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CLAUSEN

Senior Management Council-Memos 1982

(4)

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Presentation to Senior Management Council

Tom Blinkhorn, Public Affairs Division Chief

The following pages contain a summary of PAD's approaches and activities and a detailed matrix of FY1983 programs:

FY82 Highlights

Highlights of the fiscal year 1982 (from January through June) included:

- Press seminar in San Francisco attended by Mr. Clausen and other senior staff;
- Enlarged speaking/press relations program involving senior operational managers;
- Chicago press/business/finance seminar;
- Seminars in Chile for business and press; Nairobi for government officials and private sector representatives; London for Middle East press representatives;
- Development of a special "Talking Points" paper for Bank speakers;
- Preparation of various issues/country background papers (i.e., Bank and environment; Hungary/Poland debt situation; Central American country relations; many others).

Public Information Strategy

- Several press lunches in Washington for Japanese, Indian and other press representatives;
- Advancing of Mr. Clausen's visit to Mexico, Colombia, Brazil, as well as West Africa. Development of initial draft of Lagos speech and theme;
- Financial community luncheon speech by Mr. Clausen in New York, as well as meetings with Business Week editors; press meeting in New York to explain new borrowing/lending policies;
- Development of new slide program entitled "Business Opportunities With the World Bank;" finalization of new procurement booklet;
- West Africa press tour to Mali, Niger, Upper Volta;
- Development of new sectoral responsibilities, starting with environment and agriculture briefings for interested press.

FY1983 PAD Program

The attached matrix sets forth the proposed PAD plan for FY1983. The main objective is to execute a coordinated communications program to various audiences in Bank member countries to help explain more completely the work of the institution with a view to building and/or strengthening a consensus that (a) development is working and is effective and (b) the World Bank has a crucial role to play in mutually beneficial development.

In pursuing this objective, PAD will focus essentially on four themes as follows:

- (a) Overall effectiveness of the Bank Group as an institution;
- (b) IBRD financial program-borrowing and lending;
- (c) The need for IDA; and
- (d) Cofinancing.

For the first time, the PAD program was developed with the close assistance and coordination of operational and other departments. All these units were asked for suggestions before the program was presented to IPA management; and subsequently, the agreed program was circulated to all interested departments for their information. Greater effort is being made to involve all Bank staff, particularly operational staff, in the information and public affairs efforts of IPA.

Highlights of the program include:

- Total of about 80 separate events/activities;
- Increased emphasis on North America; business and finance activities;
- New financial booklet is being planned, together with one on cofinancing, a picture booklet on Bank activities in Thailand, a pamphlet about the "Bank and Turkey" and, possibly, one on the "Arab World and the Bank;"
- Films: River blindness film being updated and should be ready by November; two possible new films on Mahaveli Ganga project in Sri Lanka, and one on Yemen Arab Republic or energy development in Morocco (latter as part of a longer range series on energy);
- Press tours: Possibility of one in Thailand or elsewhere in Asia;
- Seminars: More than 20 planned for outside Washington;
- Speakers Program will be enlarged, and it is proposed to involve more Bank operational staff;

- All PAD specialists have been assigned sectoral specialities, and these will be developed in course of year. Briefings and background materials being planned;
- Investor and business seminars planned throughout year.

Attachment

PUBLIC AFFAIRS DIVISION

FY83 WORK PROGRAM

Major Events/Activities*

| | 1st Quarter (July - Sept) | 2nd Quarter (Oct - Dec) | 3rd Quarter (Jan - Mar) | 4th Quarter (Apr - June) | General |
|---|---|---|--|---|---|
| 1.) North America ^{1/} | <ul style="list-style-type: none"> - Bus/Fin/Gen Seminar (Montreal, Toronto with Bus. Specialist) - <u>IDA Retrospective/WDR/Annual Report Promotion</u> - State background Material (in collab. with Bus. Specialist) | <ul style="list-style-type: none"> - Bank Speakers - State background material prep. - Visits to Editors in N.A. cities - Develop magazine contacts - Develop Op-Ed articles - Foreign trip - effects stories - Mexico Institution | <ul style="list-style-type: none"> - Bank speakers - State background material - Visit to editors N.A. cities - Three one-day regional seminars - Develop Op-Ed articles - Foreign Trip-Mexico | <ul style="list-style-type: none"> - Bank speakers - Wye Seminar - Foreign trip - effects stories, (Bangladesh) | <p>Note: Several events proposed for Mr. Clausen shown in detailed N.A. program.</p> <ul style="list-style-type: none"> - Consultant proposed for Canada prog. |
| 2.) Business/Finance ^{2/} | <ul style="list-style-type: none"> - Finance Chapter, Annual Report - Business Seminar (Sept) - Bus/Fin Seminar (Canada) see above - Complete Bus.pamphlet and film ** ^{4/} - Start new finance booklet ^{4/} - State background material | <ul style="list-style-type: none"> - Bus. Seminar (HQ) - Series of cofinancing seminars (US centers and Europe) ^{3/} - Investor Seminar (New York and Boston) - Begin work DFC/Institution pamphlet - Bus. Seminar (Dallas - Houston) | <ul style="list-style-type: none"> - Cofinancing Seminar poss. Hong Kong w/East Asia spec. (ADBA/So) ^{3/} - Foreign trip to do above & effects story: Instit. Impact DFC ops. - Investor Seminar (San Francisco) - Complete new Finance Booklet ^{4/} - Possible procurement sem. in Korea | <ul style="list-style-type: none"> - Bus. seminars (HQ) - Complete pamphlet on DFC's, esp. institutional aspects ^{4/} - Seminar on Bank DFC exp. | <p>Note: Program also includes ind. lunches with media, others at HQ</p> |
| 3.) East Asia, Incl. Australia, New Zealand and Japan | <ul style="list-style-type: none"> - Press Supplements (Annual Meeting) - Radio interview with Reg. Mgt. ** - China Radio program ** - Country backgrounder (Thailand) - <u>IDA Retro/WDR/Annual Report promotion</u> | <ul style="list-style-type: none"> - Academic Seminar (Indonesia or Philippines) on WDR - Radio interview with Region/Mgt. - Picture booklet on Thailand ** - Foreign Trip - Effects story | <ul style="list-style-type: none"> - Thailand Press Tour - Radio Int w/Regional Mgt. ** - Cofinancing Seminar (see Bus/Fin) ^{3/} - Country Backgrounder - (Indonesia) | <ul style="list-style-type: none"> - Radio Int. Regional Mgt. ** - QIA booklet in Chinese, Thai, Bahasa - Foreign trip - effects story - North American seminar | <p>Note: Presidential visit planned 2nd quarter.</p> |
| 4.) South Asia | <ul style="list-style-type: none"> - Begin work on Instit. build work in DFC with Bus/Fin Specialist - Start work on Mahaveli Ganga film * - IDA/Retro/WDR/AR promotion | <ul style="list-style-type: none"> - Business Seminar (Delhi, Bombay, Calcutta) - Foreign trip - (Sri Lanka, etc.) - Complete work Mahaveli Ganga film ** - Regional press seminar Colombo | <ul style="list-style-type: none"> - Seminar on Bank finance in New Delhi for journalists. (Rotberg or Vogt) - Special press releases on proj. completion report. | <ul style="list-style-type: none"> - Press lunches for Aid Consortium (India & Pakistan) - London briefing for Asian journalists | |
| 5.) Latin America | <ul style="list-style-type: none"> - Regional seminar - (Colombia) - Briefing for Caribbean correspondents at HQ - IDA Retro. Promo. - Economic/Sector Rpt./Promo in three countries - Begin work - Turkey pamphlet ** ^{4/} - Begin work on Bank & Arab countries ** ^{4/} - Annual Meeting Supplement (Kuwait) - IDA Retro/WDR/AR promotion | <ul style="list-style-type: none"> - Regional seminar - (Brazil) - Foreign trip specialist (Brazil, Col. Mex) - Pamphlet on Inst. Build. (I.B.) (Brazil hydro & water supply; Col. education) ** ^{4/} - Briefing for L.A. parliamentarians - Begin work on Morocco energy film ** - Complete Turkey pamphlet | <ul style="list-style-type: none"> - Special press releases on proj. completed or unusual new ones - Complete pamphlet on I.B. - Regional Seminar (Tunis) ** - Complete work - Bank & Arab countries - Press seminars in Vienna, London | <ul style="list-style-type: none"> - Regional Seminar - (Barb/Dom.Rep) - Foreign trip by specialist - Possible visit - (Portugal/Spain) in collab. w/Paris office - Trip to region - Possible seminar in Arab country yet unidentified, maybe Kuwait | <p>Note: Presidential visit possible.</p> |
| 6.) EMENA | | | | | |
| 7.) East Africa | <ul style="list-style-type: none"> - Press Supplements (Annual Meeting) - Radio Interviews ** - Lesotho Labor const. prog. report. - IDA Retro./WDR/AR promotion | <ul style="list-style-type: none"> - Seminar at HQ for African stud. in Wash. - Start dossier on IBRD/IDA work in Tech.Assist/prog. prep. - Field mission - (Madagascar) - Railways Seminar - (Nairobi) - Briefings for journalists | <ul style="list-style-type: none"> - Bank booklet on Ethiopls (tent) - New booklet/pamphlet on Tech.Assist. project prep. ** ^{4/} - Briefings for Wash. African press | <ul style="list-style-type: none"> - Trip to region (Mar - April) - Seminar (Arusha, Lusaka or Khartoum) - Project visit - Possible London/Paris seminar | <p>Note: Plan to invite two or three journalists from Africa in late 1982 or early 1983.</p> |
| 8.) West Africa | <ul style="list-style-type: none"> - Begin work on Bank exp. in Tech Asst and Project Prep. - Start work on Health, Environ. - IDA Retro/WDR/AR promotion | <ul style="list-style-type: none"> - Trip to region, effects story, inst. - Seminar at HQ for African stud. in Washington - Complete work on proj. prep. and Tech Asst. - Senegal/SAL complete | <ul style="list-style-type: none"> - New booklet on Tech. Assist. and proj prep in Africa (see above) ** ^{4/} - Seminar for bus/academics press in Sierra Leone | <ul style="list-style-type: none"> - Trip to region, effects story, inst. - Possible seminar at Yaounde, Cameroon - Arrange for journalists visits to HQ - Seminar for East/West African journalists | |
| 9.) Speakers | <ul style="list-style-type: none"> - Begin work - New Speakers Kit - Update "Topical Issues" (Assist PIO) | <ul style="list-style-type: none"> - North American promotion tour - Complete work new speakers kit - Update "Topical Issues" (Assist PIO) | <ul style="list-style-type: none"> - Update "Topical Issues" (Assist PIO) | <ul style="list-style-type: none"> - Update "Topical Issues" (Assist PIO) | |
| 10.) Division Chief | <ul style="list-style-type: none"> - Annual Meeting - Possible Partic. in Canada Seas. - Complete River Blindness Film | <ul style="list-style-type: none"> - Foreign Trip (South Asia) ** - Effects Story/Inst. Bldg - River Blindness Promotion - Geneva with WHO | <ul style="list-style-type: none"> - Complete new Finance Booklet - North America Speaking tour | <ul style="list-style-type: none"> - Foreign Trip (EMENA - East Europe) ** - effects story/speaking - Bank Seminar on Institution Bldg and Tech. Asst. | |

