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Sub-Fonds: Records of President Robert S. McNamara

Fonds: Records of the Office of the President

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THE WORLD BANK
Washington, D.C.

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Contacts
United Nations (1968-1969)

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President's papers - Robert S. McNamara Contacts with member countries: United Nations - Correspondence 01

DECLASSIFIED
WBG Archives

UNITED NATIONS

1. 5/20/68 Philippe de Seynes, UN Under Secretary-General for Economic and Social Affairs
- 8/12/68 Ambassador S. O. Adebo, Executive Director, UN Institute for Training and Research
- 9/19/68 Secretary-General U Thant
(NYC)
- 1a. 10/16/68 Aga Khan, UN High Commissioner for Refugees
- 10/29/68 Secretary-General U Thant
(NYC-lunch) C. V. Narasimhan, Under Secretary-General for General Assembly Affairs and Chef de Cabinet
Ralph Bunche, Under Secretary-General for Special Political Affairs
Mr. Rolz-Bennett, Under Secretary-General in Charge of Information
Philippe de Seynes, Under Secretary-General for Economic and Social Affairs
Martin Hill, Assistant Secretary-General for Inter-Agency Affairs
- 1/28/69 Mr. Hassan, UNDP Representative for the Trucial States
2. 2/7/69 UNESCO officials (see list at tab)
(Paris)
- 4/3/69 Secretary-General U Thant
(NYC)
3. 4/17/69 Manuel Perez Guerrero, Secretary-General, United Nations Conference on Trade and Development
- 3a. 4/27-29/69 Secretary-General U Thant
(ACC Mtg.- Rome)
- 3b. " Philippe de Seynes, UN Under Secretary-General for Economic and Social Affairs
L. N. Kutakov, Under Secretary-General for Political and Security Council Affairs
C. V. Narasimhan, Chef de Cabinet
A. A. Stark, Under Secretary-General for Administration and Management
V. Winspeare-Guicciardi, Under Secretary-General and Director-General, Geneva Office
Martin Hill, Assistant Secretary-General for Inter-Agency Affairs
Manuel Perez-Guerrero, Secretary-General, UNCTAD
David A. Morse, Director-General, International Labor Organization
A. H. Boerma, Director-General, FAO
Rene Maheu, Director-General, UNESCO
Aga Khan, UN High Commissioner for Refugees

- 4/27-29/69 M. G. Candau, Director-General, WHO
(ACC Mtg.- B. T. Twight, Secretary-General, ICAO
Rome) M. Rahi, Director-General, Universal Postal Union
Mohamed Mili, Secretary-General, International Telecommunication Union
D. A. Davies, Secretary-General, World Meteorological Organization
Colin Goad, Secretary-General, Inter-Governmental Maritime Consultative
Organization
Sigvard Eklund, Director-General, International Atomic Energy Agency
Olivier Long, Director-General, GATT
Sir Herbert Broadley, UNICEF Consultant
Prince Sadruddin Aga Khan, High Commissioner for Refugees
J. Colmar, Chef de Cabinet, UNHCR
Ambassador S. O. Adebo, Executive Director, UN Institute for
Training and REsearch
L. V. Michelmores, Commissioner-General, UN Relief and Works Agency for
Palestine Refugees in the Near East
R. Courvoisier, Director of UNRWA Liaison Office in Europe
F. Aquino, Executive Director, World Food Programme
J. P. Bannier, Chairman, ACABQ
R. Macy, Chairman, Joint Inspection Unit of the UN
Henry Ergas, Director, Investment Centre, FAO
Oris Wells, Deputy Director-General, FAO
- 4/23-25/69 A. H. Boerma, Director-General, FAO
(Bellagio) K. L. Bachnam, FAO
Paul-Marc Henry, UN Development Programme
Jose Vallega, FAO
4. 4/23/69 FAO/IBRD Cooperative Programme meeting:
(Bellagio) I. H. Ergas, Director
J. P. Bhattacharjee, Deputy Director
J. S. Spears, Chief, Operations Planning and Coordination
W. T. Allen, Economist
S. B. Andricopoulos
A. G. Apodaca, Agriculture Education Expert
C. Beever, Fisheries Expert
H. Casati, Agriculture Economist
A. El Tom
H. Boumendil, Irrigation Engineer
E.F.J. Quicke, Agriculture Economist
F. Bourgois, Fisheries Specialist
C. Brochu, Agriculture Economist
P. J. Brumby, Livestock Specialist
A. K. Chatterjie
J. M. Clark, Agriculture Economist
L. Coccioli, Agriculture Economist
R. Gellez Molina, Agriculture Education Specialist
R.D.H. Rowe, Forestry Specialist
H. Rambaud, Programme Coordination Officer
D. Forbes-Watt, Agriculture Economist
Miss A.M. Eid, Agriculture Economist
V.M.J. Heymans, Agronomist
A. Jones, Agronomist

- 6/18-19/70 International Meeting on Development Policy:
(Heidelberg) Manuel Perez-Guerrero, Secretary General, UNCTAD
Sir Robert Jackson, Commissioner, Capacity Study, UNDP
G.V. Narasimhan, Deputy Administrator, UNDP
Philippe de Seynes, Assistant Secretary-General, ECOSOC
Jan Tinbergen, Chairman, Committee for Development Planning, UN
- 9/11/70 Secretary-General U Thant
(UN-NY)
- 10/15/70 UNDP Team:
(Dubrovnik, A. S. Bam
Yugo.) Mr. Lujak
Mr. Gril
- 10/18/70 Robert Gardiner, Executive Secretary, European Commission for Africa
(Addis)
- 10/19/70 Rene Gachot, Resident Representative, UNDP
(Addis)
- 10/28/70 Manuel Perez-Guerrero, Secretary-General, UNCTAD
(UN-NY)
- 11/2/70 Robert Gardiner, Executive Secretary, European Commission for Africa
- 11/12/70 Manuel Perez-Guerrero, Secretary-General, UNCTAD
- 11/13/70 Sir Robert Jackson, World Health Organization
(UN-NY)
14. 11/18/70 David Morse, UN Feasibility Mission
Sir Colville Deverell, Member
John Fobes, Member
Dr. P. M. Kaul, Member
Kailas Doctor, Reporter of the Mission
Charles L. Perry, UNDP Liaison Officer, Washington
- 12/1/70 Secretary-General U Thant
(UN-NY)
- 12/3-4/70 Paul G. Hoffman, Administrator, UNDP
(Bellagio Morris Huberman, UNDP (Agricultural Production Program Chief)
Gp., NYC) Ralph Townley, UNDP (Animal and Fish Resources Program Chief)
David Morse, UN Feasibility Mission
Oris V. Wells, Deputy Director-General, FAO
- 1/14/71 Wacław Micuta, UNDP Representative
(Chad)
- 1/19-21/71 Johannes Hennem, UNDP Representative
(Mauritania)
15. 1/25/71 Pierre Terver, Director, FAO Development Department
16. 1/27/71 Prof. Abdus Salam, Member, UN Advisory Committee on Science and
Technology

17. 4/15/71 Edgar Faure, President, Commission on the Development of Education, UNESCO
Majid Rahnema, Member
Jack Masse, Asst. Secretary of the Commission
F. Champion Ward, Member
Andre Varchaver, UN UNESCO
- 4/23-26/71 Wilfred Jenks, Director-General, ILO
(Tidewater IV David A. Morse, Chairman, Advisory Panel on Program Policy, UNDP
Lausanne) Philippe de Seynes, Under Secretary-General, ECOSOC
Maurice F. Strong, Executive Secretary, UN Conference on the Human
Environment
- 4/26-27/71 Secretary-General U Thant
(ACC, Berne) C. V. Narasimhan, Chef de Cabinet
Ismat T. Kittani, Asst. Secretary-General for Inter-Agency Affairs
Kenneth K.S. Dadzie, Principal Officer, Office for Inter-Agency Affairs
Philippe de Seynes, Under Secretary-General, ECOSOC
Vittorio Winspeare Guicciardi, Under Secretary-General and
Director-General of the UN Office at Geneva
Albert Dollinger, Special Representative in Europe for Coordination
and ACC Affairs
- Manuel Perez-Guerrero, Secretary-General of the Conference, UNCTAD
Jean-Pierre Martin, Director, Division for Conference Affairs and
External Relations, UNCTAD
- Ibrahim Helmi Abdel-Rahman, Executive Director, UNIDO
Gangadhar S. Gouri, Chief, Coordination and External Relations, UNIDO
- Mir Khan Mohamed, Consultant to the Administrator, UNDP
- Henry R. Labouisse, Executive Director, UNICEF
Tarlok Singh, Deputy Executive Director (Planning), UNICEF
Sherwood G. Moe, Special Assistant to the Executive Director, UNICEF
- Prince Sadruddin Aga Khan, High Commissioner for Refugees
Jacques Colmar, Chief de Cabinet of the High Commissioner for Refugees
- Laurence V. Michelmore, Commissioner-General, UNRWA
Ralph F. Owren, UNRWA Representative, Geneva
- Chief S. O. Adebo, Executive Director, UNITAR
Samir Sanbar, Special Assistant to the Executive Director and
Acting Secretary to the Board of Trustees, UNITAR
Richard Symonds, UNITAR Representative in Europe
- Thomas C. M. Robinson, Deputy Executive Director, World Food Program
- Wilfred Jenks, Director-General, ILO
Jacques Lemoine, Chief, International Organizations Branch, ILO
- A. H. Boerma, Director-General, FAO
J.V.A. Nehemiah, Director, International Agency Liaison Division, FAO
- Rene Maheu, Director-General, UNESCO
Mahdi Elmandjra, Assistant Director-General for Pre-Programming, UNESCO

- 4/26-27/71 (ACC, Berne-Contd.)
- Dr. Marcolino G. Candau, Director-General, WHO
Dr. A. Bellerive, Director, Division of Coordination and Evaluation, WHO
- Dr. Assad Kotaite, Secretary-General, ICAO
E.M. Lewis, Chief, External Relations, ICAO
- Dr. Michael Rahi, Director-General, Universal Postal Union
Anthony Ridge, Deputy Director-General, UPU
Louis Lachaize, Assistant Director-General, Technical Assistance, Postal Studies and Training Division, UPU
Dr. Zdenek Caha, Assistant Director-General, Juridical, Administrative and Information Division
Willy Schlaefli, Counsellor, Staff, Finance and General Services Section
- Mohamed Mili, Secretary-General, International Telecommunication Union
Clifford Stead, Senior Counsellor, Department of External Relations, ITU
- J. R. Rivet, Deputy Secretary-General, World Meteorological Organization
- Colin Goad, Secretary-General, Inter-Governmental Maritime Consultative Organization
Jean Queguiner, Deputy Secretary-General, IMCO
- Sigvard Eklund, Director-General, International Atomic Energy Agency
David A.V. Fischer, Director, Division of External Liaison and Protocol, IAEA
- Olivier Long, Director-General, GATT
H. W. Dittmann, Assistant Director-General, Special Assistant for External Relations, GATT
18. 5/10/71 (NYC) Paul Hoffman, Administrator, UNDP
David Morse, Chairman, Feasibility Mission for the International Population Institute
- 5/17/71 (Lagos) Stanley Fryer, UNDP Representative
- 6/4/71 (NYC) Secretary-General U Thant
- 7/21/71 (NYC) Secretary General U Thant
- 11/7/71 (Tokyo) Kikuo Nishida, Secretary-General, Japanese National Commission for Unesco
- 11/9/71 (Khon Kaen, Thailand) Eytan Uriely, Officer in Charge, UNDP Project, Kalasin Station
- 11/10/71 (Bangkok) Dr. Chein Chu, UNDP Adviser
Dr. C. Lewis Wrenshall, UNDP Adviser, Applied Scientific Research Corp.
Tom Power, Regional Representative, UNDP
- 11/14/71 (Manila) William M. Harding, Resident Representative, UNDP
Thomas M. Unwin, Deputy Resident Representative, UNDP

