	Prep.Mission	1	1	-	1	-	-	-	1	-	-
Iran	Review	4	4	2	1	-	1	8	4	-	4
Korea	Review	3	4	1	2	-	1	3	6	-	3
Hong Kong											
	Subtotal		39	13	9	8	9	59	41	46	42

Country	Nature of Mission	Duration (in weeks)	No. of People	Of which from:				Man weeks in field			
				Area	Economics	Projects	Other	Area	Economics	Projects	Other
EUROPE & MIDDLE EAST											
Greece	Comp. Review	6	8	2	1	1	4	12	6	6	24
Ireland	Review	4	4	-	-	1	3	-	-	4	12
Jordan	Review	2	2	2	-	-	-	4	-	-	-
Swaziland	Review	2	1	1	-	-	-	2	-	-	-
Subtotal			15	5	1	2	7	18	6	10	36
WESTERN HEMISPHERE											
Brazil	Economic research	8	4	-	4	-	-	-	32	-	-
Bolivia	Review	4	3	3	-	-	-	12	-	-	-
Brazil	Consultation	1	2	2	-	-	-	2	-	-	-
Brazil	Prep. Mission	1	3	2	1	-	-	2	1	-	-
Central America	Comp. Review	10	16	4	-	4	8	40	-	40	60
Colombia	Consultation	2	1	1	-	-	-	2	-	-	-
Guyana	Review	4	7	3	-	3	1	12	-	12	4
Haiti	Plan. Adv.	1	1	-	-	-	1	-	-	-	1
Mexico	Consultation	1	4	4	-	-	-	4	-	-	-
Peru	Review	1	3	3	-	-	-	3	-	-	-
Peru	Review	2	1	1	-	-	-	2	-	-	-
Subtotal			44	23	15	7	10	79	33	52	65
GRAND TOTAL			160	64	19	31	46	230	74	171	235

Mr. Gerald Alter

October 7, 1966

Mervyn L. Weiner and E. P. Wright

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Economic Missions for Bank Fiscal Year 1966-67

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Attached "A" is a tentative list of country economic missions for the Western Hemisphere Department from now until the end of June 1967. We are more or less firmly committed to three major new missions: to Guyana (currently), Brazil (November/December) and Peru (January/February). There is also the possibility that, in addition to the mission now in the field, we may want another review of Argentina in February/March 1967. Smaller routine missions, mainly for the purpose of updating information and judgments and generally consisting of one or two people from this Department, are likely to be needed for Peru (October), Colombia (November and again in January), Panama (January/February), Venezuela (February/March), Jamaica (March/April) and Trinidad and Tobago (March/April). Updatings are also tentatively planned for Chile (January) and Uruguay (March); these may take the form of participation in IMF missions. Intermediate between the major missions and the updating missions, there might be occasion early in 1967 for a new look at Ecuador (depending on the elections later this year). At the moment we see no obvious need for new economic missions to any of the Central American republics (apart from Panama and possibly Costa Rica) or to Bolivia, the Dominican Republic, Haiti or Paraguay.

Attachment B shows the prospective workload for the program advisers and country economists in the Department during the next 9 months. All the present program advisers will be fully occupied for the rest of 1966, but Messrs. Guerra, Havlik and Sapir should be available, if required, for new assignments from about March onwards. Among the existing country economists, all have a full work program for at least the next 6 months, except possibly for Mr. de Costa (depending on what happens about the mission to Ecuador early next year). Two new country economists are needed, one urgently for Argentina, the other less urgently for Mr. Reitter's division. Alternatively, if Mr. Kuczynski is assigned to fill either of these posts, there will be a corresponding vacancy in Central America. Mr. Nelson's division may also have a problem in the first half of 1967 when we envisage missions to Jamaica, Trinidad and Tobago and Venezuela, in addition to regular work on Mexico and completion of the report on Guyana. This division has five active countries, excluding the Dominican Republic and Haiti, and for this work it will have only three economists, of whom two will be new to the area (Ross and Huber) and one of these two will be new to the Bank. To help deal with this problem, Mr. Kuczynski might be temporarily assigned to work on Venezuela when he has finished with the Central American mission.

cc. Mr. Chauffournier

EPW
EPWright:mh

CROSS REFERENCE SHEET

COMMUNICATION: SENIOR STAFF MEETING - SSM/M/66-36

DATED: September 16, 1966

TO:

FROM:

FILED UNDER: SENIOR STAFF MEETING

SUMMARY:

ECONOMIC WORK AND MISSIONS

3. Mr. Friedman reported that the Economic Committee had met on September 13 to review the Bank's programs of economic work and economic missions, with the object of re-examining priorities and making more progress in improving the quality of the economic work, the efficient use of personnel and making room for new high priority economic assignments. Certain conclusions had been reached which would be set forth in the Committee's minute of the meeting.

Missions - gen.
x Agric.

Mr. S. Aldewereld

August 22, 1966

L.J.C. Evans

Non-FAO Sources of Personnel for
Agriculture Division Mission

1. As requested, we have drafted a note for your consideration about the need to widen our contacts with sources of agricultural expertise and have compiled the attached list of institutions with which we have been in touch or which we may wish to contact during the next six months or so (Annex A).
2. We have also made a tentative review of such missions as are already tentatively scheduled during the remainder of the fiscal year to show the missions in which we presently foresee the need to seek participation of outside consultants. This list is necessarily tentative and it does not include many missions which will take place, but which have not yet been even tentatively scheduled.

STakahashi/cq
IBRD

Sources of Personnel for Agricultural Missions

Agricultural Credit

Ohio State University (Agricultural Finance Center)
Caisse Centrale de Cooperation et Economique
Cornell University. (Dr. Kearl)
USDA - Farm Credit Administration
" - Farmers Home Administration (Puerto Rico)
Rockefeller - American International Association

Livestock

Cornell/Ford (Dr. Timberger)
American Factors Inc., Hawaii
Mr. Hughes (Liebigs)
USDA - International Development Service
State Advances Corporation, New Zealand
Wright Stevenson, New Zealand

Irrigation

USBR
Geological Survey
US/Corps of Engineers
USDA - Riverside Salinity Laboratory
University of California, Davis
Consulting firms such as: ILACO, Huntings, Halcrow, Gibbs,
Macdonalds, TAMS, Harza, IECO, Leeds Hill Jewett,
Sogreah, BDPA, Italconsult, Electroconsult, Tahal

Economic Missions

USDA

Stanford Research Institute

Food Research Institute, Stanford

MIT Center for International Studies

Harvard Development Advisory Service

Wisconsin Land Tenure Center

Agricultural Economics Division, Pan American Union

Consortium of Midwest Universities

Agricultural Development Council

National Planning Association

Consulting firms such as Agri Research, BDPA, SEDES, SEMA,

Development and Resources Corp.

Administration, Organization, Management

Urwick Orr

Development and Resources Corp.

SATEC

American Factors, Hawaii

Production Engineering

CDC

Institute of Public Administration Services

Plantation development and management

Socfin

Amsterdam Rubber

HVA

Guthries

Harrisons and Crosfield

MISSIONS

Technical Assistance:

Morocco: (still under consideration)
E. Pakistan: (" " ")
Punjab: USSR

Economic Mission: Scheduled or tentatively scheduled

India - B. Bell Crauford
Sonley (Bank consultant previously)
Hopper (Rockefeller)
Afghanistan: Platenios (Bank)
Ethiopia: FAO invited
E. Africa: 2 Bank Staff (Kahane, Haynes)
1 Bank consultant (Yudelman)
3 FAO consultants (Fenn, Akhurst, Forbes)
Fiji: ?
Guinea: Bank (Bourgin)
FAO Staff (Warnod)
Guyana: 2 Bank Staff (Cummings, Schmacher)
Iran: 3 Bank Staff (King, Rowe, de Wilde)
1 Bank consultant (Ledejinsky)
1 FAO Staff (Fernando)
1 FAO team (Tellez Molina)
Korea: 1 FAO consultant (Shafiq Niaz)
Malaysia: 1 Bank
Portugal: 1 Bank (Willems)

Tunisia: 1 Bank (van Gent)
1 FAO team (Eid)
Brazil: 1 Bank (Picciotto)
1 USDA (Agriculturist)
Philippines: ?
?
? Turkey 1 FAO (Bishop)

Appraisals:

Bolivia: 4 Bank staff (Fransen, Dockx, Walden, Andreu)
1 FAO staff (Allan)
Brazil: 5 Bank staff
1 FAO staff
Ceylon Fishery: 2 Bank (Helmers, Basoah)
2 FAO staff
Ecuador: 3 Bank staff (S-Kehnert, Knobel, Lamers)
1 Bank ~~man~~ consultant
1 FAO team
Iran Ghazvin: 3 Bank (Kerpich, Chang, Greenshields)
1 FAO team
Jordan Credit 2 Bank (Courbois, von Oppenfeld)
Sudan Rohor/Roseires: 5 Bank (Bartsh, Sicely, Harma, Douglas, Kirmann)
Taiwan Fisheries: 1 Bank staff (Walden)
1 Bank consultant (Wilson)
2 FAO staff

TURKEY SEYLON	2 Bank (Mitchell, Golan) 1 FAO team (Snelson)
MALAYSIA FLDA	2 Bank Staff Bank Consultants (Amsterdam Rubber)
MEXICO/IRRIG.	^{2 Bank Staff} Riverside Salinity Laboratory ^{1 or 2 FAO team}
BRAZIL GRAIN STORAGE	Bank Bank Consultants ? Agric. Research ? FAO
UP TUBEWELLS	2 Bank 1 FAO 1 D&R
FIJI	Bank ? FAO CDC
UGANDA	2 Bank Bank Consultants - Dr. Kearn (Cornell)
GHANA Project List	1 Bank (Rowe) 1 or 2 FAO (Clarke and Boumendil)
VENEZUELA Zulia	2 Bank

IDENTIFICATION AND PREPARATION:

AFGHANISTAN Credit	FAO
ALGERIA Ben Nemoussa	FAO with consultants
CHAD Livestock	? FAO
COLOMBIA	1 Bank (Sicely) 1 FAO team (Snelson)
COLOMBIA Cesar Irrigation & Agric. Credit	FAO
DANOMBY Oil Palm	
ECUADOR Forestry	2 FAO
ETHIOPIA Credit	Nairobi Office FAO
INDIA Fishery Prep.	FAO staff FAO consultant

INDIA Forestry

FAO staff

INDIA Delta Projects

Bank staff

FAO staff

INDIA Seeds Prep.

1 Bank

1 FAO (Jones)

1 Rockefeller

AUG 18 1966
N

OFFICE MEMORANDUM

TO: Division Chiefs, Africa Department

FROM: J.A. Edelman *JE*

SUBJECT: Monthly Report on the Status of Economic Missions

DATE: August 18, 1966

1. Would you please arrange to have the monthly reports on the status of individual economic missions in your area updated as was done last month (reference: my memorandum of May 17, 1966)?
2. The reports this month, for expected missions, should refer to the period September 1966 to February 1967.
3. In the space for "Remarks", would you please indicate whether the mission is (1) firmly committed, (2) provisionally committed, or (3) no commitment?
4. For this month, draft reports should be prepared, and in my office, by the close of business on Monday, August 22, so that they can go forward in final form on Thursday, August 25.

cc: Mr. Williams ✓
Mr. C.F. Owen

JAE:edelman:ea

Mr. S. Lipkowitz

August 3, 1966

W. J. Armstrong *WJ*

Participation in Economic Missions - Water Supply Division

1. Attached is a memorandum prepared by Mr. Shipman. I have only a few comments to add to those of Mr. Shipman.
2. I agree fully with the criticism of previous missions. The most important requirement, to my mind, is to have terms of reference (mission and sector) prepared before the number and qualifications of the mission members have been decided.
3. The water supply and sewerage activities and responsibilities are usually more diffused than for transportation, and an advance questionnaire may not be very productive in all cases. This will depend on the country involved and the presence or absence of a central organization capable of coordinating the gathering of information.
4. Normally, on economic missions, the Division would expect to confine its activities to water supply and sewerage programs, although in the past, we have sometimes reviewed total health expenditures. This could also be done in the future but we cannot cover general health to the same degree as water supply and sewerage.

Attachment

WJArmstrong:hh
IBRD

Mr. S. Lipkowitz

July 28, 1966

S. Takahashi

Agriculture Division's Participation in Economic Missions

6/6/66
1. While we are in agreement with the general approach recommended in the memorandum by the Transportation Division, we feel that there is a need to establish a more orderly internal procedure for scheduling economic missions in drawing up terms of reference and determining the composition of the missions. In particular, it would be desirable to organize working parties for each mission consisting of representatives from Area, Projects and Economic Departments. This would make it possible to know in advance the key problems to be examined by the mission, its timing and duration, its relative importance in relation to other missions being organized by the same Area Department, and the staff required. Furthermore, the working party should draw up terms of reference and questionnaires as required.

2. Economic missions seem to fall into three broad categories:

- a) Economic missions in depth in countries where the Bank has previously done little work;
- b) Economic missions in depth in countries where the Bank has organized consortia or consultative groups or expects to be involved in substantial lending operations;
- c) Up-dating previous economic mission reports in preparation for Bank loan operations.

Staff Required

3. Our present estimate is that economic missions requiring participation of agricultural specialists number about 30 per year assuming that each mission would require on the average one and one-half agricultural specialists, a total of 45 specialists on the basis of three missions per year. This would require a full time staff of 15 agricultural specialists for economic missions. In view of our present shortage of agricultural economists, we would still have to draw heavily on FAO and outside consultants to staff these missions. We believe that missions in the second and third categories should be given priority in assigning Bank staff to economic missions in order to give us the benefit of the staff member's knowledge about the country's agriculture and to provide continuity in our relationships with the country. For the first category, we believe that it would be desirable to try to obtain outside consultants in order to maintain contacts with universities and consulting firms and to receive the benefits of non-Bank views on agricultural development.

FAO Participation

4. On missions in which FAO is participating it is particularly important to plan early enough to permit orderly recruiting and close

liaison should be maintained. Agricultural sector specialists should visit Rome for briefing and debriefing whenever it is convenient and when FAO is participating in a mission, part or all of the first draft of the report could be written in Rome.

Size of Missions

5. Our recent experience with missions involving a large number of agricultural specialists indicates that the larger the mission the more difficult it is to reach agreement on major issues. Moreover, there are dangers of duplication and reports tend to be much too long. We believe that, in the future, economic missions should have no more than two agricultural specialists, usually an agricultural economist and an agriculturist. They should be sufficiently broad gauged to be able to cover the entire agricultural sector. If a more detailed examination of a given specialized area is required, we believe that a separate mission should be organized. In many cases the problem may involve considerable technical assistance over a substantial period of time.

Terms of Reference

6. With regard to the terms of reference of the mission, the agricultural assignments will probably have to be somewhat more comprehensive than those suggested for the transportation sector since agriculture is a directly productive sector. In addition to the major purposes outlined in the memo of the Transportation Division, we would be concerned with both an analysis of the past and a projection of future rates of growth in agricultural output, identifying obstacles to growth and suggesting measures for overcoming them. This would involve an analysis of an overall domestic and external demand for agricultural output as well as an analysis of the possibilities for meeting these demands. It would also involve examination of the economic environment for agriculture to determine whether adequate incentives are being provided to stimulate additional production. Past and future investment programs would have to be reviewed to determine whether sufficient resources are being allocated for agricultural development. The institutional framework for agriculture including land tenure, farm credit, marketing and government services are also important. Economic missions should not, however, be expected to develop detailed blueprints for the development of the agricultural sector, or reform of the land tenure system or reorganization of government agencies. They should focus on the key issues and perhaps suggest future assistance for developing detailed solutions.

Advance Preparation

7. We agree with the points raised by the Transportation Division with regard to advance preparation. We believe that on the Bank's side this could be best handled through a working party arrangement outlined in para 1. In addition, it should become standard procedure to send reconnaissance missions which would collect basic statistical data and documents as well as leave questionnaires, brief local government officials and arrange for designation of counterparts.

Time Allowance

8. We believe that the time allowance suggested by the Transportation Division may be too optimistic for the agricultural sector, particularly if we limit staffing to two agricultural specialists. We believe that a minimum of four weeks in the field would be required and that generally six to eight weeks would be desirable. For report writing, an additional four to six weeks would be required.

Distribution of Reports

9. We have always tried to be completely frank in early drafts, leaving the omission of objectionable parts to the discretion of Area Departments and the Economic Committee.

Responsibility for Reports

10. We do not agree with the Transportation Division that the relevant Projects Department Division should be responsible for the accuracy of the sector report. Thus, we believe that our Division should be given an opportunity to review and comment on the agricultural section but that responsibility for the entire report should remain with the mission leader.

Scheduling of Mission

11. We agree that it is useful to schedule supervision missions together with the economic missions and that other missions such as preparation or appraisal might also be concurrently scheduled. However, we should be careful not to overtax the capabilities of the Government. In general, we should try to have no more than four to five specialists in any one sector within the country at any one time, except for special circumstances.

STakahashi:vr

cc: Messrs. Wapenhans, Kahane

TERMS OF REFERENCE FOR AGRICULTURAL SPECIALISTS
ON ECONOMIC MISSIONS

Objectives of Assignment

1. To review past and current performance of the agricultural sector with a view toward identifying factors which have caused or prevented growth and to assess the role of agriculture in the economy.
2. To evaluate prospects for future development in the light of resource availabilities and existing or planned policies, institutions and programs.
3. To the extent possible to identify (not to appraise) projects suitable for Bank or other international financing. This includes the identification of measures which should be taken before such financing, including for example, more detailed studies, the development of specific projects, or changes in policies or organization.
4. To provide rough estimates of future output, exports, imports, investment requirements.

Scope of Assignment

- a) The resource base - brief description of climate, soils, topography, existing technology, labor force, and management capabilities.
- b) Productive potential.
- c) Policy objectives.
- d) Adequacy of existing or planned policies, institutions, programs and resource allocations for achieving policy objectives.
- e) Major problems.
- f) Mission recommendations.
- g) Status of projects.
- h) Rough forecasts of exports.

Report

Each expert is to prepare a draft of his section of the report as soon as possible after his return, preferably within three weeks. The

whole report will form a separate document on agriculture in the particular country, whether or not it is printed as an annex to the Economic Report. If requested, the experts will also prepare a summary of findings and recommendations for use in the Economic Report.

CHECK LIST OF DATA AND DOCUMENTS TO BE REVIEWED

BY AGRICULTURAL EXPERT

Basic Statistics (At least 10 yrs and Census)

Production and acreage of principal crops
Irrigated area
Cropping patterns
Use of inputs - fertilizer, seed, pesticides, farm machinery
Land use
Land tenure
Livestock - population and production
Exports and imports
Prices of products and inputs
Wage rates
Labor force
Agricultural Credit
National accounts

Important Documents

Plan documents
Annual budgets
Annual reports of agencies
Project data
Existing studies

Special Documentation

List of projects with description including costs, timing,
benefits status
Organizational chart of agricultural agencies

missions - gen.
CONFIDENTIAL
DECLASSIFIED

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WBG ARCHIVES

ECONOMIC COMMITTEE

EC/M/66 - 37

July 26, 1966

Meeting on Expected Economic Missions: July-December, 1966

1. At the meeting on July 19, 1966^{1/} the Economic Committee discussed the schedule of economic missions expected during July-December, which was prepared by the Economic Committee Secretariat on the basis of reports from the five Area Departments.
2. Demands on Agricultural Staff: Mr. Takahashi, referring to the concentrated and large demand for agricultural specialists in October,^{2/} said there are ten missions scheduled for that month which would require agricultural specialists. He asked that as many missions as possible be postponed, in order to help the Agricultural Division (Projects Department) meet the staffing requirements. Mr. Takahashi also pointed out that none of the missions proposed for July-September, 1966 required agricultural specialists, yet these were the months that the Bank could recruit university staff for special assignments. He asked that in the future the Area Departments try to schedule some missions requiring agricultural specialists in the summer months; the total number of missions, for which the Agricultural Division was asked to provide staff, would justify the attempt even though there were the effects of vacations and home leaves to be considered. The Chairman thought that these requests were reasonable.

1/ Members of the Committee present: Messrs. Friedman (Chairman), Rist, Adler, de Vries, Gilmartin, Larsen, Lipkowitz.
Also present: Messrs. Bohr, Sarma, Lerda, Simmons, Takahashi.

The minutes of the part of the meeting dealing with the discussion on the Economic Policy Memorandum on Yugoslavia from the Europe and Middle East Department (EC/O/66-120/1, dated July 15, 1966) will be distributed separately.

- 2/ This point was also made in the Committee meeting held on May 13, 1966, which discussed the schedule of economic missions expected during May-October (see EC/M/66-25, dated May 23, 1966).

D I S T R I B U T I O N

Committee:

The Economic Adviser to the President, Chairman
Director, Economics Department
Director, Special Economic Studies
Director, EDI
Special Adviser to the President (Mr. Rist)
Senior Adviser, Economics Department
Economic Advisers, Area and
Projects Departments

Copies For Information:

President
President's Council
Directors, Area Departments
Special Adviser to the President (Mr. Schmidt)
Secretary
Treasurer
Director, Office of Information
Director, European Office
Secretary, Loan Committee
Executive Vice President (IFC)

3. Size of Missions: The Chairman, referring to his comments at the May 13 meeting and the fact that the economic missions are the largest single drain on the Bank's economic staff, said that the Departments concerned should act under real constraint when considering the size of economic missions. He thought that there should be no firm commitment for any mission of more than six members (including the chief of mission, and the specialists), until after the terms of reference have been agreed. There should be a strong presumption that only special reasons would justify breaking through this ceiling, and that these reasons would be reflected in the agreed terms of reference. The Chairman felt that any proposed terms of reference that called for a larger mission should automatically bring the terms of reference into question.

4. The Economic Committee, after discussing the issue, concurred with the Chairman's views.

5. Variety of Missions: A Committee member, pointing out that the schedule of expected missions was composed of many different kinds of missions, said that staffing, timing and duration varied according to the nature of the mission.