* Specific dates for most events/activities must be cleared with regional and other departments after IPA director's approval.

** Collaboration with Audio-Visual division required.

1/ Two specialists in FY83: New Community Relations Program to be prepared by new staff by Jan. 1983. Assist. of other div.

2/ Cofinancing and investor relations program to be expanded upon arrival of new P.A. spec.

3/ Contingent on senior mgt./Board decisions in this area.

4/ Collaboration with Publications.

JUNE 1982

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INFORMATION & PUBLIC AFFAIRS

| DATE | EVENT | LOCATION | IPA CONTACT |
|--|---|--------------------------|--------------|
| CATEGORY 1 (see p.4 for Annual Report and IDA briefings) | | | |
| <u>AUGUST 1982</u> | | | |
| August 23 | News Conference on IFC Annual Report 1982 | Washington, D.C. | Carl Bell |
| August 23- Sept. 10 | Mr. Fatoyinbo: Annual Meetings | Toronto | |
| August 24 | Messrs. Strombom, Ludvik, Blinkhorn, Dr. Evans: Bank seminar for businessmen, academics, and press | Toronto | T. Blinkhorn |
| August 25 | General Press Conference | Toronto | T. Blinkhorn |
| August 26 | Messrs. Strombom, Ludvik, Blinkhorn, Dr. Evans: Bank seminar for businessmen, academics, and press | Montreal | T. Blinkhorn |
| August 27- 30 | Annual Meetings: Holiday Inn Press Room opens | Toronto | A. Fatoyinbo |
| August 30- Sept. 10 | Mr. Hadar: Photographic mission - Annual Meetings | Toronto | |
| August 31 | Mr. Clausen's Press Conference on Annual Meetings' Speech | Room C-1006 3:00 p.m. | H. M. Koelle |
| August 31 | Briefing for Italian students | Room E-855 | S. Blobel |
| August | Preparation of special supplements for Annual Meetings: | | |
| | <u>Far Eastern Economic Review</u> , Hong Kong | Toronto | S. Sankaran |
| | <u>The Hindu</u> , India | Toronto | S. Sankaran |
| | <u>The Standard</u> , Kenya | Toronto | P. Schwartz |
| | <u>Africa Now</u> , London | Toronto | P. Schwartz |
| <u>SEPTEMBER 1982</u> | | | |
| Sept. 1 | Briefing for Wallis McClain, Associate Editor, <u>International Environment Reporter</u> (Monthly), by Office of Environmental Affairs | Room D-1009 | P. Sison |

INFORMATION & PUBLIC AFFAIRS

| DATE | EVENT | LOCATION | IPA CONTACT |
|-----------------------|---|-------------|--------------|
| <u>CATEGORY 1</u> | | | |
| <u>SEPTEMBER 1982</u> | | | |
| Sept. 1-9 | Mr. Koelle: Annual Meetings | Toronto | |
| Sept. 1-9 | Mr. Sankaran: Annual Meetings | Toronto | |
| Sept. 1-10 | Mr. Blinkhorn: Annual Meetings | Toronto | |
| Sept. 2-9 | Mr. Vogl: Annual Meetings | Toronto | |
| Sept. 2-9 | Mr. Gamarra: Annual Meetings | Toronto | |
| Sept. 2-9 | Mr. Brannigan: Annual Meetings | Toronto | |
| Sept. 2-9 | Mr. Drattell: Annual Meetings | Toronto | |
| Sept. 2-11 | Mr. Martin: Annual Meetings | Toronto | |
| Sept. 3-9 | Annual Meetings: Sheraton Center Press Room opens | Toronto | A. Fatoyinbo |
| Sept. 3 | G-24 Press Conference | Toronto | S. Sankaran |
| Sept. 4 | IDA Retrospective Press Conference | Toronto | H. M. Koelle |
| Sept. 5 | Mr. Benjenk's Lunch for Overseas Press | Toronto | A. Fatoyinbo |
| Sept. 5 | Development Committee's Press Conference | Toronto | A. Fatoyinbo |
| Sept. 6 | Mr. Clausen's Annual Meeting Speech | Toronto | H. M. Koelle |
| Sept. 8 | Latin American Press Lunch | Toronto | C. Gamarra |
| Sept. 9 | Mr. Clausen's Breakfast and Press Conference | Toronto | A. Fatoyinbo |
| Sept. 9 | Bank/Fund Joint Press Luncheon | Toronto | A. Fatoyinbo |
| Sept. 14 | Mr. Benjenk: To address Resident Representatives' Seminar | Room E-1244 | D. Bahl |
| Sept. 23 | Mr. Clausen's speech at the Council on Foreign Relations | New York | Frank Vogl |