- 11/18/71 Alexander F. Campbell, Regional Representative, UNDP, in Malaysia,
(Kuala Lumpur) Brunei, and Singapore
- 12/3/71 Meeting of the Consultative Group on International Agricultural Research:
Meyer Cohen, Assistant Administrator and Director of the Bureau
of Operations and Planning, UNDP
Mr. Gucovsky, Senior Technical Adviser, Bureau for Programme
Coordination, UNDP
Oris V. Wells, Deputy Director-General, FAO
P. A. Oram, Assistant Director, Policy Advisory Bureau, FAO
19. 1/10/72 Paul-Marc Henry, Assistant Secretary-General
Pierre Sales, Director of Relief Operations
- 1/13/72 Secretary-General Kurt Waldheim, et al
(UN-NY)
- " Maurice Strong, Secretary-General, International Conference on the
Human Environment
20. 1/17/72 Pierre Terver, former Assistant Director-General in charge of
Development Program Department
J. Felipe Yriart, Mr. Terver's successor (former Ambassador to the
United States from Uruguay)
Dr. H. R. Cottam, North American Representative of FAO
Mr. Ganzin, Director, Nutrition Division
J. P. Huyser, Director, Investment Center and FAO/IBRD Cooperative Program
- 1/23/72 C. Hart Schaff, UNDP Representative
(Colombo)
- 1/27/72 Y. J. Joury, UNDP Resident Representative
(Kathmandu) David Smith, Deputy Resident Representative
S. E. Pellback, Senior Agricultural Advisor, FAO
- 1/31/72 Toni Hagan, Acting Chief, United Nations Relief Organization, Dacca
(Dacca) Walter Fulcheri, Deputy Chief, UNROD
Pierre Sales, New York Office, UNROD
21. 2/25/72 Prof. Raphael M. Salas, Executive Director, UN Fund for Population
Activities
- 3/3/72 Gian L. Pennacchio, UN Resident Representative, Congo(B)
(Brazzaville)
- 3/4/72 Salfo A. Balima, UN Resident Representative, Central African Republic
(Bangui)
- 3/5/72 Gilles Grondin, UN Resident Representative, Niger
(Niamey)
- 3/6/72 Max Dorsinville, UN Resident Representative, Upper Volta
(Ouagadougou)

- 3/6/72
(Niamey) Baba Kasse, Resident Representative of ECA in West Africa
- 3/9/72
(Bamako) Donald Dumont, UN Resident Representative, Mali
- 3/22/72 Maurice F. Strong, Secretary-General, International Conference on Human Environment
- 21a. 3/23/72 Sir Robert Jackson, UN Bangladesh Operations
22. 4/7/72
(London) Rudolph Peterson, Administrator, UNDP
Dr. Marcolino G. Candau, Director-General, WHO
Myer Cohen, Assistant Administrator and Director of the Bureau of Operations and Planning, UNDP
A.H. Boerma, Director-General, FAO
Dr. A. Bellerive, Director, Division of Coordination and Evaluation, WHO
- 4/7-10
(ACC & IACB
London) Secretary-General Kurt Waldheim
Philippe de Seynes, Under-Secretary-General, Department of Economic and Social Affairs
C.V. Narasimhan, Chef de Cabinet
Vittorio Winspeare Guicciardi, Under Secretary-General, Director-General of the United Nations Office in Geneva
Leonid N. Kutakov, Under Secretary-General, Department of Political and Security Council Affairs
H. Keith Matthews, Under Secretary-General, Office of Administration and Management
- Maurice F. Strong, Secretary-General, International Conference on Human Environment
Ismat T. Kittani, Assistant Secretary-General for Inter-Agency Affairs
Stein Rossen, Deputy Secretary-General, UNCTAD
Ibrahim Helmi Abdel-Rahman, Executive Director, UNIDO
Rudolph A. Peterson, Administrator, UNDP
Henry R. Labouisse, Executive Director, UNICEF
Prince Sadruddin Aga Khan, High Commissioner for Refugees
Sir John Rennie, Commissioner-General, UN Relief and Works Agency for Palestine Refugees in the Near East
Chief S.O. Adebo, Executive Director, UN Institute for Training and Research
Francisco Aquino, Executive Director, World Food Programme
Wilfred Jenks, Director-General, ILO
Dr. A.H. Boerma, Director-General, FAO
Rene Maheu, Director-General, ECOSOC
Dr. Marcolino G. Candau, Director-General, WHO
Dr. Assad Kotaite, Secretary-General, International Civil Aviation Organ.
Anthony H. Ridge, Deputy Director-General, Universal Postal Union
Mohamed Mili, Secretary General, International Telecommunications Union
Dr. David Arthur Davies, Secretary-General, World Meteorological Organ.
Colin Goad, Secretary-General, Inter-Governmental Maritime Consultative Organization
Sigvard Eklund, Director-General, IAEA
H.F. Reed, Special Assistant, GATT

- 4/7-10/72
(ACC & IACB
London)
- Stig Andersen, Director, Office of Technical Cooperation, UN
Charles-Henri La Muniere, Deputy Director for Programme Management, UN
Francis Blanchard, Deputy Director-General, Field Programmes, ILO
D.S. Raj, Technical Cooperation Department, ILO
Pierre Terver, Deputy Director-General, Development Department, FAO
E.H. Hartmans, Director, Area Services Division, Development Department, FAO
Manuel Jimenez, Director, Bureau of Relations with Member States and
International Organizations and Programmes, UNESCO
Miss G. McKittrick, Deputy Director, Bureau of Relations with
Dr. A. Bellerive, Director, Division of Coordination and Evaluation, WHO
Dr. A. Mochi, Chief, Cooperative Programmes for Development, WHO
J. Hutchison, Chief, Programme Operations, ICAO
F. Ciceron, Chief, Programming Section, Universal Postal Union
Herman Ruud, Chief, Department of Technical Cooperation, International
Telecommunications Union
K. Parthasarathy, Director, Technical Cooperation Department, WMO
J. Gueguiner, Deputy Secretary-General, Inter-Governmental Maritime
Consultative Organization
L. van Nort, Head, Technical Cooperation Division, Inter-Governmental
Maritime Consultative Organization
Santiago Quijano-Caballero, Director, Technical Cooperation Division,
UNIDO
A.E. Saenger, Chief, Programme Coordination, UNIDO
Paul Berthoud, Director for Technical Cooperation, UNCTAD
Charles A. Egger, Deputy Executive Director (Programme), UNICEF
J. Colmar, Chef de Cabinet of the High Commissioner for Refugees
Thomas C.M. Robinson, Deputy Executive Director, World Food Program
J.S. Annan, Director, Division of External Relations and
General Services, World Food Program
23. 4/26/72
(NYC)
- Secretary-General Kurt Waldheim
Sir Robert Jackson, UN Bangladesh Operations
Mr. Umbricht, United Nations Relief Organization, Dacca
Rudolph A. Peterson, Administrator, UNDP
Myer Cohen, Acting Deputy Administrator, UNDP
Philippe de Seynes, Under Secretary-General, Department of Economic
and Social Affairs
Henry Labouisse, Executive Director, UNICEF
Roberto E. Guyer, Under Secretary-General for Special Political Affairs
Brian Urquhart, Director, Special Political Affairs
George L. Sherry, Principal Officer, Special Political Affairs
Ismat T. Kittani, Assistant Secretary-General for Inter-Agency Affairs
24. 4/28/72
- Wilfred Jenks, Director-General, ILO
G. Weaver, Special Assistant to the Director-General (Wash. office)
- 5/3-5/72
(Bellagio)
- Rene Maheu, Director-General, UNESCO
25. 6/26/72
- Roy Jackson, Deputy Director, FAO
Dr. H. R. Cottam, North American Representative of FAO
Francisco Aquino, Executive Director, World Food Program
26. 7/3/72
- Rafael Salas, Exec. Dir., UN Fund for Population Activities
Dr. Nafis Sadik, Deputy to Salas

27. 7/7/72 Karl Skjerdal, Senior Financial Advisor to the Administrator, UNDP
(former Bank ED)
- 8/10/72 Sir Robert Jackson, UN Bangladesh Operations
- 9/13/72 Luncheon at the UN with Secretary-General Waldheim, et al
28. 11/21/72 J. M. Harrison, Asst. Director-General for Environmental and
Natural Sciences, Unesco
29. 11/27/72 Chief S. O. Adebo, Executive Director, UNITAR
30. 11/30/72 Manuel Perez-Guerrero, Secretary-General, UNCTAD
31. 11/30/72 Faruk N. Berkol, UN Disaster Relief Coordinator
- 1/10/73 Leon Bloch, UNDP Resident Representative, Togo
(Lome)
- 1/12/73 Jean-Baptiste Yonke, Acting UNDP Resident Representative, Dahomey
(Cotonou)
- 1/14/73 Alfred Edward, UNDP Resident Representative, Sierra Leone
(Freetown)
- 1/16/73 Curtis Campaigne, UNDP Resident Representative, Liberia
(Monrovia)
32. 1/29/73 Antonio Carrillo-Flores, Secretary-General, UN World Population Conference
- 2/8/73 Johannes Hennet, Acting UNDP Resident Representative, Lebanon
(Beirut)
- 5/15/73 David Blickenstaff, UNDP Resident Representative, Tunisia
(Tunis)
- 5/9-12/73 Antonio Carrillo-Flores, Secretary General, UN World Population Conference
(Bellagio III Meeting)
Dr. Lars Engstrom, WHO, Geneva
Halvor Gille, Deputy Executive Director, UN Found for Population
Activities, UNDP
Mr. Graham, Unesco
Richard Hoggart, Assistant Director-General, Social Sciences,
Humanities and culture, Unesco (Paris)
Dr. Gordon Perkin, Family Health Division, WHO, Geneva
Rudolph Peterson, Administrator, UNDP
Rafael Salas, Executive Director, UN Fund for Population Activities, UNDP
Leon Tabah, Director of Population Activities, UN, New York
Ralph Townley, UN World Population Conference, UN, New York
- 5/18/73 Raymond Scheyven, ECOSOC
33. 6/7/73 Myer Cohen, Consultant to the Administrator, UNDP
- 7/6/73 Antonio Patriota, Regional Representative, UNDP, Caribbean
(Port of Spain)

34. 8/13/73 Rafael Salas, Executive Director, UNDP FPA
35. 10/5/73 Dr. A. H. Boerma, Director General, FAO
(Rome)
- 10/15/73 Secretary General Waldheim (Lunch)
(New York)
- 10/24/73 Secretary General Waldheim (Lunch)
(New York)
- 10/25/73 Rudolph Peterson, Administrator, UNDP (Dinner)
(New York)
36. 10/26/73 Dr. A. H. Boerma, DirGen, FAO
(New York) *Minutes of Boerma/McKamara mtg of 10/5/73 attached.*
- 2/1/74 Secretary General Waldheim (Lunch)
(New York)
- 2/11/74 Mr. T. Unwin, Resident Representative, UNDP
(Port Moresby) Papua New Guinea
- 2/17/74
(Djakarta) Resident Representative, UNDP, in Indonesia
- 3/14/74 Philippe de Seynes, Under SecGen, ECOSOC
(Lunch at IMF)
37. 4/18/74 Lunch with Sec Gen Waldheim and ACC Members
(New York) ACC Meeting: Bradford Morse, Under SecGen, Pol and GA Affairs
Sir Robert Jackson, Relief Operations, Bangladesh
Mr. McBride, UN Commissioner for Namibia
Dr. Boerma, DirGen, FAO
Philippe de Seynes, Under SecGen, ECOSOC
Mr. Gamani Corea, SecGen, UNCTAD
Mr. Olivier Long, DirGen, GATT
- 4/30/74 Dr. T. Keith Glennan, Consultant to IAEA
Ambassador Gerald Tape, US Rep to IAEA (Washington)
Ambassador Dwight Porter, US Deputy Rep to IAEA (Vienna)
- 5/1/74 Mr. Gamani Corea, SecGen, UNCTAD
38. 5/3/74 Secretary General Waldheim
(New York) Rudolph Peterson, Administrator, UNDP
Mr. Gamani Corea, Secretary General, UNCTAD
Messrs. de Seynes, Narasimhan, Jackson, Morse and Kittani;
Mr. Cordovez, Secretary of ECOSOC
- Dinner: Rudolph Peterson (UNDP) and I. G. Patel (UNDP)
- 5/7/74 Dr. A. H. Boerma, DirGen, FAO