6. Preparation and Organization: The Chairman agreed as to the heterogeneity of missions, and that the duration of a mission was an important variable. He said that to utilize Bank staff more efficiently there should be a minimizing of each of the two main dimensions in the arrangements for economic missions i.e. both number of personnel and time in the field. The Chairman thought that the amount of preparation in Washington for a mission was the only major element that should not be minimized. He expressed his conviction that often there was not enough preparation for a mission through the use of facilities in the Bank and elsewhere in Washington. The visit to a country should be regarded as the occasion for checking out impressions and items already written, for updating information and filling gaps, for re-examining the bases of the projections, etc. Even comprehensive missions should complete as much as possible of their work in Washington, and have as few personnel in the field for as short a time as possible.

7. The Chairman felt that an economic mission, upon its return to head office, should not be regarded as an entity in itself. Economic Missions would have to become a matter of routine, and not be divorced from the normal economic work of the Bank, if the growing demands of missions were to be met. Moreover, the work time of different staff members might be more efficiently allocated if economic missions were organized into different phases, rather than have all the mission members in a country at one time, regardless of their respective responsibilities and other work commitments. The Chairman understood that this already was the practice in the Projects Department; he was proposing to the Economics Department that it adopt a similar system in such areas as public finance and development planning assistance. A Committee member said there would probably be support for such an arrangement from the Governments concerned.

8. In conclusion, the Chairman asked the Director and Deputy Director of the Economics Department, and the Committee Secretary, to focus on the question of a more uniform nomenclature for the different kinds of economic missions, with the objective that the specific names used would help to clarify and distinguish each particular type of mission.

C. F. Owen
Secretary

Missions - GEN.

CROSS REFERENCE SHEET

COMMUNICATION: Memo

DATED: June 8, 1966

TO: Mr. L.J.C. Evans

FROM: Mr. T. T. Horelke ld

FILED UNDER: I.B.R.D.-F.A.O.

SUMMARY:

Re: Discussions of missions in Rome - June 1966
Attached are documents dated June 6, 1966:

1. Missions discussed
2. Discussions on Proposed Missions
3. Follow-up of Past Missions

OFFICE MEMORANDUM

TO: FILES

DATE: June 21, 1966

FROM: J. H. Collier

SUBJECT: Economic Missions

It has been agreed between the Economics Department and the Area Department concerned that the undermentioned staff members will participate in forthcoming economic missions as follows:-

<u>Country</u>	<u>Position</u>	<u>Staff Member</u>	<u>Approximate Date</u>
<u>Africa</u>			
Guinea	Mission Chief	Kalmanoff	Sept.
Ethiopia	Mission Chief	Kochav	Oct./Nov.
Chad	Mission Chief	Nespoulous-Neuville	Oct.
Nigeria	Public Finance	Jucker-Fleetwood	Oct./Nov.
Central African Republic	General Economist	Latimer	Sept.
Tunisia	Public Finance	Sciolli	Sept.
	Industry	Guillot-Lageat	
<u>South Asia</u>			
Iran	Mission Chief	King	Oct./Nov.
(Agricultural Sector Study)	Transport	de Weille	
<u>Far East</u>			
Korea	Mission Chief	Gulhati	{ Aug./Sept.
Korea	Industry	Nowicki	
<u>Western Hemisphere</u>			
Colombia	Public Finance	Churchill	Oct./Nov.

JHCollier:vmc

cc: Mr. Kamarck	Mr. Walstedt
Mr. de Vries	Mr. Maiss
Mr. King	Mr. Larsen
Mr. Kalmanoff	Mr. McDiarmid
Mr. Kochav	Mr. Gilmartin
Mr. Nespoulous-Neuville	Mr. Weiner
Mr. Ballesteros	Mr. Dyer
Mr. van der Tak	

Missions - gen

OFFICE MEMORANDUM

TO: Files

DATE: June 21, 1966

FROM: B. Chadenet *pl*SUBJECT: Participation of the Projects Department
on Economic Missions

On June 13 Mr. Knapp called me to say that Mr. Baum's memorandum on the above subject was excellent and very thoughtful. He has no comments or changes to suggest. He was particularly interested by the remark (c) page 2 *The experts should not be responsible for preparing investment plans.* Mr. Knapp suggested that copies of the memorandum be sent to the heads of the Areas and I asked Mr. Baum to do so.

In order to move ahead the following action should take place;

- i. Mr. Lipkowitz will collect the comments of the Divisions.
- ii. Mr. Lipkowitz should request the Economic Committee to put this matter on its agenda in order to reach an official agreement with all parties involved and have it recorded in the minutes of the meeting. I mentioned this briefly to Mr. Kamarck who seemed to agree.
- iii. At a later stage the procedure could be put into the Operational or Administrative manual.

cc : Mr. Aldewereld
Mr. Ripman
Mr. Bell
Mr. Baum
Mr. Lipkowitz

BChadenet:ch
Bank

Mr. S. Takahashi

June 20, 1966

J. Kahane J.K.

Economic Missions.

1. You will find attached:

- A: Summaries of the Terms of Reference for 11 Economic Missions and indications of the recommendations made for Agriculture;
- B: Summaries of Terms of Reference for 6 other Economic Missions;
- C: Table comparing for the 11 Missions of Agriculture:
 - a) the sizes of the Main Report with the parts devoted to agriculture and with any special volume on agriculture;
 - b) the total numbers of members of these Missions with those of the members for agriculture;
 - c) the duration of their stay in the field.

2. The Terms of Reference summarized are mainly to the Agriculturalists. This is largely due to the fact that the General Terms of Reference are hard to find. Only very few of the Operational Files contain them.

3. Most Terms of Reference ask to up-date information, to review progress and performance and to identify or assess projects. Some lay emphasis on assessment of institutions, others on agricultural credit, yet others on specified commodities.

Attachments
JKahane:asl

A: (a) Terms of Reference;

(b) Recommendations.

1. Colombia:

- a) To Agriculture: reviews priorities of public sector investments, particularly in the field of irrigation and land reform, determine the critical policy problems.
- b) "principal policy requirement is a definition of the scope of public and private storage" - "would be most efficiently operated by private sector". Later on "rational price stabilization policies" should be devised.

Other major policy requirement: provision of credit;
Reviewed status of 7 projects in public sector and 9 in private sector.

2. Ecuador:

- a) To Agriculture: up-to-date information on development, specially:
 - (i) prospects for projects suitable for financing;
 - (ii) institutional arrangements for agricultural credit;
 - (iii) present and prospective development of industrial processing of agriculture produce.
- b) Recommends:
 - (i) commercial agriculture "possibly with foreign participation" for food grains, specially rice;
 - (ii) increased export taxes on coffee to finance stocks;
 - (iii) integration between processors and producers of pineapples;
 - (iv) livestock project;
 - (v) bananas: consolidation of cultivation; feeder roads between farms and packing stations; co-operatives for small holders; annual contracts, with quality control; defined standards; special banana institution at Ministerial level.

3. Ghana:

- a) To review priorities in development program for 1966, to analyse situation; to review merits of projects undertaken or proposed;
To recommend development policies and administration.
- b) Report not issued.

4.

Korea:

- a) Review economic situation; evaluate development plans; estimate need for foreign exchange assistance; estimate need for technical assistance.
- b) (i) identified weaknesses in agricultural sector;
(ii) revised target for tidal reclamation project;
(iii) " " " land consolidation project;
(iv) recommends measures for diversification;
(v) " policy changes re subsidies, taxation and absentee ownership;
(vi) recommends technical assistance to organize training of fishermen;
(vii) recommends improvements in fisheries administration;
(viii) " further studies to formulate specified projects;

5.

Nigeria:

- a) To Agriculture: to locate areas of weakness and promising potential; to determine needs and priorities for technical and financial assistance; to examine opportunities for IBRD financing; to estimate export revenue from agriculture and requirements for food imports.
- b) (i) criticised neglect of production for local consumption;
(ii) recommended project for livestock;
(iii) " " " fisheries terminal;
(iv) " " " palm grove rehabilitation;
(v) " " " rubber;
(vi) " " " cocoa;
(vii) " program for northern Nigeria;
(viii) " technical assistance;
(ix) emphasized agricultural credit and irrigation.

6.

Pakistan:

- a) Assess results of 2nd Plan; examine 3rd Plan; evaluate investment program and external financial requirements of first year of 3rd Plan.

- b) (i) discussed fertilizer and irrigation projects;
- (ii) recommended fertilizer distribution program;
- (iii) " strengthening of extension services;
- (iv) " " " personnel for testing and selection of seeds.

7.

Paraguay:

- a) Analyse trends in output; describe official programs for price support, credit, research, extension, fertilizers, seeds etc.; evaluate public investment in agriculture; analyse agricultural policies and their effect on output; analyse efficiency of agriculture and cost structure; credit, marketing, transport; emphasize policies to improve and develop agriculture; high priority areas for external finance.
- b) (i) focussed on "appropriateness of actual and prospective public investment";
- (ii) identified sectors for additional assistance;
- (iii) urged investment in livestock;
- (iv) recommended studies for oilseeds, kenaf etc.;
- (v) " technical assistance for project preparation.

8.

Peru:

- a) Review developments, recent and proposed, specially for
 - (i) agricultural credit and technical assistance;
 - (ii) transport to improve agricultural production;
 - (iii) economic aspects and plans of agrarian reform, their implications for production and exports, on distribution of incomes and on financial requirements;
 - (iv) analyse public investments; the administrative capacity to carry them out and their relative priorities;
 - (v) review cropping patterns, soil suitability, adequacy of services, probable future production.
- b) (i) suggested change in investment program for 1966;
- (ii) urged projects for agricultural settlement;
- (iii) discussed projects for irrigation and groundwater.

9.

Thailand:

- a) Analyse recent trends in agricultural production, trade and prices; assess prospects for agricultural production and exports; progress prospects for irrigation; ascertain progress to co-ordinated approach to water management and extension services; check on work on rehabilitation and maintenance of irrigation; discuss roads for agricultural development.
- b) Recommended pilot projects for land development schemes;

10.

Tunisia:

- a) Evaluate development plans, specially: appropriate balance, priorities, degree of project preparation, available skills, private sector; identify projects.
- b) (i) gave first priority to production co-operatives project in northern Tunisia;
- (ii) discussed various other projects;
- (iii) urged "basic task" of evaluating need for manpower in extension;
- (iv) urged various other studies.

11.

Venezuela:

a) To Agriculture:

assess: situation and prospects;
" main bottlenecks to development;
" impact of price and subsidy policies, exchange rate etc.;
" availability, prices and knowledge of modern inputs;
" land reform and settlement;
" agricultural credit;
" prospects for investments;
" state of agricultural technology;
" development under 4-year plan and status of projects;
review: extension and research services;
" possibilities of expanding output.

- b) (i) identified bottlenecks;
- (ii) recommended changes in agricultural credit;
- (iii) " " " irrigation program;
- (iv) " " " land settlement;
- (v) " move emphasis on rural feeder roads;
- (vi) " intensified training;

- (vii) recommended strengthening agricultural organizations;
- (viii) " less emphasis on protectionist policies.

B. Other Terms of Reference

The following are Terms of Reference for Missions of which I have not examined the reports (in some cases not yet issued) and the files.

12. Argentina: (1/19/66) To Agriculture:

examine: structure and operation of livestock sector;
" effect of exchange rate and foreign trade policies on meat;
" meat export marketing;
" impact of variations in local prices on exportable surplus;
" influence of taxes, credit, pricing on meat production and exports.

Recommend: how to increase production and exports of grains, oilseeds etc.; advise on institutional set-up and government policies.

13. Brazil: (11/8/65) To Agriculture:

review current trends for production and public policies;
examine: impact of higher production on food prices and cost of living;
" impact of price support and export policies;
" credit programs;
" use of fertilizers and other inputs;
compare internal and world market prices;
appraise public investment programs;
" land reform;
" transport and storage facilities and plans;
estimate production prospects and export projection for main agricultural commodities and import projection for wheat;
examine export receipts for coffee;
" internal financial consequences of coffee policies;
" possibilities for alternative uses of land and other resources.

14. Chad: (12/31/64) To Agriculture:

review position and prospects;
assess development plans, policies and prospects;
" need for external finance;
" state of project preparation;
" need for technical assistance;
identify possible projects.

15. Ghana: (6/1/66) To Agriculture: assist government prepare development budget; advise on organization of strengthening of planning; up-date information; identify projects;

16. Malaysia: (2/1/66) To Agriculture:

review : agricultural schemes in view of external finance;
" economic justification of land development schemes;
" economic justification of land drainage schemes;
" economic justification of cocoa rehabilitation schemes;

assess: project proposals;
" technical assistance requirements;
" executing capacity.

17. Sudan: To Agriculture: review agricultural performance; examine revision of 10-year plan; suggest means to help GOS formulate and implement investment program;
assess: production and export prospect of main agricultural commodities;
" plans for land development;
" plans for rain-fed cultivation;
" adequacy of services for research, extension, marketing, credit and transport.

C. Economic Mission: Sizes of Reports; Numbers of Members:

Country	Report Date	Pages in Main Report		Pages in Special	Members of Mission		Duration in field -Weeks-
		Total	Agriculture	Volume	Total	Agriculture	
1. Colombia	5-2-66	73	3*	40	8	1	3
			*includes 2 pages on coffee				
2. Ecuador	5-22-66	69 #26 Tables	38* *of which 19 on bananas	none		2* *plus Commodity Specialist	4
3. Ghana	not issued				12	4	5-6
4. Korea	5-25-66	95	13	78* *#20 Tables #84 #23 Tables on Fisheries	7	2	6
5. Nigeria	11-29-66	37 #24 Tables	1/2	64 #14 Tables	16	3	6-7
6. Pakistan	5-20-66	66 #39 Tables	13	none	7	1	6
7. Paraguay	12-27-66	32 #60 Tables	3	27 #8 Tables	5-6	1	3
8. Peru	12-28-65	63 #34 Tables	4	13 #6 Tables	20	3	?
9. Thailand	5-19-66	34 #24 Tables	3-1/2	none	6	1	4-1/2
10. Tunisia	11-26-65	47 #Statistical Volume	5	26 #6 Tables	11	3	3-1/2
11. Venezuela	8-17-65	36 #19 Table	2	21 #21 Table	11	2	8

Division Chiefs, Africa Department

June 20, 1966

Harold Larsen *HL*

Monthly Report on the Status of Economic Missions

1. Would you please arrange to have the monthly reports on the status of individual economic missions in your area updated as was done last month (reference: my memorandum of May 17, 1966)?
2. The reports this month, for expected missions, should refer to the period July to December 1966. This gives an opportunity to suggest additional missions for the last two months of the year.
3. In the space for "Remarks", would you please indicate whether the mission is (1) firmly committed, (2) provisionally committed, or (3) no commitment?
4. For this month, draft reports should be prepared by Wednesday, June 22, so that they can go forward on Monday, June 27.

cc: Mr. Williams
Mr. Calika
Mr. Edelman
Mr. C.F. Owen

HLarsen:ea

Mr. S. Takahashi

June 10, 1966

Jacques Kahane

Economic Missions

You may be interested in the following approximate list I have compiled of the Agriculture Division's participation in Economic Missions since 1961. The list is based mainly on the Division's files of Terms of Reference and Back-to-Office Reports and therefore probably omits some Missions where the Division was represented only by Consultants.

Enc:

cc: W.A. Wapenhans

JKahane:1kt

IBRD

IBRD Economic Missions

Agriculture Division participation 1961-June 1966

(based on Division's Terms of Reference files)

1961	1/13	-	3/2	Pakistan	Takahashi, Greyke
	5/4	-	6/1	Panama	Kordik
	6/1	-	7/24	Chile	Takahashi
	6/9	-	7/15	Portugal	Harna
	6/24	-	8/14	Nigeria	Aresvik
	11/16	-	12/20	Afghanistan	Harna
1962	1/20	-	3/18	Mexico	Darnell
	2/7	-	2/25	Syria	Greenveld
	6/24	-	7/23	Sudan	Strong
	8/18	-	9/13	Paraguay	McMeekan
	10/7	-	?	Pakistan	Greyke
1963	1/11	-	1/28	Liberia	Kordik
	1/20	-	3/18	Mexico	Johnson
	4/5	-	5/13	Sudan	Harna
	10/21	-	11/26	Congo (L)	Bernheim
	10/30	-	12/25	Nepal	Von der Goltz
	11/28	-	12/10	Kenya/Rhodesia/Tanganyika	Harna
	12/8	-	12/28	Nicaragua	Johnson
1964	1/25	-	2/17	Sierra Leone	Wapenhans
	3/24	-	5/18	Thailand	Harna
	5/6	-	5/30	S. Rhodesia	Shaw
	6/12	-	7/6	Nyasaland	"
	10/2	-	11/20	Brazil	Takahashi
	?	-	?	Chad	Ferrier
1965	1/15	-	3/4	Pakistan	Takahashi
	2/3	-	3/5	Thailand	?
	3/?	-	5/10	Peru	Cryst, Gil, Snelson
	3/14	-	5/16	Venezuela	Harna
	4/28	-	6/22	Nigeria	Von Oppenfeld, Brochu, Quaix
	5/?	-	6/19	Paraguay	?
	8/14	-	9/24	Ghana	Rowe, Sonby, Guillard, Fenn
	10/?	-	12/8	Colombia	Greenshields
	11/8	-	12/15	Brazil	Kahane, Greenshields, Hopkins
	11/13	-	12/12	Ecuador	Subra, Greenshields,
					(Sh. Singh)
	11/?	-	12/?	Korea	Shafi Niaz, Doucet
	?	-	12/9	Algeria	?
	7/19	-	?	Tunisia	<i>Grickambant, Petit, Trin' Ltd</i>

1966	1/22	-	2/19	Argentina	Picciotto, Brady
	1/30	-	3/14	Thailand	Platenius
	2/11	-	3/28	Pakistan	Hendry
	2/15	-	4/5	Mexico	Ladginsky, Darnell
	2/27	-	?	Algeria	Takahashi +
	3/4	-	4/15	Sudan	Kahane, Haynes
	3/31	-	5/9	Ireland	Harna
	4/13	-	?	Greece	Schumacher
	4/19	-	6/30	Central America	Platenius
	6/3	-	?	Ghana	Rowe
	?	-		U.A.R.	?
	?	-		Yugoslavia	?

Messrs. Armstrong, Ballantine, Evans
and Piccagli
S. Aldewereld

June 9, 1966

Participation of the Projects Department in Economic Missions

Attached is a copy of a memorandum prepared by the Transportation Division on the subject of its participation in economic missions. It seems to me that the approach recommended in the memorandum is basically sound, and I would suggest that each of you have similar Terms of Reference and questionnaires prepared for your Division, to the extent that you have not already done so. I should also like to have your comments on the general procedural issues raised in the memorandum.

Encls.
WCBaum:gh
Bank

Mr. J. Burke Knapp

June 9, 1966

S. Aldewereld *S. Aldewereld*

Participation of the Projects Department in Economic Missions

Attached is a copy of a memorandum prepared by the Transportation Division on the subject of its participation in economic missions. I am asking the other Divisions of the Projects Department to prepare similar Terms of Reference and questionnaires. In the meantime, I should appreciate your comments on the general approach suggested in the memorandum. I am attaching extra copies in case you should wish to circulate them to the Directors of the Area Departments. I am also sending copies of the memorandum to Mr. Friedman.

wcb Encls.
WCBaum:gh
Bank

Missions gen

Mr. Irving S. Friedman

June 8, 1966

S. Aldewereld *S. Aldewereld*

Participation of the Projects Department in Economic Missions

June 6
Attached is a copy of a memorandum prepared by the Transportation Division on the subject of its participation in economic missions. I am asking the other Divisions of the Projects Department to prepare similar Terms of Reference and questionnaires. In the meantime, I should appreciate your comments on the general approach suggested in the memorandum. I am attaching several extra copies in case you should wish to circulate them to members of your staff. I am also sending a copy of the memorandum to Mr. Knapp.

Encls.

WCB
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Bank

Mr. S. Aldewereld

June 8, 1966

W. C. Baum

Transportation Division Participation in Economic Missions

Attached is the memorandum that I mentioned to you at last week's Staff Meeting. It is still a draft and no copies have been distributed. I enclose four copies in case you wish to share them with Messrs. Chadenet, Ripman and Bell.

The memo itself is five pages long, and the general Terms of Reference four pages. You need not bother with the detailed questionnaires on the individual transport sectors.

Would you please let me know how we should handle this?

Encls.

WCBaum:gh
Bank

Missions - - ju

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

OFFICE MEMORANDUM

TO: Mr. Warren C. Baum

FROM: H.A. Adler and H. van Helden

SUBJECT: Transportation Division Participation
in Economic Missions

DATE: June 6, 1966

Introduction

In accordance with your request we have reviewed the experience gained from the Division's participation in a number of economic missions on such matters as appropriate terms of reference, staffing, advance preparation, timing, etc. The subject is important because a considerable proportion of our staff time is devoted to the planning and conduct of these missions. We suggest that, as a next step, the subject might be discussed by the Economic Committee. In addition to the procedural problems on which this memorandum focuses, there are of course the even more important substantive matters, such as the various transport policies which we are increasingly recommending in Economic Reports and which we must seek to improve continuously.

Terms of Reference

Our review indicates that the scope of the transport assignments on Economic Missions varies widely and that a typical economic mission hardly exists. The assignment has been very broad on some missions, covering virtually all conceivable transport aspects, either in considerable detail (Brazil) or more generally (Turkey, U.A.R.); some have focused on the review of a specific investment plan (Mexico); and for others the assignment was actually to prepare such a plan (Algiers); others still were essentially limited to project identification (Malaysia). Each mission has thus had its own special features. While these special features reflect to some extent legitimate differences in the nature of the countries, their transport problems, etc., some of them are due to a lack of consistent policy as to what the purposes of such missions should be.

One of the important consequences is that it is essential to have detailed terms of references for the transport experts. This has frequently not been the case in the past; some transport experts have had no terms of reference at all, some received them a day or two before departure or even when already in the field, some had them changed while the mission was in the field, and for others the terms of reference were totally unrealistic in that they could not possibly have been carried out properly in the limited time available or by the number of experts assigned to the mission. We believe it is essential that there be separate terms of reference prepared well in advance of the mission's departure. The terms of reference should

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be prepared by the Transportation Division and should, of course, be related to the broader terms of reference for the mission as a whole and be cleared with the mission chief. The terms of reference for the mission as a whole should similarly be cleared with the Projects Department if it is expected to provide staff.