INFORMATION & PUBLIC AFFAIRS

| DATE | EVENT | LOCATION | IPA CONTACT |
|-----------------------|---|---------------------------------|-----------------|
| <u>CATEGORY 1</u> | | | |
| <u>SEPTEMBER 1982</u> | | | |
| Sept. 26- Oct. 6 | Mrs. Schwartz: Mission to make arrangements for Ms. Krueger's speech on IDA Retrospective Review, to meet journalists, and Paris Office staff | London, Paris | |
| Sept. 28 | Mr. Clausen: To meet with the House Wednesday Group - Dinner meeting | U. S. Congress | P. Riddleberger |
| Sept. 29 | Ms. Anne Krueger's speech on IDA Retrospective Review | Africa Centre, London | P. Schwartz |
| Sept. 30 | Ms. Anne Krueger's Press Luncheon for African magazines and journalists | New Zealand House, London | P. Schwartz |
| Sept. 30 | Mr. John Kalbermatten's (TWT) speech to the Alumni Association of the School of Government | George Washington University | S. Blobel |
| <u>OCTOBER 1982</u> | | | |
| October 7- 13 | South, London (Mr. Altaf Gauhar) Interviews with senior Bank officials | Bank's HQ | H. M. Koelle |
| October 13 | Mr. Clausen's interview with <u>South</u> (London) | Bank's HQ | Frank Vogl |
| October 13- 29 | Mr. Blinkhorn: Mission to discuss film on Riverblindness, contact media, do effect stories, and promote IDA Retrospective Review | Sweden, Pakistan, and Sri Lanka | |
| October 19- | Mr. Clausen's visit to East Asia and Pacific countries | Thailand, Indonesia | |
| Mid-October 1/ | Mr. Blackman: Mission to hold a regional press seminar on the IDA Retrospective Review, and business seminars | Sri Lanka, Pakistan, and India | |

INFORMATION & PUBLIC AFFAIRS

| DATE | EVENT | LOCATION | IPA CONTACT |
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CATEGORY 1

The following are the main dates relating to publicity for the Bank/IDA Annual Report and the IDA Retrospective Review:

Bank/IDA Annual Report

- | | | | |
|----|---|--------------|--------------------------|
| 1. | Africa Press Luncheon (Bank's D-Dining Room C) | August 24 | P. Schwartz & P. Brennan |
| 2. | Mr. Benjenk, Mrs. Hughes, Mr. Hittmair: Press Conference in Washington (Room E-436) | August 25 | W. Brannigan |
| 3. | Mr. Vogl: Press Conference in New York (morning - U.N. Press Room) | August 25 | |
| 4. | Briefing for New York financial press (afternoon - Bank's New York Office) | August 25 | C. Stitt |
| 5. | Latin America Press Luncheon (Bank's E-Dining Room, No. 1) | August 25 | C. Gamarra |
| 6. | Japanese Press Luncheon (Bank's D-Dining Room) | August 25 | H. M. Koelle |
| 7. | Press Conferences in Tokyo, Paris, London | August 23-27 | H. M. Koelle |
| 8. | EMENA Press Luncheon (Bank's E-Dining Room, No. 1) | August 26 | M. Salman |
| 9. | Release date for Annual Report | August 27 | |

IDA Retrospective Review

- | | | | |
|----|---|-------------|--------------|
| 1. | Press Conference in Toronto | September 4 | T. Blinkhorn |
| 2. | Release date for IDA Retrospective Review | September 8 | |

INFORMATION & PUBLIC AFFAIRS

| DATE | EVENT | LOCATION | IPA CONTACT |
|-----------------------|--|--|--------------|
| <u>CATEGORY 2</u> | | | |
| <u>AUGUST 1982</u> | | | |
| Until Oct. 1982 | Exhibit on "India and the World Bank" to be shown at the "Festival of India" and subsequently will travel to educational facilities in the United Kingdom | CWDE, London | Y. Hadar |
| August 16- 23 | Film showing: "An Essay on Poverty" | Youngstown State University Youngstown, OH | Jaime Martin |
| August 31 | Film showing: "Development is People"; and "An Essay on Poverty" | University of Notre Dame Notre Dame, IN | Jaime Martin |
| <u>SEPTEMBER 1982</u> | | | |
| Sept. 2 | Film showing: "Seeds of Progress" | Mars Hill College Mars Hill, NC | Jaime Martin |
| Sept. 6 | Film showing: "30 Minutes at The World Bank" | Ball State Univ. Muncie, IN | Jaime Martin |
| Sept. 8 | Film showing: "Seeds of Progress" | Ana Maria College Paxton, MA | Jaime Martin |
| Sept. 8 | Film showing: "Development is People" | Taylor University Upland, IN | Jaime Martin |
| Sept. 10 | Film showing: "An Essay on Poverty" | Wellesley College Wellesley, MA | Jaime Martin |
| Sept. 13 | Film showing: "An Essay on Poverty" | San Bernardino Valley College San Bernardino, CA | Jaime Martin |
| Sept. 14 | Film showing: "Seeds of Progress" | MIT Cambridge, MA | Jaime Martin |
| Sept. 16 | Film showing: "Reflections on the 21st Century" | Educational Media Center Gorham, ME | Jaime Martin |
| Sept. 16 | Film showing: "Nimai" | Bluffton College Bluffton, OH | Jaime Martin |

INFORMATION & PUBLIC AFFAIRS

| DATE | EVENT | LOCATION | IPA CONTACT |
|-----------------------|---|--|--------------|
| <u>CATEGORY 2</u> | | | |
| <u>SEPTEMBER 1982</u> | | | |
| Sept. 20 | Film showing: "Reflections on the 21st Century" | Chapman College Orange, CA | Jaime Martin |
| Sept. 21 | Film showing: "Development is People"; "An Essay on Poverty"; and "Seeds of Progress" | El Camino Community College Torrance, CA | Jaime Martin |
| Sept. 27 | Film showing: "A Plague Upon the Land" | Plymouth State College Plymouth, NH | Jaime Martin |
| Sept. 27 | Film showing: "30 Minutes at The World Bank" | Taylor University Upland, IN | Jaime Martin |
| <u>OCTOBER 1982</u> | | | |
| October 4 | Film showing: "Development is People"; and "A Plague Upon the Land" | Eastern Washington University Cheney, WA | Jaime Martin |
| October 11 | Film showing: "An Essay on Poverty" | Taylor University Upland, IN | Jaime Martin |
| October 15 | Film showing: "A Plague Upon the Land" | Plymouth State College Plymouth, NH | Jaime Martin |
| October 15 | Film showing: "A Plague Upon the Land" | Eastern Washington University Cheney, WA | Jaime Martin |
| October 27 | Film showing: "Nimai" | Plymouth State College Plymouth, NH | Jaime Martin |

For Senior Management Council Presentation

IFC Program Highlights: Carl Bell, head of IFC Information

IFC INFORMATION OFFICE OPERATIONS

Organization: Size of office has remained the same since 1967*. It includes (3) professionals, (1) research assistant and (2) secretaries. With limited resources, program is designed to accomplish a minimum Corporate relations effort with programed upgrading spread out over a number of years.

Objectives Objectives implicitly recognize that IFC is part of and dependent upon the World Bank "system" and their achievement must reflect this.

Primary:

- a. Support investment operations by increasing awareness of IFC's public of the Corporation's accomplishments and the services we offer. (business generation)
- b. Build constituencies in member countries to provide Corporation with necessary political support.

Supporting:

- a. Anticipate and counteract to degree possible, items unfavorable to the Corporation.
- b. Monitor events having potential impact on Corporation's activities.
- c. Provide for and support internal communication efforts within the Corporation and to other parts in the "system".

FY83 Activities (Corporation Communications):

"Outreach" Program:

- a. Undertake (2) (Latin America, West Africa) information campaigns
- b. Place (5) media features on IFC
- c. Extend European core media contacts (shift from UK/France to FRG/Scandinavia)
- d. Produce (2) promotion books (IFC and commercial banks/IFC Primer)
- e. Undertake (3) "special projects" media events (capital markets, energy, and new style project)
- f. Schedule EVP for (4) "single issue" awareness public appearances

Upgrade Program:

- a. Complete reprogramming Information System
- b. Revise distribution list for better audience targeting
- c. Prepare IFC visual introductory materials

d. Introduce speakers programs

Notes:

The above in addition to on-going operations which includes issuance of press releases, general media relations, preparation of the Annual Report, etc.