39. 5/10/74 Amadou M'Bow, Assistant Dir. Gen. for Education, Unesco,
and Director-General-designate of Unesco
Andre Varchaber, Director of Unesco Office for Liaison with UN, New York
- 5/30/74 Bernard Zagorin, UN Environmental Programme
40. 6/4/74 C. V. Narasimhan, Under Secretary General for Inter-Agency Affairs
6/10/74 Maurice Strong, Executive Director, United Nations Environment Prog.
41. 6/24/74 Dr. Raul Prebisch, Special Representative of the SecGen for
the Special Programme
Mr. David Polak, Economic Commission for Latin America
42. 7/15/74 Luncheon and meeting hosted by Secretary General Waldheim
and Messrs. de Seynes, Prebisch and Peterson
- 7/29/74 Dr. Raúl Prebisch, Special Rep of the SecGen for the Special Program
Sidney Dell, Deputy to Dr. Prebisch
43. 9/16/74 Mrs. Helvi Sipila, Assistant Secretary-General for Social
Development and Humanitarian Affairs
- 10/8/74 Maurice Strong, Executive Director, United Nations Environment Program
(Dinner at home)
- 10/21/74 Dr. A. H. Boerma, Director General, FAO
44. 10/22/74 Francis Blanchard, Director-General, ILO
George Weaver, Assistant to the Director-General (Washington Rep.)
P. Gopinath, Executive Assistant to the Director-General
45. 11/19/74 Dr. M. G. Candau, Chairman, Joint Coordinating Committee for
Riverblindness in West Africa, WHO
- 12/7-8/74 Dr. John A. Hannah, Deputy Secretary-General, World Food Conference
(Tidewater, I. G. Patel, Deputy Administrator, UNDP
St. Donat, Que.) Philippe de Seynes, Assistant Secretary-General for Economic and
Social Affairs
- 1/5/75 Maurice Strong, Executive Director, UNEP (Lunch)
- 1/10/75 Secretary General Waldheim
(New York) Dr. A. H. Boerma, Director General, FAO
Mr. Gamani Corea, Secretary General, UNCTAD
Mr. Rudolph Peterson, Administrator, UNDP
46. 3/20/75 Hector R. Acuna - Director, Pan American Health Organization, WHO
- 5/5/75 Dr. Raul Prebisch, Under SecGen and Special Representative of
the SecGen, UN Emergency Operation

47. 5/7/75 Dr. L. Bernard, Assistant Director-General, WHO
I. G. Patel, Deputy Administrator, UNDP
Dr. M. G. Candau, Chairman, Joint Coordinating Committee,
Onchocerciasis Fund Agreement
- 5/9/75 John MacDonald, Deputy Director-General, ILO
48. 5/16/75 Raymond Aubrac, Director, Office of General Affairs and
Information, FAO. (Re Viet-Nam).
- 6/17/75 Abd-El Rahman Khane, Secretary General, UNIDO
49. 8/31/75 Gamani Corea, Secretary-General, UNCTAD
- 9/28-29/75 Rudolph Peterson, Administrator, UNDP
(Tidewater, Philippe de Seynes, UN, New York
Germany) Gabriel van Laethem, Under Secretary General for ECOSOC
Dr. John A. Hannah, Executive Director, World Food Council
50. 10/13/75 Dragolub Najman, Acting Assistant Director-General, Sector
for Cooperation for Development and External
Relations, Unesco
Werner Moller, Acting Director, Education Financing Division, Unesco
- 10/20/75 Rudolph Peterson, Administrator, UNDP (Dinner)
(New York)
- 10/21/75 Secretary-General Waldheim
(New York) Luncheon for ACC
- 10/29/75 Dr. A. H. Boerma, Director-General, FAO
- 11/21/75 Rudolph Peterson, Administrator, UNDP
51. 12/16/75 Enrique Penalosa, HABITAT
52. 1/16/76 Dr. James Hester, Rector, United Nations University, Tokyo
Brock Brower, United Nations University
53. 1/20/76 Diego Cordovez, Secretary, ECOSOC
54. 2/23/76 Mr. Saouma, Director-General, FAO
Mr. Walton, Department Director, FAO (External Relations)
Dr. Kimmel, Regional Director, North America, FAO
- 2/24/76 Dr. John A. Hannah, Executive Director, World Food Council
- 5/4/76 Dr. John A. Hannah, Executive Director, World Food Council
55. 6/15/76 Dr. Adebayo Adedeji, Executive Secretary, UN Commission for Africa
- 7/27/76 Dr. John A. Hannah, Executive Director, World Food Council
- 10/18/76 Secretary General Waldheim
(New York) ACC Meeting

12/4-5/76
(Tidewater,
Japan)

Gabriel van Laetham, Under SecGen for ECOSOC
Bradford Morse, Administrator, UNDP

UNITED NATIONS



OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara

DATE: May 17, 1968

FROM: Irving S. Friedman

SUBJECT: Second Development Decade

I understand that Mr. de Seynes is seeing you on Monday on the Second Development Decade. In this connection, you may find the attached memorandum useful as briefing material.

ISF

President has seen

OFFICE MEMORANDUM

TO: FILES

DATE: May 17, 1968

FROM: Andrew M. Kamarck *AK*SUBJECT: Meeting of U.N. Committee on Development Planning on the
Second Development Decade, Addis Ababa, April 29-May 10

The U.N. General Assembly in 1966 and 1967 directed that preparation be undertaken for the Second Development Decade which is to begin on January 1, 1971. Two main lines of work are involved which are supposed to be coordinated by the U.N. Administrative Coordination Committee's Sub-Committee on the Development Decade. These are:

- 1) the drafting of a statement of general principles that might form the basis of a "Charter of Development." (The U.N. Secretariat has a consultant, David Wightman, working on this.)
- 2) the preparation of a proposed framework of an international development strategy consisting of development targets and the main lines of action to achieve them.

For this work, so far the Secretary-General has been relying mostly on the U.N. Committee for Development Planning. This Committee was set up in 1966 by ECOSOC as a "group of highly qualified experts, representing different planning systems, who would make their experience in development planning available to the United Nations." It is not merely an advisory body to the Secretary-General; it was specifically instructed by ECOSOC to work, in consultation with the Secretary-General, on guidelines and proposals for the Second Development Decade and it reports directly to ECOSOC.

A list of the members of the Committee is attached. Basically, the Committee is dominated by Professor Tinbergen who is its chairman. Tinbergen gives very high priority to the Committee work, is willing to work several times harder than any other member and does most of the drafting. The other members of the Committee consequently let Tinbergen pretty much have his way.

The meeting I attended in Addis Ababa of the Committee on Development Planning devoted much of its time to the discussion of what its recommendations should be for the Second Development Decade. (When this item of the agenda was being considered, the Chairman made it clear that he did not want any contribution to the discussion from the World Bank Group or the U.N. Specialized Agencies present, whereas in the rest of the meeting, he had welcomed any remarks we had to make.)

President has seen

Based on the discussion at this meeting, a working party of the Committee is to meet at the end of June in a closed session to complete its first draft of the proposed development strategy. This will be sent to the U.N., the U.N. Specialized Agencies and the World Bank Group for comments. In early 1969, the Committee is then to prepare its final report to the Secretary-General and the General Assembly.

Judging from the Addis meeting, the goals and the development strategy that will be recommended by the Committee will be "maximal" rather than "realistic" or feasible. The growth target is likely to be set at 4% growth per annum of per capita GNP as a minimum during the 1970's for each developing country. Targets are also to be set for minimum levels of food consumption, education and level of employment as well as for rates of growth in industry, agriculture and other sectors. The strategy to achieve these targets is to consist of a series of measures to be taken by the developed countries on the one hand, and the developing countries on the other. According to the Addis meeting, the developed countries are to have to make available 1% of their GNP as a minimum in net transfers to the LDC's by 1972. This should include a substantial amount for IDA and other multi-lateral organizations. Among a series of other highly desirable measures are also to be included recommendations for a quick setting up of the Supplementary Finance scheme as well as of the International Investment Insurance scheme, etc.

The developing countries are to take such measures as "a general increase in efficiency and stimulation of human attitudes open to innovation...." "An important effort to expand and to improve qualitatively their educational system must be undertaken." These, however, are not stated in quantitative or other terms that would be easily susceptible to outside checking as to performance.

It is hard to quarrel with the basic idealism of the objectives and measures to be taken. But the statement is not likely to qualify as a realistic strategy of development for the 1970's. (The preliminary projections for the 1970's by the U.N. Secretariat, which appear quite reasonable, indicate that a large increase in the rates of growth of the developing countries during the 1970's is attainable with some improvement in their performance and with a build-up over the decade of the net capital flows from the developed countries to 1% of their GNP.) The attempt to set down a uniform set of minimum quantitative goals to apply to the major sectors of each developing country betrays a lack of appreciation of the enormous diversity of the development problems in the different developing countries across the world. The measures laid down for the developed countries to take are, as far as one can see today, not likely to be acceptable to them since the even less demanding goals of UNCTAD II were unacceptable. While the

developing countries have the votes to put such a set of recommendations through the General Assembly, this would be of little use if the developed countries can easily shrug off the whole proposal as being completely unrealistic.

I believe that Mr. de Seynes, Under Secretary General for Economic and Social Affairs, who attended the Addis meeting, shares at least part of my conclusions on this. UNCTAD definitely does: the present orientation of UNCTAD appears to be to concentrate on a development strategy consisting of a series of concrete attainable targets. This issue will certainly come up at the meeting of the ACC Sub-Committee on the Development Decade that is now planned for early July, immediately after the Committee on Development Planning produces its document.

cc: Mr. Friedman
Mr. Demuth
AMK:ner

MEMBERS OF THE COMMITTEE FOR DEVELOPMENT PLANNING

- Mr. Roque Carranza,
Economic Consultant, Argentina
- Mr. Nazih Deif,
Institute of National Planning, United Arab Republic
- Mr. Max Millikan,
Director, Center for International Studies, Massachusetts
Institute of Technology, United States of America
- Mr. Saburo Okita,
Japan Economic Research Center, Japan
- Mr. Jozef Pajestka,
Director, Institute of Planning, Poland
- Mr. M. L. Qureshi,
Member, Planning Commission, Pakistan
- Mr. W. B. Reddaway,
Director, Department of Applied Economics, Cambridge
University, United Kingdom
- Mr. Jean Ripert,
Director General, National Institute of Statistics and
Economic Studies, France
- Mr. Germanico Salgado,
Director, Economic Affairs Department, Organization of
American States
- Mr. Jakov Sirotkovic,
Professor, Faculty of Economics, University of Zagreb,
Yugoslavia
- Mr. Jan Tinbergen,
Professor, Netherlands Institute of Economics, Netherlands
- Mr. Zdenek Vergner,
Director, Research Institute of National Economic Planning,
Czechoslovakia

5/15 To Mr. Demuth

OFFICE MEMORANDUM

TO: Mr. McNamara

FROM: Richard H. Demuth

SUBJECT: Proposed Visit by Mr. Philippe de Seynes

DATE: May 13, 1968

Mr. Philippe de Seynes, U.N. Under-Secretary-General for Economic and Social Affairs, whom you met at U Thant's luncheon, has told Mr. Consolo in New York that he would like to come down and talk to you, at your convenience, about the Second Development Decade. Mr. de Seynes can come any day except May 22, 23 or 24. Consolo believes that he would want about an hour with you.

Would you wish to suggest a time and date for him to visit you?