There are attached master terms of reference which would be useful in deciding on the scope of the particular assignment. Their purpose is to serve as a check list and most economic missions would only be concerned with selected parts.

As indicated in the master terms of reference, the transport assignments should generally have three major purposes: Firstly, to identify the role of the transportation system in the economy and the major transport problems. Secondly, to review the steps and programs being taken or planned to meet these problems and to formulate broad views on the adequacy of these steps. Specifically, this requires a review of possible operating improvements to obtain an optimum utilization of existing investments; of new investments and their priorities; and of policies to achieve transport coordination. Thirdly, to identify projects suitable for Bank or other international financing.

Five points deserve special attention:

(a) The assignment should generally be limited to railways, highways and highway transport, and ports. Other modes should be included only in special cases when they are important.

(b) The transportation experts should not be responsible for post and telecommunications.

(c) The experts should not be responsible for preparing investment plans; this requires much more time and staff than we can usually allow for.

(d) Project identification should be included in all assignments. Even where it has not been included in the terms of reference in the past or even expressly omitted, it has usually been one of the first subjects the mission was expected to deal with on its return.

(e) The transportation experts should be required to prepare a report on transportation in the particular country, whether or not it is printed as an annex to the Economic Report. Such reports are valuable in connection with future assignments in the country, especially when the particular staff member is not available.

Staffing

Staffing for the transport assignment must be closely related to the terms of reference. In the past it has happened that the staffing was

decided upon before terms of reference were even known; the procedure should be reversed.

The major responsibility in economic missions falls on the transport economist. But he must, of course, have the assistance of other transport experts. The type and number depend on the terms of reference, the transport problems of the particular country and our familiarity with these problems; where, for example, previous transport studies have been made or where the Bank has previously financed transport projects, less assistance may be required. It would be useful if we had more technical experts who have broad familiarity not only with engineering aspects, but also with operations, and with more than one transport mode; perhaps we could keep this in mind in future recruitment or perhaps some of our existing staff would qualify after special training or additional experience.

We believe it is important that we should aim to staff economic missions from the Bank's regular staff. Economic missions are often only a part of a long relationship with the particular country and we lose the consultant's knowledge about the country's transport system, which usually goes far beyond the report itself. In addition, consultants are often not familiar with Bank standards and requirements and the selection of some consultants has turned out to be unfortunate.

Subject to these reservations, the staffing of missions has generally been satisfactory and it should improve further as the staff gains experience and more staff becomes available.

Advance Preparation

Economic missions impose a substantial strain on the country's administrative machinery. Many countries are not aware of this in advance and the Bank has not always adequately prepared them. The Bank's contact is usually with Finance or Planning ministries, but the Transport ministries are frequently not informed in advance about missions and their purposes; in some cases they have resented our coming and refused to cooperate. We believe, therefore, that a number of steps should be taken before missions depart:

(a) The ministries involved should be briefed in advance about the mission, its purpose, staffing and timing. This should not be left merely to the Finance ministries but should be done by representatives of the Area Departments responsible for making arrangements for the mission; consideration should be given to preparing a standard document which could be left with the agencies.

(b) Questionnaires should be sent to the Government as soon as the Bank has decided on a mission. The Area Department representatives making arrangements for the mission should see that the questionnaires are distributed to the Government agencies responsible for collecting the information and provide necessary explanations. The requested information

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should be available before the mission departs for its assignment.

We have prepared standard questionnaires for all modes of transport (see attachment). The questionnaires are intended as a check list and not all the information would be needed in every case. They should be translated into French and Spanish since the need to have them translated by the country concerned involves additional delays.

(c) The Government should designate in advance specific counterparts responsible for helping the transport experts, preferably on a full-time basis, and for seeing that the above questionnaires are answered.

(d) Where the assignment consists of evaluating an investment plan, it goes without saying that we should be certain that such a plan exists. The mere existence of individual departmental plans which have not yet been reviewed by the Government should not be sufficient.

Time Allowance

We have generally allowed 3-6 weeks for field work and 3-4 additional weeks for report writing, for a total of at least 2 months. The exact time depends on the complexity of the assignment, the adequacy of advance preparation, the work load of competing assignments, etc., but it would appear that the time allowances made in the past have generally been satisfactory, though there are exceptions in which both too much and not enough time were allowed for. The time having been set in advance on what can reasonably be done, it should be adhered to, and the work adapted accordingly.

Distribution of Reports

There has been considerable confusion as to whether the sector report is intended as an internal Bank document or whether it will receive wider distribution. As a result, there has been some reluctance to discuss matters which are based on confidential information, which may strain Bank relations with the Government, or which may involve criticisms of previous Bank projects in the country.

We believe that it is essential that all reports be prepared initially on the assumption that they are internal Bank documents. Otherwise the quality and frankness of the reporting would be seriously undermined. If it is later decided to submit the report to the Government, the Area Department should review it for possible problems involving relationships with the country and the transport experts should review it for information obtained on a confidential basis or based on uncertain evidence. The Area Department should have the basic responsibility for necessary editing.

The distribution of reports must also take into account the fact that their quality varies considerably. A one-month investigation of a country's transport system is inevitably incomplete and somewhat impressionistic.

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and will no doubt contain some errors. Where a report is given wider distribution, the Government should be given the opportunity to comment on the draft to reduce the likelihood of major errors and give us advance notice of significant disagreements.

Responsibility for Reports

Some transport experts have been uncertain whether in preparing their report they are responsible to the mission chief or the Transportation Division. Some mission chiefs, for example, have insisted on reports, whether or not they were first reviewed within the Division. In other cases important comments on the report by the Division have been disregarded by the mission chief. It seems to us that this is a case of joint responsibility; the mission chief is responsible for the final report as a whole and the Transportation Division for the accuracy of the transportation report. In case of any disagreements, they should be resolved between the mission chief and the chief of the Transportation Division.

Cooperation Within Mission

Cooperation between the transportation experts on economic missions and other mission members usually is required for such specific purposes as evaluating the overall size of investments in the transport sector, fiscal implications of subsidies for transport, etc. Such cooperation has generally been satisfactory.

There is, however, one area which deserves more attention. Some of our reports do not focus sufficiently on the adequacy of the transport system in terms of its service to the customers. The fact that a railway is in sound technical and financial condition is not an adequate test of its service performance; for example, during the period when the Indian Railways were unable to carry all of the freight offered and dumped coal at central locations, leaving it for the customers to pick up, their operations and finances were sound by the usual standards. We should spend at least some time interviewing customers, and also try to get the assistance of the industrial and agricultural experts on missions in exploring the transport problems in their areas. This might be achieved by calling possible problems to the attention of these experts (and vice versa), joint interviews, etc.

Scheduling Supervision Missions

If an economic mission is going to a country in which the Bank has previously financed projects, it is useful to have a supervision mission visit the country at the same time. It helps the transport experts on economic missions with introductions, obtaining information, etc.

HAAdler/Hvan Helden:ncp
Bank

Cleared with and cc: Messrs. Baum, Geolot, Hardy, Loven Lowden.
cc: Messrs. Aldewereld, Chadenet, Ripman, Bell, Sadove,
Lipkowitz
Transportation Division Staff

TERMS OF REFERENCE
FOR TRANSPORT EXPERTS ON ECONOMIC MISSIONS*

A. OBJECTIVES OF ASSIGNMENT

The transport assignment has three major objectives:

1) To identify the role of transportation in the economy and the major transport problems. Specifically, this requires identifying the major problems confronting the railways, highways (excluding urban streets), the highway transport industry, and ports; in special cases, the assignment might also include coastal shipping and inland water transport (but excluding international shipping and ship construction) and domestic aviation (including airlines and airports); post and telecommunications are not included.

2) To review the steps and programs being taken or planned to meet these problems and formulate broad views on the adequacy of these steps. Specifically, this requires a review of possible operating improvements to obtain an optimum utilization of existing investments; of new investments and their priorities; and of policies to achieve effective transport coordination. It is not expected that the team will be responsible for developing investment plans, but comments on existing plans and investment priorities should be made.

3) To identify projects suitable for Bank or other international financing, but an appraisal of these projects is not to be made. This includes the identification of measures which should be taken before such financing, including, for example, more detailed studies, the development of specific projects, or changes in policies or organization.

B. SCOPE OF ASSIGNMENT

The scope of the assignment includes the following:

1) The Transport System

- a) The transport network.
- b) Traffic developments.
- c) Investments and investment planning.
- d) Major economic, financial and technical transport problems.

* The purpose of these master terms of reference is to serve as a check list; most economic missions would only be concerned with selected parts.

- e) Transport and economic development.
- f) Transport coordination, including need, organizational arrangements, authority of coordinating agency, and coordination policies.

2) Railways

- a) The adequacy of the network, including traffic developments.
- b) The technical condition and operating efficiency of the railway, e.g. the adequacy of its facilities, their effective utilization and maintenance, the size of the labor force, adequacy of service, need for abandoning unprofitable lines, etc.
- c) The organization and management of each railway, including both its internal management and its relation to the Government.
- d) The financial condition of each railway, including earnings or losses, rates and fares, accounting systems, financial structure, taxation, etc.
- e) The adequacy of investment plans.
- f) The quality of service to the public.

3) Highways

- a) The technical and economic adequacy of the existing highway network, including the adequacy of standards, construction methods and maintenance; costs; etc.
- b) The organization and management of highway administration at both federal and lower (state) levels.
- c) The financing of highways.
- d) The adequacy of investment plans.

4) Highway Transport

- a) The fleet, including its composition, age, growth, domestic production, organization of the industry, etc.
- b) Traffic, including freight and passenger developments.
- c) Vehicle operating costs.
- d) Government regulation and licensing.
- e) User charges.

f) On Government-owned transport companies, their operations, finances, investment plans, etc.

5) Ports

a) The adequacy of ports for present and future traffic.

b) The technical condition and operating efficiency of major ports, e.g. the adequacy of the facilities, their effective utilization and maintenance, the size of the labor force, the adequacy of service, etc.

c) The organization and management of ports, including both their internal management and their relation to the Government.

d) The financial structure and condition of the ports.

e) The adequacy of investment plans.

6) Coastal Shipping and Inland Water Transport

a) The adequacy of the network, including traffic developments.

b) The technical condition and operating efficiency of the fleet, e.g. its adequacy, the effectiveness of its utilization, the adequacy of its services, transport costs, etc.

c) The organization and management of the industry and of major companies.

d) The financial condition of major companies, especially for Government-owned enterprises.

e) The adequacy of investment plans, especially for Government-owned enterprises.

f) The organization of the agency responsible for the construction, maintenance, conservancy etc. of the waterways.

7) Aviation

a) The adequacy of the network, including traffic developments.

b) The technical condition and operating efficiency of the major companies, e.g. the adequacy of their fleet, the effectiveness of its utilization, the adequacy of service, transport costs, etc.

c) The organization, management and financial condition of major companies.

d) The Government's regulatory and subsidy system.

e) The condition of airports, their operation, the adequacy of their facilities, and their financial condition.

f) The adequacy of investment plans.

8) Project Identification

a) Description of project.

b) Status of project preparation and probable timing of project execution.

c) Cost estimate.

d) Construction or procurement methods.

e) Probable economic justification.

f) Special problems (e.g. prior conditions, land acquisition, etc.)

C. REPORT

Each expert is to prepare a draft of his section of the report as soon as possible after his return, preferably within three weeks. The whole report will form a separate document on transportation in the particular country, whether or not it is printed as an annex to the Economic Report. If requested, the experts will also prepare a summary of findings and recommendations for use in the Economic Report.

The purpose of the attached questionnaire is to give the appropriate ministries an indication of the type of information the mission required in order to obtain, in the short time available, an impression of the country's transport conditions and problems.

It is recognized that the information requested is not always readily and fully available. In such a case, answers in somewhat different form or over different time periods are quite acceptable.

TRANSPORTATION GENERAL

1. Traffic, by mode of transport, freight (tons and t/kms) and passengers (passengers and passenger/km) annually for the past 5 years, and for the next five years.
2. Capital investments, by mode of transport, with sources of financing annually for past 5 years, and estimates for next 5 years.
3. Financial results for each revenue earning entity, annually for past 5 years, and estimates for next 5 years.
4. Government contributions or subsidies to each mode of transport, both capital and operating, annually for past 5 years and estimates for next 5 years.
5. Map (or maps) showing railways, highways, ports, waterways and airways.
6. Organization for coordination of various modes of transportation, its staffing and functions.
7. Regulation: describe organizations responsible for regulating the various modes of transport and their functions.
8. Operating costs of transport and distribution (excluding taxes); any data indicating costs of transport by mode of transport.

CIVIL AVIATION: AIRPORTS

A. General

1. Map, showing location of:
 - a) International airports.
 - b) Other airports from which scheduled services are operating.

B. Administration

2. Brief description of the administrative structure showing divisions of responsibility and lines of authority.
3. Brief description of the financial structure (e.g. whether financed solely from the central Budget; sources of income; any available comparison of income and expenditure for the last year available).

C. Traffic

4. List of scheduled airlines calling at the international airports.
5. Details of passenger and freight volumes passing through each of the principal airports, for the past five years, and a forecast for the next five years.

D. Investment Program

6. Description of major investments in the past five years.
7. Investments planned over the next five years, showing expected expenditures in each year, and describing major projects individually.

CIVIL AVIATION: AIRLINES

For each airline with headquarters in the country:

A. Management, Organization and Staff

1. Description of the management structure, the extent of government ownership and regulatory control, and the line of authority through which this is exercised.
2. Any arrangement with respect to Government subsidies.
3. Description of any operating or management arrangements with other airlines.
4. Number of staff employed in each of the past five years, broken down into main categories and showing expatriate staff separately.

B. Aircraft

5. Number and type of aircraft in each of the past five years.

C. Finances, Operations and Traffic Statistics

6. Description of the airline's capital structure, and copy of the latest available balance sheet.
7. Summarized operating accounts for the past five years, a copy in greater detail for the last year available, and a forecast for same for the next five years.
8. Copy of current schedules operated.
9. Traffic statistics over the past five years, and a forecast for the next five years.
10. Average load factors achieved, average flying hours per aircraft per day, and any other statistics of utilization available (showing each aircraft type separately) over the last five years.

D. Investment Program

11. Investments in aircraft over the past five years (by type of aircraft).
12. Investments in aircraft planned for the next five years, showing expected expenditures in each year according to type of aircraft.
13. Details of any other major investments planned for the next five years.

INLAND WATER TRANSPORT

A. Management and Organization

1. Description of management structure, the extent of Government ownership and regulatory control, and the lines of authority by which this is exercised, for:
 - a) Inland waterways
 - b) Inland water transport
2. Any arrangements with respect to Government subsidies.

B. Physical Properties

3. Total length of navigable inland waterways, and description of principal routes.
4. Number and description of vessels operated by:
 - a) Government-owned undertakings
 - b) Other major operators

C. Finances, Operations, and Traffic Statistics

5. Description of each major inland water transport company's capital structure, and copy of the latest available balance sheet.
6. Summarized operating accounts for each major company over the past five years, a copy in greater detail for the last year available, and a forecast for the next five years.
7. Any available statistics of traffic over the past five years, and a forecast for the next five years.

D. Investment Program

8. Investments over the past five years for:
 - a) Inland waterways.
 - b) Government-owned water transport undertakings.
9. Investments planned for the next five years in:
 - a) Inland waterways.
 - b) Government-owned water transport undertakings.
 - c) Major privately owned inland water transport companies.

COASTAL SHIPPING

For each of the major companies with headquarters in the country:

A. Management, Organization and Staff

1. Description of shipping line's management structure, the extent of Government ownership and regulatory control, and the lines of authority by which this is exercised.
2. Any arrangements with respect to Government subsidies.
3. Description of any operating or management arrangements with other shipping lines.
4. Description of any undertakings engaged in auxiliary activities (ship repairs, marine supplies, etc.)

B. Vessels

5. Description of ships owned and chartered, showing type of vessel, deadweight tonnage, net registered tons, and year of construction.
6. Total number of vessels, of each type, owned in each of the past five years.

C. Finances, Operations and Traffic Statistics

7. Description of shipping line's capital structure, and copy of the latest available balance sheet.
8. Summarized operating accounts for the past five years, a copy in greater detail for the last year available, and a forecast for the next five years.
9. Description of routes served.
10. Traffic statistics for the past five years, (broken down to routes if possible), and a forecast for the next five years.
11. Estimated proportions of the country's total import and export tonnage conveyed in vessels of the shipping line.
12. Average number of round trips per annum achieved by vessels on each route (in last year for which traffic statistics are available).

D. Investment Program

13. Investments in vessels over the past five years.
14. Traffic forecast for the next five years.
15. Financial forecast for the next five years.
16. Investments in vessels planned for the next five years.

RAILWAYS

A. Location

1. Summary history of the railway's construction (map showing railway system indicating (where) single and double track, location of main shops, etc.)

B. Management, Organization and Staff

2. Present ownership and a copy of the charter or other documents defining the functions of the body responsible for operating the railway system, together with copies of any amendments.
3. A chart of the organization and a description of responsibilities and lines of authority.
4. Number of employees and labor broken down in main categories; availability of trained staff and skilled labor.

C. Physical Properties

5. Track

Description of track: gauge and length (single-double-multiple); weight of rail; maximum axle loads; length of track electrified, type and voltage of current in use; ruling gradients, curves, altitudes, maximum speeds, etc.

6. Rolling Stock

Steam locomotives: by types according to main line or shunting service. Diesel locomotives; electric, hydraulic or mechanical transmission; main line or shunting service. Electric locomotives: type and voltage of current. Railcars and trainsets: mode of propulsion. Passenger coaches, mail and baggage vans. Freight wagons: types; axle arrangement. Of all rolling stock mentioned above, number of each type and age thereof in five-year brackets.

D. Maintenance Facilities

7. Mechanized track maintenance equipment.
8. Location, general description, number of laborers and annual output of workshops.

E. Operations

9. Train punctuality record; number of derailments in yards and on the lines for the last year available.
10. Operational statistics covering rolling stock utilization and train operation statistics. (See Annex 1, pages 1 and 2).

F. Traffic

11. Density chart of freight and passenger traffic for main and branch lines: ton kms and passenger kms per year; breakdown of revenue freight traffic in main commodities: tons and ton kms for the last year available.
12. Statement as to any plans or studies with respect to closing of lines with low traffic density.
13. Factors limiting traffic capacity of present railway (rolling stock, ruling grades, curves, bridges, maintenance facilities, etc.)
14. Traffic statistics required are set forth in Annex 2.

G. Tariff Structure and Levels

15. For passengers: number of classes and related fares; for freight: number of classes and related rates; percentage of less-than-car load goods traffic. If particular rates and fares do not cover the cost of related transportation, describe the reasons. Date of most recent rate changes.

H. Competition from Other Modes of Transportation

16. Competition from trucks and buses, inland and coastal shipping, airlines, and pipe lines. General background, existing traffic, and main tariffs of these modes of transportation. Future outlook of this competition and its expected impact on rail traffic.

I. Finances and Earnings

17. Description of the Railroad's capital structure
18. Copies of the Balance Sheet at the close of the last five years.
19. Income and Expense Statements for each of the last five years including details of the provision made for service of existing debt and depreciation.
20. An explanation of the principal accounting concepts used in the preparation of the documents referred to in (18) and (19) above, e.g. in respect of such matters as depreciation, financial charges, establishment of reserve and other funds, social provisions, valuation of plant, etc.
21. A description of the budgeting procedure followed for the capital and revenue budgets, including the following information:
 - (a) Whether Governmental approval of (i) the budget, and (ii) expenditure incurred in excess of budgeted figures is required; if so, by whom is this given?
 - (b) Manner of disposal of surpluses or meeting deficits.
 - (c) Whether the budget forms part of the National budget
 - (d) A copy of the budget for the current year.

22. Details of borrowing powers and of the sources from which operating and development funds are usually obtained.

J. Proposed Projects

23. Copies of any general, economic, engineering, operational or financial studies or reports related to possible projects under consideration.
24. A general description of such project, and of a possible long-range program of which the project would form a part, with relevant details of its principal aim and of its costs (in local and foreign exchange) and their phasing during the period of construction.
25. In case of new line construction projects, a description of area to be served, including pertinent information on population, agriculture, natural resources, industries, towns and cities, and other factors affecting the occurrence or movement of commodities and the movement of people in the area. Principal commodities produced within the area for local distribution or export; types of commodities imported and distributed.
26. Statement of main economic benefits to be derived from the planned projects, such as:
 - (a) relief of existing traffic congestion and provision for expected traffic growth by expansion of carrying capacity;
 - (b) increase in train speeds to shorten travel time for passengers and freight and to improve utilization of motive power and rolling stock;
 - (c) reduction in working costs and in transportation costs to users because of putting in service of modern equipment and other operational improvements; and
 - (d) general economic effect of improved service provided by the project.

K. Traffic Forecast

27. A forecast of passenger and freight traffic for each of the five or ten financial years subsequent to the last completed financial year, explaining the assumptions on which the estimates are based.

L. Forecast of Earnings

28. A forecast of revenues and expenses for the same period as mentioned under (27) explaining the assumptions adopted to arrive at the estimated figures. The forecast should be presented in a form similar to that mentioned in (19).