Not included are events and opportunities provided by the Bank's Public Affairs Office in which we can participate without a large manpower investment. They are a most useful adjunct to our own program.

* An additional professional slot has been approved and will be filled during FY83.

Presentation to Senior Management Council

H. Martin Koelle, Division Chief & Deputy IPA Director

Press and Information Office

A. PIO's central objective is to enhance understanding of the World Bank and to shape the Bank's image among its main clientele, the press corps in Washington and N.Y. It generates interest in the Bank by a steady flow of news releases, distribution of reports and speeches, by organizing press briefings and interviews, and by keeping close contact with media representatives.

The Washington press corps is one of the most important sounding boards for launching stories on the World Bank throughout the year. Many of its members are careful followers of Bank events and need constant attention, others have more specialized interests and have to be provided with selected news items. Correspondents of major U.S. and European publications are represented here as well as reporters from other parts of the world whose assignments include World Bank coverage, and also reporters for specialized trade magazines.

At the Annual Meetings, where PIO has the responsibility of running the press room and organizing press events, a large cross section of the world's press (some 500-600 journalists) is reached each year.

This fiscal year, PIO is mounting a new effort to reach the U.N. accredited press in New York (where LDC press is strongly represented), the specialized trade press, and the electronic media.

To fulfill this central objective, PIO

- promotes the Bank's main publications (WDR, Annual Report, President's speeches, Atlas, IDA Retrospective) through targeted distribution and through press briefings in Washington and New York and at the Annual Meetings involving the Bank's top managers to discuss the reports with the press;
- organizes a series of "topical" press conferences throughout the year on such issues as the Bank's finances, the status of IDA effectiveness and replenishment, co-financing;
- organizes a series of specialized sectoral briefings for members of the trade press;
- organizes a series of small press lunches for the President and top managers;
- sets up press interviews with the President and top managers, and organizes briefing schedules for visiting journalists;

- stays in constant touch with eminent members of the Washington and U.N. press including radio and TV, to monitor their interests and generate news stories;
- responds to media and public enquiries on the Bank (a total of some 300 a week, of which about 25% press).
- provides phone briefings for journalists at quickly breaking news stories, such as major Board policy decisions.
- produces a full range of project press releases and special press releases for outstanding events; (a new activity here will be the transition to a weekly Newsletter summarizing noteworthy items for the press).

All in all, some 50 press events are planned in this Fiscal Year -- a much more active program than last year's. But unforeseen events, response to press enquiries, reaction to news stories and short-term programming of visitors also take up a large share of PIO's time.

B. Another objective of PIO is to enhance the flow of news within the Bank, both to keep staff informed of the development debate and to help them become better communicators. In this context, PIO

- produces Development News, consisting of a Daily Summary and of a Weekly Supplement. The Daily Summary has a news section, compiled from the wire services of Agence France Press, Associated Press/Dow Jones and International Press Service, and a press review section with short summaries of articles from the world's press. It is produced every working day from 7:30 to 9:45 to reach Bank managers' desks in the course of the morning. The Weekly Supplement is produced Thursdays to reach recipients Fridays for weekend reading. It contains full reproductions of development related stories from the world's press. Indications are that both products are carefully read and appreciated as an information medium;
- as a special service to the President on his travels to developing countries, produces daily telex summaries of general and development news (Betagrams);
- is setting up a central information system for the use not only of IPA staff, but also of staff bankwide. It consists of a documentation file containing background documents, speeches, statements, articles, etc. on a full range of Bank issues and activities (already in place), and of an issues book ("speakers kit") with brief position papers on all topical Bank and country issues (under preparation). Bank staff having to deal with public enquiries or speaking assignments will find these tools helpful.

C. PIO staff consists of a Division Chief, three professionals (whose main assignments are (1) press events, press enquiries and Development News, (2) electronic media contacts, (3) press release/newsletter production), two assistants, four staff assistants/secretaries and two newsroom clerks.

A copy of PIO's Summary Work Program for FY83 is attached.

HMK:apz

PRESS & INFORMATION OFFICE
SUMMARY WORK PROGRAM

| EVENT | 1st quarter | 2nd quarter | 3rd quarter | 4th quarter |
|-------------------------------------|---------------------------|--------------------|----------------------------|-------------|
| Topical press briefing | 1 (IDA retro-spective) | 1 (Bank Borrowing) | 1 (OED Report) | 1 |
| President press lunches | 1 | 1 | 1 | 1 |
| Top management press lunches | 1 (Benjenk at Annual Mtg) | 1 (Qureshi) | 1 (New VP Eco. & Research) | 1 |
| Briefing for non-financial press | | | 1 | |
| Promotion of Pres. speeches | 1 | 1 | 1 | 1 |
| WDR briefing Wash. U.N. | 1 1 | | | |
| AR briefing Wash. U.N. | 1 1 | | | |
| Briefings U.N. press | | 1 | | 1 |
| Annual Mtg. press conf | 2 | | | |
| Dev. Com press conf. | 1 | | | 1 |
| Sectoral press briefing (tentative) | | 6 | 7 | 7 |
| Publications promotion briefings | 1 | | 1 | |

MAIN ACTIVITIES

Response to Enquiries
Contact with Core Media
Update Media Lists
Development News Production
Betagrams for President
Arrange interviews
Maintain Information System
Press release/Newsletter production

| | | | |
|------------------------------|------------|--------------|------------|
| missions: to visit projects, | 1 (Htun) | 1(Fatoyinbo) | 1 (Koelle) |
| to Europe | 1 (Koelle) | 1(Brannigan) | |

Mr. Humphrey
SMC

OFFICE MEMORANDUM

TO: Members of the Senior Management Council

DATE: July 15, 1982

FROM: Martijn J.W.M. Paijmans *S*SUBJECT: Job Grading

1. You will recall that at our Senior Management Council meeting on June 25, 1982, great emphasis was given to communicating the objectives of the job grading program to all staff. The successful implementation of this program depends largely on our ability to explain the merits of the program and gain acceptance from everyone.

2. We know there is widespread worry among staff that Management is undertaking the job grading exercise to cut the salary bill of the Institution. There are two reasons for their concern. First, the general economic climate with its well-known impact on the budget and second, the experience gained from the F/I regrading exercise, that resulted in a downgrading of 70 percent of the F/I jobs.

3. As stated in my memorandum to Vice Presidents and Department Directors dated June 28, 1982 which gave detailed background information,

"The objective is NOT to reduce costs through the elimination or downgrading of positions. In any event, the 1980 Hay Survey and other evidence suggest that certain jobs at both the J-Q and the secretarial levels may presently be undergraded while admittedly others may be overgraded,"

and

"The basic objective of the program is systematically and objectively to recognize differences in the relative job content value of different jobs so as to:

- (a) ensure equal pay for equal work and equitable differentials between jobs of different values throughout the Bank and IFC;
- (b) establish an improved foundation for other personnel programs, including selection, performance appraisal, promotion, the reward system, training and career planning;
- (c) facilitate both promotional and lateral movement to positions compatible with individual capabilities and career development and institutional needs;

(d) provide a more firmly based framework for external salary comparisons."

4. The information provided in the above-mentioned memorandum and accompanying papers is sufficient to equip managers to counsel their staff on the objectives and details of the program. Despite these efforts, however, I have received persistent reports that very little information has percolated down from managers to the staff at large. May I, therefore, request you to take a very early opportunity to ensure that your managers and staff are fully informed, particularly on the reasons for and objectives of the program.

5. If you need any further information, please contact Mr. Ostrom at ext. 61329, 13-166.

Mr. Humphrey

SENIOR MANAGEMENT COUNCIL

DECLASSIFIED

CONFIDENTIAL
June 22, 1982

FEB 14 2017

WBG ARCHIVES

FROM: ^{WHS} William S. Humphrey

SUBJECT: Agenda for Friday June 25 Meeting: 10:00 a.m.

1. Implementing the Job Grading Program, Martin Paijmans and Reg Clarke. Paper June 21, 1982 PAD/SMC82-3: Job Grading Program, (Attached).
2. FY83 Priorities. Members will be invited to share their respective priorities in FY83.
3. Other Business.
4. Luncheon. E Building Dining Room No. 1.