5/15
lunch 12:15
Mon 5/14
Please plan to
join us.
RHD

1.a

10/10 To Mr. Shoaib

OFFICE MEMORANDUM

TO: Mr. McNamara
 FROM: M. Shoaib
 SUBJECT: Visit of the Aga Khan

DATE: October 9, 1968

Cousin

His Highness Prince Karim Aga Khan is coming here on a short visit on October 16th. He is planning to come to see me here at 11:30 a.m. that day and leave from the National Airport at 2:00 p.m. in his jet for the West Coast. He called me from Paris just now and is most anxious that you might give him a few minutes of your time. The Aga Khan is, as you know, the Head of the Ismaili community of Moslems and is one of the richest men in the world. He has absolute authority over his followers who also are among the wealthier people in the countries in which they live. The Aga Khan has been investing in several types of projects recently, in addition to carrying on the activities which he inherited from his forefathers, e.g., one of the best stud farms of race horses in the world. He has started the IPS (or Investment Promotion Services) which mixes Ismaili capital with local capital where available and promotes industrial and other investments. The basic approach of this scheme is that members of the Ismaili community should help the nationals of the country in which they live and should not make their livelihood entirely in trade and commerce only, which had been the main preoccupation in the past but also out of investments in productive facilities. He has several of these IPS companies in tropical Africa and one in East Pakistan and has been in touch with the IPC and the IBRD from time to time in regard to the possibility of our joining hands with him in progressing investments that the IPS may become interested in. The Aga Khan is also interested in promoting tourism as witness his Sardinia scheme of Costa Esmeralda which is well known. He has been making inquiries on these lines in the Caribbeans also. In addition to productive investments, the Aga Khan also invests in social welfare facilities such as hospitals, schools, etc.

It would be very helpful if you could join us at lunch on October 16th but, if you cannot, perhaps you could spare a few minutes between 11:30 and 12:30^{so} that I could bring him to see you.

Sorry I can't join you for lunch but I'll be happy to see you at 12:30



2

*Mr. McNamara - to see, please.
RBS 2/20*

MEMORANDUM FOR THE RECORD

February 19, 1969

Minutes of Meeting, Friday, February 7, 1969, 3:00 p.m. at UNESCO Headquarters, Paris

Present: Mr. Maheu and collaborators and Messrs. McNamara, Karasz, Wm. Clark and Steckhan

Mr. McNamara started out by thanking Mr. Maheu for UNESCO's assistance to the Bank. He went on to say that he had come to learn more about UNESCO's operations and Mr. Maheu's views regarding the future of the Bank/UNESCO Cooperative Program. Mr. McNamara also stated that he intended to increase substantially financing for education and to devote part of the Bank's assistance to areas of education hitherto considered outside the field of Bank assistance.

Mr. McNamara expressed particular interest in the contemplated education project in the Ivory Coast and Mr. Van Vliet of UNESCO gave a short expose. Mr. Van Vliet emphasized the deficiencies of the educational system of that country such as insufficient training of teachers, large variety of degrees, absence of proper relation of curricula to the country's needs and inordinately high cost of producing graduates. The novel objective of the contemplated project in the Ivory Coast was to use television for teaching in all primary schools by 1980. By 1970 all preparatory work was expected to be finished and it was planned that by 1975 300,000 to 400,000 pupils would benefit from educational television. Educational television would of course have to be complemented by conventional teaching methods. The cost of setting up a TV production center was estimated at US\$4 million and it was hoped that the World Bank would provide the bulk of the financing. Further capital outlays amounting to some US\$9 million to \$12 million would be required later for expansion over a period of 10 to 12 years. Both FAC and the Ford Foundation were willing to participate in the project provided the World Bank could also be interested. Mr. Van Vliet added that present current cost of teaching a pupil was \$12 and that the incremental cost of teaching through television would amount to \$31 per pupil for 50,000 pupils, \$16.6 for 100,000 pupils, \$5 for 500,000 pupils (which was the estimated total of primary school children by 1980) and \$3 for one million pupils.

Turning to another UNESCO project, Mr. McNamara voiced some skepticism regarding a contemplated Indian satellite project. Mr. Farr of UNESCO pointed out that India had submitted a request for studies by UNESCO without UNESCO's encouragement (similar applications without UNESCO's encouragement were received from Brazil, Argentina and Indonesia). UNESCO had sent a mission to India to study, among other things, the advantages of using TV rather than conventional methods for education, the comparative costs of airborne, earthbound and satellite systems, and the probable effect of educational television on the whole educational system in India. The UNESCO mission had concluded that the introduction of satellite based television for education would achieve the educational goals of GOI ten years earlier than planned at present. The total cost of a first stage of this project would amount to some \$50 million of which \$10 million would cover the cost of the satellite and another \$10 million the cost of launching. The remaining \$30 million would cover the cost of setting up 50,000 receivers. It was contemplated to use these receivers exclusively for adult education on agriculture and population control programs. Among the problems identified by the mission were the difficulty in setting up an efficient domestic production of TV sets, the training of about 10,000 native TV programmers and producers and the enormous cost of buying and launching the satellite. India had received an offer from Comsat to launch a satellite for one year. UNESCO had reservations about this offer since Comsat intended to recover the satellite within a year. The matter was at present under study by GOI. Mr. Farr concluded by saying that a second stage

of the Indian television project would be devoted to education of children via satellite. Mr. McNamara thought this would be very expensive and the UNESCO experts did not seem to have reached a final judgment on the cost of the second stage.

Mr. McNamara then asked for further comments on development problems of mutual interest. Mr. Matveyev (outgoing Russian Assistant Director General) stressed the importance of basic science faculties in developing countries for the transfer of technology to developing countries, the training of scientists in developing countries and the introduction of modern methods of planning and management. Mr. Matveyev submitted that the disparity in the number and quality of basic science institutions between rich and poor countries was at present greater than the disparity in GNP. He explained that 95% of basic research was concentrated in 30 (developed) countries and that the number of scientific degrees per 100,000 inhabitants was 37 in the United States, 13 in Europe, 3 in the Arab states, 2 in Asia, 1.4 in Latin America and 0.2 in Africa. Mr. Matveyev concluded by asking Mr. McNamara to consider loans for science faculties.

Turning to another subject, Mr. Mate of UNESCO explained the importance of rural education for Africa. In his view, primary schools in Africa were often divorced from the agricultural sector in which most people worked. Thus assistance for primary education should be directed to the "ruralization" of education by training teachers with rural backgrounds, by setting up training colleges in rural areas, providing for in-service training, adapting curricula to the needs of rural areas, and by adjusting the educational "hardware" to the agricultural environment predominant in Africa.

Chief Awokoya of UNESCO concurred with the two preceding statements and re-emphasized the necessity to finance increasingly basic science institutions and primary rural schools in developing countries.

In conclusion, Mr. McNamara thanked Mr. Maheu and his group for the opportunity to discuss matters of common interest and expressed the hope that Bank/UNESCO cooperation would be further strengthened.

Rainer B. Steckhan
Rainer B. Steckhan

Mr. McNamara - Visit to Paris; February 7, 1969

Meeting at UNESCO - 4 p.m. - Room V

TENTATIVE ATTENDANCE LIST

Mr. René MAHEU Director General

Mr. P. TERENCE Director, Bureau of Relations with Member States
Acting Director, Executive Office
(Italy)

Education

Mr. Flexa RIBEIRO Assistant Director General for Education
(Brazil)

Mr. Casely MATE Acting Director, Department of Planning and
Financing of Education
(Ghana)

Mr. Willem VAN VLIET Director, Division of Educational Financing
(Netherlands)

Mr. Leo FERNIG Director, Department for the Advancement of Education
(U.K.)

Mr. RYBNIKOV Acting Director, Department of School and
Higher Education
(U.S.S.R.)

Mr. Aser DELEON Director, Department of Out-of-School Education
(Yugoslavia)

Science

Mr. Alexey MATVEYEV Assistant Director General for Science (will be leaving)
(U.S.S.R.)

Mr. Stephen AWOKOYA Director, Department of Science Teaching and
Technological Education and Research
(Nigeria)

Social Sciences

Mr. Mahdi ELMANDJRA Assistant Director General for Social Sciences,
Human Sciences and Culture
(Morocco)

Administration

Mr. John E. FOBES Assistant Director General for Administration
(U.S.A.)

Mr. Raymond RODRIGUEZ Acting Director, Bureau of Relations with
International Organizations
(France)

February 4, 1969



UNCTAD

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT
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INFORMATION SERVICE
UNCTAD
Office of the United Nations
Geneva

TAD/355
19 December 1968

Mr. M. Namara.
for your 12:15 meeting on Thursday 4/17
RBS 4/16
MANUEL PEREZ GUERRERO

Manuel Perez Guerrero, whose appointment as the next Secretary-General of the United Nations Conference on Trade and Development (UNCTAD) was confirmed on 13 December 1968 by the General Assembly, has been the Permanent Representative of Venezuela to the United Nations since January, 1967.

The Secretary-General of the United Nations, U Thant, announced on 26 November the appointment of Mr. Perez Guerrero for a term of office beginning in March 1969 and ending on 31 March 1972 to succeed Raúl Prebisch, whose resignation as the first Secretary-General of UNCTAD will take effect some time in March.

Mr. Perez Guerrero served as President of the Economic and Social Council in 1968.

He was born in Caracas, Venezuela, on 18 September, 1911. He received a Doctor of Laws Degree and a Licence ès Lettres from the University of Paris and a Diploma from the Ecole libre des Sciences politiques, Paris.

He was in the Department of Economy and Finance of the Secretariat of the League of Nations, 1937-1940, and served with the International Labour Office, 1942-43.

Between 1946 and 1963 Mr. Perez Guerrero held various posts in the United Nations Secretariat: as Director of the Division of Coordination and Liaison; Executive Secretary of the Technical Assistance Board; Resident Representative of the Board in Egypt (1953-57), in Tunisia and Morocco (1957-58) and in Algeria (1962); and as Director of the Division of Non-Self-Governing Territories of the Department of Trusteeship and Non-Self-Governing Territories.

During this period, he was granted temporary leave from the United Nations Secretariat on several occasions to take up the following posts in the Government of Venezuela: Minister of Finance, 1946-48; Director of the Department of Planning and Coordination, 1959-62; and Minister of Mines and Hydrocarbons, 1963-66.

Mr. Perez Guerrero, following his appointment as Permanent Representative of Venezuela to the United Nations, served in 1967 as Chairman of the United Nations Special Mission on Aden and was also a member of a committee appointed by the Director-General of the Food and Agriculture Organization to review the structure of the organization in terms of its future needs.

He has been Vice-Chairman of the Special Committee of 24 on the Ending of Colonialism, serving in 1967 and 1968. In April 1968 he was appointed by the Secretary-General of the United Nations as a member of the Committee on the Reorganization of the Secretariat.

Since March 1965 Mr. Perez Guerrero has been a member of the Board of Trustees of the United Nations Institute for Training and Research.

* * * *

Mr. Steckhan

April 16

April 3, 1969

Mr. Schweitzer

Gordon Williams

Visit of Mr. Perez-Guerrero

Thursday

This will confirm that Mr. Perez-Guerrero, new Secretary-General of UNCTAD, will make his first official visit to the Fund on Monday, April 17. He will be accompanied by Mr. Sidney Dell, Director of the New York Office of UNCTAD.

His appointment with you is at 11:00 a.m.

At 11:15 a.m. he is scheduled to see Mr. Sture and other members of ETRD.

At 11:45 a.m. he is scheduled to see Mr. Polak and other members of the Research Department.

At 12:15 p.m. he sees Mr. McNamara with whom he is having lunch. ^{at 13:00}

Dinner

- cc: Mr. Polak
- Mr. Sture
- Mr. Dell (For Mr. Perez-Guerrero)
- ✓ Mr. Steckhan - IBRD

3a

U Thant - 4/28/69

1. Middle East: must be a Big 4 substantive agreement for endorsement by Sec General as a basis to forming by 3rd wk in June.
 references: within a few weeks the Egyptian govt will present proposals relating to local council representation, the core of the problem, & the Turks within a few weeks. The situation has improved measurably in ^{for reaching} within the last 4 yrs.
2. Holland: situation deteriorating. Belg govt will not accept 40 gold pieces.
3. Nigeria: US cannot be involved politically because Nigeria + OSU both view the problem as an internal affair. Probably Nigerians subverting to get the upper hand.
4. Scandinavian foreign ministers have decided to mount massive program of economic assistance to Vietnam after combat ceases. They have also been in touch with Hanoi. Hanoi has made no request for US assistance & Sec Gen sees no likelihood of such request.