M. Forecast of Cash Flow

29. A forecast showing sources and applications of funds during the period of project construction.

Statistics of
Rolling Stock Utilization
Separate for Each Gauge

1. Average number of serviceable locomotives: in each of past five years (separately for steam, diesel and electric)
 - (a) In service
 - (b) Stored, serviceable
 - (c) Under or awaiting repairs
 - (d) Total in fleet (a) + (b) + (c)
 - (e) Total locomotive kilometers
 - (f) Number of locomotive failures
2. Single and Multiple Unit Railcars: in each of past five years (separately for steam, diesel and electric)
 - (a) In serviceable
 - (b) Stored, servic
 - (c) Under or awaiting repairs
 - (d) Total in fleet (a) + (b) + (c)
 - (e) Total railcar kilometers
 - (f) Number of failures
3. Coaching Vehicles Including Vans: in each of past five years
 - (a) In service
 - (b) Stored, serviceable
 - (c) Under or awaiting repairs
 - (d) Total in fleet (a) + (b) + (c)
 - (e) Total vehicle kilometers

Statistics of
Rolling Stock Utilization
Separate for Each Gauge

4. Freight wagons: in each of past five years

- (a) In service
- (b) Under or awaiting repairs
- (c) Total in fleet (a) + (b)
- (d) Total wagon kilometers
- (e) Number of hot boxes

Statistics of
Train Operations
Separate for Each Gauge

1. Train kilometers: in each of past five years

- (a) Goods
- (b) Passenger (excluding single and multiple railcars)
- (c) Mixed
- (d) Single and Multiple Railcars
- (e) Departmental

2. Locomotive kilometers: in each of past five years

- (a) Goods (including proportion of mixed)
- (b) Passenger (including proportion of mixed)
- (c) Shunting^{x)}
 - i) by shunting engines
 - ii) by train engines
- x) locomotive kms per shunting hour

Statistics of
Train Operations
Separate for Each Gauge

3. Coaching vehicle kilometers: in each of past five years
 - (a) Passenger trains
 - (b) Mixed trains
4. Freight wagon kilometers: in each of past five years
 - (a) Loaded
 - (b) Empty
 - (c) Total
5. Total number of wagons loaded: in each of past five years
 - (a) Full wagon loads
 - (b) L. C. L.
6. Average load per loaded car: in each of past five years
 - (a) Full wagon loads
 - (b) L. C. L.
7. Train hours: in each of past five years
 - (a) Passenger (including proportion of mixed)
 - (b) Goods (including proportion of mixed)
8. Gross ton kilometers, excluding weight of locomotive, separately for steam, diesel and electric traction: in each of past five years.
 - (a) Passenger (including proportion of mixed)
 - (b) Goods (including proportion of mixed)
9. Annual Consumption of: in each of past five years
 - (a) Coal
 - (b) Fuel/diesel oil
 - (c) Electric power

Traffic Statistics
Separate for Each Gauge

1. Tons originating: in each of past five years
 - (a) Revenue earning
 - (b) Non-revenue earning
 - (c) Total
2. Net ton kilometers: in each of past five years
 - (a) Capacity available in goods and mixed trains
 - (b) Revenue earning
 - (c) Non-revenue earning
 - (d) Total
 - (e) Total revenue derived from goods traffic
 - (f) Average revenue per ton km.
3. Passengers originating: in each of past five years
4. Passenger kilometers and Average Length of Trip: in each of past five years
 - (a) Suburban:
 - (i) First class
 - (ii) Second class
 - (iii) Third class (if any)
 - (iv) Fourth class (if any)
 - (v) Total
 - (vi) Total revenue derived from suburban passenger transport
 - (b) Inter-Urban
 - (i) First Class
 - (ii) Second Class
 - (iii) Third Class (if any)

(iv) Fourth class (if any)

(v) Total

(vi) Total revenue derived from inter-urban
passenger transport

5. Seat kilometers offered: in each of past five years

(a) Suburban (total)

(b) Inter-Urban (total)

PORTS

A. Location of Port, etc.

1. A map showing the location of the ports in relation to the transportation networks of the country and other ports, and the hinterland served by them.
2. A general description of the road, rail, inland waterway and pipeline systems connecting the ports to its service area, with map if available.
3. Information as to effective depths available in entrance channels, harbors and at berths. Maximum, minimum and average lengths at berths.

B. Information on Organization and Management

4. Information as to the body responsible for operating the ports, e.g., whether a port authority, a government department, municipality, etc.
5. A copy of the charter or other document defining the functions of the body responsible for operating the ports, together with copies of any amendments.
6. A general description of the nature of the port operating organization and its procedures. This should include details of its management and departmental organization. It should state who is responsible for the planning of port development.

C. Traffic Statistics

Note:

In all cases where cargo tonnages are quoted, the type of ton referred to should please be clearly stated, viz. whether short, long, metric measurement or revenue.

7. The actual annual tonnages of cargo passing through the ports during each of the last five completed years showing the following separately:

- (a) Cargo loaded, broken down to show tonnage loaded into vessels in the foreign, coastal or inland waterway trades, and the tonnage loaded from quay, from lighter into vessel alongside quay, or from lighter in the stream.

Note: It should be made clear whether or not the forecasts referred to in paragraphs 4-6 include or exclude traffic which will be handled at the project facilities.

- (b) Discharged, broken down to show tonnage discharged from vessels in the foreign, coastal or inland waterway trades, and the tonnage discharged from vessel onto quay, from vessel alongside quay into lighter, or from vessel in stream into lighter.
- (c) Trans-shipped from one vessel in the foreign trade to another, it being made clear whether such cargo is also included in (a) or (b) above.
- (d) Cargo entering the port from the hinterland by (i) rail, (ii) road, (iii) inland water transport, (iv) coastal shipping, or (v) pipe line.
- (e) Cargo leaving the port for the hinterland by (i) rail, (ii) road, (iii) inland water transport, (iv) coastal shipping, or (v) pipe line.

It is important that bulk liquid petroleum and other bulk liquid cargo should be shown separately and distinguished from other cargo throughout. The tonnage of each main class of bulk dry cargo, such as coal, ore, grain, fertilizer, scrap, should also be shown separately in each case.

8. If available, the average tonnage handled annually per general cargo berth during the last year for each port.

9. For each port, estimates of the maximum annual capacity of the existing port facilities to deal with the principal categories of traffic.

10. A forecast of the tonnages of cargo which will pass through the ports annually during the next five years made up in the same manner as the information supplied under paragraphs 2 (a), (b), and (c) above, with an explanation of how the forecast has been arrived at.

11. The number of ships arriving at and departing from the ports during each of the last five completed years with their total N.R.T. for each year.

12. The number of passengers passing through the port during the last year and a forecast of the number passing annually five years hence, with explanation.

13. The maximum size of ships (length, draft and tonnage) which used the ports during the most recent year for which statistics are available.

14. Any statistics available as to berth occupancy during most recent year for which statistics are available.

15. Statistics of the productivity of stevedore and quay labor.
16. The number of shifts normally worked in each port; policy regarding working ships outside normal hours.

D. Financial Information in Respect of the Body Responsible for Operating the Ports

14. Income and Expense Statements for the last five years including the provision made for service of existing debt and depreciation.
15. A description of the budgeting procedure followed for the capital and revenue budgets, including the following information:
 - (a) Whether Governmental approval of (i) the budget, (ii) expenditures incurred in excess of budgeted figures and (iii) rate charges is required; if so, by whom is this given.
 - (b) Manner of disposal of surpluses or meeting deficits.
 - (c) Whether the budget forms part of the National budget.
 - (d) A copy of the budget for the current year.

E. Major Projects

16. Copies of any general, economic, engineering, operational or financial studies or reports related to possible port projects under consideration.
17. A general description of such project, and of a possible long-range program of which the project would form a part, with relevant details of its principal aim and of its costs (in local and foreign exchange) and their phasing during the period of construction.
18. In case of construction projects for either new ports or important expansion plans of existing ports, a description of area to be served, including pertinent information on population, agriculture, natural resources, industries, towns and cities, and other factors affecting the occurrence or movement of commodities in the area.
19. Statement of main economic benefits to be derived from the planned projects, such as:
 - (a) Relief of existing traffic congestion and provision for expected traffic growth.
 - (b) Reduction in working costs and in transportation costs to users because of putting in service of modern equipment and other operational improvements
 - (c) General economic effect of improved service provided by the project.

HIGHWAY CONSTRUCTION AND MAINTENANCE

A. CLASSIFICATION AND ADMINISTRATION OF ROADS

1. Road Classification. Administrative classification by length of all public roads (non-urban) in the country, as for instance:

Road System

- (a) National (or Federal) highways (non-toll)
- (b) State highways (or Provincial highways)
- (c) Main district roads
- (d) Other roads
- (e) Toll highways

and maps showing the above road classification

2. Road inventory, by length, divided in:

- (a) Concrete or asphalt concrete
- (b) Surface treatment
- (c) Gravel or un-surfaced macadam
- (d) Earth roads

3. Responsibilities for road programs. Division of responsibility between Government authorities and agencies at various administrative levels and autonomous public corporations for (a) deciding the total amount of resources allocated to various road programs, and (b) formulating individual road projects. Role of Ministries of Agriculture, Industry, etc. in making recommendations for the development of roads.

4. Financing of road works. Arrangements by which the costs of constructing and maintaining the various road systems are shared by the Government, the States or provinces, and local authorities. Basis on which the necessary funds are contributed: ordinary budgets, earmarked appropriations, special taxes & loans, and private contributions. Source of income and administration of special road funds and toll administrations, if any. Annual expenditures on general administration over the past five years.

5. Responsibilities for engineering and execution of road projects. Internal organization of Ministry of Public Works, Government and State or provincial agencies and public corporations such as toll authorities directly in charge of road works at various levels. Division of responsibility for planning, designing, sanctioning and execution of construction and maintenance works on roads of various classes. Lines of authority, procedures for review, approval and supervision of projects. Organization chart. Practices regarding the employment of consultants for the engineering and supervision of roadworks.

B. EXECUTION OF ROAD WORKS

6. Methods of executing road works. Policies regarding the methods of executing construction and maintenance work as regards the employment of (i) departmental forces and hired labor, and (ii) local and potential foreign contractors.
7. Departmental forces. Availability and training of technical personnel.
8. Local contractors. Structure of indigenous road construction industry; number, capacity and qualification of contractors.
9. Mechanization of road construction and maintenance. Role played by equipment and hand labor in road construction and maintenance. Typical equipment used in the main operations.
10. Procurement of equipment. Indigenous production of road construction and maintenance equipment, spare parts and supplies, if any. Regulations and duties on import of equipment and parts.
11. Contracts. Policies and practices as regards to the use of lump sum, unit price, cost plus fixed or percentage management fee, management contracts, etc. Bidding procedures, including pre-qualification of contractors, announcement, opening and analysis of bids, approval and award of contract.
12. Design standards. Basic design standards adopted for construction of primary, secondary and tertiary roads, indicating for each class of standards the principal characteristics selected for flat, rolling, mountainous terrain: design speed, minimum sight distance, minimum radius curvature, maximum grade, cross-section (sub-base, base and surfacing), widths and load weights for bridges, axle loading for pavement structure design.
13. Unit prices of construction. Estimation of typical unit prices of construction, using recent contracts and force account work as a basis for each of the main operations normally specified separately in unit price contracts.
14. Foreign exchange costs. Breakdown of the above unit prices and maintenance costs in local and foreign currency components on the basis of depreciation of equipment, parts for repair purposes, fuel, lubricants, tires and tubes, imported and local materials, labor, administrative overheads, taxes and insurance, interest, profit margin, differentiating between domestic and foreign contractors.
15. Maintenance costs. Average annual costs of routine maintenance per km for various categories of roads, including allowances for equipment depreciation. Annual expenditure on maintenance over the past five years.

C. ROAD DEVELOPMENT

16. Past development. Increase in mileage of roads of various systems and standards in the last ten years. Construction work in hand.
17. Road expenditures. Expenditures for the construction of highways by various highway authorities in each of the last five years. Budget for the current year with a similar breakdown. Price index numbers applicable to road works for a conversion of past expenditures into constant currency units.
18. Development targets. Road requirements for the rehabilitation and development of the road network in the next ten years, and the order of economic priority of contemplated projects.
19. Programs and projects. Outline of (a) the road construction program and (b) the maintenance program scheduled for the next years (five if possible), including investments in workshops and equipment. Map showing general location of principal projects. Total funds required and proposed methods of raising them, broken down into appropriate foreign and local currency components.
20. Economic criteria. Criteria used for the choice of design standards for a road project in terms of (a) present average daily traffic and expected traffic growth on the route concerned, and (b) climatic and other relevant conditions.
21. Economic background studies. Previous experience in the organization of traffic counts and origin destination surveys. Type of general economic information used to justify major projects; details of a few comprehensive economic justifications prepared in the recent past.

HIGHWAY TRANSPORT

1. Road Transport regulations. Administrative machinery at various levels charged with the control of commercial road transport. Licensing requirements for vehicles and operators. Regulations governing short and long distance transport. Rate regulations. Organization for collecting and processing traffic statistics.
2. Vehicle regulations. Regulations for limiting vehicle weights, axle loads, vehicle dimensions and speeds; authorities and procedures for enforcing such regulations.
3. Road revenues. Income derived from roads and road transport by Government, States or provinces, and local bodies in each of the last five years, by the way of (a) custom duties, excise and sales taxes on vehicles, parts, batteries, tires and tubes, (b) custom duties, excise and sales taxes on fuel and lubricants, (c) registration and license fees, vehicle taxes, passenger and goods taxes, toll, and any other taxes levied on road vehicles and road traffic, and (d) real estate taxes for increased land value resulting from highway construction. Fuel prices and the tax component thereof. Indicate to what extent all these taxes are general taxes and to what extent they are special taxes on road users.
4. Vehicle production. Production, assembly and imports of motor vehicles in the country, if any, in each of the last five years, and a forecast for the next five years.
5. Vehicle fleets. Number of (non-military) motor vehicles with four or more wheels (trucks, buses, cars separately) in operation in the country in each of the last ten years, and a forecast for the next five years. Age distribution of cars, trucks and buses. Distribution of vehicles in public and private ownership, and organization of industry.
6. Road traffic. Total vehicle gasoline and diesel oil consumption in each of the last ten years, and a forecast for the next five years. Number of local buses and inter-city buses. Annual ton-miles and passenger miles carried; particulars of transport of various goods ascertained from transport surveys; maps showing daily traffic densities on principal roads.
7. Typical rates for goods and passenger traffic. If available, a comparison between operating costs and passenger and freight rates.

OFFICE MEMORANDUM

*W. R. Gilmore**? fitting*

TO: Mr. B. A. de Vries

DATE: May 25, 1966

FROM: Rosalind Gilmore

SUBJECT: Bank Economic Missions

Here are the summary tables for which you asked. I added the percentage comparison (table 3) to see if it showed up any interesting changes of pattern in staffing: but apart from the slight increase in the proportion of overall mission staffing from Economics Department there seems little that is significant and in any case the length of time covered may not be enough to allow valid conclusions to be drawn.

cc: Mr. Friedman
Mr. Kamarck

BANK ECONOMIC MISSIONS

Table 1

STAFFING OF ECONOMIC MISSIONS, 1965-66 (April 1 - March 31)

<u>Region</u>	<u>Number of missions</u>	<u>Number of Staff</u>	<u>Man weeks in field by departments</u>				<u>Total man weeks in field</u>
			<u>Area</u>	<u>Economics</u>	<u>Projects</u>	<u>Other</u>	
Africa	24	113	122	76	93	188	479
Europe & Middle East	10	31	44	50	10	36	140
Far East	8	40	123	29	16	36	204
South Asia	5	22	36	19	3	13	71
Western Hemisphere	<u>30</u>	<u>102</u>	<u>187</u>	<u>62</u>	<u>62</u>	<u>87</u>	<u>398</u>
TOTAL	77	308	512	236	184	360	1292

REJG
May 25, 1966

BANK ECONOMIC MISSIONS

Table 2

PROBABLE STAFFING OF ECONOMIC MISSIONS MAY-OCTOBER 1966

<u>Region</u>	<u>Number of missions</u>	<u>Number of Staff</u>	<u>Man weeks in field by departments</u>				<u>Total man weeks in field</u>
			<u>Area</u>	<u>Economics</u>	<u>Projects</u>	<u>Other</u>	
Africa	18	78	111	65	76	74	326
Europe & Middle East	3	7	24	5	-	-	29
Far East	7	25	51	23	8	16	98
South Asia	4	23	40	24	20	44	128
Western Hemisphere	<u>4</u>	<u>13</u>	<u>21</u>	<u>16</u>	<u>4</u>	<u>8</u>	<u>49</u>
TOTAL	36	145	247	133	108	142	630

REJG
May 25, 1966

BANK ECONOMIC MISSIONS

Table 3

STAFFING PATTERNS COMPARED

(Percentage comparisons between staffing in the year April 1965 - March 1966 and estimated staffing in the six months May - October 1966)

<u>Region</u>	<u>% of man weeks in field by departments</u>							
	<u>Area</u>		<u>Economics</u>		<u>Projects</u>		<u>Other</u>	
	<u>1965-66</u>	<u>1966</u>	<u>1965-66</u>	<u>1966</u>	<u>1965-66</u>	<u>1966</u>	<u>1965-66</u>	<u>1966</u>
Africa	25.5	34.1	15.9	19.9	19.4	23.3	39.2	22.7
Europe & Middle East	31.4	82.8	35.7	17.2	7.2	-	25.7	-
Far East	60.3	52.0	14.2	23.5	7.8	8.2	17.7	16.3
South Asia	50.7	31.2	26.8	18.8	4.2	15.2	18.3	34.4
Western Hemisphere	47.0	42.8	15.6	32.7	15.6	8.2	21.8	16.3
% of total man weeks in field by Department	39.6	39.2	18.3	21.1	14.2	17.2	27.9	22.5

Table 1

SOURCES OF SUPPLY OF PERSONNEL FOR BANK ECONOMIC MISSIONS

April 1, 1965 - March 31, 1966

Country	Nature of Mission	Duration (in weeks)	No. of People	Of which from:				Man weeks in field			
				Area	Economics	Projects	Other	Area	Economics	Projects	Other
AFRICA											
Ethiopia	Review	3	1	1	-	-	-	3	-	-	-
Liberia	Review	2	1	1	-	-	-	2	-	-	-
Libya	Consultation	3 days	1	1	-	-	-	1	-	-	-
Malagasy Rep.	Review	2	2	2	-	-	-	4	-	-	-
Nigeria	In depth	8	13	3	3	2	5	24	24	16	40
Malawi	Review	2	2	2	-	-	-	4	-	-	-
Tunisia	Review	4	9	2	2	2	3	8	8	8	12
Ghana	Review	4	11	2	-	3	6	8	-	12	24
Morocco	Consultation	2	4	1	-	-	3	2	-	-	6
Guinea	Review	3	3	2	-	-	1	6	-	-	3
Ivory Coast	Review	3	3	1	-	-	2	3	-	-	6
Cameroon	Review	3	6	5	-	-	1	15	-	-	3
Nigeria	Consultation	1	3	1	2	-	-	1	2	-	-
Sierra Leone	Review	4	2	2	-	-	-	8	-	-	-
Zambia	Review	3	2	2	-	-	-	6	-	-	-
Algeria	Prep.Mission	1	2	2	-	-	-	2	-	-	-
Senegal	Consultation	1	1	1	-	-	-	1	-	-	-
Mauritania	Consultation	1	2	1	-	-	1	1	-	-	1
Tunisia	Consultation	3 days	5	4	1	-	-	2	1	-	-
Algeria	Prep.Mission	5	1	-	1	-	-	-	5	-	-
Nigeria	Consultation	4 days	3	2	1	-	-	2	1	-	-
Algeria	In depth	6	26	1	5	7	13	6	30	42	78
Ghana	Consultation & Review	3	1	1	-	-	-	3	-	-	-
Sudan	Review	5	9	2	1	3	3	10	5	15	15
Subtotal I			113	42	16	17	38	122	76	93	188

Country	Nature of Mission	Duration (in weeks)	No. of People	Of which from:				Man weeks in field			
				Area	Economics	Projects	Other	Area	Economics	Projects	Other
EUROPE & MIDDLE EAST											
Portugal	Review	4	1	1	-	-	-	4	-	-	-
Iraq	Review	3	3	3	-	-	-	9	-	-	-
Turkey	Consultation	1	1	1	-	-	-	1	-	-	-
Finland	Review	2	1	1	-	-	-	2	-	-	-
Cyprus	Review	3	1	1	-	-	-	3	-	-	-
U.A.R.	Prep.Mission	2	1	1	-	-	-	2	-	-	-
U.A.R.	Review	5	9	1	3	2	3	5	15	10	15
Spain	Review	6	8	2	5	-	1	12	30	-	6
Iceland	Review	1	1	1	-	-	-	1	-	-	-
Yugoslavia	Review	5	5	1	1	-	3	5	5	-	15
Subtotal II			31	13	9	2	7	44	50	10	36
FAR EAST											
Malaysia	Review	6	9	5	-	1	3	30	-	6	18
Ceylon	Review	4	6	6	-	-	-	24	-	-	-
Japan	Review	4	1	1	-	-	-	4	-	-	-
New Zealand	Review	3	2	1	1	-	-	6	-	-	-
Singapore	Review	4	2	2	-	-	-	8	-	-	-
Korea	Review	6	8	1	4	-	3	6	24	-	18
Ceylon	Review	5	5	4	1	-	-	20	5	-	-
Thailand	Review	5	7	5	-	2	-	25	-	10	-
Subtotal III			40	25	6	3	6	123	29	16	36
SOUTH ASIA											
Iran	Consultation	2	3	3	-	-	-	6	-	-	-
Afghanistan	Consultation & Review	2	2	1	-	-	1	2	-	-	2
Afghanistan	Review	4 days	2	2	-	-	-	2	-	-	-
India	Consultation	3	8	2	3	1	2	6	9	3	6
Pakistan	Review	5	7	4	2	-	1	20	10	-	5
Subtotal IV			22	12	5	1	4	36	19	3	13

Country	Nature of Mission	Duration (in weeks)	No. of People	Of which from:				Man weeks in field					
				Area	Economics	Projects	Other	Area	Economics	Projects	Other		
WESTERN HEMISPHERE													
Colombia	Consultation	1	3	3	-	-	-	3	-	-	-	-	
Haiti	Review	3	2	2	-	-	-	6	-	-	-	-	
Mexico	Consultation	2	2	2	-	-	-	4	-	-	-	-	
Paraguay	Review	4	5	3	-	-	2	12	-	-	-	8	
Chile	Consultation	3	1	1	-	-	-	3	-	-	-	-	
Jamaica	Review	3	2	2	-	-	-	6	-	-	-	-	
Venezuela	Consultation	1	4	2	-	-	2	2	-	-	-	2	
Costa Rica	Review	3	4	2	-	-	2	6	-	-	-	6	
Peru	Consultation	2	2	2	-	-	-	4	-	-	-	-	
Brazil	Prep.Mission	2	2	2	-	-	-	4	-	-	-	-	
Colombia	Review	4	7	1	2	3	1	4	8	12	-	4	
Peru	Consultation	2	3	3	-	-	-	6	-	-	-	-	
Brazil	Review	4	8	4	2	-	2	16	8	-	-	8	
Honduras	Review	3	1	1	-	-	-	3	-	-	-	-	
Uruguay	Review	3	2	2	-	-	-	6	-	-	-	-	
Chile	Review	4	2	2	-	-	-	8	-	-	-	-	
Mexico	Review	1	1	1	-	-	-	1	-	-	-	-	
Trinidad & Tobago	Review	4	2	2	-	-	-	8	-	-	-	-	
Venezuela	Review	1	2	2	-	-	-	2	-	-	-	-	
Costa Rica	Consultation	2	1	-	1	-	-	-	2	-	-	-	
Paraguay	Consultation	1	2	2	-	-	-	2	-	-	-	-	
Costa Rica	Consultation	10 days	2	2	-	-	-	4	-	-	-	-	
Argentina	Review	6	10	3	2	3	2	18	12	18	-	12	
Mexico	Prep.Mission	10 days	2	2	-	-	-	4	-	-	-	-	
Central America	Prep.Mission	1	2	2	-	-	-	2	-	-	-	-	
Mexico	In depth	7	12	3	2	2	5	21	14	14	-	35	
Chile	Review	6	12	4	3	3	2	24	18	18	-	12	
Costa Rica	Consultation	4 days	1	1	-	-	-	1	-	-	-	-	
El Salvador	Review	2	2	2	-	-	-	4	-	-	-	-	
Trinidad & Tobago	Consultation	1	3	3	-	-	-	3	-	-	-	-	
Subtotal V			102104	6263	12	11	17	187	62	62	-	87	
Grand Total (I II III IV V)			308	154	48	34	72	513512	236	184	-	360	

Revisions

Mr. Orvis A. Schmidt (through Mr. Alter)

May 24, 1966

Mervyn L. Weiner

Western Hemisphere Department Program Review Missions

Further to our conversation on this subject I list below the Investment Program Review Missions we have had in the Western Hemisphere Department since 1961:

<u>Country</u>	<u>Field Work</u>	<u>Mission Chief</u>
Argentina	1964	Ross
"	1965	Knox/Ross
Brazil	1964	de Vries
"	1965	Sirken
Chile	1961	Adler
"	1966	Wright
Colombia	1961	Alter
"	1963	Nelson
"	1965	Frost
Mexico	1963	Alter
"	1966	Weiner
Peru	1965	Havlik
Paraguay	1965	Ross
Venezuela	1965	Haralz
Central America	1966	Havlik

The reports of the recent Brazil and Colombia missions should be ready for distribution to the Directors in June and the Chilean and Mexican reports later in the summer.

