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Folder Title: President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988

Folder ID: 1782779

Series: Chronological files (outgoing)

Dates: 01/05/1988 - 03/17/1988

Subfonds: Records of President Barber B. Conable

Fonds: Records of the Office of the President

ISAD Reference Code: WB IBRD/IDA EXC-11-43S

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THE WORLD BANK

Washington, D.C.

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The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: www.worldbank.org

PUBLIC DISCLOSURE AUTHORIZED

PRESIDENT
B.B. CONABLE
CHRON FILES

A-L

Jan. 1 - Mar. 31, 1988



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 **Archives**

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President Barber Conable Chronological Records - Outgoing - Correspondence - A-L -
January 1 - March 31, 1988

CHRON FILE

JANUARY 1 -

MARCH 31, 1988

(A - L)

BARBER B. CONABLE

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 14, 1988

Dear Mr. Abed:

Thank you so much for your kind invitation to participate in your World Colloquium scheduled from April 2 to April 5.

Unfortunately, I have to decline. My commitments for the days in question are already quite extensive and I feel I cannot accept any additional engagements.

Please accept my best wishes for a successful colloquium.

Sincerely,

Barber Conable

Mr. Mahieddine Abed
Chargé d'Affaires a.i.
of the Democratic and
Popular Republic of Algeria
2118 Kalorama Road, N.W.
Washington, D.C. 20008

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Box!

PAGE

OFFICIAL DEPT/DIV
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(FOR CASHIER'S USE ONLY)

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START
HERE

OPECFUND, VIENNA, AUSTRIA.
FOR MR. Y. SEYYID ABDULAI, DIRECTOR-GENERAL. THANK YOU FOR YOUR
TELEX OF MARCH 14. I SHALL BE GLAD TO MEET WITH YOU, AND SUGGEST
APRIL 11 AT 3 P.M. FOR OUR MEETING. REGARDS, BARBER B. CONABLE,
PRESIDENT, WORLD BANK, WASHINGTON, D.C.

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INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: **TELEX** TELEX NO.: **134474** DATE: **3/18/88**

SUBJECT: **COURTESY VISIT**

DRAFTED BY: *gn*
Irfan ul Haque pp

EXTENSION:
34665

CLEARANCES AND COPY DISTRIBUTION:

cc: Mr. El Rifai

AUTHORIZED BY (Name and Signature) *Barber B. Conable*
Barber B. Conable, President

DEPARTMENT:

EXC

SECTION BELOW FOR USE OF CABLE SECTION

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CANARY—Bill Copy

BLUE—Originator to Keep

1 Use OCR-B210 Sphere and set typewriter for DOUBLE SPACING —No other markings acceptable.

2 Align First Characters at Line Number 1

3 DO NOT exceed right-hand margin. Use only 10 Pitch Type (Pica).

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 19, 1988

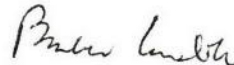
Dear Dave:

Thank you so much for your kind invitation to address the international meeting on "The Future of Western Collaboration" in Toronto on April 25, 1988.

As much as I would like to be able to participate in your conference, I must decline. My current responsibilities as head of the World Bank greatly restrict the time I can devote to outside speaking engagements. I hope you understand the constraints on my time.

Please accept my best wishes for a successful conference.

Sincerely,



Mr. David M. Abshire
President
Center for Strategic and
International Studies
1800 K Street, N.W., Suite 400
Washington, D.C. 20006

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 17, 1988

Dear Randy:

Charlotte and I want to thank you for including us as guests of Sears at the Variety Club dinner honoring Bob Michel. It was a most enjoyable evening in celebration of a worthwhile cause and in tribute to an outstanding public servant. I was pleased to have this opportunity to renew acquaintances with my friends from Sears.

Again, our thanks, and our best personal wishes to you and Ginny.

Sincerely,

Barber Conable

Mr. Randy H. Aires
Vice President
Corporate Governmental Affairs
Sears, Roebuck and Co.
633 Pennsylvania Avenue, N.W.
Suite 600
Washington, D.C. 20004

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 19, 1988

Dear Mr. Aldrich:

Thank you for your January 5 letter forwarding material in support of William M. Arnold's interest in obtaining a position here at the Bank.

Mr. Arnold's wide-ranging experience in the insurance industry provides a firm basis for his being considered for senior positions which will become available once the Multilateral Investment Guarantee Agency (MIGA) has been established. MIGA's management and staffing requirements will be determined this spring, after the MIGA Convention has entered into force, the Agency's Council of Governors has held its inaugural meeting, and a Board of Directors has been constituted. I have forwarded your letter to Mr. Shihata, the Bank's Vice President and General Counsel, with the request that Mr. Arnold's interest receive consideration at the appropriate time.

Thank you for letting me know of your support for Bill Arnold.

Sincerely,



Mr. Frank N. Aldrich
Senior Vice President
Bank of Boston
P.O. Box 2016,
Boston, Massachusetts, 02106-2016

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

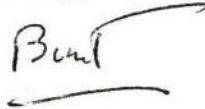
February 16, 1988

Dear Ted:

I have your letter of February 9th, explaining your waste disposal project. While any American would be interested in this proposal, given the dimensions of the problem, this is entirely unrelated to my job or my current contacts, both centered on poverty in the poorer countries of Africa, Asia and Latin America. I will keep the project in mind, and if an unexpected opportunity arises to give it a good word to relevant people, I will do so.

Best wishes to all the Allens.

Sincerely,

A handwritten signature in dark ink, appearing to read "Barber", with a long horizontal flourish extending to the right.

Mr. Edward B. Allen, III
Vice President
Exline Corporation
1300 N.E. Fourth Street
Oklahoma City, Oklahoma 73117

OFFICE MEMORANDUM

DATE: January 23, 1988
TO: Mr. C.F. Amerasinghe, WBT
FROM: Barber B. Conable
EXTENSION: 72001
SUBJECT: FY88 Midyear Review

I have noted from your FY88 Midyear Review submission that the Administrative Tribunal is expected to yield savings in its FY88 distributed budget of about \$0.1 million. Accordingly, a budget transfer of \$0.1 million from the Administrative Tribunal's budget to the general contingency will be executed. PBD will contact you shortly to effect the budget transfer. Your efforts to contain costs are greatly appreciated.

Barber B. Conable

cc: Ms. M. Haug

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

JARBER B. CONABLE
President

February 23, 1988

Dear Mr. Archey:

I want to extend my personal thanks to you and to the Chamber for your legislative efforts on behalf of MIGA and on other World Bank issues. Your leadership in educating the Congress on the benefits MIGA will provide both to the developing world and to U.S. export industries was critical to the passage of the MIGA legislation.

We look forward to U.S. ratification of the MIGA Convention later this spring, and the participation of U.S. businesses in this important new institution. As MIGA becomes operational, we hope to work with you to ensure that the business community is made aware of the variety of ways in which MIGA can work with them to protect and encourage private investment in the developing world. We also want to keep you informed about the work of the Bank's recently established Private Sector Development Review Group. As you may know, Richard Debs has agreed to serve on this panel, and we are extremely pleased that we will have the benefit of his experience in this high priority initiative.

Thank you again for your support. We look forward to working with you in the year ahead.

With best regards,

Sincerely,



Mr. William A. Archey
Vice President, International
Chamber of Commerce of the United States
1615 H Street, N.W.
Washington, D.C. 20062

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 8, 1988

Dear Mr. Asanuma:

Pursuant to Section 7.9 of the Staff Retirement Plan, I should like to appoint you, a member of the Pension Finance Committee, for a term of two years effective immediately.