U Thant - 4/28/69

1. Middle East: must be a Big Four substantive agreement for endorsement by Security Council as instructions to Jarring by third week in June.
2. Cyprus: within a few weeks Greek Cypriot government will present far-reaching proposals relating to local council representation, the core of the problem, to the Turks. The situation has improved immeasurably in the past four years.
3. Ireland: situation deteriorating. British government will not accept UN good offices.
4. Nigeria: UN cannot be involved politically because Nigeria and OAU both view the problem as an internal affair. Militarily Nigerians are beginning to get the upper hand.
5. Scandinavian foreign ministers have decided to mount massive program of economic assistance to Vietnam after combat ceases. They have also been in touch with Hanoi. Hanoi has made no request for UN assistance and Sec Gen sees no likelihood of such a request.

32

ACC Meeting - Rome 24/1/79 - 11th day of dinner
Morse: U that should go before us on 2 separate: present & report
as Sec Gen & later present a report as Ch of ACC -
MF: maintain status quo sharp ACC secretariat in Gen Dept which
services us

De Seynes: will not make difficult the guess of location: 19th or 35th floor at
he disagrees with the logic
we have 2 systems of coordination:
Euros & its functional committees

^{ACC}
He believes we need a link between the two & his office is at + this was
the reason for Hammerfeld bringing the ACC Sec from the 3rd
to the 19th fl. in 1953.
"there is no greater folly than to be wise alone" - Montaigne
he favors an inter-agency financial secretariat

Mythen: ACC has not until now made a substantive contribution to work of
Euros & that is why he co-sponsored with Morse the Cambou proposal.
of Dept of ec. affairs had confined itself to coordination this would have
been a different situation. But instead it has become more & more
more operational; i.e. occupying itself more & more with program
work in some sectors, e.g. its work with UNDP. It has be-
come a party of interest instead of a servicing organ of Euros.

Truett supported "Cambou" proposal.
Davis & Ecklund " " also Ecklund also proposed reorg. of ACC subcommittee
Uthoff: in his view: there is a consensus Sec of ACC should report directly to Sec Gen
1) the duties of the office of the Sec of ACC need to be enlarged
2) the staff should be enlarged & travel increased
3) prefer financing by the UN.

It was agreed: all subsidiary bodies of ACC (incl. CCAR & CCPI) should work under
guidance of Prepcom.
1) Prepcom should assume a greater decision-making role in
problems of joint work with ACC concerning itself primarily with
important matters of policy

H/V/69 - Come Dec 1974

Dr. Sengco: UN Devel. Decade

- a. Planning to publish a series of pamphlets on major issues (ch. sub. authors)
- b. " in '45 in Fall & winter a series of seminars in West & SW on Devel.
- c. Hope to have a major ~~journal~~ ^{journal} in Nov. to become "models" for DD II
- d. The "Governmental Committee" wishes to meet with specialized agencies - Com is working well; has a copy of 70 under direction of an Indian

e. Difficulties encountered are:

establishing "norms" or targets - only with passage of yrs will they be based on "targets" estab. by govt's themselves. Have sent reports to OECD on the degree of their plans; hope to do it more systematically in the future. Tentative targets: terminal GNP 6-6.52 by '80. An assumption for pop. growth 2.5%; Per capita ^{primary nation:} min. growth 3.5-4.02. Commitment Targets: might be a rate of savings or pop. growth. OECD's would commit to; need social targets for: Employment, ^{Education} Health, ^{Electricity} Water & Productivity

the means to attain the "norms", i.e. the policies, are the problem. Want to avoid Code of ~~Good~~ Behavior. Forecasts of OECD of growth of DC are discouraging: 4.0 & 4.72.

have not yet approached mechanism of inspection or surveillance. Phillip the need of presentation for offer of use of Pk staff ^{to} which could begin to carry out "surveillance".

Maybe the 1st statement to see Ben as Ch. of ACC should present to Esposo should be ACC's view of DD II; but would prefer no statement ^{rather} than a set of platitudes.

Heard the Pope say today "Devot" cannot be reduced to a set of econ. growth obj's - Under-Sec referred to "asking new ques", but don't need new ques but to ask the answers which were intended, to the old ques & integrate the non-econ. goals with the econ. goals.

Under-Sec says the Gov. Com. has taken over but the govt's have asked the Secs, F&O & ILO to set up world Plans in their sectors. And these have been developed by govt's & should be recognized by the Under-Sec.

Boerme: Has an uneasy feeling re the DDII. What is it; a model, a bundle of policies, or what. Faced some ques. with respect to Indic. World Plan. All the sectoral plans must be integrated. So what does De Seque have in mind & how will he go about it e.g. will he start with the Agency's plans; ~~the~~ integrate them; ^{use the Reg. Comm.} refer goals back to the nations for their approval. And how much travel will it take.

De Seque: Must be something almost ready by Ecosoc in summer of '70.

Perez Guerrero: Are only 5/5 trying to produce a "scheme" for the DDII - will try to produce a document now to obtain some of the things they did not accomplish at New Delhi.

Maced: Preoccupied with one aspect of the problem: ^{underemployment &} unemployment.

Cardani: Fully agreed with statement of Mayhew. Fears that work has concentrated on econ. variables & has failed to properly emphasize social variables.

U Thant: proposed, & it was agreed, De Seque (with coop. of Maced & Hoffmann) should prepare a draft of an SCC statement for review in July & presentation to Ecosoc in July.

De Sique: PPs. control will be 1 of the major matters [discuss] in the 70's in order to
come but not all around the table.

Have reached a conclusion that an approach thru the health services
is the most practical.

Must have varied programs in UN: awareness programs in Africa;
demographic studies to show relation to ^{social} level.

An area which requires concerted action is studies of national programs,
e.g. Pak, India, UNR, & Africa. The ideal pattern would be a high
UN official directing the activity but may have to continue for a
time with the present dispersed activity.

Condon: when say "pop control" are talking of a controversial subject but "family
planning" is not controversial.

Unless you have health services can't carry out this activity but can't
have health services for this activity alone: must organ. basic health
services & train pers. for the job; the docs, nurses, & mid-wife don't
know anything about family plng. there is much more acceptance
by indiv. than we are prepared to accept.

ACC Meeting - Rome - 4/27/69 - U Thant chaired.

Morse: U Thant should go before Ecosoc in two capacities: present a report as Sec Gen and later present a report as Chairman of the ACC.

IMF: maintain status quo and keep ACC Secretariat in Economic Department which services Ecosoc.

De Seynes: will not make difficult the question of location: 29th or 38th floor, although he disagrees with the logic.

We have two systems of coordination:

Ecosoc and its functional committees

ACC

He believes we need a link between the two and his office is it, and this was the reason for Hammerskold bringing the ACC Secretariat from the 38th to the 29th floor in 1953.

"There is no greater folly than to be wise alone." Montaigne.

He favors an inter-agency financed secretariat.

Mayheu: ACC has not until now made a substantive contribution to work of Ecosoc and that is why he co-sponsored, with Morse, the Candau proposal.

If Department of Economic Affairs had confined itself to coordination this would have been a different situation. But instead it has become more and more operational: i.e., occupying itself more and more with program work in some sectors, e.g., its work with UNDP. It has become a party at interest instead of a servicing organ of Ecosoc.

Twight: supported "Candau" proposal.

Davis and Ecklund: Supported "Candau" proposal, although Ecklund also proposed reorganization of ACC subordinate bodies.

U Thant: in his view:

- 1) there is a consensus Sec of ACC should report directly to SecGen.
- 2) the duties of the office of the Sec of ACC need to be enlarged
- 3) the staff should be enlarged and travel increased
- 4) prefer financing by the UN.

It was agreed: 1) all subsidiary bodies of ACC (including CCAQ and CCPI) should work under guidance of Prepcom.
2) Prepcom should assume a greater decision-making role in problems of management with ACC concerning itself primarily with important matters of policy.

4/28/69 - Rome ACC Meeting

De Seynes: UN Development Decade

- a. Planning to publish a series of pamphlets on major issues (check subjects and authors).
- b. Planning in U.S. in Fall and Winter a series of seminars in West and Southwest on Development.
- c. Hope to have a meeting in November to reconcile "models" for DDII.
- d. The "Governmental Committee" wishes to meet with Specialized Agencies - Committee is working well; has a working group of 20 under direction of an Indian.
- e. Difficulties encountered are:

establishing "norms" or "targets" - only with passage of years will they be based on "targets" established by governments themselves. Have sent representatives to LDCs to check on the degree of their planning; hope to do it more systematically in the future. Tentative targets: Terminal GNP 6-6.5% by 1980; an assumption for population growth 2.5%; per capita minimum growth for any nation: 3.5 - 4.0%; commitment targets: might be a rate of savings or population growth which LDCs would commit to; need social targets for: employment, education, health, distribution of fruits of productivity; the means to attain the "norms", i.e., the policies, are the problem. Want to avoid Code of Good Behaviour. Forecasts of OECD of growth of DC's are discouraging: 4.2 to 4.7%.

have not yet approached mechanism of inspection or surveillance. Phillip expressed appreciation for offer of use of the Bank staff without which could (not?) begin to carry out "surveillance".

Mayheu: The first statement the Sec Gen as Chairman of ACC should present to Ecosoc should be ACC's view of DDII; but would prefer no statement rather than a set of platitudes.

Heard the Pople say today "Development" cannot be reduced to a set of economic growth objectives.

Under Secretary referred to "asking new questions", but don't need new questions but to use the answers which were not used, to the old questions and integrate the non-economic goals with the economic goals.

Under Secretary says the Governmental Committee has taken over but the governments have asked Unesco, FAO and ILO to set up World Plans in their sectors. And these have been developed by governments and should be recognized by the Under Secretary.

Boerma: Has an uneasy feeling re the DDII. What is it: a model, a bundle of policies, or what? Faced same question with respect to India World Plan. All the sectoral plans must be integrated. So what does De Seynes have in mind and how will he to about it, e.g., will he start with the Agency's plans; integrate them; use the Reg. Com.; refer goals back to the nations for their approval. An how much time will it take?

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Perez Guerrero: Are meeting 5/5 to try to produce a "scheme" for the DDII - will try to produce a document now to obtain some of the things they did not accomplish at New Delhi.

Morse: "Preoccupied with one aspect of the problem; underemployment and unemployment."

Candau: Fully agreed with statement of Mayheu. Fears that work has concentrated on economic variables and has failed to properly emphasize social variables.

U Thant: proposed, and it was agreed, De Seynes (with cooperation of McNamara and Hoffman) should prepare a draft of an ACC statement for review in July and presentation to Ecosoc in July.

De Seynes: Population control will be one of the major matters of development in the 70s in view of some but not all around the table.

Have reached a conclusion that an approach the health services is the most practical.

Must have varied programs in UN: awareness programs in Africa; demographic studies to show relation to economic and social development.

An area which requires concerted action is studies of national programs, e.g., Pakistan, India, UAR, EastAfrica. The ideal pattern would be a high UN official directing the activity but may have to continue for a time with the present diffused activity.

Candau: When say "population control" are talking of a controversial subject but "family planning" is not controversial.

Unless you have health services can't carry out this activity but can't have health services for this activity alone: must organize basic health services and train personnel for the job; the doctors, nurses, and mid-wife don't know anything about family planning. There is much more acceptance by individuals than we are prepared to accept.

4



FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100-ROME

Cables: FOODAGRI ROME

Telex: 61181 FOODAGRI

Telephone: 5797

Ref. BK 1/5

Letter No. 00172

Dear Rainer,

MAY 21 1969

Thank you for your note of 30th April. We were most pleased to see you here in Rome and delighted that Mr. McNamara was able to spare the time to address the members of the Cooperative Programme. I have attached a note on the various members of the Programme who were present at the meeting on 23rd April. I have also attached a summary list of the complete team as we are today.