For the next year we are planning the following program review missions:

Guayana	September 1966	(firm date)
Brazil	November 1966	(approx.)
Colombia	October 1966	(approx.)
Peru	February 1967	(approx.)

MLWeiner:mh

W

missions - Gen

Mr. Avramovic

May 24, 1966

Richard H. Demuth

Bank Missions and United Nations Field Offices

✓
Thank you for your memorandum of May 6 on the above subject. The Bank indeed has a practice of informing the United Nations about our missions. We regularly send to the United Nations a forecast of missions, which is designed to enable them to advise all of their field representatives in advance of the arrival of Bank missions, the proposed timing and duration of their stay, and the general purpose of their visit. In addition, there is a standing regulation within the Bank instructing all Bank missions to call on United Nations resident representatives shortly after their arrival in the country.

I don't know what happened in the Algerian case that the U.N. office was not informed of the arrival of your mission but, so far as I am aware, it is certainly an exception rather than the rule.

cc: Messrs. El Emary
Graves
Hoffman
Consolo
Lejeune/Eschenberg

RHD:tf

Mission Gen 1

Division Chiefs, Africa Department

May 17, 1966

Harold Larsen *HL*

Monthly Report on the Status of Economic Missions

1. Would you please arrange to have the reports on the status of individual economic missions in your area updated? You will recall that these monthly reports were initiated last month; Mr. Kamarek's memorandum of April 7, 1966 to Area Department Directors applies. Copies of this memorandum and a supply of the necessary forms are available from my secretary, Miss Acid, in Room 544.
2. Status reports should be made on each mission from the time it is a serious proposal (forecast) until its report has been distributed to the Executive Directors. The replies to questions 6 through 12 should be reconsidered monthly, so that they represent a recent "best estimate".
3. You will notice that no provision is made for an identification date on these forms. I would suggest that nevertheless we insert the date of preparation on the top right-hand corner of the first page.
4. I further suggest your Division prepares one copy in draft for each country and sends it in to me for review before the final reports are typed. Five copies of the final report should be sent to me; four will be sent to Mr. Owen, Secretary of the Economic Committee, and one will be retained in my office.
5. For this month, draft reports should be prepared by Monday, May 23, so that the final reports can be forwarded from the Department on the 25th of the month as requested.

cc. Mr. Williams
Mr. Calika
Mr. C.F. Owen

HLarsen:ca

Missions

Mr. S. Lipkowitz

May 12, 1966

S. Takahashi

Schedule of Economic Missions

I have reviewed the list of economic missions and find that there seems to be a large number of missions which require agricultural specialists scheduled for September and October. As you know, this is also the period when we have a very heavy workload on appraisal missions and preparation missions. In addition, two of our best economists will be tied up in the Indus Study at least through September and probably through October. Unless some of these missions can be deferred, we will not be able to supply many people from our staff.

It should be made clear that the FAO/Bank Cooperative Program probably will have to supply a large number of the people needed for these sector studies.

STakahashi:vr
IBRD

DECLASSIFIED

ECONOMIC COMMITTEE

AUG 30 2011
WBG ARCHIVES

EC/M/66 - 25

May 23, 1966

Meeting on Expected Economic Missions: May-October, 1966

1. The Economic Committee met on Friday, May 13, 1966 to discuss the schedule of economic missions expected during May-October, which was prepared by the Economic Committee Secretariat on the basis of reports from the five Area Departments.

2. The representative of the Agriculture Division, Projects Department, indicated that the Division's participation in economic and sector missions was growing rapidly (there had been 27 such missions last year), and also economic missions were increasing in size and requiring more agricultural specialists. The schedule of expected economic missions showed that there would be a concentrated and large demand for agricultural specialists in October. In addition, there would be heavy demands on staff for appraisal work and for project preparation. A staggering of economic missions, if this were possible, would help to reduce overdependence on outside consultants and FAO. In the past year, about 25 percent of the agricultural specialists required for Bank economic missions had come from the Agriculture Division, and about the same amount from consultants, FAO staff, and FAO consultants. FAO itself had a heavy and increasing work load and had not been able to provide the number of men requested for economic missions. While it was advantageous to employ a proportion of outside consultants, it was

1/ Members of the Committee present: Messrs. Friedman (Chairman), de Vries, King, Larsen, Lipkowitz, McDiarmid, Weiner, Wright.
Also present: Messrs. Bell, Blobel, Bohr, Calika, Collier, Eschenberg, Takahashi, Wouters.

The minutes of the part of the meeting dealing with the memorandum "Estimation of External Capital Requirements" will be distributed at a future date.

D I S T R I B U T I O N

Committee:

The Economic Adviser to the President, Chairman
Director, Economics Department
Director, Special Economic Studies
Director, EDI
Special Adviser to the President (Mr. Rist)
Senior Adviser, Economics Department
Economic Advisers, Area and
Projects Departments

Copies For Information:

President
President's Council
Directors, Area Departments
Special Adviser to the President (Mr. Schmidt)
Secretary
Treasurer
Director, Office of Information
Director, European Office
Secretary, Loan Committee
Executive Vice President (IFC)

not desirable to go too far in this direction, because the Bank did not have the continuing benefits of their experience in the way it did when Bank staff were employed.

3. In response to the Chairman's question, whether the Division could indicate the number of staff members that would be available for economic or sector missions, the representative said that this could be calculated for the Agriculture Division, but it would be difficult to determine for the FAO. He asked that the terms of reference of missions be made available as early as possible, because the FAO understandably found it difficult to discuss or arrange the staffing of missions until specific terms of reference were available.

4. Size of Missions: The Chairman commented that the Bank was reaching a climax on the staffing of economic missions. The staff requirements were increasing so rapidly that it might become necessary to place an arbitrary limit on the size of missions. Such a limit might at first be somewhat low, but allowance would be made for exceptions when they were justified. The Chairman asked the Director and Deputy Director of the Economics Department, and the Secretary of the Economic Committee, to look critically at the schedule of expected economic missions. He planned to discuss later with the Committee members what should be the normal limit imposed on the size of economic missions.

5. Terms of Reference: In the discussion that followed, the Chairman expressed his concern that often the important decisions on the size, composition, and duration of an economic mission, and its terms of reference, were decided by the chief of the mission. He said that all terms of reference for economic missions would henceforth be decided by the Area Department concerned, in cooperation with the Economics Department and the Projects Department, preferably before the head of the mission was designated. The head of the mission could then react to the terms of reference, as tentatively settled, and convey his particular ideas. In order to avoid any suggestion that there were any personal elements involved, this arrangement would automatically go into effect straight away.

6. There was agreement in the Committee that the terms of reference for each economic mission should include, among other things, details of the size, composition, and duration of the mission.

7. Priorities in Missions: There was also agreement that the Area Departments should indicate, in their forecasts, the priorities of the economic missions, and the degree of the commitment, if any, made to the Government involved to carry out the mission. The Chairman said that an Area Department should not make a firm commitment to undertake an economic mission until it had first discussed the necessary arrangements with the Economics and Projects Departments.

C. F. Owen
Secretary

FORM No. 75
(2-60)

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE
CORPORATION

INTERNATIONAL DEVELOPMENT
ASSOCIATION

ROUTING SLIP

Date

May 18

NAME

ROOM NO.

~~Mrs. Turing~~ *[Signature]*

~~Mrs. Squire~~ *[Signature]*

To Handle

Appropriate Disposition

Approval

Comment

Full Report

Information

Initial

Note and File

Note and Return

Prepare Reply

Per Our Conversation

Recommendation

Signature

Send On

REMARKS

From

[Signature]

OFFICE MEMORANDUM

TO: Mr. R.A. Clarke

FROM: Horst Eschenberg *W*

SUBJECT: Economic Committee Meeting

DATE: May 17, 1966

I attended the Economic Committee Meeting on May 13, 1966.

Most of the afternoon was devoted to the discussion of a paper entitled "Estimation of External Capital Requirements". Only a brief period was devoted to the discussion of the schedule of Economic Missions - May to October.

It was pointed out that the mission schedule for this period indicated that of the thirty-six missions scheduled for the next six months, there are an unproportionally large number proposed for October. Such a schedule would intensify the problem for the Project and Economic Departments involved in making available an adequate number of staff members. It was suggested that the Area Department should consider changing the timing of some missions.

In addition to the discussion on the timing of missions, Mr. Friedman used the opportunity to tell the Economic Advisers that from now on, Chiefs of Economic Missions, no matter at what level, should not have the power to decide terms of reference and resulting timing, duration, composition and the size of economic missions. He said that terms of reference, etc., were clearly decisions to be made by the Department responsible for the Mission. He added that the above decision should be clearly reflected in the Minutes of the Meeting. Mr. Friedman went on to say that he felt that the time had come where a maximum limit for the size of missions should be set. He pointed out that he was basically opposed to such a rigid limit but that he felt it had become necessary. He invited the Committee to suggest a number that should be accepted as a maximum. His own suggestion would be ten to twelve.

OFFICE MEMORANDUM

TO: Mr. Richard H. Demuth

FROM: Dragoslav Avramovic *Aw*

SUBJECT: Bank Missions and United Nations Field Offices

DATE: May 6, 1966

Attached is a copy of the letter from Mr. Sergije Makiedo, Resident Representative of the United Nations in Algiers, and of my reply for your information.

I do not know whether the Bank has a practice of informing the United Nations about our missions and whether the Algeria Mission was a rule or an exception. If such practice does not exist, I would suggest that we institute it, in the interest of Bank work. On all three of my major missions -- Philippines, Nigeria and Algeria -- the Mission members have relied heavily on the work of UN field offices, and have always encountered generous reception and readiness to assist. Such assistance would be provided more efficiently, at less expense to UN regular work, and faster if the UN field offices were informed well in advance of the arrival, composition, and terms of reference of our major missions.

On the other hand, if such a practice already exists, I would be interested to know why the UN office in Algiers was not informed in advance about the arrival of the Algeria Mission. Fortunately, no damage occurred to our Mission's work because Mr. Makiedo was most generous in helping us out: but the regular work of his staff suffered.

Attachments

cc: Messrs. El Emary
Graves
Hoffman
Consolo

Messrs. Lejeune/Eschenberg

May 6, 1966

Dear Mr. Makiedo:

Thank you for your letter of April 13.

I should like to use this opportunity to express to you personally and to your staff the deep gratitude of the Bank's Mission to Algeria for all the assistance which you so generously gave us. We could not have accomplished our assignment even in the way we did if it had not been for your wholehearted support and cooperation.

At the same time I want to apologize for the inconvenience we have caused, both by our numerous demands and visits and by the fact that we arrived without having informed you in advance about our terms of reference and about the range of our interests.

I expect to come to Algeria in the course of this month for about a week, for discussions with the government authorities. It will be a pleasure to call on you again, if I may do so. This time there will be no requests for papers, appointments, information or typing assistance.

Please convey my best regards to Mrs. Makiedo.

Sincerely yours,

Dragoslav Avramovic
Director
Special Economic Studies

Mr. Sergije Makiedo
Resident Representative
United Nations Development Program
19, Avenue Claude Debussy
Algiers, Algeria

PROGRAMME DES NATIONS UNIES
POUR LE DEVELOPPEMENT

UNITED NATIONS
DEVELOPMENT PROGRAMME

C OPY

Algiers, 13 April 1966

Dear Mr. Avramovic,

I am very sorry I could not see you before your departure, but by a very unfortunate combination of telephone calls, I missed you. I hope we will have an opportunity to meet again soon and continue our friendly cooperation.

Your letter reached me only a few hours after your departure, therefore I am replying to you in Washington. Mrs. Fend, Director of the UN Information Centre in Algiers, has informed me that the correspondent of TASS, Mr. Bogomaz, and Mr. Noel Clark, correspondent of the BBC, did indeed call her office the morning after your arrival inquiring about your mission. No calls from the Reuter correspondent, Mr. Stevens, could be traced in her office on this subject. Mrs. Fend's office could not give any information to the inquirers about your mission as they did not dispose of such information. As you may remember, I told you that we were not informed of your arrival either by your headquarters or by ours, and I myself learned of the arrival of the mission from the newspapers, while Mr. Yaker told me that you were in Algiers the evening after your arrival and the morning after you called me, which I think was 4 March. I think this explains for itself why the press could not get the necessary information.

Yours sincerely,

/s/Sergije Makiedo
Sergije Makiedo
Resident Representative

Mr. Dragoslav Avramovic
Director of Special Economic Studies
Office of the President
International Bank for Reconstruction and Development
1818 H Street N.W.
Washington, D. C., 20433
U.S.A.

Missions
1/5/66

CROSS REFERENCE SHEET

COMMUNICATION: Senior Staff Meeting Minutes SSM/A/66-20

DATED: April 29, 1966

TO:

FROM:

FILED UNDER: Op. Memo

SUMMARY: Re Proposed operational memorandum on Bank/Fund collaboration on Missions.

Mr. Thorson

April 13, 1966

Michael L. Hoffman

Bank/Fund Collaboration on Missions

This is the draft which we propose to discuss at a Bank senior staff meeting, provided that it is satisfactory to you insofar as it deals with Fund procedures and responsibilities. I would not expect any changes to be made as it has been cleared with all the departments particularly affected, but all Operational Memoranda involving procedural matters are circulated to senior staff before being issued and an opportunity given for comment and suggested changes.

MLHoffman/pnn

MSH

Mr. Alexander Stevenson

April 5, 1966

O. J. McDiarmid

Staffing and Management of Economic Missions

The other day you asked me for a note on the above subject under the new arrangement for the discharge of the economic work of the Bank. The following is based mostly on our experience with the Pakistan mission, though I hope it may be suggestive in connection with future missions. A good deal has been said and written about the problems of the economic missions from the standpoint of those outside the Area departments, so this reflects more the point of view of the latter. It is not intended as a criticism of anyone, but rather to pose some problems.

The make-up of a sizeable (but not "large") economic mission may consist of persons who fall in all or most of the following categories:

- (1) Those familiar with the country from past experience and who are held primarily responsible for the success or the failure of the mission;
- (2) Specialists who know something about the country or similar countries and can devote nearly full time to the mission from the time they leave Washington until the report is completed;
- (3) The man who would be in category (2), except in addition to work on the mission, he has to appraise projects, do a special survey, or attend a high level conference while the mission is in the field, and can give only a fraction of his time to the mission while in the field and in the report-writing stage;
- (4) The traveling expert or visiting adviser who arrives late or leaves early and can give little time to preparing the report because of other commitments;
- (5) The extra-special specialist, who knows a great deal about a small part of the mission's job, whose talents are not readily transferable to help with the other work of the mission and who probably has difficulty communicating his expertise to others than those in his own highly specialized category; and
- (6) The new comer or trainee, who is on his first mission to this or to any other country.

Obviously, while the work of persons in categories (4) and (5) may be of considerable value in the long-run to themselves and their superiors or even to the Bank's knowledge of the country, the job of

preparing the report falls on categories (1) and (2), with some assistance from (3) and (6). The separate studies on which categories (4) and (5) are probably engaged might be done at other times, though there may be instances where their services may be useful in an advisory category to economic missions. The conclusion seems to be that economic missions are not always what they seem. A six or seven-man mission may turn out to be only three or four effectives.

I am not sure what can be done about this except perhaps to do shorter economic reports with fewer people. In fact, since now that a mission is expected to produce a policy memorandum including recommended courses of action as soon as it returns to the office, someone has suggested that economic reports are no longer necessary. I sympathize with this view on humanitarian grounds, but I still think that some reports are useful to officials in the member country.

cc: Mr. Kamarck

OJMcDermid:ke
V

OFFICE MEMORANDUM

TO: Files

DATE: March 24, 1966

FROM: Rosalind Gilmore

SUBJECT: Budget Accounts

1. On Monday, March 21 Mr. Kamarck and Mr. Poore discussed methods of accounting for the cost of country economic missions in the Bank budget. There were also present Mr. de Vries, Mr. Johnston, Mr. Mitchell and Mrs. Gilmore.

2. Mr. Poore said that Mr. Knapp, Mr. Wilson and Mr. Friedman had decided that missions sent to assess a country's development program and creditworthiness in relation to Bank lending must appear under the Bank Operations subhead: those making economic studies "in depth" mainly for the country's benefit and use should be accounted for under Services to Member Countries. Cases on the borderline were to be referred to Mr. Kamarck. The problem now was to identify correctly the major missions within this financial year, and lay down some guidelines so that the Treasurer's Department could distinguish the appropriate subhead in future: at their present level of information all cases seemed borderline.

3. Mr. Kamarck said that starting from this April area departments would be making a monthly return of missions scheduled involving a separate form supplying details of each mission. The best way to ensure correct accounting in future would be specifically to ask on the form which subhead would be the appropriate one. Area departments would then make the decision according to the guidelines laid down by Messrs. Knapp, Wilson and Friedman, and doubtful cases could be discussed with Economics Department. The only general rule of thumb which might be useful to the Treasurer's Department was that all economic missions to consultative group or consortia countries should be considered as Services to Member Countries since their purpose was to provide a basis for aid giving by donors other than the Bank. The central purpose of other missions would have to be judged as they arose.

4. Applying the principles laid down to the missions sent in this financial year which the Treasurer's Department now needed to classify between subheads one got the following results:-

Services to Member Countries

Algeria, Central America, Ceylon, Thailand and Pakistan.

Bank Operations

United Arab Republic, Mexico and Yugoslavia.

The classification of Argentina was doubtful. (Mr. Kamarck, after discussion with Mr. Alter informed Mr. Poore that the November mission was Services to Members and the recent (Ross-Knox) mission was Operations.)

x Ref. Administrative Budget

5. Mr. Poore and Mr. Johnston stressed that including expenditure on this type of mission under Services to Member Countries would be a new departure. But so also was expenditure on the scale now being incurred on mission activity not directly related to the Bank's lending; and it was only right that where it was a service to a member country it should so appear in the accounts. This was particularly true at a time when the Bank's own administrative budget was rising so rapidly. However, it was essential that there should be clear cut lines on which the distinction made between missions, and the accounting decision in any one particular case, could be justified to the Executive Directors.

6. One further complication was that the Development Services Department's quarterly Technical Assistance Report to the Executive Directors at present covered virtually all expenditure included under Services to Member Countries. It would therefore be necessary in future either to include a note on these missions in the report (and revise consequentially the Operational Manual's definition of technical assistance) or to make it clear that the technical assistance report omitted certain parts of the Services to Member Countries expenditure.

7. It was agreed that:-

- (i) Mr. Kamarck would ensure that the form to be submitted on each mission contained a question about accounting;
- (ii) Mr. Kamarck would arrange for the Treasurer's Department to be on the circulation list for the mission forms as each one reached its final version;
- (iii) Mr. Poore would take up with Mr. Demuth the problem about the Technical Assistance Report.

cc: Mr. Kamarck

Mr. Friedman
Mr. Poore
Mr. de Vries
Mr. King
Mr. Collier
Mr. Owen

RGilmore/afw

OFFICE MEMORANDUM

TO: Files

DATE: March 23, 1966

FROM: O. J. McDiarmid *ojm*SUBJECT: Economic Committee Meeting, March 22

In yesterday's meeting Mr. Friedman summarized some of his conclusions regarding economic missions. He also said that he did not propose to carry the discussion of the economic work of the Bank any further, since it was now being discussed in the Senior Staff. The points he made were:

1. When the first economic report on a country is prepared, it should go to the Economic Committee rather than be handled without meeting or by a sub-committee regardless of the size or importance of the country.
2. All economic missions require at least six-months advance planning and as much as possible of the work should be done in Washington before the mission goes to the field.
3. The terms of reference of the economic mission should be prepared before the mission chief and members are selected. The composition of the mission should be based on the terms of reference rather than vice versa.
4. Economic missions should not always attempt to cover every aspect of an economy but rather the work should be cumulative and current.
5. The summary and conclusions of the economic reports should provide the background for discussions in the Economic Committee with a policy paper being based on the summary and conclusions. Summary and conclusions should be drafted with this in mind.

cc: ✓ Mr. Stevenson
Department economists.