Record Removal Notice



| | | |
|--|--------------------------------|---|
| File Title Senior Management Council - Memos - Correspondence 04 | | Barcode No. 1773314 |
| Document Date N/A | Document Type Report | |
| Correspondents / Participants | | |
| Subject / Title Job Grading Program | | |
| Exception(s) Corporate Administrative Matters | | |
| Additional Comments | | The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website. |
| | | <table border="1"><tr><td>Withdrawn by Shiri Alon</td><td>Date 15-Feb-17</td></tr></table> |
| Withdrawn by Shiri Alon | Date 15-Feb-17 | |



Record Removal Notice



| | | |
|--|------------------------------------|---|
| File Title Senior Management Council - Memos - Correspondence 04 | | Barcode No. 1773314 |
| Document Date June 28, 1982 | Document Type Memorandum | |
| Correspondents / Participants To: Vice Presidents and Department Directors From: Martijn J.W.M. Paijmans, VPA | | |
| Subject / Title Personnel & Administration Information on Current Policy Issues Under Review 34 | | |
| Exception(s) Corporate Administrative Matters | | |
| Additional Comments | | The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website. |
| | | <table border="1"><tr><td>Withdrawn by Shiri Alon</td><td>Date 15-Feb-17</td></tr></table> |
| Withdrawn by Shiri Alon | Date 15-Feb-17 | |

Office of the President

Mr. Clausen:

June 21, 1982

Dave Hopper called to inform me that he will not be able to attend the luncheon of the Senior Management Council on Friday, June 25. Lunch time that day will be his only opportunity to meet with L.K. Jha while he is in Washington preparing for Mrs. Gandhi's visit at the end of July.

OL

cc:

Mr. Humphrey



Record Removal Notice



| | | |
|--|------------------------------|---|
| File Title Senior Management Council - Memos - Correspondence 04 | | Barcode No. 1773314 |
| Document Date May 17, 1982 | Document Type Form | |
| Correspondents / Participants To: Executive Dining Room Manager From: William S. Humphrey | | |
| Subject / Title Dining Room Reservation Request | | |
| Exception(s) Personal Information | | |
| Additional Comments | | The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website. |
| | | <table border="1"><tr><td>Withdrawn by Shiri Alon</td><td>Date 15-Feb-17</td></tr></table> |
| Withdrawn by Shiri Alon | Date 15-Feb-17 | |

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others
charges

room
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110

APPETIZERS

| | | |
|--------------------------------|------------------------|--------|
| <u>Consomme Petite Marmite</u> | - Navy Bean Soup | \$0.75 |
| Fruit Juices | - Fruit Cup | \$0.70 |
| Belgium Endives | Vinaigrette - Melon | \$1.15 |
| Pink Salmon Salad | - Chicken Liver Mousse | \$1.35 |

ENTREES

| | |
|----------------------------------|--------|
| OMELETTE BRUXELLOISE | \$3.40 |
| (Frais Belgium Endives) | |
| IRISH LAMB STEW | \$4.95 |
| LA BAVETTE GRILLEE A L'ESPAGNOLE | \$5.20 |
| (Grilled Sliced Flank Steak) | |
| SHRIMP TEMPURA | \$5.75 |
| (Deepfried Shrimp) | |

OR

FROM THE GRILL R() M() W()
(Cooked to Order)

| | |
|---|--------|
| NEW YORK SIRLOIN STRIP STEAK | \$5.90 |
| TWO BROILED LAMB CHOPS | \$5.75 |
| CHOPPED SIRLOIN STEAK W/ MUSHROOM SAUCE | \$4.10 |

VEGETABLES (Choice of Two)

| | | |
|-----------------------|--------------|---------------------|
| French Fried Potatoes | <u>Rice</u> | Zucchini Provencale |
| | <u>Salad</u> | |

COLD PLATES

| | |
|------------------------------|--------|
| FRESH FRUIT PLATE | \$3.75 |
| TUNA SALAD ON ENGLISH HUFFIN | \$3.40 |

DESSERTS

| | |
|---|--------|
| Sherbert - Ice Cream | \$0.80 |
| Charlotte russe au citron - Peach Melba | \$1.00 |
| Assorted Pastries - Cakes and Pies | \$1.05 |
| Fresh Fruit | \$1.10 |
| Cheese and Crackers | \$1.10 |

Melon

APERITIFS - BEVERAGES

| | | | | | |
|------------------|--------|------------|--------|----------|--------|
| Sherry Sweet/Dry | \$0.75 | Dubonnet | \$0.75 | Milk | \$0.30 |
| Coke | \$0.60 | Ginger Ale | \$0.60 | | |
| Perrier | \$0.95 | | | | |
| Coffee | \$0.30 | Tea | \$0.30 | Espresso | \$0.45 |

Wednesday

May 19, 1982

May 19, 1982

Lunch & Meeting

Office of the President

SENIOR MANAGEMENT COUNCIL

| <u>Name</u> | <u>Staff Number</u> |
|-----------------------------|---------------------|
| - Clausen <i>Here</i> | 13122 |
| - Barletta <i>Away</i> | 10870 |
| - Baum <i>Away</i> | 0620 |
| - Benjenk <i>Here</i> | 0715 |
| - Chauffournier <i>Here</i> | 1520 |
| - Chenery <i>Here</i> | 1552 |
| - Gabriel <i>Here</i> | 2873 |
| - Golsong <i>Here</i> | 11866 |
| - Hattori <i>Away</i> | 1053 |
| - Hopper <i>Here</i> | 10229 |
| - Husain <i>Here</i> | 3975 |
| - Knox <i>Here</i> | 4503 |
| - Paijmans <i>Here</i> | 6355 |
| - Qureshi <i>Here</i> | 6899 |
| - Rotberg <i>Here</i> | 7218 |
| - Stern <i>Here</i> | 8065 |
| - Thahane <i>Away</i> | 5534 |
| - Wapenhans <i>Away</i> | 8730 |
| - Weiner <i>Here</i> | 8790 |
| - Wuttke <i>Away</i> | 12888 |
| - Humphreys <i>Here</i> | |
| - Lafaurcade <i>Here</i> | 2919 |

13
 D Building
 E Dining Room reserved
 through Mr. Jones

THE WORLD BANK

Office of the President

SMC

WTH

Meeting - Friday June 25th - 10 am

At the meeting on Friday June
25th, 1982, ~~Mr Clausen~~ ^{will be asked} has ^{intended to}
~~suggested~~ that members share with
the group the priorities they see
for their own area of activities
in FY 83. This will take place
after the discussion of the Job
Grading program, ~~subcommittee~~



Record Removal Notice



| | | |
|--|------------------------------|---|
| File Title Senior Management Council - Memos - Correspondence 04 | | Barcode No. 1773314 |
| Document Date June 21, 1982 | Document Type Form | |
| Correspondents / Participants To: Executive Dining Room Manager From: William S. Humphrey | | |
| Subject / Title Dining Room Reservation Request | | |
| Exception(s) Personal Information | | |
| Additional Comments | | The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website. |
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| Withdrawn by Shiri Alon | Date 15-Feb-17 | |

For 25th

for 20 people

APPETIZERS

| | | |
|--|----------------|--------|
| Chilled Cream of Watercress | Lobster Bisque | \$0.75 |
| Fruit Juices - Fruit Cup | | \$0.70 |
| Belgium Endives Vinaigrette - Melon | | \$1.15 |
| Pink Salmon Salad - Chicken Liver Mousse | | \$1.35 |

ENTREES

| | |
|-------------------------------|--------|
| QUICHE AUX FRUITS DE MER | \$3.80 |
| (Seafood Quiche) | |
| POULARDE PRINTANIERE | \$4.55 |
| (Roasted Chicken) | |
| POITRINE DE VEAU A L'ANGLAISE | \$5.25 |
| (Stuffed Veal Breast) | |
| MARYLAND CRAB CAKES | \$5.20 |

OR

FROM THE GRILL R() M() W()
(Cooked to Order)

| | |
|--|--------|
| NEW YORK SIRLOIN STRIP STEAK | \$5.90 |
| TWO BROILED LAMB CHOPS | \$5.75 |
| CHOPPED SIRLOIN STEAK w/MUSHROOM SAUCE | \$4.10 |