If you are willing to accept this appointment, please sign the attached copy of this letter, where indicated, and send it to Mr. Nestor V. Santiago, the Secretary of the Pension Finance Committee.

Sincerely,



Mr. Shinji Asanuma
Director, Asia--Country Department 1
Room D-9065

Attachment

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex

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OFFICIAL DEPT/DIV ABBREVIATION

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AUSTRIAN NATIONAL BANK, POSTFACH 61, OTTA WAGNER - PLATZ 3,
A-1011 VIENNA, AUSTRIA
I RECEIVED YOUR CABLE DATED JANUARY 26, 1988 INFORMING ME OF THE
DEATH OF GOVERNOR KOREN WITH DEEP REGRET. MY COLLEAGUES AND I
EXTEND OUR SINCERE SYMPATHY TO GOVERNOR KOREN'S FAMILY AND TO THE
STAFF OF THE AUSTRIAN NATIONAL BANK. SINCERELY, BARBER B. CONABLE,
PRESIDENT, INTBAFRAD.

END OF TEXT

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INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: Telex		TELEX NO.:	DATE: 02/02/88
SUBJECT: Governor of the Austrian AUSTRIA - National Bank		DRAFTED BY: HPCrevier:jlk	EXTENSION: 74237
CLEARANCES AND COPY DISTRIBUTION: cc: Mr. de Grootte		AUTHORIZED BY (Name and Signature): Barber B. Conable, President	
		DEPARTMENT: EXC	
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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 17, 1988

Dear Secretary Baker:

Thank you for your March 11 letter and attachments written on behalf of Mr. Michael Curtin who is interested in the newly-created senior position in Financial Intermediation.

In the months to come, we will be taking steps to identify a candidate for this vacancy. In the meantime, I have forwarded your letter to Mr. Cosgrove, Vice President, Personnel, who will be working closely with me on the recruitment aspects of this important function. Mr. Curtin will be contacted directly in connection with his interest in the position.

I appreciate your bringing this highly qualified individual to my attention.

Sincerely,

Barber Conable

The Honorable James A. Baker III
Secretary of the Treasury
Department of the Treasury
1500 Pennsylvania Avenue, N.W.
Washington, D.C., 20220

THE WORLD BANK
Washington, D.C. 20433
U.S.A.


BARBER B. CONABLE
President

March 8, 1988

Dear Jim,

I am writing to confirm that documents regarding the proposed Banking Sector Loan from the World Bank to the Argentine Republic have been circulated to the Executive Directors of the World Bank for consideration and approval. Consideration of the loan by the Executive Directors has been scheduled for March 29, 1988, and I have recommended that the loan be approved.

Sincerely,



The Honorable
James A. Baker, III
United States Department
of the Treasury
1500 Pennsylvania Avenue, N.W.
Washington, D. C. 20220

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 29, 1988

Dear Jim:

I want to thank you for your letter of February 22, conveying the formal notification of the US' contribution to IDA-8. I can assure you that these funds are urgently needed to support sound, high priority development projects and effective adjustment programs in the low-income countries. We will make sure in the future, as we have in the past, that IDA's scarce resources will be spent wisely.

I also want to thank you for your personal efforts in obtaining congressional approval for the US participation in IDA-8. I know how difficult that was in the face of so many competing claims.

Sincerely,



The Honorable
James A. Baker III
Secretary of the Treasury
Department of the Treasury
15th Street & Pennsylvania Avenue, N.W.
Washington, D.C. 20220

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 23, 1988

Dear Secretary Baker:

Thank you for your January 28 letter in connection with Marshall Mays and Tim Atkeson who are both interested in senior-level positions in MIGA.

A number of people have called or written me recommending these candidates. I have told them that some senior positions will become available once MIGA has been established. The Agency's management and staffing requirements will be determined this spring, after the MIGA Convention has entered into force, the Agency's Council of Governors has held its inaugural meeting, and a Board of Directors has been constituted. I have forwarded your letter to Ibrahim Shihata, the Bank's Vice President and General Counsel, with the request that the interests of Messrs. Mays and Atkeson receive consideration at the appropriate time.

Thank you for your interest in MIGA and for letting me know of your support of these excellent candidates.

Sincerely,



The Honorable James A. Baker III
Secretary of the Treasury
Department of the Treasury
1500 Pennsylvania Avenue, N.W.
Washington, D.C. 20220

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 5, 1988

Dear Jim:

I owe you my personal thanks for the excellent results Treasury helped the World Bank get from the Continuing Resolution. Clearly, the needed authorizations and appropriations fell into place in ways that suggest good preparation and hard work on the part of your legislative staff. It will make our year an easier one, as we struggle with the problems of capital headroom and a lending program beset with uncertainties.

In any event, thank you, and best wishes for the new year.

Sincerely,



The Honorable James A. Baker III
Secretary of the Treasury
Department of the Treasury
1500 Pennsylvania Avenue, N.W.
Washington, D.C. 20220

bcc: EXT

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 11, 1988

Dear Mr. Baloch:

Mrs. Conable and I want to thank you for the very nice photo album you sent of our visit to your area. We learn a great deal on our visits to the Bank's member countries, and it is always a pleasure to meet the people and see the Bank's programs at work.

The photo album will serve as a constant reminder of our visit to Karachi. Again, our thanks and best wishes.

Sincerely,

Barber Conable

Mr. Dost Mohammad Baloch
President
Anjuman-I-Samaji
Behbud Jahanabad
Mewa Shah Road
Karachi-1, Pakistan

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 3, 1988

Mr. Jean Baneth

Jean:

I would like to thank you personally as well as the members of your Task Force for the tremendous effort, thought and analytical work which have gone into the preparation of the Task Force Report.

The Task Force has been instrumental in bringing together the diverse points of view of Bank staff and has helped me and other Policy Committee members to focus and reach agreement on the Bank's approach and next steps.

My sincere thanks to you and your collaborators.

Barber Conable

cc: Messrs. Bock, Dubey, Goldberg, Holsen, Husain, Jaspersen, Larkum, Levy, Meo, Morais, Rajasingham, Rao, Shakow, Steer

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 11, 1988

Dear Mr. Minister:

It is indeed good to know that you have been appointed Governor for Somalia on the Board of Governors of The World Bank. Congratulations!

The Executive Directors, Officers and Staff join me in extending to you a warm welcome. We look forward to your participation in the affairs of the Bank.

On a personal note, I hope to have the opportunity of greeting you here in Washington in the near future.

Sincerely,



His Excellency
Dr. Abdirahman Jama Barre
Minister of Finance and Revenue
Ministry of Finance and Revenue
Mogadishu, Somalia

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 4, 1988

Dear Mr. Belt:

Thank you for letting me know of your son's interest in employment at The World Bank.

Because the Personnel Department has better knowledge of the staff requirements of the institution and current available positions, his resume has been forwarded to that office for consideration. They will contact your son directly about the prospects of openings in his area of expertise.

I appreciate your interest in the Bank.

Sincerely,

Barber Conable

Mr. Guillermo B. Belt
5224 Elliott Road
Bethesda, Maryland, 20816

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 19, 1988

Dear Mr. Beneduci:

Just a note to express my appreciation and thanks to you and your colleagues for the coin collection from the Banco di Roma, which I recently received. They will be a unique addition to my collection.

Best regards.