OJMcDiarmid:ke

Hessman

Mr. Kamarek

March 22, 1966

Michael L. Hoffman

Bank/Fund Collaboration on Missions

Attached are my draft and Mr. Thorson's draft of an Operational Memorandum to put into effect the recent joint declaration on Fund/Bank Collaboration on Missions. Phil has tried to draft a paper that could be used by both institutions. My own feeling is that his draft is too precise to fit the Bank. My impression is that under our procedures it is generally the head of the mission who takes the initiative in rounding up outside assistance.

While I think we should conform with the Fund's desires that all approaches to them be made through the Area Departments, I am not sure that we should try to force our procedures into the same mold. I would appreciate your views.

MLHoffman/pnn

MLH

Mr. Michael L. Lejeune

March 21, 1966

W.D.S. Fraser *Wt*

Control of Size of Missions

Several months ago you asked me to do some "imaginative" thinking on how control of the size of missions might be exercised. For several months I have been thinking that the only real way would be for the President to tell department heads firmly to clamp down, and that justification for any mission over six people would have to be thoroughly justified well in advance. I also thought that it might be useful for the originating department to complete the old "Request for Mission" form whenever a mission of more than six people was contemplated. This form would then have to be approved by a Vice President.

In recent weeks, however, the Economic Adviser to the President has been doing some imaginative thinking, and he has written some instructions to departments regarding "Country Economic Mission Schedules" and "Time-tables for Preparation of Bank Economic Studies". The result of this is that a new form (see attached draft) has been devised by Messrs. B. King and Fraser which, if conscientiously and properly maintained, would provide an excellent control system. The reason that I am mixed up in it is that B. King and I agree that it would be an excellent data processing application. Some refinements are now being made to the form. Most departments have agreed that the form would be useful and it would help them in keeping the Secretary of the Economic Committee routinely informed of the status of economic missions. The Economics Department is considering what kind of routine data processing reports would be useful. The system could be handled by EAM equipment. *See Memo March 7*

Mr. Friedman has written a concise description of the proposed reporting system and its effects in Annex A (page 2) to SSM Minutes of March 9 (SSM/M/66-10). *x Reference in file*

The point at which control of the size of missions can best be applied is when the terms of reference are approved and positions established. It is important for Administration to know whenever terms of reference are about to be approved so that we can become aware at an early date of the staffing implications. I think the proposed reporting system will facilitate this.

Attachment (with only the original)

cc: Mr. Clarke

Mr. Eschenberg

WDSF:eg

Harrison

Mr. John Edelman

March 18, 1966

Paul E. Booz

Mar 7/66

Memorandum by Benjamin B. King Regarding
Economic Mission Schedules

1. In para. 1, a reference is made to gathering information on "Proposed Economic Missions". What do economic missions include? I gather from para. 5 that appraisal or end-use missions by the Projects Department would not be included. Would small missions of an economic nature which are staffed entirely by an area department or a subdivision of a department come under the definition of economic missions to be reported on in the same form as the larger missions?
2. Because of the inflexibility of a machine processed form provision should be made for as many "remarks" or footnotes as can be foreseen. For example, remarks could be useful to explain the changing of scheduling or staffing of a mission, or its being canceled. The changing of the schedule might be due to: a) inability to find staff or b) a request from the government. Missions might also be canceled for the same reasons or due to a change of the regime. (I can't quite see us including "mission canceled due to revolution" as an item on the form.) Persons with wide experience in the Bank might be able to itemize and clarify the most common remarks for inclusion on the form.
3. I would think that the Projects Department, as well as the Area Departments and the Administration Department would find Summary 3 useful, especially if it were expanded to include all types of missions as well as leave periods. But would it be necessary or desirable to circulate this more comprehensive summary to the Economics Department and elsewhere in the Bank?
4. The following comments are made on the form itself. Many of them are of minor importance, but have been included here, for what they are worth.
 - (1) The logic of the time sequence would imply changes in the order of the first part of the form, as follows: a) if form for mission is submitted for first time; b) if no change from previous form; c) if changes in status have taken place; and d) if mission is canceled. The form would then be completed only if a) or c) were checked.
 - (2) Since para. 3/1 of the memorandum indicates that the summary is to be by country, I would suggest that the name of the country be item 1 in the form and the name of the department dropped to item 2.

- (3) It might also be useful to have some kind of number reference for each mission.
- (4) I would also include a division reference; for example, Africa E might be used to designate the Africa Department, Division E.
- (5) I think it would be useful to break down item 3c, "Other", into possible alternatives in types of mission, if this is possible.
- (6) In addition to the "Date Initiated" (item 5) would it not be useful to have the date of internal approval of the mission in the Bank and possibly the date of approval by the government receiving the mission.
- (7) Item 6 in the form, "Terms of Reference", is redundant as long as you have item 7. If no date of approval is entered in item 7, the inference is that the terms of reference are not yet approved.
- (8) Similarly, items 15 (a) (i) and (ii) Staff Composition could be combined to read: "Chief of Mission, if Selected".
- (9) Similarly, I would suggest that item 15 (b) read as follows: "If members selected, indicate names after approved positions", in consultation with personnel.
- (10) In the headings of the table of mission members, I would suggest column two to read "designate name, if selected", and a further column indicating source of personnel, whether departmental or from outside the Bank on a consulting basis. The heading might read, "Department or Consultant". (This is touched on in Attachment No. 3).

5. Under Attachment 2, Summary No. 2, my only suggestion would be to introduce a column for the type of mission, and possibly a mission number, in addition to the country to which the mission is going.

6. Under Attachment 2, Summary No. 3, I would make the same comment - that type and number of mission be included. However, the layout of the form would be changed for processing to resemble a flow chart if you introduce assignments on non-economic missions, e.g. project appraisal and leave. I think the introduction of such information would be valuable both to the Area and Projects Departments for their own purposes of personnel control, if it is not already being recorded in some other readily available form.

Mr. John Edelman

March 18, 1966

Paul E. Booz

Mar 17/66

Memorandum by Benjamin B. King regarding Economic Mission Schedules

Mar 18/66

The attached memorandum was written before our meeting this morning. One or two of my questions have been answered and I am not so certain that my comments on the details of the form are important at this stage. What I do think is fundamental is that, if the exercise is mainly to improve planning of staff assignments and reduce ad hoc reassignments, we should look more broadly at the range and total workload of the various departments.

The logical place for the initiation of coordination of workloads and tabular summary reports lies with the Administration Department rather than Economics, otherwise we will get only a partial and therefore inadequate solution, assuming there is one. Internally, the Area Department can fill out forms such as that suggested by Mr. King which will get us nowhere unless similar efforts are made by the Projects Department and the Economics Department, all in consultation with each other.

I advance this view without sufficient knowledge of the day-to-day complications and emergencies to which Departments must adjust. Nevertheless, I have a suspicion that part of the scramble is due to the failure to find staff for the various proposed missions which causes delays and cancellations. The long-term solution may be more staff but, in the interim, it would seem reasonable to try to analyze workloads, including economic missions, and make a stronger effort to plan ahead and to meet our self-imposed priorities.

Att.

PEBooz:jk:mr

J.B.

Messiaens

Mr. Benjamin B. King

March 18, 1966

William M. Gilmartin

Economic Mission Schedule

See Memo March 7

I have two reservations about the form as it now stands, both of which apply not to the form as such but to the content which is to be reported on the forms.

The first has to do with the "type of mission" (item 3). I think the Far East Department has a considerable skepticism of the so-called "mission-in-depth" if this is conceived of as one large mission covering all the important sectors and coming up at a given time and in one report with all the answers to questions of performance, capacities, sector allocations, project priorities, financing requirements and policy revisions. Our view is that the ability to give satisfactory answers to these questions comes from a cumulative knowledge built up from a series of missions with different emphases (general economic, fiscal, sector, projects, etc.) and from other frequent contacts and discussions between the Bank and the country on a variety of policy issues and other matters. In these circumstances many of our missions would fall, I guess, in the "other" category. We have no objection to this, but it should be noted that we consider the classification of missions less simple than the form suggests.

The second point is the sequence of review in the Bank. Is it really necessary to go through both items 10 and 11 or could these not be considered alternative procedures? If a case is to be considered by the Economic Committee, I find it difficult to see how members can have a satisfactory reaction to an Economic Committee memorandum without reading the economic report. In these cases why the sub-committee? Alternatively, if it is agreed that a sub-committee review is adequate then I should think it would not be necessary to go through another separate printing and ask for additional comments from, or a meeting by, the Economic Committee. This would require more careful initial consideration of which procedure to follow, but it would save significantly on time which is usually quite precious when reports reach the reviewing stage.

Other than these comments, I am in substantial agreement with the proposed status form, I doubt if the "Remarks" problem is serious, and the suggested summaries seem quite appropriate.

cc: Messrs. Friedman, Kamarck, Owen

WMGilmartin:go



Mr. A. M. Kamarck

March 17, 1966

C. H. Thompson

Economic Mission Schedule


Mr. King's memorandum of March 7.

The material would not be of much use to this Department so far as it refers to missions sent from here. We are, however, interested in the economic mission activity of the Bank as a whole and for this purposes would like to see the country-by-country summary.

Some of the information included in the form seems to be of little value, especially items 5, 6 and 7. Item 5, may be particularly different to pinpoint, since the decision to send a mission is not normally a formal act recorded as such.

In my note of February 21, I mentioned that the timetable for the processing of the reports could only usefully be prepared when the mission had returned to Washington from its field work. For certain missions, of course, there may be a fixed date for the gray cover; more often the main target date is for the submission of the report for review within the Area Department. We also suggested that some of the stages in the processing of reports should be eliminated, but have received no comments.

The work in preparing the material will fall heavily on the Area Departments and before a standing return of this kind is introduced, more consideration should, I feel, be given to the purpose each item included is intended to serve.

CC: Messrs.  Cope
Fontein
B. King

CHThompson:mb:ap

Missouri

Mr. A. M. Kamarek

March 17, 1966

C. H. Thompson

Economic Mission Schedule



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CC: Messrs. ~~Elope~~
Fontein
B. King

CHThompson:mb:ap

Merrison

Mr. A. M. Kamarek

March 16, 1966

Benjamin B. King

Planning of Economic Missions

In general, I thoroughly agree with Messrs Baum and Evans' memorandum of March 10th. This is not altogether surprising because Mr. Baum and I shared a particularly distressing experience and I was also exposed to Mr. Ergas' complaints.

I feel that the memorandum should be circulated to the members of the Economic Committee, with a covering memorandum asking for their views on certain specific questions. This is a big subject and we would be well advised to keep the discussion within bounds by limiting it to key points. I think these points are:

- (i) The early appointment of a chief of mission (de facto, if not de jure)
- (ii) The sending of a preliminary mission
- (iii) The determination of terms of reference (actually I would prefer to phrase this somewhat differently, namely, the determination of the questions that you want to answer).
- (iv) The insistence on adequate preparation by the Government before the mission actually goes.

This is not all as easy as it sounds. A preliminary mission is not always necessary, particularly for fairly small subsequent missions. One may want to alter terms of reference, even after preparation. Above all, the last point (iv) which I have myself stated at another time, carries quite serious implications. How do you plan a mission, including the staffing, when the timing is subject to someone else's actions? How far do you go in insisting on "adequacy", when relations with the Government must presumably be considered? I think we should quite far, because the only way we can really help people is to make them help themselves. Others may disagree.

Finally, I would like to make a more radical suggestion. I am not and never have been convinced that jumbo-sized missions are efficient or the only way of accomplishing a purpose. I think there is a case for smaller missions, which do not attempt to cover the waterfront and do not attempt to answer every question, willy-nilly. They may arrive at the conclusion that there are certain questions to which they do not know the answer and which they think should be explored by a

March 16, 1966

specialized sectoral mission (which may consist of one or two men). Thus, the jumbo would be replaced by a series of more manageable mammals. It could be that this would appeal to the Projects Department, if it were possible to combine the particular sectoral mission with their other activities in the same sector.

This idea might be subjected to experiment in a country, where there seemed to be a good case for it and where the Area people concerned were disposed to favor trying it.

BBK:be

cc: Mr. W. C. Baum
Mr. L.J.C. Evans

CROSS REFERENCE SHEET

COMMUNICATION: Office Memorandum

DATED: March 14, 1966

TO: Files

FROM: Mr. Hoffman

FILED UNDER: Policy & Procedure IBRD/IMF

SUMMARY: Extract "It was also agreed that inasmuch as the Bank's procedures for assembling missions varies considerably as to where the responsibilities lie for initiating requests for staff assignment, and inasmuch as this whole matter is currently under review in the Bank, the only general rule concerning the proper Bank channels for requesting assistance that could be laid down at this time was that the formal request for assignments and arrangements about salary, per diem, etc., should come from the Personnel Office of the Bank and be addressed to Mr. Thorson's Office in the Fund."

Messrs. Knapp and Friedman

March 11, 1966

S. Aldewereld

S. Aldewereld

Planning of Economic Missions

I attach hereto a copy of a memorandum dated March 10 which was written by Messrs. Baum and Evans. I would like to have an opportunity to discuss this memorandum at your earliest convenience.

Attachment

cc: Mr. Chadenet
Mr. Baum
Mr. Evans

SALdewereld:mc

CROSS REFERENCE SHEET

COMMUNICATION: Senior Staff Meeting SSM/M/66-10

DATED: March 11, 1966

TO: Senior Staff

FROM: Secretary

FILED UNDER: Committees - Senior Staff Meetings

SUMMARY:

Comments by Mr. Friedman on the President's Memorandum "The Conduct of Bank and IDA Lending Operations", regarding decisions on size, composition and terms of reference of all economic missions.

Handwritten: Mission

Mr. Reginald A. Clarke

March 11, 1966

W.D.S. Fraser

Economic Mission Schedule

With reference to paragraph 8 of Mr. King's memorandum of March 7, I would suggest that you, and presumably Area Departments, might like to have a monthly summary showing the country, mission, and list of positions to which no designations had yet been made. It may help your staff to determine priorities in recruitment for missions.

Summary No. 4

Country	Thailand
Mission	FE-8
Expected date of arrival	October 1966
Positions not yet designated	Gen. Economist Agronomist Transportation Economist Irrigation Engineer

Or do you have a pretty good check on this now?

I wonder too whether it would be helpful to have the computer put out an exception report showing the names of people who have been scheduled in all innocence to be in two places at the same time: on a mission and on leave. It would help you to trigger early enquiries and arrange for the unfortunate person to rearrange his leave well in advance.

Summary No. 5

Names of staff members designated for missions, but who have applied for leave during the period of mission.

Country	Thailand
Mission	FE-6
Position	Transportation Economist
Designate (name)	Smith
Date of departure on leave	August 1
Date of return from leave	September 15

Wf
cc: Mr. King

WDSF:eg

Mr. Alexander Stevenson

March 10, 1966

C.J. Martin

Economic Mission Schedules

✓ March 7

1. Mr. King in circulating his memorandum asks for comments on paragraph 8. I think that answers might be given on other matters too.
2. In paragraph 2 of his memorandum he raises the question "what sort of summaries should emerge from the data?" But should we not also ask "why do we want the form?" At present a list of prospective economic missions by country is circulated every two months. This list is based on information provided by the Area Departments. The Projects Department circulates the movements of its staff for the next two months. The former list is classified by country, the latter by division and person.
3. The proposed form on the status of economic missions will give us the phasing of the activities of the mission and an estimate of progress of report clearance. It will also give a list of names of members of missions. Are we interested in the details of missions being sent by other Areas? If not, then the information already available could suffice.
4. Only if there are central reasons for having a form, e.g. control over number, size, scope, length etc. of missions and over the number of missions on which each person goes, is such a detailed form of value. At present we estimate when the various phases of a mission's activities will be completed: the difference between the present and the proposal is that a full record will be made. The summary would also say how many reports would have to be read in any one month and how heavy the load would be.
5. If a form were accepted as being necessary for central analysis and control, the value to us of any analysis would seem to be in having easily available the proposed state of readiness of any mission and of any draft report. The only other point of interest would be to see if bunching of green cover reports could delay the consideration of a report for a consortium, for which a fairly rigid timetable may exist.
6. Should the information be put on punch cards and should the information from Projects Department be fed in as well, it would be useful to know who will be in which countries doing what over the period of the next few months. We get this information from various sources already but not summarized. By using the form and punch card equipment we would not have more information on our activities, but we could get it in a more organized manner.

7. On the assumption that a form will be used, the suggestions contained in paragraph 3 appear satisfactory. It might be useful to have the information grouped by Area rather than alphabetically, and a full statement of all visits to each country over a stated period of time would make for ease of reference.

8. On the form itself, it could be made simpler by exclusion of "day" since it seems to be agreed that spurious accuracy is not required. I think that the form is required to be completed only if (c) or (d) above are marked and not "(c) and (d)" as stated.

CJMartin:dp

Mr. L.J.C. Evans

March 10, 1966

S. Takahashi

Status of Some Economic Missions

1. The attached memorandum by Picciotto dated December 28, 1965 is relevant to the memo which Mr. Baum and yourself are addressing to Mr. Aldewereld.
2. In the last week of December 1965 we were actively looking for staff for five economic missions scheduled to take place within the first three months of 1966. You will note that in every case, though a decision had been taken to send an economic mission, Picciotto reported "terms of reference for the mission have not yet been drafted (or not yet finalized)". This is one of the reasons which makes it difficult for us to find the right staff for these missions whether from Bank staff, FAO or outside consultants. In some cases the terms of reference and composition of the mission have been fluid until the last moment or even (e.g. in the case of Algeria) after the mission gets into the field.
3. On the question of inadequate preparation within the country before the arrival of the mission, I attach excerpts from letters from Mr. Threlkeld dated February 7 and 10, from Kuala Lumpur and Kota Bharu respectively.

Attachments (3)

ST:vr

Excerpt from letter dated Feb 10, 1966, Kota Bharu

Excerpt from letter dated Feb 7, 1966, Kuala Lumpur

"Just a brief report on present activities. Fiennes leaves for Sabah tomorrow morning (11th Feb) after a limited briefing. The only details we were able to get were the overall 5 year plan as it affects development plans for Sabah - Sarawak and a confidential preliminary report by U.N. Special Fund on the Labuk Valley, Sabah.

One of the Economic Planning Unit officials returns from Sarawak today, so I hope he will have something concrete for that Territory. It is apparent that the Federal Government were not yet in a position to submit proposals for these Territories, as they are still having their own internal discussions on any proposals there may be. Accordingly, Fiennes will probably spend about four days in each Territory and see what is available from local governments.

With regard to other proposals in Malaya itself - we have had general discussions on Agricultural Education, Agricultural Extension, Livestock, Fisheries, and Agricultural Research. To date, they have given us nothing in writing on which to comment for the Consultative Group. Something might mature next week."

Excerpt from letter dated Feb 7, 1966, Kuala Lumpur

"Just a note to let you know we arrived here safely - everyone weary of travelling but in good spirits. There was no one to meet us. The Director of DID and the Minister are away on tour; the deputy is in Penang until Wednesday; Ghoshal left 24 hours before we arrived and left no message; Wignaraja I located about 10:30 pm and knows of no arrangements for us; I phoned Singapore at 11:30 pm to get Ghoshal but he had checked out that morning and they didn't know where he had gone; otherwise things are fine. Fienmes arrives today but the Planning Organization doesn't know we are here, however, I shall straighten things out as soon as the offices open. It will mean a slower start than I expected but with luck we shall catch up."

OFFICE MEMORANDUM

TO: Mr. A. M. Kamarck

DATE: March 7, 1966

FROM: Benjamin B. King

SUBJECT: Economic Mission Schedule

1. A large number of questions were raised by the three "office memoranda" of February 28. This note is addressed to one specific question: how can information on proposed economic missions be circulated so as to be most useful? There appears to be general agreement on the need for greater systemization. There also appears to be virtue in tackling one question at a time.

2. To this end, I made up a draft status form (Attachment No. 1) to be filled in and at the same time raised the question of data-processing (something I am beginning to regret!). Mr. Fraser redesigned the form and also raised the very pertinent question as to what we want it for, i.e; what kind of summaries should emerge from the data. (I use the word "summary" to denote what people get back). Until we answer that question we cannot decide whether data-processing makes sense or not.

3. As a first shot, I would say that you might want three summaries for reference purposes:

- (1) A summary country by country (alphabetically or in some other order to be decided) showing all the available information for a single mission in one place. This would be substantially all that is contained on the status form (Attachment No. 1). It would be similar, if data-processed, to the original form and, if not, identical.
- (2) A summary of events expected to take place in the next 6 months (or perhaps less). This would show at a glance or two what was expected to be going on in any particular month. Summary No. 2, on Attachment No. 2, is a rough indication of what I have in mind.
- (3) A summary of personnel assignments and requirements for the next 9 or 12 months. This would be listed by Department (for Area Departments), by Division for Projects Department and by some suitable division for Economics Department. Arrangements would have to be made for outside consultants and also for the location of unnamed requirements (Port Adviser, Industrial Economist, etc.). The latter might be listed separately as unfilled requirements. A rough idea is shown as Summary No. 3 on Attachment No. 2, but only for 6 months.

xRef Series - Data Processing

March 7, 1966

Manual versus Data-Processing

4. I would assume that this would be a rather horrible job, if done manually. The question, therefore, is the extent to which one can afford to dispense with information in this sort of handy-reference form.

5. I think the question cannot be asked independently from other requirements. The personnel report (Summary No. 3) is plainly capable of further development. More especially, the Projects Department might wish to feed into the system its own schedule of appraisal or end-use missions. All departments might wish to feed in leave schedules (for absences of 3 weeks or more, say).

6. There are two additional points. First, contrary to what may be some people's impressions, the status form (Attachment No. 1) will be much easier for the area departments to fill in, if data-processing is used. As instruction No. 2 states, only changes have to be inserted. Even with 12-15 missions in one department, it should not take long to look over last month's summaries to see if there are any changes and have the latter entered on the forms.