VEGETABLES (Choice of Two)

| | | |
|-------------------|--------------------|--------------------|
| Dauphine Potatoes | Corn O'Brian Salad | Broccoli Polonaise |
|-------------------|--------------------|--------------------|

COLD PLATES

| | |
|---------------------|--------|
| BAVINGER CRAB SALAD | \$4.50 |
| EGG SALAD ON TOAST | \$3.40 |

DESSERTS

| | |
|---|--------|
| Sherbert - Ice Cream | \$0.80 |
| Charlotte russe au citron - Peach Melba | \$1.10 |
| Assorted Pastries - Cakes and Pies | \$1.50 |
| Fresh Fruit | \$1.10 |
| Cheese and Crackers | \$1.10 |

APERITIFS - BEVERAGES

| | | | | | |
|------------------|--------|------------|--------|----------|--------|
| Sherry Sweet/Dry | \$0.75 | Dubonnet | \$0.75 | Milk | \$0.30 |
| Coke | \$0.60 | Ginger Ale | \$0.60 | | |
| Perrier | \$0.95 | | | | |
| Coffee | \$0.30 | Tea | \$0.30 | Espresso | \$0.45 |

Friday

June 25, 1982

Melba
for dessert

File

WORLD BANK / INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

TO: Senior Management Council

DATE: June 16, 1982

FROM: ^{WMT}William S. Humphrey

SUBJECT: Meeting - Friday June 25 at 10:00 a.m.

At the meeting on Friday June 25, 1982, members will be invited to share with the group the priorities they see for their own area of activities in FY83. This will take place after the discussion of the Job Grading program.

OFFICE MEMORANDUM

TO: Senior Management Council

DATE: June 7, 1982

FROM: ^{WVH}William S. Humphrey

SUBJECT: Meeting - Friday June 25 at 10:00 a.m.

The next meeting of the Senior Management Council will be on Friday June 25 at 10:00 a.m. in Mr. Clausen's Conference Room. The principal topic for discussion will be the Plan for Implementing the Job Grading Program. The subject will be introduced by Messrs. Paijmans and Clarke. Further documentation will be distributed before the meeting.


The meeting will be followed by lunch.

OFFICE MEMORANDUM

Office of the President

TO: Senior Management Council

DATE: June 30, 1982

FROM:  William S. Humphrey

SUBJECT: Future Meetings

There will be no meeting on Friday July 30. The next meeting will be on Friday August 27; at that meeting there will be a discussion of Public Information Strategy introduced by Messrs. Benjenk and Vogl.

| | | |
|---|--|----------------------|
| ROUTING SLIP | | DATE: 6/13/82 |
| FROM THE VICE PRESIDENT EXTERNAL RELATIONS | | |
| NAME | | ROOM NO. |
| R. Humphrey | | 51231 |
| M.B. | | |
| Let's not forget to | | |
| put in on the agenda of the | | |
| SMC in August WHT | | |
| 6/13 | | |
| APPROPRIATE DISPOSITION | | NOTE AND RETURN |
| APPROVAL | | NOTE AND SEND ON |
| COMMENT | | PER OUR CONVERSATION |
| FOR ACTION | | PER YOUR REQUEST |
| INFORMATION | | PREPARE REPLY |
| INITIAL | | RECOMMENDATION |
| NOTE AND FILE | | SIGNATURE |
| REMARKS: | | |
| FROM: H.P. Benjenk. | | |

OFFICE MEMORANDUM

TO: Mr. Ernest Stern, SVPOP

DATE: June 3, 1982

FROM: M.P. Benjenk, VPE

SUBJECT: Public Information Strategy

Thank you for your memorandum suggesting that the above subject should be discussed at a convenient Senior Management Council Meeting. I also think this would be useful and have asked Bill Humphrey to schedule it for an early meeting. It would be advantageous if Frank Vogl were present and, as coincidence would have it, he will be absent from Washington when the Senior Management Council meets in June and July. This therefore would probably mean the meeting in August and I have so notified Bill Humphrey.

MPBenjenk:sf

ROUTING SLIP

DATE:
June 2, 1982

FROM THE VICE PRESIDENT
EXTERNAL RELATIONS

NAME

ROOM NO.

Mr. Humphrey

E.1231

APPROPRIATE DISPOSITION

NOTE AND RETURN

APPROVAL

NOTE AND SEND ON

COMMENT

PER OUR CONVERSATION

FOR ACTION

PER YOUR REQUEST

INFORMATION

PREPARE REPLY

INITIAL

RECOMMENDATION

NOTE AND FILE

SIGNATURE

REMARKS:

I think this is a good suggestion.
Which meeting of the Senior Management
Council would you suggest?

FROM:

M.P. Benjenk

OFFICE MEMORANDUM

TO: Mr. Munir P. Benjenk, VPE

DATE: May 28, 1982

FROM: Ernest Stern, SVPOP *ES*SUBJECT: Public Information Strategy

During a recent discussion among the Operational Vice Presidents we concluded that it would be useful if, at some convenient Senior Management Council meeting, you could bring us up to date on the public information strategy discussed some time ago. The OVPs would like to support your efforts, and have some specific questions regarding how they can best do so. They are particularly interested in discussing the criteria for selecting public appearances, the most appropriate content and focus of topics, the selection of staff to participate, the considerations determining the frequency and geographic distribution of participation, and, finally, how they can coordinate with your office to plan and schedule their own involvement in public information activities.

In order to maintain the current strong momentum of your efforts, I believe such a discussion would be useful.

JP/bb

OFFICE MEMORANDUM

TO: Senior Management Council

DATE: April 29, 1982

FROM: William S. Humphrey *WSt*

SUBJECT: Follow-up on Attitude Survey

Since Mr. Clausen will be away from Washington on May 21, the meeting of the Senior Management Council to discuss the follow-up on the Attitude Survey has been brought forward to 10:30 a.m. on Wednesday, May 19. The meeting will be held in Mr. Clausen's conference room. This will be the only meeting of the Senior Management Council in May. The next meeting is scheduled for June 25.

cc: Mr. Lafourcade

OFFICE MEMORANDUM

Office of the President

TO: Senior Management Council

DATE: July 9, 1982

FROM: William S. Humphrey

SUBJECT: Attitude Survey - Submission of Action Plans

At its meeting of May 19, the Council agreed that November 15 would be a reasonable target date for Vice Presidents to submit their action plans. Since that time a number of members have suggested that this may not give enough time for a thorough discussion of the results of the Attitude Survey within individual units and the subsequent consideration of unit action plans which have to be consolidated into plans for Vice Presidencies. The final date for submission of action plans by Vice Presidents has accordingly been postponed to December 15, 1982.

Cleared in substance with and cc: Mr. Kaji.

M. Humphrey

OFFICE MEMORANDUM

TO: Messrs. Ernest Stern and Munir P. Benjenk

DATE: May 20, 1982

FROM: Hollis B. Chenery *HBC*

SUBJECT: World Development Report 1983

1. I would like to bring you up to date on the arrangements being made for next year's World Development Report, which will have to be produced to an unusually tight schedule in order to adhere to the June publication date. I have discussed these arrangements with Mrs. Krueger who agrees with them.

2. The Managing Committee's choice of theme - "Managing Development" - was well received by the Executive Directors at the Board seminar which I chaired on April 15. It was agreed that an extended outline would be circulated for discussion at another seminar to be held before the summer recess. Pierre Landell-Mills has meanwhile been appointed as the leader of the Core Team, and the work is getting under way (for further details see the attached memorandum from Mr. Landell-Mills).

3. In previous years the Core Team has been given overall responsibility for the exercise, with EPD running the global model and providing other important inputs to parts of the report dealing with the international economy. Given that next year there will be relatively few links between Parts I and II, it seems better to have a clear-cut division of responsibility for the preparatory phase, with EPD responsible for the chapters on the world economy and the Core Team concentrating on the institutional aspects of development. Helen Hughes will exercise supervision over Part I and Peter Wright and Pierre Landell-Mills over Part II, subject to general guidance from me and in due course from Anne Krueger. Mr. Landell-Mills will be responsible for weaving the two parts together into an integrated report, with an outside editor being brought in to assist in the final stages (we hope to get Rupert Pennant-Rea gain).