Sincerely,

Barber Conable

Mr. Giovanni Beneduci
Executive Vice President
Area Manager for North America
Banco di Roma
100 Wall Street
24th Floor
New York, N.Y. 10005

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 11, 1988

Dear Governor:

I received with great pleasure the silver coin of the Kingdom of Morocco issued in Rabat to commemorate the Bicentennial of the Moroccan-American Treaty of Peace and Friendship signed in 1787 by Sultan Sidi Mohammed Ben Abdallah and the two founders of the Young Republic, John Adams and Thomas Jefferson.

Thank you for sending me this beautiful coin marking such an important event and I will surely treasure it.

Sincerely,

Barber Conable

Honorable Ahmed Bennani
Governor
Bank Al-Maghrib
B.P. No. 445
277 Avenue Mohammed No. 5
Rabat, Morocco

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 20, 1988

Dear Mr. Secretary General:

On behalf of the Executive Directors, Officers and Staff, I would like to express our pleasure at your appointment to the Board of Governors of The World Bank as Alternate Governor for Burkina Faso. Congratulations!

We look forward to your participation in the affairs of the Bank.

On a personal note, I hope to have the opportunity of greeting you here in Washington in the near future.

Sincerely,



Monsieur Henri Bruno Bessin
Secrétaire Général
Ministère du Plan et
de la Coopération
Ouagadougou, Burkina Faso

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 2, 1988

Elizabeth,
Dear ~~Mrs. Bettman~~:

Dick Bishop has told me of your contact with him. I have many memories of times spent with you and Bill while we were at Quantico.

My schedule in this new job is not something over which I have much control. Between meetings of the Board which consume at least two days a week, meetings of the senior management of the Bank on Bank policies, meetings with government leaders of the Bank's 151 member countries, and visits to some of those countries, my time is fully consumed.

If you will call Linda McLaughlin in my office (477-2001) once you arrive in Washington, she can let you know if there is any time I can see you while you're here. I can assure you, in any event, that I have on-going contact with environmental and conservation groups regarding Bank policies and funding, and I expect that contact not only to continue, but to increase, with the creation of a separate Environment Department here at the Bank.

I assume you are coming to Washington for conservation meetings of some sort. I hope it will be possible for us to get together while you are here, but, if not, I can be reached at the above address if your group wants to communicate its specific concerns to me at any time.

It was good to hear from you again. Best personal wishes.

Sincerely,

Barber Conable

Mrs. Elizabeth Bettman
13 Interwood Place
Cincinnati, OH 45220

cc: Richard A. Bishop, Esq.

NILES, BARTON & WILMER

1616 H STREET, NORTHWEST
WASHINGTON, D.C. 20006
202-737-0512

BALTIMORE, MD. 21201
929 N. HOWARD STREET
301-539-3240

ANNAPOLIS, MD. 21404
410 SEVERN AVENUE
SUITE 401
P. O. BOX 589
301-266-3090

CAMBRIDGE, MD. 21613
314 HIGH STREET
P.O. BOX 836
301-228-7090

RICHARD A. BISHOP
RESIDENT PARTNER

January 26, 1988

Mr. Harry K. Nicholas
Room E-831
World Bank
1818 H Street, N.W.
Washington, DC 20433

Dear Harry:

As a follow-up to our telephone conversation, I am enclosing a copy of Mrs. Bettman's recent letter of January 19th, in which she inquires as to whether she and a group of conservationists from Cincinnati might be able to visit with Barber for a short time to express their concerns regarding their interests. I replied to Mrs. Bettman and advised that the President does have large demands being made on his time each day. However, I would appreciate any assistance you can give her. Her letter briefly explains the proposed mission and also gives you her present address.

I know that Barber remembers Mrs. Bettman, whose former husband was Bill Evers. Many years ago, in 1943, Barber and I did play in a golf foursome with Bill Evers on the Quantico golf course, and Elizabeth, on occasions, would invite us back to the apartment for tea or supper. Unfortunately, Bill was killed in action, much to my regret, since I considered him a good friend.

If you can help this lady, I will be most appreciative of your effort.

Faithfully,



Richard A. Bishop

cc: Mrs. Elizabeth Bettman



Elizabeth Bettman
13 Interwood Pl
Cincinnati OH 45220

Jan. 19, 1988

Dear Dick,

Happy New Year! I trust your holidays were joyous and that 1988 will be healthy and happy for you and yours.

May I ask a great favor of you? My efforts to get in touch with Barber Conable have not been very successful. I can't get past the form letter reply. In February a group of local conservationists plan to meet in Washington to plan future strategy. We feel an urgent need to talk to Mr. Conable in person about World Bank funding. Could you secure me some direct conduit - either a phone number or an address? And would you remind him of our connection in the past? My present name means nothing to him, of course.

He had to write you in this matter provides me with the happy opportunity to ask for up to the minute news of you. Best wishes always, and many thanks,
Elizabeth

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

Jan 6, 1988

Hon Douglas Boren, M.C.
Washington, D.C. 20515

Dear Doug,

As you know, the Continuing Resolution came out beautifully for the World Bank and its related agencies. It could have been much worse, and for a while we thought it was going to be. This difficult past year in Congress was characterized by one consistent common thread throughout — your friendship and your constructive support. I want to thank you, dear friend, and to wish you and yours the best of good fortune during 1988.

Sincerely
Barber

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 19, 1988

Dear Dr. Bierich:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialógue.

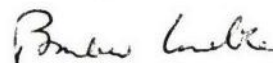
The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Dr. Marcus Bierich
Chairman of Management Board
Robert Bosch GmbH
Robert-Bosch-Platz 1
Gerlingen-Schillerhoehe
Postfach 50
7000 Stuttgart 1
Germany

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 24, 1988

Dear Jim:

Thank you for your letter of February 10th inviting me to join the Library of Congress National Advisory Committee to help the Library prepare for its 200th Anniversary in the year 2000. As a history buff and a long-time admirer of the Library of Congress, I would like to be able to participate on your Advisory Committee, but unfortunately the demands of my current position make it impossible.

At the end of March I will be in China, my first visit there since joining the Bank. The Bank has 151 member countries and a Board of Directors who represent those countries. Between visiting member countries of the Bank, attending meetings of the Board of Directors at least two times a week, and managing the Bank's daily operations, little time is left for outside activities. At this point, Mrs. Conable and I don't even get to our home in Western New York except one weekend a month.

I'm sorry not to be able to accept your kind offer, Jim. It sounds like you are already firmly ensconced in your new role and enjoying it. Congratulations, and best wishes as you prepare for the Library's special Anniversary.

Sincerely,



Dr. James H. Billington
The Librarian of Congress
The Library of Congress
Washington, D.C. 20540

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 5, 1988

Dear Mr. Blanchard:

Thank you very much for your thoughtful letter of December 23 reporting on the successful results of the recent High-Level Meeting on Employment and Structural Adjustment. We appreciate the support we have had from ILO on adjustment and other topics in the past and look forward to continued close cooperation with the ILO in the future.

Best wishes for a Happy New Year.

Sincerely,



Mr. Francis Blanchard
Director-General
International Labour Office
CH-1211 Geneva 22
Switzerland

B B C file

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 18, 1988

Dear Mr. Blinken:

Your kind letter inviting me to accept a Distinguished Citizen Award from the State University at Cooperstown on May 2nd was greatly appreciated. Such an award from such an institution in such a location would have real meaning for me as a New Yorker.

Unhappily, I have a speaking engagement that evening and so I must regret my inability to attend. Your gracious offer is very much appreciated.

Sincerely,

Barber Conable

cc: President Van de Wetering

Mr. Donald M. Blinken
Chairman, Board of Trustees
State University of New York
466 Lexington Avenue
New York, New York 10017



Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Feb 9, 1988	Document Type Memorandum
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Correspondents / Participants
To : Mr. Gerhard Boehmer, EDSO5
From : Barber B. Conable

Subject / Title
MIGA - Candidacy of Mr. Juergen Voss

Exception No(s).