7. On the other hand, there is a certain rigidity, which is partly a good thing and partly a bad one. The form, as it stands, has no place for "Remarks". If these are thoroughly miscellaneous, they cannot be processed adequately. Some other approach for these "footnotes" will have to be found. Personally, I wonder how necessary they are.

Questions

8. The questions I would have to the Area, Projects and Administration Departments are as follows:

- (i) Area Departments. Are they substantially in agreement with the status form as it now stands, bearing in mind that some solution will have to be found to the "Remarks" problem, if data-processing is undertaken. In that event there will undoubtedly be additional technical changes.
- (ii) Area Departments and Administration Department. What summaries are they interested in? Roughly along the lines suggested in paragraph 3? Less? Different?
- (iii) Projects Department. Do they have an interest, even a long-range one, in Summary No. 3, especially as developed along the lines suggested in paragraph 5?

Covering memorandum.

9. In view of the uncertainty about the way the status form is to be handled, I have done no more than prepare a basic outline of the covering memorandum that might eventually accompany it. This is Attachment 3.

BBK:be

cc: Area Department Directors
Economic Advisors

Status of Economic Missions

Instructions:

1. This form should be completed in duplicate and sent to the Secretary of the Economic Committee on the first Monday of each month.

2. Only spaces against those items where changes have taken place need be filled; if no changes have taken place or mission is cancelled indicate in appropriate box.

3. Where dates need to be filled in and exact day is not known, leave space of "day" blank or put in approximate date.

4. The code column is for data processing use only.

Code

-
- Indicate
- (a) If no change from previous form _____
- (b) If mission is cancelled _____
- (c) If form for mission is
submitted for first time _____
- (d) If changes in status have
taken place _____
-

Complete following only if (c) and (d) above are marked.

1. Department _____
2. Country _____
3. Type of Mission: (a) Periodic Review _____
(b) Mission-in-depth _____
(c) Other _____
4. Is Mission concerned with Consultative Group or Consortia?
(a) Yes _____
(b) No _____
(c) Possibly _____
5. Date Initiated: Month _____ Day _____ Year _____
6. Terms of Reference: (a) Approved _____
(b) Not yet approved _____
7. If terms of reference approved, date of approval:
Month _____ Day _____ Year _____
8. Field visit: Expected or actual date of arrival in field:
Month _____ Day _____ Year _____

9. Return to Headquarters:

Expected or actual date of return:

Month _____ Day _____ Year _____

10. Distribution of draft (yellow) report to Economic Sub-Committee:

Expected or actual date:

Month _____ Day _____ Year _____

11. Distribution of revised draft (green) report to Economic Committee with policy paper:

Expected or actual date:

Month _____ Day _____ Year _____

12. Policy discussions, if any, held with Government as result of reports:

None _____

Expected or actual date:

Month _____ Day _____ Year _____

13. Submission to Chairman, Economic Committee of country policy statement, if any:

None _____

Expected or actual date:

Month _____ Day _____ Year _____

14. Distribution of report (grey) to Executive Directors:

Expected or actual date:

Month _____ Day _____ Year _____

15. Composition:

(a) Chief of Mission selected:

(i) Not Yet

(ii) If selected, name _____

(b) Members: State names after consultation with
PersonnelPositionDesignate
(name)

- (i)
- (ii)
- (iii)
- (iv)
- (v)
- (vi)
- (vii)
- (viii)
- (ix)
- (x)
- (xi)
- (xii)
- (xiii)
- (xiv)
- (xv)
- (xvi)
- (xvii)
- (xviii)
- (xix)
- (xx)

Attachment No. 2

Summary No. 2

<u>Mission</u>	<u>Jan</u>	<u>Feb</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>
Algeria		GO 15		RETURN 30		
Basutoland		Yellow 28	Green 15	POL.DISC 15		POL.STAT 1
Brazil		Green 28	Grey 31			

Summary No. 3

Transportation Division

<u>Mission</u>	<u>Jan</u>	<u>Feb</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>
Algeria		Jones	Jones	Jones	Jones	Jones
		Brown	Brown	Brown	Brown	Brown
Basutoland	Smith	Smith				

Attachment No. 3

Outline of covering memorandum to accompany form

<u>Purpose</u>	(1) Generally coordination (2) Specifically: Personnel allocation; Report review schedule
<u>Frequency</u>	Monthly on the first of the month
<u>Number of copies and distribution of status form</u>	(To be determined)
<u>Summaries to be distributed</u>	(To be determined)
<u>Insertion of dates</u>	- No bogus precision - Use 1st and 15th of month for rough approximations
<u>Technical instructions</u>	- (E.g. to what extent it is necessary to make forecasts? If there is going to be data processing, it may be necessary to insert department or division after people's names, and so on).

Mission

Mr. Benjamin B. King

March 4, 1966

Helen W. Paulson

External Debt Section - Economics Department
Schedule of external debt missions

As we discussed the other day, there are three external debt missions in the offing at the present time: Chile, Tunisia and Brazil. These will be handled respectively by Miss Bullock, Miss Hedley and myself.

I have discussed each with the area department economists concerned. The time table and work to be done will be as follows:

Chile - April 11 to 22. Miss Bullock will complete her work with the Argentine Mission by late March. This will give her about two weeks to prepare for Chile. The purpose of the mission is to clear up many small details which are pending, but mainly to go into the refinancing arrangements in great depth. Since Chile also registers its private debt, there will be an opportunity to get data on this sector.

Tunisia - April 25 to May 6. Miss Hedley will work on three main areas: settlement of debt owed to France, private debt, and details of poor reporting.

Brazil - Mid or late May for 2 to 3 weeks. Since Brazil has never reported to the Bank on the conventional forms, it will be necessary to give instruction on the use of the forms and the compilation of the necessary data from various local sources. There are also the matter of refinancing and private debt.

HWP/dg

HWP

Mr. C.F. Owen

February 28, 1966

Mervyn L. Weiner

Forthcoming Economic Missions

In reply to your memo of February 21 on the above subject, listed below are the expected economic missions for the months of March and April 1966..

Central America: (January - July various times)	Identify and analyze projects and policies that will help accelerate development in the region, and review national investment programs in this context.	Havlik Kuczynski Schmitt Guerra + Others
Peru: mid-April	To update information about 1966 public finances and investment program	Wyss
Chile: March 28	No change in purpose of mission from that previously indicated	Wright Reitter Dosik Vuckovic Nunez van Gent Fontela

Mr. Andrew M. Kamarok

February 24, 1966

Alexander Stevenson

Draft Papers on Economic Mission Schedules

1. At the end of the Economic Committee meeting on Tuesday, February 15, you asked that any proposed changes to the draft papers be given in writing.

2. In the main my comments refer to the timetable and since the meeting Mr. King has circulated a draft form which attempts to cover the main requirements of draft Papers 1 and 2. I consider that such a form, modified as necessary, is the best way of explaining the steps which have to be taken. Such a form would allow for flexibility and would complement that being used by the Loan Committee.

3. In addition to certain changes to the form there are a number of other proposals I should like to make. However, I will deal first with the form:-

- (a) There would be an advantage if in addition to the date there was a column giving the number of times the form had been submitted, e.g. Revision 3. A mission that had few of its members allocated after a long time would then be noticed immediately.
- (b) Steps B. 1 and 2 are not very helpful. The date on which the mission was proposed is of less importance than the date on which the terms of reference were agreed. Agreement on terms of reference though not the date of this agreement is now included on the reverse of the sheet. Except for large missions members do not assemble before departure. The date of arrival in the field and the date of return are more useful. I suggest omission of B. 1 and 2.
- (c) B. 7 does not always take place between the distribution of the revised draft (Green cover) and submission to the Chairman of the Economic Committee of country policy statement. I would omit this item and where appropriate include it in "Remarks".

4. Under Section C of Mr. King's memorandum "Points for Discussion", I consider:-

- (i) the form should be completed monthly;
- (ii) it could be made out afresh each time;
- (iii) the number of missions might not deserve punchcard treatment but this could be a matter to be considered by the Arthur D. Little consultants:

February 24, 1966

- (iv) the types of missions to be described depend on what use will be made of the information. Possible types are -

Regular Review
Survey Mission
Other (describe)

- (v) the question of whether the policy paper should be bound into the economic report at the Yellow and Green stages and whether it should form the last chapter should be examined in the light of the present practice to have a Summary and Conclusions. A section, Summary and Conclusions, is at present prepared and placed at the beginning of the economic report. There might be an advantage if the policy paper could take the place of this section since much which is included in the policy paper has often been taken from the Summary and Conclusions. Such an arrangement would reduce the number of papers to be prepared.

5. The text accompanying this form should be simple and unambiguous but not rigid. The interest is in providing information of value to all those associated with planning and processing economic missions and a "Remarks" column should be used extensively where necessary. The mechanism to be adopted should depend on the area departments providing the information and the Area Director being responsible for coordination until such time as a deadlock develops. Since many economic missions have operational importance, any major problem could then be put by the Area Director and the Director of the Economic Department to the Chairmen of the Loan and Economic Committees.

6. The discussion to date has not dealt with some of the points raised in draft Paper No. 3, but these are minor compared with those incorporated in the new form. There is, however, one point in Paper No. 3, paragraph 4. In order to reduce the number of meetings, it is suggested for consideration that the Sub-Committee reviewing the economic report could be a "reading committee". Members would submit their views in writing to the author and these would then be incorporated or dealt with prior to the economic report going forward to the full Economic Committee meeting.

cc: Messrs. Goodman
Edelman
McDiarmid/Martin
Thompson
Wright
de Vries
Fraser
King, B.B.

AS/CJMartin:ke

Files

March 23, 1966

O. J. McDiarmid

Economic Committee Meeting, March 22

In yesterday's meeting Mr. Friedman summarized some of his conclusions regarding economic missions. He also said that he did not propose to carry the discussion of the economic work of the Bank any further, since it was now being discussed in the Senior Staff. The points he made were:

1. When the first economic report on a country is prepared, it should go to the Economic Committee rather than be handled without meeting or by a sub-committee regardless of the size or importance of the country.
2. All economic missions require at least six-months advance planning and as much as possible of the work should be done in Washington before the mission goes to the field.
3. The terms of reference of the economic mission should be prepared before the mission chief and members are selected. The composition of the mission should be based on the terms of reference rather than vice versa.
4. Economic missions should not always attempt to cover every aspect of an economy but rather the work should be cumulative and current.
5. The summary and conclusions of the economic reports should provide the background for discussions in the Economic Committee with a policy paper being based on the summary and conclusions. Summary and conclusions should be drafted with this in mind.

cc: Mr. Stevenson
Department economists.

OJMcDiarmid:ke

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

June 14, 1966

Mr. Lejeune:

The responsibility for establishing positions is primarily one for the Director of the Area Department concerned after consultation with the Director of the Economics Department.

I understand that Mr. Friedman has ordained that the Chief of Mission, if designated, will not have the responsibility.

Wf

W.D.S. Fraser

OFFICE MEMORANDUM

TO: Mr. Michael L. Lejeune

DATE: March 21, 1966

FROM: W.D.S. Fraser *Wf*SUBJECT: Control of Size of Missions

Several months ago you asked me to do some "imaginative" thinking on how control of the size of missions might be exercised. For several months I have been thinking that the only real way would be for the President to tell department heads firmly to clamp down, and that justification for any mission over six people would have to be thoroughly justified well in advance. I also thought that it might be useful for the originating department to complete the old "Request for Mission" form whenever a mission of more than six people was contemplated. This form would then have to be approved by a Vice President.

In recent weeks, however, the Economic Adviser to the President has been doing some imaginative thinking, and he has written some instructions to departments regarding "Country Economic Mission Schedules" and "Timetables for Preparation of Bank Economic Studies". The result of this is that a new form (see attached draft) has been devised by Messrs. B. King and Fraser which, if conscientiously and properly maintained, would provide an excellent control system. The reason that I am mixed up in it is that B. King and I agree that it would be an excellent data processing application. Some refinements are now being made to the form. Most departments have agreed that the form would be useful and it would help them in keeping the Secretary of the Economic Committee routinely informed of the status of economic missions. The Economics Department is considering what kind of routine data processing reports would be useful. The system could be handled by EAM equipment.

Mr. Friedman has written a concise description of the proposed reporting system and its effects in Annex A (page 2) to SSM Minutes of March 9 (SSM/M/66-10).

The point at which control of the size of missions can best be applied is when the terms of reference are approved and positions established. It is important for Administration to know whenever terms of reference are about to be approved so that we can become aware at an early date of the staffing implications. I think the proposed reporting system will facilitate this.

Attachment

cc: Mr. Clarke
Mr. Eschenberg

Wf 6/13
Mr. Fraser
Thanks.
Who is responsible
for establishing the
positions?
ac

Status of Economic MissionsInstructions:

1. This form should be completed in duplicate and sent to the Secretary of the Economic Committee on the first Monday of each month.
2. Only spaces against those items where changes have taken place need be filled; if no changes have taken place or mission is cancelled indicate in appropriate box.
3. Where dates need to be filled in and exact day is not known, leave space of "day" blank or put in approximate date.
4. The code column is for data processing use only.

Code

-
- Indicate
- (a) If no change from previous form _____
- (b) If mission is cancelled _____
- (c) If form for mission is
submitted for first time _____
- (d) If changes in status have
taken place _____
-

Complete following only if (c) and (d) above are marked.

1. Department _____
2. Country _____
3. Type of Mission: (a) Periodic Review _____
(b) Mission-in-depth _____
(c) Other _____
4. Is Mission concerned with Consultative Group or Consortia?
(a) Yes _____
(b) No _____
(c) Possibly _____
5. Terms of Reference: (a) Approved _____
(b) Not yet approved _____
6. If terms of reference approved, date of approval:
Month _____ Day _____ Year _____
7. Field visit: (a) Expected date of arrival in field:
Month _____ Day _____ Year _____
or (b) Actual date of arrival in field:
Month _____ Day _____ Year _____

8. Return to Headquarters:

(a) Expected date of return:

Month _____ Day _____ Year _____

or (b) Actual date of return:

Month _____ Day _____ Year _____

9. Distribution of draft (yellow) report to Economic Sub-Committee:

(a) Expected date:

Month _____ Day _____ Year _____

or (b) Actual date:

Month _____ Day _____ Year _____

10. Date of Meeting of Economic Sub-Committee:

(a) Not yet scheduled _____

or (b) Scheduled date:

Month _____ Day _____ Year _____

or (c) Actual date:

Month _____ Day _____ Year _____

11. Distribution of revised draft (green) report to Economic Committee with policy paper:

(a) Expected date:

Month _____ Day _____ Year _____

(b) Actual date:

Month _____ Day _____ Year _____

12. Policy discussions, if any, held with Government as result of reports:

None _____

Proposed:

Month _____ Day _____ Year _____

Actual:

Month _____ Day _____ Year _____

13. Submission to Chairman, Economic Committee of country policy statement giving performance commitments:

(a) Expected date:

Month _____ Day _____ Year _____

(b) Actual date:

Month _____ Day _____ Year _____

14. Distribution of report (grey) to Executive Directors:

(a) Expected date:

Month _____ Day _____ Year _____

(b) Actual date:

Month _____ Day _____ Year _____

15. Composition:

(a) Chief of Mission selected:

(i) Not Yet _____

(ii) If selected, name _____

(b) Members: State names after consultation with
Personnel

Position

Designate
(name)

(i)

(ii)

(iii)

(iv)

(v)

(vi)

(vii)

(viii)

(ix)

(x)

(xi)

(xii)

(xiii)

(xiv)

(xv)

(xvi)

(xvii)

(xviii)

(xix)

(xx)

Missions - gen.

OFFICE MEMORANDUM

TO: Mr. S. Aldewereld

FROM: Warren C. Baum *WCB* and Lionel J. C. Evans *LJC*

SUBJECT: Planning of Economic Missions

DATE: March 10, 1966

1. We have discussed with you from time to time some of the problems which have arisen for the Projects Department in carrying out its part of the work of the Bank's economic missions. Since, as you have indicated, these problems go beyond those of the Projects Department, we are putting them on paper to bring them to the attention of other interested parties.
2. It is our feeling that, for a number of reasons, our economic missions are not as effective as they might be, and in particular that they are wasteful of our scarcest resource, manpower. One of the most important reasons is insufficient planning and advance preparation with respect to: a) terms of reference, b) statistics and contacts with Government officials. A suggested procedure for improving our performance in these respects is presented in this memorandum.
3. Terms of Reference. The terms of reference of an economic mission are often not prepared until the week before the mission leaves; in some cases, the terms of reference of individual members have not been ready prior to their departure, or may be written by the member himself at the last minute. By this time, the selection of staff and recruitment of consultants will have been completed, and it sometimes turns out that the specialists chosen do not fit the requirements of the terms of reference. This has been a particular source of embarrassment in our dealings with FAO, which has rightly objected to providing specialists for ill-defined missions. Also, there is little opportunity to discuss the terms of reference intelligently when they only become available at the last minute.
4. Moreover, once the mission gets into the field, it sometimes discovers that the task that it has set for itself may be quite different from what the Government has in mind, or may be impractical or unrealistic for any one of a number of reasons. The original terms of reference, for example, may be too ambitious with respect to the state of planning in the country or the availability of data. The terms of reference may therefore be changed de facto in the field, and it is not uncommon for the mission to do a job quite different from the one that it set out to do. This invariably takes more time, and the size and composition of the mission may not be appropriate for the new assignment. Changing of terms of reference in the field is also likely to occur if the mission leader was appointed at a late date and did not have sufficient opportunity to review the terms of reference before the mission's departure.
5. Contacts and Statistics. When a mission arrives in the field, it sometimes discovers that key officials in the Government know nothing about it. No or little preparation will have been made for the mission. If questionnaires were sent by the Bank in advance, they have not been distributed to

the persons who could answer them, or have not been filled out because of inadequate instructions. Investment plans for the country as a whole or for individual sectors may not in fact be ready, although the mission was led to believe otherwise. In some cases, mission members have waited for days or even weeks until permission was received to have basic data released to them, or while questionnaires were being filled out. The length of the mission has been extended, thus interfering with the scheduling of other Bank work, but even so what could be accomplished was limited by what information was available, and when it was provided.

6. We are not, of course, suggesting that all of our economic missions suffer from these deficiencies. Some of our economic missions have been very well planned and carried out. On the other hand, the difficulties that we have cited are by no means isolated cases, and some of them seem to be more the rule than the exception.

7. In order to improve our planning and preparation of economic missions we should like to suggest that we adopt a standard procedure more or less along the following lines:

a) Before a decision is reached to send an economic mission all departments concerned, including the Projects Department which is frequently expected to provide staff or consultants, should have an opportunity to review the intended objectives and scope of the mission, its staffing and particularly its timing. Rough terms of reference should be prepared, as well as questionnaires for the individual sectors. If possible, the mission leader would also be designated at this stage. A small preliminary mission, preferably including the mission chief, would then visit the country. It would explore the Government's objectives with it in detail; review the state of preparation of the development plan; collect all relevant data on the plan, investment programs and projects in individual sectors, basic legislation, etc.; meet with key officials in the Government to explain the purposes of the mission; distribute the questionnaires to the responsible officials and explain them as necessary. Above all, it would inform the Government that the economic mission would not be sent until the required information on the plan, questionnaires, etc. had been supplied.

b) When the preliminary mission has returned, detailed terms of reference for the mission as a whole and for the various specialists should be drafted in consultation with the interested departments. Decisions would be reached on the size and composition of the mission. Recruitment would then proceed in accordance with the agreed terms of reference.

c) For planning purposes, it should generally be assumed that two to three months will elapse between the preliminary mission under (a) and the time that the mission should be sent. During this period, we should follow up with the Government to make sure that the information is being provided; if possible, another small mission should be sent towards the end of the period or as an advance party. The main mission would not leave until the availability of the information had been confirmed.

8. This procedure would place a heavier burden of advance preparation on a few individuals, but would more than pay for itself in terms of the effectiveness of the mission as a whole. No doubt our suggestions can be improved upon, but we feel that something along these lines is essential if we are to use efficiently the large staff resources being devoted to economic mission work.

WCBaum/ra

DECLASSIFIED

ECONOMIC COMMITTEE

AUG 30 2011

WBG ARCHIVES

ECM/66 - 7

February 21, 1966

Meeting on Priorities in Economic Missions

1. The Economic Committee met on January 18, 1966^{1/} to review the current and future economic work of the Bank, including priorities in economic missions and problems in the staffing of missions.

Consultative Groups

2. The Chairman, in his introductory comments, emphasized that economic work for actual, and potential, consultative group countries should receive the highest priority. He said that the time allowed for the preparation for a consultative group meeting should be expanded. The Development Services and Secretary's Departments would want copies of a report at least six weeks ahead of a meeting. Adequate time should be given for the review of the economic report by a sub-committee or the full Economic Committee, and for the Economic Committee to consider the Bank policy paper that would be prepared. Another 2 - 2½ months should be allowed for this processing, making a total of about 4 months. In addition to this work within the Bank, the statement of policy by the country itself would have to be transmitted to the members of the consultative group. Obtaining the developing country's agreement on the statement of policy would be an important element affecting timing. The Chairman commented that he was referring to new cases, rather than to an existing situation where there was an established group and the main economic report had been completed. These time considerations confirmed the need of a 12 months horizon in planning for consultative group meetings

1/ Members of the Committee present: Messrs. Friedman (Chairman), Kamarck, Adler, Bell, Edelman, Gilmartin, McDiarmid, Thompson, Wright, Lipkowitz. Also present: Mr. Hoffman

D I S T R I B U T I O N

Committee:

The Economic Adviser to the President, Chairman
Director, Economics Department
Director, Special Economic Studies
Director, EDI
Special Adviser to the President (Mr. Rist)
Senior Adviser, Economics Department
Economic Advisers, Area and
Projects Departments

Copies For Information:

President
President's Council
Directors, Area Departments
Special Adviser to the President (Mr. Schmidt)
Secretary
Treasurer
Director, Office of Information
Director, European Office
Secretary, Loan Committee
Executive Vice President (IFC)

3. Mr. Hoffman, in response to a member's question as to how frequently consultative group meetings should be held, said there was no set pattern; the frequency of meetings varied with circumstances, although the annual cycle seemed to be the minimum. He expressed his concern that the Bank would be ready whenever the meetings take place. Mr. Hoffman thought that as the use of consultative groups developed, there would probably be different types of meetings; some might become routine, others might deal more with project lists rather than economic matters.

