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Washington, D.C.

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McNamara papers

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Transcribed by Blanche Moore, May 14, 1985.

NOTE: Certain of these entries contain candid assessments of the personalities or capabilities of persons still living.

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Commission has received support of such diverse parties as:

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Whether it will be possible to obtain agreement of competent person to chair and if so to obtain appropriate men and staff, I don't know. If that seems likely, whether Board will wish to participate in the financing is probably too early to decide.

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Hollis couldn't find his way out of a paper bag, although he is one of the ablest mathematical economists.

Bank needs a focused research program (*at present Hollis lets everyone do his own thing) in economics to sort their development problems of individual middle-income countries (the Mexicos, etc.). (Add him to the O/S Research Review Panel).

1. The debt problem and the current balance of payments problem.
Otherwise the Bank will be pre-empted and we will be following instead of leading.
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Have not been such as to lead to high output projects - e.g., irrigation designs he has seen: California in the 1930s.

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Would like to see much better analysis of trade potential of LDC's.

Re my four avenues of study: he puts emphasis on IBRD/IMF, an invaluable data basis.

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(Perez Guerrero state(ment?) which he had not seen helps)

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But he still has questions re: a) terms of reference, and b(staff.

"I would be reporting to the appropriate members of his Board that it is moving along."

"I need a formal written commitment."

If he can he will be back with a \$500 commitment by 4/15 and if not by then, then in early May.

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With Faisal, his yes or no was final and all-powerful.

Present King not interested but only man who can keep the family together.

Fawd makes decisions but is sensitive to role of King.

Country had large number of qualified people but underutilized because had no access to power.

Fawd under pressure from rival groups: Abelkhail and Yamani. Yamani trying to undercut Abelkhail.

Can do very little at this stage to develop the relationship - it can take place only over a long period, but they do have a dedication to cause of development.

Don't show any interest in Yamani - Abedkhail has deeper roots in his power position than Abelkhail does.

You have to be slow with the Saudis: what is familiar with us is totally

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"This is the group we are going to try to draw from".

"A list of 40 names from which Commission will be chosen" - name for Secretary.

A date from which the commission will be created.

foreign with them.
Can't plan a long-term program - ask for a decision for now.
Asked for an answer re a 250M share by 5/15

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Probability of \$500M over 60%.
Checking with his ED's.
Crawford not very forthcoming but not too sticky either.
Maurice and Razminsky will support. Soejatmoko will support.
Haven't brought anything to vote.
Iranian against: Wilson uncertain.
He will be talking next week to Judith Hart and Al Hamad.
Can count on \$100M for sure.
Will let me know by 5/19 re the other \$400M.

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TO DO

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To consider:
 - a. When to announce
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"The rhetoric has outstripped the reality."

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Ramphal gave a lukewarm report of Commonwealth - I quoted Tanzania, Zambia and India.

In principle a woman - provide names.

I stressed announcement should be made before 8/1.

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Professor Enke 6/30/77

Ramphal gave a lukewarm report of Commonwealth - I quoted Tanzania, Zambia and India.

In principle a woman - provide names.

I stressed announcement should be made before 8/1.

815/6/18

①

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Wagner - 1/15/77 (in one of my questions
Hollis couldn't find his way out of a
paper bag, altho he is one of the
ablest math. economists -

Bank needs a focused research program
in economics to sort thru development
problems of individual middle
income countries (the mexicos, etc)

[addition to the IDB Research Review Panel]

1. The debt problem + the curr. balance of
payments problem -

Otherwise the BR will be pre-empted &
we will be following instead of leading -

v. Rk Proj. Design let Experiments

Have not been much as to lead to high
output projects - e.g. irrigation

designs he has seen: Calif Ex 1930's

Brookline -

McEwen would not object to movement of food or
stuff

* At present Hollis lets everyone do his
own thing -

③

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*There is an objection, it is to the
announcement -*