As we mentioned in discussion, we have already initiated steps to recruit the additional personnel we shall require in the 1970/71 biennium, and we shall be trying out many of these in a consultancy capacity during the latter half of 1969.

I look forward to meeting you again next time I am in Washington.

Yours sincerely,

I. H. Ergas
Director
FAO Investment Centre

Mr. R. Steckhan
Personal Assistant to the President
International Bank for Reconstruction
and Development
1818 H Street NW
Washington DC 20433
U.S.A.

AS 3: 19 69 MAY 21 1969

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MAY 21 1969



FOOD AND AGRICULTURE ORGANIZATION
OF THE UNITED NATIONS

Telephone: 5787

Telex: 8181 FOODAGRI

Cables: FOODAGRI ROME

Via delle Terme di Caracalla, 00100-ROME

Letter No. 00152

BK 1/2

Ref.

MAY 21 1969

Dear Rainer,

Thank you for your note of 30th April. We were most pleased to see you here in Rome and delighted that Mr. McNamara was able to spare the time to address the members of the Cooperative Programme. I have attached a note on the various members of the Programme who were present at the meeting on 23rd April. I have also attached a summary list of the complete team as we are today.

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Director
FAO Investment Centre

Mr. R. Steckhan
Personal Assistant to the President
International Bank for Reconstruction
and Development
1818 H Street NW
Washington DC 20433
U.S.A.

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Note on the FAO/IBRD Cooperative Programme staff members who were present at
a Meeting with Mr. Robert McNamara on 29th April 1969

I.H. Ergas

Greek, 45, Director FAO/IBRD Cooperative Programme. University of Istanbul. University of Leeds - Economics. E.C.E. 1951-52 with special reference to coal and steel 1950-51. East and West Trade 1951-52. Germany, United Kingdom, France 1952-53. Western European Review 1952-55. Director Research Department, Bank of Greece 1955-57. Member of the Currency Commission on Greece 1955-57. Member of the Common Market Committee 1956-57. Senior Economist to Mediterranean Development projects 1957. Senior Economist African Development projects 1961. Assistant to Director-General, FAO 1962-64. Director FAO/IBRD Cooperative Programme 1964 to present date. Director Investment Centre 1968 to present date.

J.P. Bhattacharjee

Indian, 47, Deputy Director FAO/IBRD Cooperative Programme. M.A. (Calcutta) and Ph.D. (Illinois) in economics with statistics and econometrics; 1945-49. Economist, Institute of Rural Reconstruction, Visva-Bharati University - research in agricultural and rural economics; 1950-53, Booth Fellow, University of Illinois; 1953-55. Asst. Economist, Stanford University Food Research Institute - research and teaching; 1955-60 Director, Agro-Economic Research Centre for East India - research and studies on economic development, rural change, and agricultural economics; 1960-65 Director, Programme Evaluation Organization of the GOI Planning Commission, and also Member-Secretary, Evaluation Advisory Board of GOI; Member of a number of GOI Committees such as Fertilizer Committee (1964-65); Chairman, Evaluation Group on Family Planning Programme (1964-65). President, All-India Agricultural Economics Conference (1965). Author of many papers, reports and publications. 1965 joined FAO/IBRD Cooperative Programme.

J.S. Spears

British, 40, Chief, Operations Planning and Coordination. B.Sc. (Forestry, Agriculture) Dip (For), Oxon. M.Sc. (UBC Canada). 12 years mainly African experience implementing and administering a wide variety of forestry and agricultural development projects. Director of Forest Industries Development Corporation 1964-66. Joined FAO/IBRD Cooperative Programme January 1966.

W.T. Allen

Australian, 45. B. Commerce. Dip. Ag. Economics. Formerly Assistant Director of Bureau of Agricultural Economics, Canberra. 17 years experience mainly in the fields of agricultural production economics, farm management and project evaluation. Joined FAO/IBRD Cooperative Programme in 1968.

S.B. Andricopoulos

Greek, 32, BA Economics. 5 years previous experience in the Development Department of E.E.C., E.A.M.A., and with FAO with particular reference to Indicative World Plan Studies. Joined FAO/IBRD Cooperative Programme in 1968.

A.G. Apodaca

U.S.A., 49. B.Sc. Agricultural Economics. M.A. Agricultural Education. Ph.D. Agric. Extension. Formerly agricultural extension adviser with USAID in Honduras and Ecuador. Director of the Special Projects Institute and Institute of International Education. USAID Project Manager. FAO/UNDP projects in agricultural education and research in Colombia. Joined FAO/IBRD Cooperative Programme in 1968.

C. Beever

British, 50, B.A. Honours Nottingham and London. 1946-48 Director, Fisheries Office, Ministry of Agriculture and Fisheries, U.K. 1952 joined FAO. Fisheries Economist. 1953-63 Acting Chief of Economics Branch, Fisheries Division. 1964 joined FAO/IBRD Cooperative Programme.

H. Casati

French, 45, Graduate of Ecole Nationale de la France d'Outre-Mer. Civil service administrator in French overseas territories 1945-61. 1961-62 studied Economics in Centre d'Etude des Programmes Economiques. 1962-64 Senior Consultant and Economist, SEDES. 1965-66 Assistant Director, SEDES. 1967-68 Technical Manager, SEDES. 1968 joined FAO/IBRD Cooperative Programme.

A. El Tom

Sudanese, 38, B.Sc. Agriculture, Khartoum University. 1958 Oxford University, Diploma in Agricultural Economics. 1962 FAO course Agric. Econ. Dev. Plan. 1957-61 Ministry of Agriculture, Sudan, Inspector of Agriculture, Agricultural Economist, Projects Manager. 1959-63 Part-time lecturer Farm Management and Rural Economics, Institute of Agriculture, Khartoum. 1961-62 Agric. Plan. Economist, Ministry of Finance and Economics, Sudan. 1963-65 FAO Agric. Plan. Economist. 1965-67 FAO Regional Rural Economist, Ethiopia. 1968 joined FAO/IBRD Coop. Prog.

H. Boumendil

French, 44. M.Sc. Engineering University of Paris. 15 years previous experience on hydraulic works and irrigation works in Morocco. 2½ years as UN adviser on dams and irrigation projects in Iran. Joined FAO/IBRD Cooperative Programme in 1967.

E. F. J. Quicke

British, 30. B.Sc. Agriculture Dip. Agricultural Economics. 1962-63 Ministry of Agriculture U.K. 1964-66 agricultural economist with Hunting Technical Services. West Pakistan 1964-65. West Malaysia 1966. Joined FAO/IBRD Cooperative Programme in 1967.

F. Bourgois

French, 52. Graduate of the National Merchant Marine School of Marseilles. Graduate of the School of Administration for Marine Affairs. Administration Marine Affairs in Le Havre and Boulogne. Representative Supreme Commander of Allied Powers of the Japanese Whaling Fleet in the Antarctic 1947-50. Japanese Tuna Fleet in the Pacific 1950. Fisheries and Marine Adviser to Viet Nam Government 1952-55. FAO representative in Tunis 1956-60. Director of the National Fisheries Institute of Ecuador. UNDP projects 1961-66. Joined FAO/IBRD Cooperative Programme in 1966.

C. Brochu

French, 45. Ingénieur agronome. Ingénieur Eaux et Forêts. Graduate of the Economic and Planning Centre, Ministry of Cooperation, France. Forestry official of the Overseas French Government service in Cambodia and Madagascar. Adviser to the Ministry of Agriculture, to the Planning High Commissioner in Madagascar, Agricultural Economist with the Economic Analysis Division of FAO. Joined FAO/IBRD Cooperative Programme in 1965.

P. J. Brumby

Australian, 39. B.Sc. Melbourne. M.Sc. University New Zealand. Ph.D. Edinburgh. 10 years research experience Ruakura Research Station in New Zealand. 2 years special fund project, Cyprus. 1 year Headquarters in the Animal Division. 2 years regional officer in Latin America. Joined FAO/IBRD Cooperative Programme in 1966.

A. K. Chatterjie

Indian, 41. M.Sc. London. B.Sc. (Honours). Management Investigator with Horlicks. Personnel Trainee Leader with Messrs. Renolds and Coventry Chain Co. Publicity Officer with Morgan Pharmaceutical Co. Joined FAO/IBRD Cooperative Programme 1968.

J. M. Clark

Australian, 45. Bachelor of Economics, University of Western Australia, Honours. 1950-59 Bureau of Agricultural Economics in Canberra. 1960-61 Commonwealth Economic Committee in London. Joined FAO 1961 - with the FAO/IBRD Cooperative Programme since early 1965.

L. Coccioli

Italian, 38. BA Agricultural Economics. Post-graduate diploma in Economic Development. 7 years with various Italian regional and overseas planning agencies. Joined FAO/IBRD Cooperative Programme in 1966.

R. Tellez Molina

Spanish, 55. Ph.D. Agriculture, Madrid. Agriculture Research Specialist in Malaga and Madrid 1942-56. Professor, Genetics and Biology 1949-56, Madrid. FAO regional officer for agricultural education in Latin America 1956-65. Promotion of regional activities, education, extension and training. Joined FAO/IBRD Cooperative Programme 1966.

R. D. H. Rowe

British, 40. B.Sc. (Forestry) University of Wales. Assistant Engineer with MacMillan and Bloedel, Canada 1955-56. Market Surveys Division of Bowaters Ltd., London, 1956-57. Kenya Forestry Department 1957-64. 1965-66 Assistant Secretary Ministry of Natural Resources and Wild Life, Kenya. 1967 General Manager of Agricultural and Industrial Consultants Ltd., Nairobi. Joined FAO/IBRD Cooperative Programme 1968.

H. Rambaud

French, 42. Graduate of Faculty of Law, University of Paris. Commercial Lawyer 1952-59, Morocco. Assistant Secretary of the General Fisheries Council for the Mediterranean 1956-61. Assistant Regional Fisheries Officer 1962-65. Joined FAO/IBRD Cooperative Programme in 1968.

D. Forbes-Watt

U.S.A., 27. BA, U.S.A., Ph.D. Candidate at L.S.E., London. Research and teaching London and Oxford Universities. Consultant on various UN economic studies. Joined FAO/IBRD Cooperative Programme 1968.

Miss A. M. Eid

Lebanese, 39. B.Sc. (Economics) University of London, 1957. Consultant EA Division, FAO Mediterranean Development Project 1957. Research Economist, EA Division, 1958-59. Economist, Near East and Africa Section EA Division, FAO, September 1959 to June 1961. Economist, Latin America Section, EA Division, FAO June 1961 to October 1965. Joined FAO/IBRD Cooperative Programme 1965.

V. M. J. Heymans

Belgian, 46. Ingénieur Agronome 1945. Ingénieur des Eaux et Forêts 1946 at the Inst. Agron. Gembloux. 1947-mid 1964 Senior Agricultural and Forestry Officer in former Belgian Congo. 1964 Joined FAO/IBRD Cooperative Programme.

A. Jones

British, 49. B.Sc. (Pure Mathematics) and Chemistry. M.Sc. (Soils), F.R.I.C. Senior Soil Economist with Sudan Government. Director British West Indies Soil Research and Services Centre. Director Research and Development Coconut Industry Board in Jamaica. Agricultural Officer in Borax and Mitchell Cotts Groups of Companies.