1 2 3 4 5 6 7 8 9 10 A-C 10 D Prerogative to Restrict

Reason for Removal

Additional Comments
Declassification review of this record can be initiated upon request

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.

Withdrawn by Chandra Kumar	Date Aug 6, 2014
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Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Feb 29, 1988	Document Type Letter
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Correspondents / Participants
 To : The Honorable David L. Boren, United States Senate
 From : Barber B. Conable, President

Subject / Title
Marshall Burkes

Exception No(s).

1 2 3 4 5 6 7 8 9 10 A-C 10 D Prerogative to Restrict

Reason for Removal
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.

Withdrawn by Chandra Kumar	Date Aug 7, 2014
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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 22, 1988

Dear Rodrigo:

Enclosed is an informative report on the status of the Bank's reorganization which was presented to the Board in December.

In eighteen months, the Bank's management plans to review the results of the reorganization. I am confident that, although we have a long way to go, the benefits of the reorganization will be felt. I hope I can continue to call on you for advice during this remarkable period in the Bank's history.

Best wishes.

Sincerely,



Enclosure

Mr. Rodrigo Botero
Calle 18
Numero 382
Piso 2
Bogota, Colombia

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 7, 1987

Dear Mr. Bowsher,

Thank you for your letter of December 16, 1987. It was a pleasure meeting with Elmer Staats, Kenneth Dye, and yourself.

I was most interested to learn of the work and progress of the INTOSAI Development Initiative (IDI). I think it is a very worthwhile effort, and any improvement in the effectiveness of the national audit offices would contribute to enhancing government accountability and thus more responsible financial management. I regret that the Bank is unable to provide financing for the IDI, for the reasons I indicated at our meeting.

The Bank, as you know, is also supporting the development of accountancy and audit services in many developing countries. Bank funded technical assistance and other projects have financed the development of accountancy education, related training, and professional development in the public and private sectors in Africa, Asia, and Latin America. We would continue to emphasize this important aspect to support one of the Bank's objectives of promoting improvements in government financial management. The Bank, through its work, will continue to assist institutions which are members of IDI, and to take into account the work and suggestions of IDI staff to assist our member countries. I have asked Mr. Pervaiz Rashid, who has this responsibility in the Bank, to stay in touch with you to further collaboration between the two institutions, and am pleased to know that he has already scheduled a meeting with IDI and your staff for January 15.

Once again, thank you for a very interesting and informative discussion. My best wishes for the New Year.

Sincerely,



Mr. Charles H. Bowsher
Comptroller-General of the United States
General Accounting Office
441 G Street, N.W.
Washington, D.C.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 3, 1988

Dear Mr. Boyle:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,

Barber Conable

Mr. Richard J. Boyle
Vice Chairman
The Chase Manhattan Bank, N.A.
One Chase Manhattan Plaza
New York, New York 10081

INTERNATIONAL INVESTMENT IN
LATIN AMERICA AND THE CARIBBEAN

The World Bank
April 12 and 13, 1988

Preliminary Agenda

April 12th

- 6:30 p.m. Cocktails
- 7:00 p.m. Dinner - Welcoming Remarks by Barber B. Conable

April 13th
Room E-1244

- 8:15 a.m. Breakfast
- 9:00 a.m. World Bank Policy and Approach Towards Private Sector Developments: Moeen A. Qureshi, Senior Vice President, Operations
- 9:15 a.m. Economic Situation and Prospects in the Latin America and Caribbean Region: S. Shahid Husain, Vice President, Latin America and Caribbean Region
- 9:45 a.m. Debt Conversions, Securitization, WB Guarantees, Cofinancing and Credit Enhancement: David R. Bock, Director, Debt Management and Financial Services Department
- 10:15 a.m. Coffee Break
- 10:30 a.m. The Prospects for Private Investments in Latin America and the Caribbean Countries: Mr. Judhvir Parmar, Vice President, Investment Operations, IFC
- 11:00 a.m. New Initiatives in Brazil and Argentina: Helmut Paul, Director, Department of Investments, Latin America and Caribbean I, IFC.
- New Initiatives in Mexico and Venezuela: Guillermo Schultz, Director, Department of Investments, Latin America and Caribbean II, IFC.
- 11:30 a.m. Discussions
- 1:00 p.m. Lunch - Closing Remarks by Barber B. Conable
"D" Bldg. Executive Dining Room

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 18, 1988

Dear Mr. Brady:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries, will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Mr. Nicholas Brady (Attention: Ms. Denise Emmitt)
Co-Chairman
Dillon Read & Company, Inc.
535 Madison Avenue
New York, NY 10020

THE WORLD BANK
Washington, D.C. 20433
U.S.A.


BARBER B. CONABLE
President

March 8, 1988

Dear Dr. Bröder,

Many thanks for your letter of February 22, 1988. I have requested Mr. Moeen A. Qureshi, Senior Vice President, Operations, to attend the meeting you are proposing of the multilateral financial institutions in September. Mr. Qureshi will be responding to you about the date and substance of the meeting.

Sincerely,



Dr. Ernst-Günther Bröder
Chairman
European Investment Bank
100, boulevard Konrad Adenauer
Luxembourg-Kirchberg
L-2950 Luxembourg

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 4, 1988

Dear Dr. Bröder:

I was delighted to receive your letter of December 7, 1987, from Dr. Pais, during his visit to Washington. We have now completed our full review of the proposals and of the specific points raised in your letter.

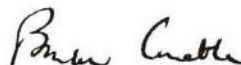
As I discussed with Dr. Pais, we are looking forward to a fruitful collaboration between the EIB and ourselves in what promises to be an important initiative, welcomed by the Mediterranean countries. I was very pleased to hear of your support for the study, including both a strong EIB staff effort, under Dr. Deleau's leadership, and the substantial contribution your Bank is planning to make toward the consultant costs.

I would also like to refer to the specific points raised in your letter. As I emphasized to Dr. Pais, we fully share the interest in a practical, action-oriented program, and agree on appropriate specialization between the two institutions in terms of tasks (based on your staff's proposals we see no difficulties). Furthermore, we agree that other parties should be encouraged to lend their support, perhaps as the work of the preparation phase nears completion, by the end of this year. As for the budget, I am pleased to confirm that we will commit the necessary resources -- staff and consultant costs -- within the calendar year.

As your staff can explain in greater detail, we expect to use Bank staff from a variety of units, including our central environment department, in carrying out the particular elements in the program for which we are responsible. Overall task leadership is with the EMENA Region under Wilfried Thalwitz; direct responsibility is with David Turnham, Chief of the EMENA Region's Environment Division.

Let me conclude by expressing my satisfaction in the agreement to work together on this program and the good beginning in cooperation between the responsible staff groups. As you know, the environment is high on my personal agenda and I regard the environment program for the Mediterranean as a vital part of this agenda. I look forward to further discussion with you as the work progresses. With my best regards,

Sincerely,



Dr. Ernst-Günther Bröder
Chairman
European Investment Bank
100 boulevard Konrad Adenauer
L-2950 Luxembourg

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 24, 1988

Dear Joel:

As one of your former colleagues in the House of Representatives, I want to wish you well on the occasion of the testimonial your friends are giving you on March 22nd. I remember very well our close and neighborly association during my early service on the Ways and Means Committee.

Your career in Congress demonstrated a very strong identification with the constituency of Northern Virginia, a capacity to balance the interests there in ways that were acceptable to your constituents, and an enviable intelligence in your understanding of the tax law and the other issues which were important to a neighbor of this great city.