4. As this year, I think it would be useful to have a Steering Committee to review first the outline and then the final draft before submission to the Managing Committee. I hope that you will both agree to serve again in this capacity, with Anne Krueger replacing me when she takes up her appointment in September.

Attachment

cc: Senior Management Council —
Mrs. Hughes
Messrs. Wright
Landell-Mills

HBC/tsa

MB
No number needed.
check if distributed
To SMC by
HC's office.
WTH

OFFICE MEMORANDUM

TO: Mr. Hollis B. Chenery
FROM: Pierre Landell-Mills *PLM*
SUBJECT: WDR VI

DATE: May 19, 1982

1. The purpose of this memo is to set out some proposals regarding the management of WDR VI which I suggest should be discussed with Mrs. Krueger next Thursday.

Overall Supervision

2. You have proposed that initially yourself and, in due course, Mrs. Krueger would exercise overall supervision, while supervision of Part I would be the direct responsibility of Mrs. Hughes and Part II that of Mr. Wright. Could this arrangement be confirmed?

Steering Committee

3. For each WDR there has been a small Steering Committee established which was responsible for approving the outline and the final draft before submission to the Board and/or Managing Committee. For WDR V the Steering Committee consists of Messrs. Stern, Benjenk and VP(ERS). Is the same arrangement to be adopted for WDR VI?

Advisory Group ("Friends of WDR VI")

4. I propose that we establish an advisory group that will enable us to mobilize knowledge on management both in OPS and in the Regions. Names suggested for such a group include:

- Mr. H. van der Tak (OPS)
- Mr. A. Mozoomdar (EDI)
- Mr. A. Habte (African viewpoint and training)
- Mr. C. Hermans (African viewpoint and pioneering work on Thailand)
- Mr. C. Robless (East Asia viewpoint)
- Mr. W. Thalwitz (South Asia Region and Projects staff viewpoint)
- Mr. J. Bronfman (Latin American viewpoint and East Africa Region Projects staff).

5. This list is not exhaustive, but simply suggested for discussion purposes. Those selected would not be supervisory in any way.

6. In addition we might try to identify three or four outside "readers" primarily from the LDCs who might be invited to comment on the outline and, subsequently, on drafts when they are ready. I would be grateful for reactions to this idea.

Timetable

7. My proposal is to prepare a first draft outline by May 31 for finalization and circulation to the Board by June 15. A Board seminar could then be held sometime in July. I suggest that we aim to circulate a first draft of WDR VI by December 24.

Links Between Part I and Part II

8. As Core Team Leader I understand that I have responsibility for coordinating Parts I and II and for the final (editorial) integration of the report. To achieve this I propose that there should be constant close consultation between the Core Team and EPD staff designated to work on Part I. Mr. Agarwala will assist me in this task.

9. The Managing Committee have approved the "approach paper" for Part II as circulated to the Committee on March 25. This paper did not spell out the links between Part I and Part II. I would propose that the central linking theme should be that external finance for LDC development is likely to be very constrained in the 1980s (as discussed extensively in Part I) and hence there is even greater urgency than in the past to ensure available resources are managed efficiently. It would be useful at this stage if some additional linking sub-themes were suggested. However, I see no serious problem in letting Part II stand as a special topic without an intimate set of interconnections between Part I and Part II being necessary.

10. Although the focus of Part II is on the organizational and institutional aspects of management, rather than on major economic policy issues (which after all was the topic of WDR IV), there are important interfaces between development policies and organizational/institutional aspects. What may be theoretically attractive often turns out to be impractical. This is immediately obvious, for example, in the design of tax policy, which is seriously constrained by what can be effectively administered. In particular WDR VI will need to address the difficult question of which policy tools are feasible and to what extent. We will need to discuss the practical limitations, judged by effectiveness criteria, of various forms of administrative interventions (e.g., price controls, foreign exchange budgeting, licensing, credit controls etc.). In the same vein we can discuss on the same efficiency grounds (dissociated from ideological considerations) the division between private and parastatal activities, and the control of natural monopolies.

11. Another issue that arises that may be regarded as straddling Part I and Part II is the measurement of management efficiency. Is it possible to formulate meaningful indices of relative performance that takes into account the multiple objectives of development (not just growth) that can be usefully employed in country comparative analysis?

12. I suggest that consideration be given to commissioning one or two papers on the "link" issues.

Budget

13. The budget for FY83 is at Attachment 1. So far 6 of the Core Team have been identified (including myself). These are listed together with responsibilities and CVs in Attachment 2. The one remaining position on the Core Team has been reserved to work on Part I, together with the EPD staff already designated to work on WDR (Messrs. Fleisig, Blazic, Hwa, and Wen). In addition there will need to be a decision on the use to be made of the consultancy and travel funds.

Consultants

14. We are still in the process of identifying topics that should be the subject of a special study by a consultant. So far we have hired (i) Lester Gordon (Harvard IID) for 60 days to assist in defining our work program/approach and to tap the experience gained by Harvard advisory groups over the years on development management problems; he is also working on a review of budgeting techniques; (ii) Jon Morris, who is a management specialist with deep East Africa experience, to prepare a case study of Tanzania. Professor Glyn Cochrane (Maxwell School), who is on sabbatical at the Bank, is also contributing a study of management issues relating to decentralization and local administrations. Discussions are proceeding with, among others, Professor LeRoy Jones, and Professor Jan Kubes (IMEDE, Lausanne) as possible contributors on the parastatal sector.

15. I see the use of consultants as one means of ensuring appropriate inputs from LDC nationals. In this connection we envisage several country case studies of the ways in which foreign aid and technical assistance, including the requirements of donor agencies have impacted on the recipient government's administrative system. Also Mrs. Hughes has proposed that Mr. Suh Sang Chul be hired to contribute to Part I and I believe he would be helpful for Part II both as a general commentator and to contribute on Korea's experience of managing development. He might also be interested to tackle the issue of how to measure efficiency and performance, as suggested above. The terms of reference for Mr. Suh need to be decided on as soon as possible so that he may plan his time accordingly.

16. The IMF has offered to provide contributions on fiscal administration, budget management and disinvestment. Alan Tait is also hoping to complete soon a study of the growth of the public sector in LDCs which will be very relevant.

17. A tentative list of topics on which working papers might be commissioned is set out in Attachment 3.

Attachments

cc: Mrs. Hughes
Mr. Wright

WDR - Core Group Expenses
(FY82 \$000)

Attachment 1

| | <u>FY83 Budget Requests</u> | <u>FY83 Budget Approved</u> |
|--------------------------|-------------------------------------|-------------------------------------|
| A. <u>Core Group</u> | | |
| Salaries | 86.9 | 86.9 |
| Temporary | 46.0 | 46.0 |
| Overtime | 24.0 | 24.0 |
| Travel | 41.0 | 41.0 |
| Representation | 2.0 | 2.0 |
| Consultants | 147.0 | 147.0 |
| Contractual Services | | |
| - WP Equipment | 13.0 | 13.0 |
| Communications | 2.0 | 2.0 |
| Int. Computing | <u>8.0</u> | <u>8.0</u> |
| Subtotal | <u>369.9</u> | <u>369.9</u> |
| B. Publications | 1606.0 <u>a/</u> | 1606.0 <u>a/</u> |
| C. Computing | 422.0 | 300.0 |
| D. Salaries: Regions/CPS | <u>184.0</u> | <u>254.0 b/</u> |
| Total | <u>2581.9</u> | <u>2529.9</u> |

a/ The FY83 cost represents the costs of two editions, WDR VI and VII, see attached memo.

b/ Includes the equivalent salary of two additional staffyears.