LIST OF FAO/IBRD COOPERATIVE PROGRAMME TEAM MEMBERS AS AT 21ST MAY 1969

Ergas	Director
Allen	Economist
Apodaca	Agricultural Education Expert
Beal	Agricultural Education Expert
Beever	Fisheries Expert
Benjamin	Agricultural Economist
Bhattacharjee	Deputy Director
Bono	Livestock Specialist
Boumendil	Irrigation Engineer
Bourgois	Fisheries Specialist
de Brichambaut	Agronomist
Brochu	Agricultural Economist
Brumby	Livestock Specialist
Campbell	Irrigation Engineer
Casati	Agricultural Economist
Cheriyen	Agricultural Credit Specialist
Clark	Agricultural Economist
Coccioli	Agricultural Economist
Courbois	Agricultural Credit Specialist
Eid	Agricultural Economist
El Tom	Agricultural Economist
Forbes-Watt	Agricultural Economist
Hancock	Livestock Specialist
Hewson	Agronomist
Heymans	Agronomist
Jones	Agronomist
Lucani	Economist
McFarlane	Livestock Specialist
Quicke	Agricultural Economist
Rambaud	Programme Coordination Officer
Rowe	Forestry Specialist
Smeyers	Agronomist
Snelson	Irrigation Engineer
Spears	Chief of Operations
Tellez	Agricultural Education Specialist
Tempelman-Kluit	Irrigation Engineer
Zaanouni	Agricultural Economist

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May 13, 1969

Meeting of Mr. McNamara and Messrs. Oris V. Wells (Deputy Director-General), Pierre Tervier (Director Development Department), Henry Ergas (Director Investment Center), Forbes-Watt and others, at FAO Headquarters, Rome, on Tuesday, April 29, 1969, from 11:00 a.m. to 12:00 noon.

Mr. Ergas welcomed Mr. McNamara to the Investment Center of FAO. Mr. McNamara in reply said he was delighted to meet with Mr. Ergas and the staff of the Bank/FAO Cooperative Program and to learn more about its work. At Mr. McNamara's request, Mr. Ergas outlined the organization and work of the Investment Center and explained that 99% of the work of the Center was devoted to the Cooperative Program. The Center was divided into four area divisions (Africa, Asia, Latin America and Middle East) and one pool of experts. At present 36 professionals were working for the Program and their number was expected to increase to 42 by June 30. Offers for staff positions had been made to six candidates and negotiations with them were well advanced. Mr. Ergas pointed out that the Cooperative Program was able to absorb new staff quickly since most of its staff were recruited from within FAO and was, therefore, already familiar with developmental work in the field of agriculture.

Mr. Ergas emphasized that the FAO staff liked to feel as part of the World Bank family and wished to be increasingly identified with its work. Jokingly, he added it might be worth considering whether his Center should be located in Washington or whether, alternatively, the Bank's Agricultural Projects Department should be stationed in Rome. Mr. McNamara commented that the present arrangement worked well and that, in fact, the FAO team was increasingly integrated in the Bank's work.

In this connection, Mr. Ergas urged Mr. McNamara to give his team a role in the Bank's policy formulation. The present practice of the Bank was to formulate its policies and agricultural lending programs without consulting FAO and FAO was only allowed to discuss with the Bank the allocation of personnel. He continued to say that FAO had started on its own to prepare policy papers on countries and that the need for more "harmonization" between the policies adopted in Rome and Washington had become more urgent. In reply, Mr. McNamara pointed out that a "harmonization" of policies would generally come through increased participation of FAO staff in Bank missions, especially in general economic review missions. Mr. McNamara explained that the Bank planned to send regular annual review missions to major countries and the FAO team would be increasingly called upon to provide staff for these missions. This would provide even more opportunities for FAO to state its views.

Mr. McNamara then referred back to the policy papers Mr. Ergas had previously mentioned. Mr. Forbes-Watt, who appeared exceedingly competent, explained FAO's approach using Thailand and Brazil as illustrations. In general, FAO reviewed in a given country the agricultural programs carried out in the past five years, the plans for development of agriculture in the future and the type and magnitude of external assistance needed to carry out sound plans. In the northeast of Thailand, for example, there was an obvious need for soil conservation and rice farming and possibly livestock. Thailand, however, had failed so far to develop an integrated plan for the development of the northeast and such a plan was badly needed.

Mr. Ergas intervened to say that it was difficult for FAO to make plans for the development of agriculture in Thailand as long as the extent of the contemplated Bank involvement in the Mekong Basin and its effect on Thailand was unknown to FAO.

He made this point only to illustrate the need for increased cooperation between IBRD and his team in general and for a joint Bank/FAO task force for Southeast Asia in particular. Mr. McNamara commented that any plans for the development of the Mekong Basin would not influence the northeast of Thailand, at least not for the next 10 years.

Mr. McNamara then enquired about FAO's views on the northeast of Brazil. Mr. Forbes-Watt thought that the San Francisco area was a promising one for Bank investment. Mr. McNamara interjected that the Bank could not invest in low-yielding projects and, during his visit to Petrolina, he was told that the return on agricultural projects there would not be high. The Bank would consider a rate of return of 12% as satisfactory but he, Mr. McNamara, would not recommend to the Board any projects with a rate of return below 8%. Mr. Ergas agreed that the Bank rightly insisted on a satisfactory rate of return and Mr. Forbes-Watt added that, in the case of the San Francisco River, the UNDP study which showed a low rate of return was actually wrong and had to be revised. Moreover, most of the present projects in that area were ill-defined and too small. FAO, Mr. Forbes-Watt explained, felt there was a need to build up a pipeline of large-scale agricultural projects especially in that area and preliminary investigations had shown that high-yielding projects could be found. Mr. McNamara welcomed that approach, especially since the Bank was willing to step up lending to Brazil, assuming her over-all performance was satisfactory, and therefore a pipeline of good projects, especially in the northeast, was needed.

Mr. McNamara then turned to Indonesia. Mr. Ergas emphasized that FAO had a very close and satisfactory relationship with the Bank's resident mission. At present FAO, in consultation with Bernie Bell, was preparing a tunafish project, a seed production project and might start to explore the possibilities for livestock.

Turning to another subject, Mr. McNamara asked about FAO's relationship with UNDP. Mr. Ergas explained that FAO was given an opportunity to comment on all requests submitted to UNDP for financing prior to a decision. In fact, in more than 50% of all cases FAO would have taken a different decision than UNDP on these requests. Mr. Ergas agreed with Mr. McNamara that the most important problem for the future was to influence UNDP to approve sound and project-oriented studies. Mr. Forbes-Watt added that UNDP had a tendency to look at vast areas, such as river basins, instead of concentrating on sound and well defined projects and sometimes UNDP went to the other extreme of working out projects which were too small to have any impact, for instance demonstration farms.

Mr. Ergas then called in the whole staff of the Cooperative Program and Mr. McNamara, at Mr. Ergas' request, outlined the Bank's program in the agricultural sector and the importance of FAO's contribution. He then concluded by saying that he was looking forward to an increased participation of FAO both in project preparation and in the formulation of agricultural development plans for member countries. Mr. McNamara's statement was followed by a very brief question and answer period.

Rainer B. Steckhan
Rainer B. Steckhan

OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara (through Mr. Demuth) DATE: June 17, 1969

FROM: Michael L. Hoffman *MLH*

SUBJECT: Ambassador Olivier Long, Director General, General Agreement on Tariffs and Trade (GATT)

Ambassador Long is a career Swiss diplomat with extensive experience in international negotiations on trade and other economic matters. He succeeded Sir Eric Wyndham White as Director General of GATT about a year ago. The GATT organization, as you know, is not a specialized agency of the UN but simply a secretariat which services the Contracting Parties to the GATT. For the past several years the Director General has attended meetings of the ACC and for all practical purposes GATT acts as if it were a UN specialized agency with special responsibilities in trade and trade policy matters. Its annual reviews, "International Trade, 19__," are authoritative.

GATT's main role over the years has been to organize and preside over the series of tariff negotiations that have led to successive multilateral reductions in customs duties since 1947. It also attempts to enforce the "rules of the game" embodied in the substantive Articles of the General Agreement, with varying success. GATT is an off-spring of the most favored nation doctrine and is structured to resist the division of the world into preferential systems. On the whole, it has been fighting a losing battle in recent years, and has made many adaptations to the pressures from less developed countries for special treatment in trade matters.

Jointly with UNCTAD, GATT operates the Trade and Development Centre, which is providing both training courses and field technical assistance to their member governments on problems of customs classification, export promotion, the training of commercial attaches, and similar matters. The GATT/UNCTAD relationship has been and continues to be rocky. The General Agreement is a formal contract among governments, and GATT negotiations are real, in the sense that they lead to additional agreements with dollars-and-cents effect on the flows of trade. The Contracting Parties tend to regard UNCTAD as a talking shop and resolution-passing body without direct impact on trade policies. The GATT Secretariat naturally tends to reflect this unfavorable view of UNCTAD and its role in the world. Some of the less developed countries take every occasion to exacerbate this friction by using the UNCTAD forum to attack GATT as being designed mainly for the benefit of the rich countries. Sometimes the same country speaks with one voice in one organization and with another voice in the other. Despite the tendency of many less developed countries to favor UNCTAD in speeches, 51 of them are full or provisional Contracting Parties while 11 others apply the agreement de facto. Cuba, Czechoslovakia and Poland are also Contracting Parties to the GATT.

The Fund has a very close relationship with GATT. In fact, through Article 15 of the General Agreement, the two organizations are constitutionally linked.

President has seen

June 17, 1969

The Bank's relations with the GATT Secretariat have been good but not extensive. We have occasionally used a GATT expert on one of our missions. More frequently our economists pass through Geneva to get help on evaluating market prospects for particular products. We have an arrangement with GATT, embodied in an exchange of letters between Mr. Woods and Mr. Wyndham White, under which they will do studies on behalf of the Bank, but it has only been applied once and the results were not satisfactory. Their report did not answer the questions we asked. I think it is likely, however, that we will try them again on some suitable occasion as we become more concerned about the prospects for manufacturing exports from some of our member countries.

We have not been informed of any specific subjects Mr. Long wants to discuss with you. So far as we are aware, it is likely to be just a courtesy visit.

7

CONFIDENTIAL OFFICE MEMORANDUM

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TO: Files

JUN 20 2013

DATE: July 25, 1969

FROM: Richard H. Demuth

WBG ARCHIVES

SUBJECT: Sir Robert Jackson's Visit with Mr. McNamara, July 21, 1969

Sir Robert Jackson, Commissioner for the UNDP Capacity Study, visited Mr. McNamara on July 21 to report on the progress of the Study. He was accompanied by Miss Joan Anstee, his principal assistant, and by Mr. Bruce Rohrbacher of McKinsey & Co., consultant for organizational problems. I also attended the meeting.

Sir Robert said that he expected to complete his report in English by early November. It would then be translated, discussed in preliminary fashion by the UNDP Governing Council at its regular January session, and then discussed in detail at a special session of the Governing Council in March. Sir Robert said that his report would consist of a short statement, designed to be read by Ministers, backed by six documents as follows:

1. an analysis of the record of the past 25 years;
2. an analysis of the present capacity of the United Nations system to handle pre-investment work;
3. an analysis of likely capacity over the next 25 years;
4. proposals for programming UNDP activities;
5. an analysis of information needs both for management purposes and for compilation of economic and social data; and
6. organizational questions. (This will include an analysis of human and financial resource needs and some suggestions as to common offices, equipment, etc. This document will also contain proposals for the creation of a career development service for pre-investment work and for central financial control of the entire operation.)

Sir Robert stressed that the UNDP operation at present is a "non-system." To put it on a sound, systematic basis, there are two principal requirements:

- (a) a program which is based on country needs and which involves an integrated approach from pre-investment through investment, and

President has seen

- (b) a UNDP headquarters which has effective managerial capacity.

Sir Robert believes that perhaps six top-level executives are needed at UNDP headquarters for a minimum of three years to carry out the following functions:

- (a) conduct of operations,
- (b) restructuring of the whole UNDP system,
- (c) handling of personnel matters including upgrading of the resident representatives and the creation of a career development service, and
- (d) forward planning.

Sir Robert expressed support for the Bank's plans for program review missions on a regular one-, two-, or three-year cycle to its member countries. He said that this would put pressure on the UNDP to move in harmony with the Bank. He believes that the programming cycle which he will recommend in his report will fit in with the Bank's program.