I hope since you left the Congress that life has been good to you and that you continue to prosper as one of the leading real estate investors of the Washington area.

Best personal wishes.

Sincerely,

Barber Conable

The Honorable Joel Broyhill
c/o The Honorable Frank R. Wolf
U.S. House of Representatives
Washington, D.C. 20515

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 8, 1988

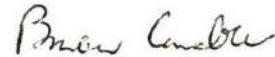
Dear Mr. Minister:

Thank you for agreeing to address the World Bank Symposium in The Hague on May 31. This symposium will stimulate an open exchange of views and thus broaden understanding of development issues. Your experience and knowledge will contribute greatly to the discussion.

My colleagues from the Bank will benefit considerably from hearing the views of those attending the meeting. I expect the discussions will lead to an even closer spirit of partnership between the Bank and The Netherlands.

I am enclosing a copy of the program for the symposium.

Sincerely,



The Honorable Piet Bukman
Minister for Development Cooperation
Ministry of Foreign Affairs
P.O. Box 20061
2500 EB The Hague
The Netherlands

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 8, 1988

Dear Friends:

Thank you for your kind letter inviting me to speak to the National Council of Farmer Cooperatives at their annual meeting in Washington in January.

As much as I would like to participate in your conference, I must decline. I will be travelling to Europe at the end of January and am unable to join you. However, I understand Mrs. Blobel has been in touch with Mr. Busekist to discuss the possibility of another Bank representative.

Please accept my best wishes for a successful conference.

Sincerely,

Barber Conable

Mr. Ron Gollehon, President
Mr. Clifford E. Busekist
Sr. Administrative Vice President
Agricultural Cooperative
Development International
50 F Street, N.W., Suite 900
Washington, D.C. 20001

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 19, 1988

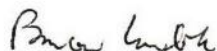
Dear Jeb:

Thank you for your December 29 letter forwarding material in support of William M. Arnold's continued interest in obtaining a position here at the Bank.

Mr. Arnold's wide-ranging experience in the insurance industry provides a firm basis for his being considered for senior positions which will become available once the Multilateral Investment Guarantee Agency (MIGA) has been established. MIGA's management and staffing requirements will be determined this spring, after the MIGA Convention has entered into force, the Agency's Council of Governors has held its inaugural meeting, and a Board of Directors has been constituted. I have forwarded your letter to Mr. Shihata, the Bank's Vice President and General Counsel, with the request that Mr. Arnold's interest receive consideration at the appropriate time.

Thank you for letting me know of your support for Bill Arnold.

Sincerely,



The Honorable Jeb Bush
Secretary of Commerce
State of Florida
Tallahassee, Florida, 23201

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 19, 1988

Dear Mr. Butler:

Just a note to express my appreciation for the personalized copy of the book on "Ways and Means to Global Integration", which I received recently. I will certainly share it with others here at the Bank who will find it of interest.

Best regards.

Sincerely,

Barber Conable

Mr. R.E. Butler
The Secretary-General
International Telecommunication Union
Place des Nations
1211 Geneva 20
Switzerland

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 6, 1988

Robert:

Thank you for your note about your conversation with the Field Director of Save the Children's Fund in Kiribati. Now that the restructuring of the Bank is essentially complete, I expect we will continue to receive positive reactions about what the Bank does rather than concern about how it is organized.

On my travels to the Bank's member countries, the feedback I receive about the Bank and its programs is always good. It's comforting to know the staff is receiving similar responses to the important work of the Bank, as well.

I appreciate your taking the time to pass on the message, and thank you for your personal good wishes.

Barber Conable

Mr. Robert Calderisi
Chief
Country Operations Division
Indonesia, Papua New Guinea and the South Pacific
Asia Region
B-7007

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 17, 1988

Dear Mike:

Thank you for your letter of March 11th. I felt quite comfortable addressing the Council on Foreign Relations with so many familiar faces in the audience.

I appreciate your invitation to participate in the Washington International Trade Association conference on, "Is There Life After 40? GATT and the Future of the Multilateral Trading System." Since joining the World Bank, I have been able to accept relatively few speaking engagements, which as you know, I did a great deal of in my previous roles. Between meetings of the Bank's Board of Directors, managing the institution and visiting some of the Bank's 151 member countries, frankly there just isn't time. In fact, at the end of May, I will be in Italy, Germany and perhaps Spain meeting with the leaders of those governments.

I'm sorry not to be able to accept your invitation, Mike, but appreciate your thinking of me.

Best personal wishes.

Sincerely,

Barber

Mr. Michael J. Calhoun
Laxalt, Washington, Perito & Dubuc
1120 Connecticut Avenue, N.W.
Washington, D.C. 20036

International Finance Corporation

1818 H Street, N.W.
Washington, D.C. 20433
U.S.A.

(202) 477-1234
Cable Address: CORINTFIN

January 14, 1988

Dear Representative Callahan:

Thank you for your letter of December 18th regarding WTD's proposed tuna and swordfish fisheries project in Uruguay. From your constituent's point of view, I can understand why time is of the utmost importance. I have asked the IFC to consider this in its review.

IFC's preliminary opinion is that the project appears to be financially and economically attractive; and IFC would give favorable consideration to financing this proposal, if a number of outstanding issues can be resolved satisfactorily. I have asked the Director of the Investment Department in IFC to convey these outstanding issues to you directly so that this project can move forward as soon as possible.

Sincerely,



The Honorable Sonny Callahan
United States House of Representatives
Washington, D.C. 20515

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 18, 1988

Dear Michel:

I am leaving for China this weekend and will return after two weeks.

I wanted to convey to you some impressions about the joint deliberations our staffs have been having about a workout plan for Argentina. I have been informed by my staff that there is considerable skepticism in Argentina about the realism of the fiscal targets. Moreover, the staff expressed concern that, in view of the comprehensive nature of the structural change and reforms that would be required in Argentina, these issues cannot and should not be addressed in a hurry.

While it should be feasible to put together a macro policy framework fairly quickly, I believe that in the area of structural and institutional reform, we should move more deliberately, and ensure that our analysis and recommendations are soundly based. Therefore, if you feel that a Fund Program should be negotiated and concluded within the next two months, I would suggest that issues of structural reform be separated for subsequent discussion and agreement between Argentina, the Fund, and the Bank. Of course, we would expect to support structural reforms through specific IBRD loans.

I hope we can talk about this matter in some depth as soon as I return. In my view, given the political pressures for debt relief, it is very important that this joint effort be viewed as credible by the people who watch our operations so closely in the current world situation.

Sincerely,



Mr. Michel Camdessus
Managing Director
International Monetary Fund
700 17th Street, N.W.
Washington D.C. 20431



Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Mar 15, 1988	Document Type Memorandum
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Correspondents / Participants
 To : Mr. Michel Camdessus, Managing Director, IMF
 From : Barber B. Conable, President

Subject / Title
Togo - Policy Framework Paper (The Committee of the Whole)

Exception No(s).

1 2 3 4 5 6 7 8 9 10 A-C 10 D Prerogative to Restrict

Reason for Removal
Board Record

Additional Comments
Declassification review of this record can be initiated upon request

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.

Withdrawn by Chandra Kumar	Date Aug 6, 2014
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Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Feb 19, 1988	Document Type Memorandum
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Correspondents / Participants
 To : Mr. Michel Camdessus, Managing Director, IMF
 From : Barber B. Conable, President

Subject / Title
 Sri Lanka - Policy Framework Paper, 1988-90 (The Committee of the Whole)

Exception No(s).