VPERS
4/23/82

WDR VI CORE TEAM

(Responsibilities)

| | |
|-------------------------------|---|
| <u>Mr. Ramgopal Agarwala:</u> | Policy making, planning, budgeting and financial management, together with coordination with EPD staff. |
| <u>Mr. Richard Heaver:</u> | Will collaborate with Mr. Arturo Israel in extracting the Bank's experience of project management. |
| <u>Mr. Geoffrey Lamb:</u> | The introductory chapter, structure of government issues and political aspects of managing development. |
| <u>Mr. Selcuk Ozgediz:</u> | Human resource factors: personnel management, training for management, technical assistance, etc. |
| <u>Ms. Mary Shirley:</u> | Management of state enterprises and other parastatal agencies. |



Record Removal Notice



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|--|-------------------------------------|---|-----------------------------------|--------------------------|
| File Title Senior Management Council - Memos - Correspondence 04 | | Barcode No. 1773314 | | |
| Document Date N/A | Document Type CV / Resumé | | | |
| Correspondents / Participants Ramgopal Agarwala; Richard Alan Heaver; Geoffrey B. Lamb; Selcuk Ozgediz; Mary M. Shirley; Pierre Landell-Mills. | | | | |
| Subject / Title Annual Report | | | | |
| Exception(s) Personal Information | | | | |
| Additional Comments | | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.</p> <table border="1"><tr><td>Withdrawn by Shiri Alon</td><td>Date 15-Feb-17</td></tr></table> | Withdrawn by Shiri Alon | Date 15-Feb-17 |
| Withdrawn by Shiri Alon | Date 15-Feb-17 | | | |

POSSIBLE TOPICS FOR WHICH SPECIAL STUDIES ARE PROPOSED

A. Policy Making, Planning Budgeting and Evaluation

1. Data Collection and Information Management: Statistical Priorities Use of Mini-Computers, etc. (Consultant to be identified, possibly 12 SW, Ramesh Chander (EPD) is advising on this)
2. Review of Budgeting Techniques [Lester Gordon and Premchand (IMF), possibly 6 SW]
3. Administrative Constraints to Fiscal Policy [Alan Tait (IMF) and one other, possibly 6 SW]
4. Administrative Problems of Import Licensing and Foreign Exchange Budgeting (Consultants to be identified, possibly 6SW)
5. Review of Experience with Institutional Arrangements for Planning, Programming and Budgeting [Lester Gordon - HIID experience (4 SW); N. Raphaeli - IBRD/UNDP experience; Tony Killick has already completed a study for the Africa Report]
6. Central Monitoring and Evaluation Systems [Peter Bowden ?]
7. Indicators of Efficiency in Managing Development [ERS - L. Westphal's division ?]

B. Parastatal Management Issues

1. Socialist Enterprise Management
A cross-country comparison of Hungarian, Yugoslav and Chinese experience, addressing in particular questions of management and worker incentives, enterprise performance criteria and state controls (Peter Knight advised by Martin Schrenk, Bela Balassa and the China Program Division).
2. Comparative Advantages of Public Enterprises
Circumstances under which PE's perform better than other forms of intervention: (Leroy Jones) Comparison of experience of regulated private monopoly with public monopoly (John Sheehan).
3. Assessing the Performance of Public Enterprises (Leroy Jones)
Information systems, monitoring, establishing performance criteria, evaluation.
4. Divestiture
Rationale, experience, economic and social costs, alternative intervention mechanisms. (Elliot Berg, Malcolm Gillis, U. Texas).

5. Issues Related to Internal Management of PE's

How PE's differ from private firms and why. Implications of different management structures, styles, control environment, production process, attracting qualified managers. (David Brown, BU; Warick, HIID).

6. Financing of PE's - structure and pricing of capital and its consequences for managerial incentives, investment decisions, indebtedness management of working capital, debt control, relation to the budget. (Marko Voljc, IBRD; Malcolm Gillis, U. Texas).

7. Incentives

Problems of motivating managers under different conditions.
(Consultant to be identified.)

8. Review of the Bank's Experience in Assisting Development of DFCs
(Consultant to be identified).

C. Structure of Government Issues

1. Corruption and Management Efficiency (David Gould, Pittsburgh University).

2. Study of Role of Local Authorities, including budgetary issues.
(Prof. G. Cochrane, Maxwell School, Syracuse University).

3. Decentralization: Review of Experience (Profs. John Nellis and Dennis Rondinelli, Maxwell School, Syracuse University in collaboration with UN Center for Regional Development, Nagoya, Japan).

4. Learning Processes in Bureaucracy Ways to make bureaucracies more responsive. (Prof. Korten, Asian Institute of Management).

D. Project Implementation

1. Literature Review of Project Implementation Techniques.
(Consultant to be identified).


E. Aid and Technical Assistance

1. Country Studies of the Impact of Foreign Aid on Recipient Government Administrations.
(Consultants to be identified).

F. Personnel Management

1. Civil Service Systems and Traditions in LDCs: surveying British, French, American, Spanish, Mandarin and other civil service systems; addressing issues of accountability, politicization, professionalization, fragmentation, flexibility, etc. (Possible contributors: Frank Sherwood - Federal Executive Institute, Charlottesville; Phillip Morgan - Indiana University, Ferrel Heady, University of New Mexico.)
2. Compensation, Motivation and Incentives in the Public Sector: comparison of public-private compensation practices; motivators in developed and developing countries; cultural and behavioral issues. (Possible contributor: Phillip Mawhead, Birmingham University.)
3. Techniques and Processes of Personnel Management: critical review of position classification, performance appraisal and other personnel management techniques and practices in LDCs; are they counterproductive, if so, what can be done; examples of successes and failures. (Possible contributor: Tri Nguyen, American Society of Public Administration.)
4. Administrative Reform and Personnel Policy in LDCs: review of past administrative reform attempts, cases of success and failure; appropriate entry points; policy capabilities in LDCs in the personnel management area. (Possible contributors: UN - Development Administration Division.)
5. Organizational Behavior, Dynamics and Development in LDCs: implications of organization theory for managing public sector units in LDCs; role of cultural factors in designing and managing organizations; roles of leadership, patterns of social relations, and attitudes. (Possible contributors: Rudi Klauss - National Association of Schools of Public Administration; Michael Harmen - George Washington University; Tavistock House, London.)
6. Review of Different Approaches to Management Training: a critical analysis of initiatives in the field of management and public administration training over the past two decades (to be undertaken under the supervision of the Education Department, OPS).

THE WORLD BANK

| | | | |
|--|-------------------------|-----------------------|----------------------|
| ROUTING SLIP | | DATE: May 17, 1982 | |
| NAME | | ROOM NO. | |
| Mr. William S. Humphrey | | E1231 | |
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| | APPROPRIATE DISPOSITION | | NOTE AND RETURN |
| | APPROVAL | | NOTE AND SEND ON |
| | CLEARANCE | | PER OUR CONVERSATION |
| | COMMENT | | PER YOUR REQUEST |
| | FOR ACTION | | PREPARE REPLY |
| | INFORMATION | | RECOMMENDATION |
| | INITIAL | | SIGNATURE |
| | NOTE AND FILE | | URGENT |
| <p>REMARKS:</p> <p>Attached is a suggested version of a memorandum to the Senior Management Council transmitting drafts of the Attitude Survey Summary Report and of the Manager's Guide. These packages are provided herewith and need only to contain your memorandum.</p> | | | |
| FROM:  Bradley O. Babson | | ROOM NO.: I-3-106 | EXTENSION: 69152 |

OFFICE MEMORANDUM

PAD/SMC82-2

TO: Members of the Senior Management Council

DATE: May 17, 1982

FROM: William S. Humphrey ^{wsh}

SUBJECT: Senior Management Council Meeting on the Attitude Survey

1. I attach a copy of the draft Attitude Survey: 1982 Bank Group Summary Report, along with a copy of the draft Manager's Guide to the 1982 Attitude Survey, to be discussed at the Senior Management Council meeting at 10:30 on Wednesday, May 19. Both reports are to be revised slightly in light of the discussion today at the Managing Committee.

2. It is intended that a final version of the Summary Report will be distributed to all staff shortly and the Guide will be distributed to work group managers in advance of the planned workshops.

Attachments

Distribution:

Messrs. Clausen
Stern
Qureshi
Wuttke
Ardito-Barletta
Baum
Benjenk
Chaufournier
Chenery
Gabriel
Golsong
Hattori
Hopper
Husain
Knox
Paijmans
Rotberg
Thahane
Wapenhans
Weiner



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| Correspondents / Participants Personnel Management Department | | |
| Subject / Title Attitude Survey: 1982 Bank Group Summary Report | | |
| Exception(s) Corporate Administrative Matters | | |
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