4. One Committee member referred to the servicing of a consultative group country; he said that a comprehensive economic mission would probably be needed every two years, certainly every three years. The follow-up on the main report would probably require 2-3 missions, particularly for analyzing economic performance, and as a government made its policy decisions. A considerable commitment of staff would be involved as the Bank followed up on missions and reported back to the consultative group.

Schedule of Missions

5. The Chairman said that the schedule of economic missions expected in January-June 1966, which had been prepared by the Committee Secretariat and distributed to Committee members the previous week, showed the need for more coordination by Departments. Staff had been committed by Departments without an awareness of the Bank's over-all staff needs and the work which their actions generated in the Bank and in the field. The Chairman said there would be a policy that no Department (Area, Economics, or Project) should undertake economic missions unilaterally; decisions on missions had to be made multi-laterally. Some of the missions expected could not take place because of shortages of staff; the Chairman asked for a statement from each Area Department giving its priorities in missions. Once a schedule of missions had been agreed upon, a Department should not make a unilateral change in the schedule without the Chairman's or Deputy Chairman's concurrence. The Chairman said that, because of the staffing problems, the only changes he would normally consider would be the dropping of missions; his aim was to ensure that priority work was done, and in a creditable way.

6. A member of the Committee suggested that large missions should be looked at critically, even if there were not a staff problem; he was sceptical of the effectiveness of large missions i.e. of ten or more members. The member also suggested that the shortage of staff to head economic missions could be reduced by utilizing staff members who, while engaged in loan and other work, were well-qualified to head economic missions. The Chairman agreed and said he would ask the Administration Department to prepare a list of loan officers, and others, who were potential heads of economic missions.

Drafting of Economic Reports

7. The Committee, while deferring the subject to another meeting, discussed briefly the drafting of economic reports, particularly for consultative group meetings. There was a consensus that often reports were too long, and that presentation (including writing) was not satisfactory, especially as many reports were given a wide distribution.

C. F. Owen
Secretary

John A. Edelman

February 15, 1966

Guenter Conrad *gc*

Mr. Friedman's Draft Papers Nos. 1, 2, 3 ✓ ✓ ✓ *Feb. 8/66*

1. Presuming to streamline certain procedures as regards the scheduling of Economic Missions (Draft 1), the timing of the Mission's work (Draft 2), and the handling of Economic Reports and Policy Recommendations (Draft 3), the Drafts themselves seem to be wanting in clarity of exposition and consistency of suggested procedures.
2. Moreover, wrapped up in recommendations to improve administrative procedures, appear shifts of responsibility from the Area Departments to the Chairman of the Economic Committee.
3. The three Drafts suggest certain procedures to be followed when preparing or handling:
 - a) Economic Reports for A-Countries;
 - b) Economic Report for B-Countries;
 - c) Economic Policy Papers;
 - d) Country Policy Statements by Governments.
4. Since Economic Policy Papers are newly introduced, at least in this Department, their nature and functions should be more fully systematically described in Draft Paper No. 2.
5. The 'Country Policy Statement' (Draft No. 2/9) should be more clearly defined as a pledge of the credit-receiving country to perform certain commitments.
6. Under paragraph 10 of Draft Paper No. 2 it becomes not clear which 'policy statement' the author has in mind: the 'Economic Policy Paper' (Bank Statement) or the 'Country Policy Statement' (Government Pledge).
7. Leaving aside the propriety of distinguishing between A- and B-countries, Draft Paper No. 2 should state clearly that the procedures laid down in it apply primarily to A-Countries; whilst a fundamentally simpler procedure, as a rule, is reserved for B-Countries.
8. In general, the Drafts should clearly state the exact relationship of the Bank's Economic Policy Paper and the Country's Policy Statement to the Economic Report. Are they supplementary documents or summaries of the relevant chapters of the Report?

Missions

Messrs. Knox, Loftus, Nelson, Vignes, and Wiese

February 11, 1966

Gerald Alter *GA*

Missions

It is not the practice of the Western Hemisphere Department to send information on our missions to Ambassadors of certain countries simply because nationals of those countries happen to be members of the mission. Only if it would substantially advance the substantive work of the mission is an Ambassador informed.

GAlter:pb:mes

Messrs. Weiner, Wright, Edelman

February 11, 1966

Benjamin B. King *BBK*

External debt and missions

We have had informal requests, enquiries and the like concerning the availability of personnel from the External Debt section for missions to Brazil, Chile and Tunisia. It seems that all of them will be going about the same time, give or take a month.

I would be grateful if you would let me know fairly soon when the missions will be going, how firm the dates are and how serious the need. If you can estimate how long the debt work will take and whether we could get by with some device such as a short visit in which appropriate people in the country concerned are set to work, so much the better.

While we are anxious to help as much from our own point of view as from yours, this sort of lurching poses pretty difficult problems.

BBK:mhh

cc: Mr. Kamarek/Mr. de Vries
Mr. Geor
Mrs. Paulson

Harris

Mr. Kamarek

February 17, 1966

Michael L. Hoffman

✓ Feb. 8/66
The three draft Office Memoranda that your office kindly sent me ought, so far as I am able to judge, to provide the basis for a considerable improvement in the handling of economic reports and economic missions. I am naturally happy about the footnote to Table No. 2 and I hope it remains in.

The papers raise one problem, however, which you have probably had no occasion to consider as it relates primarily to the responsibilities of this Department. This arises, perhaps I should say might arise, from a lack of clear definition in your papers of the term "economic mission." As the paper stands, it might be understood by some to mean all Bank missions that use economists. However, as you know, there is a clear distinction in our Operational Memoranda between technical assistance missions which are sent at the request of a member country for the purpose of providing assistance or advice to the member country, and other missions which are sent at the Bank's initiative for the purpose of evaluating performance or otherwise promoting the Bank's operations in the country. The primary responsibility for Bank policy with respect to the nature, timing, composition and terms of reference of technical assistance missions rests with the Development Services Department in consultation with the appropriate Area, Projects and Economic Departments just as the primary responsibility for all these things rests with your Department in the case of economic missions.

Some of the points covered in your papers apply to both kinds of missions. But some do not. For instance, the question of allocating the Bank's scarce resources of economists among missions is just as real whether the mission is a technical assistance or an economic mission, and the need for advance scheduling, etc., is just as clear. Nor is there any doubt in our Department that the Economics Department should have the final say as to whether an economist, wherever he may be in the headquarters' staff, ought or ought not to be used on this or that mission, whatever its nature and purpose. We would suggest, therefore, that it be specifically mentioned in your paper No. 1 that advisory and technical assistance missions of any significant size and duration (the language is in Operational Memorandum 7.01) should be included in the schedule submitted by the Area Departments. (We, of course, should be given a copy of these schedules.)

If this is done, however, it would seem to me it would also be necessary to indicate that the procedures and allocation of responsibilities described in paragraphs 6, 7 and 8 of your draft paper No. 1 apply

To: Mr. Kamarek

- 2 -

February 17, 1966

only to economic missions and not necessarily to technical assistance and advisory missions, except insofar as establishing priorities for the use of Bank economic staff is concerned.

I also feel that where a technical assistance mission results in an economic report of some kind the report should be given substantially the same kind of review procedure as outlined in your draft paper No. 3.

I suppose it would be possible for us to work out a corresponding paper about procedures in connection with technical assistance missions but as they are rather few in number and much more variegated in type, composition and purpose (each one is almost a tailor-made job), I am inclined to believe it is not necessary to do anything more than insert in your paper a short paragraph or perhaps a footnote to the effect that, with respect to such missions, the Director of the Development Services Department in consultation, etc., has responsibilities corresponding to those of the Chairman of the Economic Committee in the case of economic missions.

MLH:tf



OFFICE MEMORANDUM

DRAFT PAPER NO. 1

February 8, 1966

To: Directors, Area Departments

From: Irving S. Friedman

Subject: Country Economic Mission Schedule

1. Area Departments are finding it necessary to send an increased number of economic missions to acquire additional knowledge of economic developments in member countries. In order to increase the depth of these country economic analyses, a greater number of staff are required from outside the Departments sending the missions. "Outside" staff are needed normally for sector work, but occasionally also serve as Chief of Mission or as Chief or General Economists. When "outside" staff are needed Departments normally look first to other Departments of the Bank or IFC; however, consultants are also frequently recruited as sector specialists. The cooperative arrangements between the Bank on one side, and the FAO and UNESCO on the other, are efforts to secure an increased supply of agricultural and educational specialists. As one aspect of increased cooperation between the Bank and the Fund, it is envisaged that Fund staff will participate in Bank economic missions.

2. In order to facilitate the allocation of staff reserves from within and outside the Bank, it is necessary that plans for economic missions become known as early as possible. Therefore a schedule of Country Economic Missions for the following half year (for Consultative Group countries, a year in advance) will be distributed every two months by the Economic Committee Secretariat (on January 1, March 1, May 1, July 1, September 1, November 1).

3. The Area Departments will furnish to the Economic Committee Secretary three copies of their provisional and revised six-month economic mission plans 30 days before the start of the period. (An additional copy should be sent at the same time to the Administration Department.) The information should include: character of mission, expected timing and duration, nature of commitment as to timing, if any, degree of urgency and importance, personnel required, expected sources of personnel and a list of the names of any of the people that are likely to be assigned to fill these slots.

4. The Committee Secretary will collate and provide a draft compilation of these plans to the Administration, Economics and Projects Departments at least 21 days before the start of the period.

5. It is the responsibility of the Administration Department to coordinate mission staffing to the extent that staff from outside the Department dispatching the mission are concerned. The Administration Department will formally contact other Departments and the IFC regarding the provision of staff for participation in missions. If it is not possible to find staff required within the Bank (including staff provided

by FAO or UNESCO under the co-operative agreements), or the IFC, Administration will co-ordinate action and take formal steps to engage outside consultants. To do this the Administration Department will appoint a senior officer to carry on this function.

6. The Administration Department will inform the Committee Secretary of the results of its discussions with other Departments at least ten days before the start of the period. Where unsolved difficulties persist, e.g. lack of economic staff, differences in view on desirable composition, length of mission, need for mission, etc., the Economic Committee Secretary, with the help of the Administration Department will present these issues to the Chairman of the Economic Committee for his decision.

7. Additions to the list of missions to be sent out during the current two-monthly period will be made only with the concurrence of the Chairman.

8. In working out the schedule the following general principles will be applied.

- a. Missions, and subsequent preparation of reports, for consultative group countries must have the highest priority.
- b. Chiefs of economic missions should be Bank economists to the fullest extent possible.
- c. Outside consultants or temporary staff will be used on missions when the mission requires particular specialists who are not available in the staff or because of shortage of Bank staff.
- d. The planning of missions should ensure that an economic adviser or senior economist would always be present in each Area Department.
- e. An economic adviser or senior economist, as a Chief of Mission, should participate in only one major mission every six months. This should ensure adequate follow-up after the mission, and also adequate preparation for, and participation in, any conferences which might occur in Washington or elsewhere, e.g. consultative groups.
- f. No commitments to field missions will be made without consultation with other interested departments and, in case of differences in view, without the concurrence of the Chairman of the Economic Committee.

1009

OFFICE MEMORANDUM

DRAFT PAPER NO. 2

To: Directors, Area and Economics Departments February 8, 1966

From: Irving S. Friedman

Subject: Timetables for Preparation of Bank Economic Studies
and Policy Recommendations on Countries

In order to achieve a more effective level of cooperation within the Bank, each Area Department should establish a timetable, after appropriate consultation with the Economics Department and the Economic Committee Secretariat, for the processing of each Bank economic report and the relevant economic policy recommendations, as soon as a decision has been made to send an economic mission to a country.

The timetable should be reviewed every month and revised as necessary. The appropriate officer responsible (head of mission, country economist or division chief) should furnish three copies of the timetable, as revised from time to time, to the Economic Committee Secretariat (one for Mr. Friedman, one for Mr. Kamarck). The work of the Economic Committee will be scheduled in accordance with these timetables.

(When circumstances permit, it may be possible to combine or eliminate some of the following steps in the timetable.)

1. Approval of the economic appraisal mission's terms of reference.
2. Sending questionnaires or lists of material to be prepared by governments, or sending of small reconnaissance or preparatory missions, or completion at headquarters of draft preparatory economic report before sending of mission.
3. The economic mission's arrival in the field.
4. The economic mission's return to headquarters.
5. Distribution to a sub-committee of the draft (yellow cover) economic report and draft economic policy paper.
6. Meeting of the sub-committee on the draft report and policy paper.
7. Distribution to the Economic Committee of the revised draft of the policy paper and the revised (green cover) report.

8. Policy discussions with the government.
9. The submission to the Chairman of the Economic Committee of the country policy statement (letter or aide memoire, etc.) giving performance commitments.
10. Distribution for information to Economic Committee of country policy statement. Preparation and distribution of up-dated "IDA country brief", when appropriate.
11. Distribution of (grey cover) economic report.

Note: Please note that for Consultative Group countries economic reports and policy statements, when appropriate, must be distributed to countries in the Consultative Group at least six weeks before a Consultative Group meeting.

OFFICE MEMORANDUM

DRAFT PAPER NO. 3

February 8, 1966

To: Directors, Area and Economics Departments

From: Irving S. Friedman

Subject: Handling of Country Economic Reports and Economic Policy Recommendation to President

1. In processing economic reports a distinction is made between countries ("A" countries) where the Bank-IDA has extensive responsibilities and interests and other countries ("B" countries). Category "A" consists of countries where the Bank is a chairman of a Consultative Group or Consortium; where it has an extensive lending program, or where, for a special reason, it wants to make a detailed review of the country's programs or policies. The judgment as to the category for each country is made jointly by the Area Department and the Economics Department.

2. A country economic report (updating or regular review) on a category "B" country should be reviewed in the Area Department by the Economic Adviser and approved by him. The Economics Department should also review the report (in yellow cover) but, unless Mr. Kamarck would consider that it was necessary, there would be no Economic Committee or sub-committee meeting on it. Such a report should then come out (in grey cover) under the names of the authors and a statement "Approved by" the Economic Adviser. The Area Department, in cooperation with the Economics Department and the Economic Committee Secretariat, will provide a draft economic policy paper covering the Bank's views on the development policies pursued by the country and focusing on the country economic policies that the Bank is attempting to achieve. It is appreciated that for "B" countries, the economic policy objectives of the Bank may be very limited. This paper will be distributed to the Economic Committee for action without a meeting.

3. An economic report on an "A" country should be approved by the Economic Adviser and then be reviewed in a sub-committee. The Economic Advisers of the other departments will be expected to attend sub-committee meetings on such a report. The draft report (in yellow cover) will be distributed by the Economic Committee Secretariat at least five working days before a sub-committee meeting is called.

4. The sub-committee will be chaired by a member of the senior staff in the Economics Department. In these cases, the report will come out in its final form, stating that it was "By so-and-so", "Approved by _____" (the Economic Adviser), and "Reviewed by an Economic Committee sub-committee, Chairman _____". The Area

Department with the collaboration of the Economics Department and the Economic Committee Secretariat will prepare a draft economic policy paper for the sub-committee to consider. The Area Department and the Economics Department should also prepare memoranda on other points to be considered, or questions to be raised in the sub-committee meeting. These should include questions on analysis and judgment as well as major factual points to be established.

5. The Area Department will make any revisions to the economic report and the economic policy paper that are agreed to in the sub-committee.

6. The revised draft of the country economic policy paper will be reviewed in a full Economic Committee meeting, or considered and agreed without a meeting. The decision as to whether a meeting is necessary, or not, will be made by the Economic Committee Chairman or the Deputy Chairman. The revised economic report (green cover) and the revised draft policy paper will be distributed by the Committee Secretary five working days before the meeting, if scheduled, or the date set for comments.

7. If an Economic Committee meeting is held, the revised country policy paper will be submitted to the Chairman of the Committee by the Committee Secretary, after clearance with the Area and Economics Departments, for approval within five working days after the meeting. At the same time, when appropriate, the Area Department will also submit an up-dated "IDA country brief" to the Chairman for approval.

8. After this approval by the Chairman of the Economic Committee, the country economic policy paper and the IDA country brief will be distributed.

9. The economic report (in grey cover) will be distributed.

Missions for

Mr. Chadenet

February 7, 1966

Alexander Stevenson

I attach a copy of Mr. Wilson's memorandum dated July 21, 1965 and a memorandum of February 4 addressed to me by Mr. Muntaz Mirza. I should be obliged if you would inform members of your staff that Mr. Mirza wishes persons going on missions to call on him before they go. We can easily arrange this and will be glad to, but it is useless to try unless your people work with us.

attachments

cc: Mr. McIvor
Mr. Finsaas

AS/uz



CROSS REFERENCE SHEET

COMMUNICATION: Senior Staff Meeting SSM/A/66

DATED: February 7, 1966

TO: Senior Staff

FROM: Secretary

FILED UNDER: Committees - Senior Staff Meeting

SUMMARY: Extract from President's Memorandum "The Conduct of Bank and IDA Lending Operations".

"Perhaps the principal current problem in this area of work is the allocation of priorities for economic studies 'in depth' and control of the size of all missions undertaking economic studies in view of the enormous demand on manpower which is involved. Decisions to send 'in depth' missions are operational decisions that should normally be taken by the Loan Committee. Decisions on size, composition and terms of reference of all economic missions are the responsibility of the Economics Department, with the advice of the Area and Administration Departments. To the extent that it becomes necessary to establish priorities as among economic missions the decision should be taken - at least so long as present pressures continue - at the Vice Presidential level, specifically by consultation among Messrs. Knapp, Aldewereld and Friedman. It must be recognized that Area Department Economic Advisers and Economists, while always subject to the administrative authority of the Area Director, collaborate with the Economic Committee and the Economics Department in activities during the loan preparation period and with the Loan Committee and the Area Department during the lending operation."

OFFICE MEMORANDUM

Missions - gen.
glw - Pavesment for

TO: Mr. W.D.S. Fraser
FROM: J. E. Twining, Jr.
SUBJECT: PENDING MATTERS

DATE: February 1, 1966

Mr Twining

There are two matters pending on which I believe you are doing some preliminary work.

This has been done and is in Fowler's hands - I think you can cross it off. See attached

The first, most recent and most urgent, is the subject of Governors' allowances for attendance at Annual Meetings. You will remember that this is going to be the subject matter of a report to the Executive Directors some time in February and we have been asked for our views by the Secretary's Department.

This was dealt with in part by incorporating sentences into existing OMs, but MLL's memo of Dec 17 has asked for some "imaginative thinking" is being promoted.

The second is rather ancient and has partly been overtaken by events (at least as far as economic missions are concerned) but we are expected to get a draft Operational Memorandum on the Control of the Size and Staffing of Missions. I sent you a memorandum on this some time ago containing some of the questions which we thought should be answered in whatever Operational Memorandum is produced.

noted

JET:ian

missions - GEN.

Mr. Irving S. Friedman

January 14, 1966

Mervyn L. Weiner

Staffing of Economic Missions

Since I shall be in Mexico when the Economic Committee meets next Tuesday to discuss the replies to the questions raised in EC/O/66-2 of January 13, 1966, I have prepared the following brief note on the organization of economic work in the Western Hemisphere Department and the allocation of responsibility for the planning and review of this work. With regard to the list of potential economic mission chiefs which you requested, all but our newest people, who do not yet know the Bank well, are capable of leading more than one or two man economic missions.

The Western Hemisphere Department regards the economic function as an operational function, not simply in the traditional sense of helping to determine whether or not the Bank should lend to a country, and in what amounts, but also in the much more specific sense of helping to define the appropriate scope and content of Bank lending programs in member countries and the conditions under which lending activity should be planned. These conditions, which range from broad memoranda of understanding about general economic and financial policy to more specific financial and economic understandings to be reached about particular sectors, or on occasion even projects, are defined in the first instance by Western Hemisphere Department economists. The refinement and eventual negotiation of these conditions is carried out by department economists in conjunction with the responsible operations officers.

All this economic work - from the planning of missions, the review of mission reports, and the review of draft policy understandings with member countries - is carried out under the direction and supervision of the Economic Advisers. You will readily appreciate, however, that since this work is operational in its impact, the action implications have to be and are reviewed jointly with the responsible operations officers.

I stress this coincidence of analytical and operational objectives in order to explain why, in reply to your wish to know with whom you can deal authoritatively on any economic question,

Mr. Irving S. Friedman

January 14, 1966

the answer is the Director of the Department. In the day-to-day work within the Department the Economic Advisers are responsible for all matters of planning, including assignment of personnel, and the substance of the economic work. However, the final definition within the Department of attitudes towards countries and conditions for lending emerging from economic judgments rests with the Department Director, since it is he who is responsible for recommending a Bank posture towards the countries in his area. As I have had occasion to mention before, the Western Hemisphere Department regards this arrangement as one which most effectively realizes the objective of bringing the conclusions of country economic work to bear directly on the day-to-day operating decisions of the Bank.

cc: Messrs. Kamarck
Adler (J.H.)
Avramovic
Rist
de Vries
Owen

Edelman
Gilmartin
King (B.B.)
Larsen
Lipkowitz
Maiss

McDiarmid
Sadove
Thompson (C.H.)
Wright

MLWeiner/mcw

W

Mr. C. F. Owen

January 4, 1966

William M. Gilmartin

Far East - Economic Reports and Missions in January-February

Economic reports that will be completed by the Far East Department in January are:

1. The Economic Situation and Prospects of Singapore;
2. Malaysia's Economic Prospects and Plans.

Economic missions of the Far East Department during January-February are to Ceylon (Waide, Perkins, Palein and a fiscal economist from outside the Far East Department) and to Thailand (Gilmartin, Blobel, Lenfant, Hammel and three sector specialists). During the latter mission Gilmartin will spend a week in the Philippines with Cargill to discuss economic policies of the new Philippine Government.

Waterston will be visiting Ceylon, Thailand and Malaysia to review and advise on economic planning administration.

WMGilmartin:gc
IERD