1
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 10 A-C
 10 D
 Prerogative to Restrict

Reason for Removal
 Board Record

Additional Comments
 Declassification review of this record can be initiated upon request

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Withdrawn by Chandra Kumar	Date Aug 6, 2014
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Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Jan 28, 1988	Document Type Memorandum
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Correspondents / Participants
 To : Mr. Michel Camdessus, Managing Director, IMF
 From : Barber B. Conable, President

Subject / Title
 Kenya - Policy Framework Paper, 1988-90 (The Committee of the Whole)

Exception No(s).

1
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 10 A-C
 10 D
 Prerogative to Restrict

Reason for Removal
 Board Record

Additional Comments
 Declassification review of this record can be initiated upon request

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Withdrawn by Chandra Kumar	Date Aug 6, 2014
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Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Mar 1, 1988	Document Type Memorandum
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Correspondents / Participants
 To : Mr. Robert B. Keating, Executive Director of the United States
 From : Ibrahim F.I. Shihata, Vice President and General Counsel

Subject / Title
MIGAS's Organization

Exception No(s).

1
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 9
 10 A-C
 10 D
 Prerogative to Restrict

Reason for Removal
Attorney - Client Privilege

Additional Comments

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Withdrawn by Chandra Kumar	Date Aug 6, 2014
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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 24, 1988

Dear Willie:

Thank you for OEF's most generous offer to honor Charlotte and me with your fourth annual Women in Development Award. We are pleased to accept, and delighted to join you at your luncheon on May 16.

We thank you too for your kind words. It is a privilege for us to participate in the work of the World Bank. We believe that this institution can be a powerful force in advancing the health, dignity and productivity of women in the developing world. The Bank has initiated a number of excellent programs in support of this objective. We hope we will be able to do even more in the years ahead.

All best wishes. We look forward to seeing you in May.

Sincerely,

Barber Conable

Mrs. Willie Campbell
President
OEF International
1815 H Street, N.W.
11th Floor
Washington, D.C. 20006

The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.
Washington, D.C. 20433
U.S.A.

(202) 477-1234
Cable Address: INTBAFRAD
Cable Address: INDEVAS

March 18, 1988

Dear Mr. President:

It is indeed good to know that you have been appointed Alternate Governor for Brazil on the Board of Governors of The World Bank.

Congratulations!

The Executive Directors, Officers and Staff join me in extending to you a warm welcome. We look forward to your participation in the affairs of the Bank.

On a personal note, I hope to have the opportunity of greeting you here in Washington in the near future.

Sincerely,

(Signed) Barber B. Conable

Barber B. Conable

Senhor Elmo de Araujo Camoes
Presidente
Banco Central do Brasil
Caixa Postal 04.0170
70074 Brasilia (DF), Brazil

cc: Mr. Malan

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 2, 1988

Dear Mr. Minister:

It is indeed good to know that you have been appointed Governor for El Salvador on the Board of Governors of The World Bank. Congratulations!

The Executive Directors, Officers and Staff join me in extending to you a warm welcome. We look forward to your participation in the affairs of the Bank.

On a personal note, I hope to have the opportunity of greeting you here in Washington in the near future.

Sincerely,

Barber Conable

His Excellency
Remo Bardi Cevallos
Ministro de Planificacion y Coordinacion
del Desarrollo Economico y Social
Casa Presidencial
San Salvador
El Salvador

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 14, 1988

Dr. B.T.G. Chidzero
Senior Minister of Finance, Economic
Planning and Development
Private Bag 7705
Causeway
HARARE
Zimbabwe

Dear Dr. Chidzero:

Thank you for your letter of February 18, 1988 enquiring about the World Bank's role in a UNDP/Scandinavian assessment of regional transportation problems of African countries, particularly the landlocked countries of Southern Africa.

The specific assessment that you referred to in your letter may be the Sub-Saharan Africa Transport Program, which is being financed by the UNDP and Scandinavian countries, and for which the Bank is the executing agency. The program is a research effort focussing on: (i) data collection and surveys to identify the users of transport data in the Africa region; (ii) workshops on road maintenance/rehabilitation and railway management; (iii) studies on taxation and transportation; and (iv) development of manpower and training needs in transport for the region. We are doing this work in close collaboration with the ECA. This is an important effort which should be of great assistance to countries in Sub-Saharan Africa.

As you know, the Bank's role in the transport sector in Africa goes well beyond this UNDP-Scandinavian funded program. In Southern Africa, we are strongly supportive of the efforts of SADCC to reduce dependency of the six landlocked SADCC countries on long and costly trade routes through South Africa. As demonstrated with our lending pattern, we are in full accord with the SADCC policy of seeking to develop the main surface transport corridors for the landlocked countries through Tanzania and Mozambique and, when the security situation permits, the Benguela rail line to the port of Lobito in Angola.

Currently, IDA, together with Sweden, Norway, Denmark, Finland, the Netherlands, Italy and the United Kingdom, are financing the ongoing rehabilitation/modernization of the port of Dar es Salaam to enable Malawi and Zambia to divert substantial portions of their import-export trade from South African ports to the port of Dar es Salaam. Linked to the Dar es Salaam port project is the ongoing rehabilitation of the TANZAM highway which IDA is financing together with the African Development Bank, Denmark and Norway and whose objective is to assure Zambia a reliable access to the port of Dar es Salaam. We have also been assisting Zambia to obtain

financing from the Italian Government and the European Investment Bank for rehabilitation of its petroleum pipeline from Dar es Salaam to Ndola. More recently, on February 23, 1988, the Executive Board of IDA approved a credit for the US\$110 million Northern Transport Corridor project whose objective is to provide Malawi with a shorter and more cost effective route to the sea via Dar es Salaam port. This project is being cofinanced with the European Development Fund, KfW, ODA, the Netherlands and USAID.

You may also be aware that our staff in the Africa Region have been working very closely with the Beira Corridor Authority of Mozambique, the Machipanda Beira Authority in Zimbabwe and interested donors (EEC, Denmark, Finland, Norway, Sweden, the Netherlands, Austria, Italy, Spain, USAID and the African Development Bank) on a four-year program with an estimated cost of about US\$240 million to rehabilitate the port of Beira, and the rail, road and petroleum products pipeline facilities linking Beira in Mozambique with Machipanda/Mutare in Zimbabwe to provide Zimbabwe with a much shorter, cost effective route to the sea. We expect this program to be completed by 1990 with substantial benefits in reduced transport costs accruing to Zimbabwe. Additionally, at the recent SADCC conference in Arusha, staff of our Southern Africa Department began discussions with Mozambique and four donors (UK, Canada, New Zealand and KfW) on possible rehabilitation of the port of Maputo and the Limpopo rail line, the shorter southern access route to the sea for Zimbabwe.

Besides our lending activities, we, together with other donors, have been collaborating with the transport sector unit (SATCC) of SADCC in Maputo in research and transport policy analysis of the region. Should you wish to have detailed background information on this as well as the other matters I have mentioned, Mr. Sandstrom and his staff stand ready to be of assistance.

I look forward to seeing you in April at the next Development Committee meeting during which we might exchange more views on the Bank's activities in the SADCC region.