Mr. McNamara pointed out that the great expansion of Bank lending in some countries makes necessary a more systematic development program against which projects proposed for Bank financing can be evaluated. The Bank needs to know more about the over-all investment programs and the pre-investment projects under way in, say, the Ivory Coast or Senegal, if the Bank is to double its agricultural lending in those countries. Systematic reviews of the investment programs of such countries will show what gaps exist in pre-investment work; in particular, there is likely to be a need for sector studies of sectors in which the Bank is lending. Mr. McNamara said that, in the short run, the Bank and UNDP will have to improvise country-by-country. But the Bank intends to pick a handful of countries and go to work on a real programming effort in cooperation with their governments, the existing UNDP machinery, and all other available resources.

Sir Robert responded that he thought this program of the Bank would be helpful. His own report will emphasize the importance of programming pre-investment and he thought this would fit in with any broader programming effort which the Bank or bilateral assistance agencies or consultative groups might undertake. He recognized the need to mesh the efforts of UNDP, on the one hand, and of the Bank and the Fund on the other. The question was how to do it. In some countries perhaps the UNDP should take the lead and in others perhaps the Bank should take

July 25, 1969

the lead. In any event, his ultimate objective is that "the U.N. system should speak with one voice and hear with one set of ears." By this he explained that he meant there should be a single channel through which governments addressed the U.N., UNDP, World Food Programme, etc.

In response to a specific question from Mr. McNamara as to Sir Robert's thoughts about what he used to call the "headpiece," Sir Robert responded that he had learned the limitations of collective action and thus had abandoned the concept of a joint chiefs of staff to control the UNDP program. The opposition to this concept by the smaller agencies had been determinative. What he now has in mind is strong centralized control by the Administrator of the UNDP. All the resident representatives would be accountable to the Administrator and all representatives of the specialized agencies in the various developing countries would operate under the control of the resident representatives. He would recommend that the major agencies second staff both to the resident representatives and to UNDP headquarters. He added that, in carrying out field activities financed by the UNDP, specialized agencies would be responsible to the UNDP resident representatives. (In subsequent conversation, although Mr. Rohrbacher, who is working on organizational issues, maintained this position, Sir Robert appeared to withdraw from it. It is clearly a position which would be strongly resisted by all the specialized agencies.)

Sir Robert also said that he would recommend much greater use of subcontracting by the specialized agencies. The UNDP Administrator should force the agencies to resort to subcontracting to a much greater extent than they now do or, if necessary, should engage in direct subcontracting himself. In fact, where there is a multidisciplinary project, the UNDP, according to Sir Robert, should normally do direct subcontracting.

As a further measure of simplification of the UNDP system, Sir Robert will probably recommend that the Governing Councils of UNDP, UNICEF and the World Food Programme be merged. He will also recommend that the ACC and IACB be merged and that the merged committee be so restructured as to make it an effective instrument.

Sir Robert telephoned to me after the meeting to say that he had talked more frankly about the nature of his findings to Mr. McNamara than he had to anyone else and that he hoped that the views he expressed would not be disclosed outside the Bank.

RHD:tf

cc: Mr. McNamara ✓
Mr. Knapp
Mr. William Clark
Mr. Baum
Mr. Consolo/Mr. Franco

8

OFFICE MEMORANDUM

TO: Mr. Robert S. McNamara

DATE: October 15, 1969

FROM: D.S. Ballantine *DSB*SUBJECT: Visit of Mr. David A. Morse, Director-General of ILO

In connection with Mr. Morse's call on you this afternoon, I understand from Mr. F.J. Pidgeon, an ILO staff member seconded to this Department for a year, that he may raise the following questions regarding more effective cooperation between the Bank Group and ILO.

1. Existing ILO activities of possible interest to the Bank:

In general, these fall into two headings:

- a) activities such as manpower studies - in particular, the world employment program; and
- b) technical assistance activities, particularly in the field of vocational training.

I have already discussed the question of manpower studies with the ILO in Geneva. ILO would like our participation in these studies. I have indicated that as long as the analysis is confined to regions rather than countries (as it now is), it does not fit well with the Bank's country approach.

On the question of ILO projects and activities in the vocational training field, we are interested in closer Bank/ILO cooperation. We have arranged for ILO to suggest to us semi-annually projects they are conducting for UNDP which appear to be "bankable and expandable". Mr. Morse may also suggest that Bank and ILO representatives meet twice a year to discuss these projects. I would agree. It would seem to me also that in the new preinvestment programming work of the Bank we will have further opportunity to identify projects of mutual interest.

2. The development of new ILO activities at the request of the Bank Group:

These would presumably be services within the general competency of ILO such as country manpower studies, studies of special training techniques, management and entrepreneur training, etc., for which we do not wish to employ full-time specialized staff members. I believe there may be some areas in which ILO could be of service to us.

President has seen

October 15, 1969

3. Continuation of the present arrangement under which Mr. Pidgeon has been seconded to the Bank as a vocational training specialist.

The experiment with Mr. Pidgeon has been successful. By pre-arrangement, Mr. Pidgeon is to return to headquarters in Geneva in February and I would welcome his replacement by another ILO staff member. Mr. Pidgeon has brought to our work a perception of the vocational training field which is beyond the normal range of vision of Unesco and which should be much more fully represented in our lending program.

cc: Messrs. Demuth
Baum

Mr McNamara

to see

lee

10/28

OFFICE MEMORANDUM

TO: Files

FROM: Federico Consolo *for*

SUBJECT: International Atomic Energy Agency (IAEA)

DATE: October 23, 1969

Mr. McNamara met with Dr. Eklund, Director-General of the IAEA, yesterday morning in the Bank office at the UN.

Mr. McNamara gave Dr. Eklund a copy of his letter dated October 17 in reply to the latter's letter of October 13.

Dr. Eklund said that the whole matter had arisen from the resolution of the Conference of the non-nuclear arm states. He had hoped that the matter would be dropped after its consideration by last year's General Assembly. (The Bank's position had been stated in Mr. McNamara's letter of November 1, 1968, and circulated to the General Assembly. This position had been reiterated in Mr. McNamara's letters of January 16 and February 24, 1969 to U Thant.) Unfortunately the matter had come up again at the recent meeting of the IAEA governing body and Dr. Eklund had not been able to stop it; hence his letter of October 13 to Mr. McNamara.

After having confirmed the Bank's position, Mr. McNamara said that he would welcome a project for a nuclear reactor if it met the Bank's economic, technical and financial standards. The Bank had set up a Special Projects Department, under Mr. Robert Sadove, to handle projects which did not fall within the normal sectorial departments or which involved more than one sector. Mr. McNamara had assigned nuclear energy to this department and had instructed Mr. Sadove to seek actively appropriate projects. Dr. Eklund, or his staff, could contact Mr. Sadove. Mr. McNamara said that the Bank would be ready to discuss any promising project with IAEA and the country involved.

Dr. Eklund then mentioned the Rajasthan I project in India (200 MW), the prospected second phase (200 MW) and Kanupp project in Pakistan (135 MW). He agreed that the first Indian project would not qualify for Bank financing, the second Indian might: he thought the Pakistan reactor was a "borderline" case. Mr. McNamara stressed the need for a clear proof that nuclear projects would produce energy at a competitive cost and expressed a doubt whether reactors of less than 500 MW would pass this test.

Dr. Eklund added that he thought South Korea, Taiwan, Turkey and Greece would be amongst the first countries requiring nuclear power. He added that he felt the Bank should, in the case of nuclear power, be more "liberal" and should consider the political aspects.

President has seen

Mr. McNamara replied that the Bank could not consider the political aspects of the problem. There were other sources of financing which might be approached, but the Bank was obliged to confine itself strictly to economic criteria.

Dr. Eklund asked whether the Bank financed scientific research. Mr. McNamara replied that the Bank had given financial assistance in the field of institutional studies and infrastructure, but had not so far financed scientific research. It was considering whether and how it might finance agricultural research, and research in connection with population planning, but he did not think the Bank was likely to finance nuclear research in the foreseeable future.

cc: Mr. McNamara
Mr. Knapp
Mr. Aldewereld
Mr. Demuth
Mr. Chadenet
Mr. Sadove

FConsolo:ci

Mr. McNamara

to see

see 10/28

OFFICE MEMORANDUM

TO: Files

FROM: Federico Consolo *fw*

SUBJECT: UN Industrial Development Organization (UNIDO)

DATE: October 23, 1969

Mr. McNamara met with Mr. Abdel-Rahman, Executive Director of UNIDO, yesterday morning in the Bank office at the UN. Mr. Abdel-Rahman was accompanied by Mr. Aizenstat, Chief of the UNIDO Liaison Office.

Mr. McNamara said that the Bank was now going to expand its activities in the field of industrialization, and had reorganized itself in this field. An Industrial Projects Department has very recently been set up, under Mr. Fuchs (from IFC) and the Development Finance Companies Department (now within the Bank) under Mr. Diamond, will greatly increase its activities. IFC, now under Mr. Gaud, has in the last fiscal year invested over \$ 90 million, generating total investment of about \$ 600 million, and expects to increase in the future. The Bank had not up to now assisted publicly-owned industry and it intended to do so in the future.

Mr. Abdel-Rahman expressed his interest in this expansion of Bank activities and mentioned the Pearson recommendation addressed both to the Bank and UNIDO on advisory roles on investment policies. Referring to the activities of Development Finance Companies, he said that, in his opinion, once they had received financing and had started operations, the small industries needed careful "nursing". Mr. Abdel-Rahman said that UNIDO had the expertise to help in this "nursing". He added that UNIDO had organized meetings between potential investors and LDC's in Athens, Vienna and Tunis, and was now organizing one in Algiers in which representatives from the USSR would participate. These meetings had resulted in a certain number of industrial projects being set up (of medium size from about \$ 500,000 to \$ 2 million).

Mr. Abdel-Rahman then asked whether the Bank would take measures to stimulate discussion on the widest possible scale in view of the importance of the Pearson Report. Mr. McNamara said he was doing so.

In closing, Mr. Abdel-Rahman said he would shortly be going to Washington and, at Mr. McNamara's suggestion, would get in touch with Messrs. Gaud, Diamond and Fuchs.

cc: Mr. McNamara
Mr. Knapp
Mr. Aldewereld
Mr. Demuth
Mr. Gaud
Mr. Chadenet
Mr. Diamond
Mr. Fuchs

President has seen

FConsolo:ci



Mr McNamara:
to see
10/28

OFFICE MEMORANDUM

TO: Files

FROM: Federico Consolo *FC*

SUBJECT: UN Conference on Trade and Development (UNCTAD)

DATE: October 23, 1969

Mr. McNamara met with Dr. Perez-Guerrero, Secretary-General of UNCTAD, yesterday morning in the Bank office at the UN. Dr. Perez-Guerrero was accompanied by Mr. Sidney Dell, Director of the New York office.

After a brief conversation on the Bank's Annual Meeting, Mr. McNamara's address and on the Pearson Report, Dr. Perez-Guerrero talked of the resolution on Supplementary Financing which UNCTAD's Trade and Development Board had recently adopted. He explained the reasons for France's abstention which represented its adherence to its position that commodity prices could best be regulated by market arrangements.

Mr. McNamara said that he had informed the Executive Directors of the resolution and had asked Mr. Friedman and his staff to start working on it. The study of the plan would obviously include a review of the "pros" and "cons" of the proposal and would consequently take some time: when the study was completed he would take it up with the Executive Directors.

He then went on to add that his contacts at the highest levels had led him to feel that the US Government did not fully support this resolution. Moreover, in view of the difficult situation within the US Government, he doubted very much whether any financing of the scheme would be over and above contributions to the third IDA replenishment, which he saw as very difficult.

Dr. Perez-Guerrero was surprised at the US attitude, because the formula accepted as a compromise by the LDC's in UNCTAD was, in fact, the "discretionary" scheme proposed by the US and Germany. He was shortly going to visit Mr. Samuels and, at Mr. McNamara's suggestion but without quoting the source, would sound Mr. Samuels on this subject.

Dr. Perez-Guerrero, finally, alluded to the Horowitz Proposal and the Pearson Report recommendation on subsidized interest rates. Mr. McNamara said that this, as all other recommendations, was being studied in detail by the Bank.

cc: Mr. McNamara
Mr. Demuth
Mr. Friedman

President has seen

FConsolo:ci