Sincerely,



Barber B. Conable
President

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PAGE 1 OF 2

OFFICIAL DEPT/DIV ABBREVIATION SVPFI

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THE HON. B.T.G. CHIDZERO, MINISTER OF FINANCE, ECONOMIC PLANNING AND DEVELOPMENT HARARE, ZIMBABWE

AS YOU KNOW, THE EXECUTIVE DIRECTORS CONCLUDED THEIR DISCUSSION ON THE GCI ON FEBRUARY 19, AND SENT THE RESOLUTION TO THE BOARD OF GOVERNORS FOR A VOTE. THE GCI WILL ENABLE THE BANK TO EXPAND ITS LENDING PROGRAM IN THE YEARS AHEAD AND IT WILL REDUCE OUR HEADROOM RISKS. IT IS URGENT THEREFORE THAT WE OBTAIN, AS EARLY AS POSSIBLE THE 75% OF THE VOTES REQUIRED TO MAKE THE RESOLUTION EFFECTIVE. SINCE IN THE UNITED STATES A VOTE IS LIKELY TO BE DELAYED UNTIL THE SECOND HALF OF THE YEAR WE MUST OBTAIN THE VOTES OF ALL OTHER MEMBERS AS SOON AS POSSIBLE. TO THE BEST OF OUR KNOWLEDGE NO OTHER COUNTRIES REQUIRE PARLIAMENTARY APPROVAL BEFORE THEIR GOVERNOR CAN CAST AN AFFIRMATIVE VOTE. OUR EXECUTIVE DIRECTORS SHARE THE OBJECTIVE OF AN EARLY VOTE AND WE ASKED THEM TO PURSUE IT VIGOROUSLY WITH THE COUNTRIES IN THEIR CONSTITUENCIES. I HAVE ALSO INDICATED THAT I WOULD LIKE TO BE ABLE TO ANNOUNCE SUBSTANTIAL PROGRESS ON THIS VOTE AT THE MEETING OF THE DEVELOPMENT COMMITTEE. I WANTED TO APPRISE YOU OF THIS AND AT THE SAME TIME ENLIST YOUR SUPPORT, PARTICULARLY AMONG YOUR COLLEAGUES WITH WHOM YOU

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PAGE 2 OF 2

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MAY BE IN CONTACT, TO HELP US MEET THIS OBJECTIVE BY THE TIME OF THE DEVELOPMENT COMMITTEE MEETING. HAVING TAKEN THIS FIRST IMPORTANT STEP IN APPROVING THE GCI WE CANNOT AFFORD TO LOSE MOMENTUM THROUGH DELAYS IN OBTAINING THE APPROVAL OF THE GOVERNORS. OUR RESIDENT REPRESENTATIVE OFFICES IN THE VARIOUS COUNTRIES CAN PROVIDE ADVICE AND GUIDANCE ON THE PROCEDURES IF NECESSARY. SUCH INFORMATION, OF COURSE, CAN ALSO BE OBTAINED FROM THE BANK'S SECRETARY, MR. THAHANE, OR FROM THE RESPECTIVE EXECUTIVE DIRECTORS. BEST REGARDS, BARBER CONABLE, PRESIDENT, THE WORLD BANK

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CLASS OF SERVICE: TELEX		TELEX NO.: 987-2141	DATE: 3/3/88
SUBJECT: GCI		DRAFTED BY: EStern:dpw <i>dpw</i>	EXTENSION: 72004
CLEARANCES AND COPY DISTRIBUTION: Cl with & cc: Mr. Thahane Mr. Shakow cc: Mr. Stern Mr. Fortin		AUTHORIZED BY (Name and Signature): <i>Barber B. Conable</i> Barber B. Conable	
		DEPARTMENT: EXC	
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EL SALVADOR

TRANSLATION OF CONGRATULATORY TELEX TO MR. MAURICE CHOussy, PRESIDENT OF THE CENTRAL RESERVE BANK.

IT IS MY PLEASURE TO CONGRATULATE YOU UPON YOUR CONFIRMATION AS PRESIDENT OF THE CENTRAL RESERVE BANK. ON BEHALF OF MYSELF AND THE STAFF OF THE WORLD BANK, I WISH YOU CONTINUED SUCCESS IN FULFILLING THIS HIGH RESPONSIBILITY AND HOPE THAT WE WILL BE ABLE TO WORK WITH YOU IN THE NEAR FUTURE.

CORDIALLY YOURS,
BARBER B. CONABLE
INTBAFRAD

NOTE: MR. CHOussy HAS BEEN ACTING PRESIDENT OF THE CENTRAL RESERVE BANK SINCE JUNE 1987.

THE TEXT OF THE TELEX TO MR. GALLARDO CLARA, VICE-PRESIDENT OF THE CENTRAL RESERVE BANK IS SUBSTANTIALLY IDENTICAL TO THE ABOVE.

OUTGOING MESSAGE FOR ELECTRONIC COMMUNICATION

TEXTNAME: 7.ES.TLX-CHOUSSY

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WDIAL
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-SUBJECT: EL SALVADOR: CONGRATULATIONS TO PRESIDENT OF CENTRAL
-BANK
-DRAFTED BY: CSEPEDA:MGS EXT: 61223
-AUTHORIZED BY: BARBER B. CONABLE *BBC*
-CC: MESSRS. QURESHI, HUSAIN, LACVP; STECKHAN, LA2DR; CORBO,
-LA2CO (O/R); VARALLYAY, LA2CO

301 20088 -
-ING. MAURICE CHOUSSY RUSCONI
-PRESIDENTE
-BANCO CENTRAL DE LA RESERVA
-SAN SALVADOR, EL SALVADOR, C.A.

BT
WASHINGTON DC - 19-JAN-88
PARA ING. MAURICE CHOUSSY RUSCONI, PRESIDENTE DEL BANCO CENTRAL
DE LA RESERVA DE EL SALVADOR.
TENGO EL AGRADO DE FELICITARLE A USTED POR SU NOMBRAMIENTO COMO
PRESIDENTE DEL BANCO CENTRAL DE LA RESERVA. POR MI PARTE Y EN
NOMBRE DEL PERSONAL DEL BANCO MUNDIAL, LE DESEAMOS CONTINUE
DESEMPEÑANDO CON MUCHO EXITO ESA GESTION DE TAN ALTA
RESPONSABILIDAD Y ESPERAMOS PODER SEGUIR COLABORANDO CON USTED EN
EL FUTURO PROXIMO. RECIBA USTED MIS MAS CORDIALES SALUDOS,
BARBER B. CONABLE
PRESIDENTE
INTBAFRAD

SIGNATURES:

DRAFTED BY: Constance Sepeda
AUTHORIZED BY: *Barber B. Conable*

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DATE: _____
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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

ROBERT B. CONABLE
President

February 24, 1988

Dear Mr. Coates:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Mr. William C. Coates
Executive Vice President
Westinghouse Electric Corporation
Westinghouse Building
Gateway Center
Pittsburg, Pennsylvania 15222

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 11, 1988

The Honorable Thad Cochran
United States Senate
Washington, D.C. 20510

Dear Thad,

In answer to your inquiry, we have no study in progress which addresses Africa's potential for growing crops, nor do we intend to publish such a study. We are specifically not looking at cotton production possibilities as suggested by the Delta Council. We are however looking at the problem of surplus commodities on a world-wide basis. As part of that study and another study on Long Term Perspectives in Africa, we have employed consultants to analyze the problems and prospects of various commodities, and cotton is one of those considered.

It is possible that the Delta Council may have heard of a recent French report that has been looking into cotton production in francophone West Africa. In these countries production has been increasing mainly through improvements in yield per hectare and shifts in production between and within countries rather than large increases in total area. This French report suggests that some African countries have a comparative advantage in cotton and that production could be increased provided efficiency is improved in the national agencies promoting production. No figures for possible increases were given however.

The Bank recognizes that some countries in Africa have a comparative advantage in growing cotton. In some cases, cotton is a major source of foreign exchange enabling them to pay their debts, and import inputs for agriculture, other goods and food if necessary. This is not only important for Africa's debt repayment and import capacity, but is a positive element for international trade generally. At the same time, it should be noted that cotton requires associated food crops in order to provide a sustainable farming system in much of Africa. Studies in countries where cotton is an important cash crop suggest that farmers who grow cotton employ more labor and get higher yields from some of their food crops.

Sub Saharan Africa, including Sudan, is presently producing 4.1 million bales of cotton out of a total world production of 69.5 million bales in 1986/87 (average production 1984/87 was 79.1 million). Since 1981/82, world cotton consumption has increased from about 66 million bales to 83 million bales (of which China's share alone rose from 16.2 to 21.0 million). This expansion in cotton demand is an encouraging development which, in part, has been satisfied from existing stocks, but it has also benefitted efficient cotton producers in all countries throughout the

The Honorable Thad Cochran
January 11, 1988
Page 2

world. African producers have, however, only played a marginal role in meeting this expansion in world cotton demand.

Let me reassure you that the Bank is especially concerned with food security in Africa. Much of our financing is for food production projects on that continent, and this will continue to be a high priority of the Bank. A task force is right now assessing the adequacy of the policy and investment efforts affecting food security in Africa. I expect to see its report in the first half of 1988 and shall use it to assist us to determine how we can make our own support toward greater food security in Africa most effective.

Sincerely,



Barber B. Conable

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 4, 1988

Dear Mr. Collamore:

Thank you for your December 22 letter forwarding material in support of William M. Arnold's continued interest in obtaining a position at The World Bank.

I have forwarded your letter to Mr. Qureshi. Should a suitable position be identified, Mr. Arnold will be contacted directly.

Thank you for your interest in the Bank.

Sincerely,

Barber Conable

The Honorable Thomas J. Collamore
Assistant to the Vice President
for Operations
Office of the Vice President
Washington, D.C.

Best to George!

Conable

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THE WORLD BANK WILL HOST A SEMINAR AT ITS HEADQUARTERS IN WASHINGTON, D.C., APRIL 12-13, 1988 TO DISCUSS INTERNATIONAL INVESTMENTS IN LATIN AMERICA AND THE CARIBBEAN. WE WOULD WELCOME YOUR PARTICIPATION IN THIS IMPORTANT DIALOGUE. THE SEMINAR WILL FOCUS ON THE REGION'S OVERALL ECONOMIC SITUATION AND ITS PROSPECTS FOR GROWTH AND RECOVERY. WE WILL EXPLAIN THE BANK'S ROLE IN THE REGION, PARTICULARLY OUR EFFORTS TO ASSIST THE COUNTRIES IN THEIR ADJUSTMENT PROCESS AND HELP THEM RESTORE THEIR CREDITWORTHINESS. AS YOU KNOW, OVER THE PAST YEARS THE BANK HAS BEEN THE MAIN SOURCE OF NET RESOURCES FOR THE HIGHLY INDEBTED MIDDLE-INCOME COUNTRIES. WE ALSO WILL REVIEW THE BANK'S ROLE IN FACILITATING THE RESTORATION OF ACCESS TO PRIVATE CAPITAL MARKETS BY THE LATIN AMERICAN AND CARIBBEAN COUNTRIES. TIME WILL BE SET ASIDE FOR PARTICIPANTS TO DISCUSS, IN DEPTH, THEIR CONCERNS AND INTERESTS IN INDIVIDUAL COUNTRIES AS WELL.

I FEEL IT IS NECESSARY, AT THIS POINT, TO FACILITATE PRIVATE INVESTMENTS IN THE MAJOR COUNTRIES OF THE REGION IN ORDER TO ACCELERATE THEIR RECOVERY PROCESS. REPRESENTATIVES OF THE INTERNATIONAL FINANCE CORPORATION, THE BANK'S AFFILIATE WHICH

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CLASS OF SERVICE: Telex or cable		TELEX NO.:	DATE: March 14, 1988
SUBJECT: Seminar on International Investments in Latin America & the Caribbean at The World Bank, April 12-13, 1988		DRAFTED BY: CGamarra:ts/va	EXTENSION: 61217
CLEARANCES AND COPY DISTRIBUTION: cc: Mr. Barber B. Conable cc: Ambassador R.B. Keating, EDS01		AUTHORIZED BY (Name and Signature): <i>Carlos N. Quijano</i> Carlos N. Quijano, LACVP DEPARTMENT: LAC - LACVP	
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PROMOTES PRIVATE INVESTMENTS IN THE DEVELOPING COUNTRIES WILL
SHARE THEIR EXPERIENCES IN EQUITY INVESTMENTS AND LOANS TO THE
PRIVATE SECTOR IN INDIVIDUAL COUNTRIES.

AN AGENDA FOR THE SEMINAR FOLLOWS. ADDITIONAL INFORMATION WILL
BE PROVIDED IN ADVANCE OF THE MEETING.

I HOPE YOU CAN FIT THIS DATE INTO YOUR BUSY SCHEDULE. I AM
CONFIDENT THE SEMINAR WILL BE USEFUL BOTH TO YOU AND TO THE
BANK.

SINCERELY,

BARBER B. CONABLE

PRESIDENT

THE WORLD BANK

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CLASS OF SERVICE: Telex or cable		TELEX NO.:	DATE:
SUBJECT: Seminar on International Investments in Latin America & the Caribbean at The World Bank, April 12-13, 1988		DRAFTED BY: CGamarra:ts/va	EXTENSION: 61217
cc: Mr. Barber B. Conable cc: Ambassador R.B. Keating, EDS01		AUTHORIZED BY (Name and Signature): Carlos N. Quijano, LACVP	
		DEPARTMENT: LAC - LACVP	
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 Telex: 210030 OLIVR I
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 Telex: 310135 PIREMI I

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- 14) Dr. J.D. Hooglandt
 Chairman and Managing Director
 HOOGOEVENS GROEP BV
 PO Box 10 000, 1970 CA Ijmuiden, Netherlands
 (02510) 99111
 Telex: 35203 nl

.../

- 15) Mr. P. Fentener van Vlissingen
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 Phone: (02) 432100
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 Chairman
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 S-105 23 Stockholm, Sweden
 Phone: 08/743 8000
 Telex: 14090
- 18) Mr. Hans Werthen
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 Luxbacken 1, S-105 45 Stockholm, SWEDEN
 Phone: 08/738 6000
 Telex: 11600 elhead s

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 Chairman
 BAT INDUSTRIES PLC
 Windsor House, 50 Victoria Street
 London SW1H 0NL, UNITED KINGDOM
 Phone: 01-222 7979
 Telex: 915195
- 20) Sir William Barlow
 Chairman
 BICC PLC
 Devonshire House, Mayfair Place
 London W1X 5FH, UNITED KINGDOM
 Phone: (01) 629 6622
 Telex: 23463 BICC G
- 21) Sir Peter Walters
 Chairman and Managing Director
 THE BRITISH PETROLEUM COMPANY PLC
 Britannic House, Moor Lane, London EC2Y 9BU, United Kingdom
 Phone: 01-920-8000
 Telex: 888811

- 22) The Right Hon James Prior
Chairman
The General Electric Company PLC
1 Stanhope Gate, London W1A 1EH, UNITED KINGDOM
Phone: 01 493 8484
Telex: 22451 GEC HQL G

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- 23) Mr. Eiro Iwamura
Chairman
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Hibiya Kokusai Building, 2-3 Uchisaiwaicho 2-Chome
Chiyoda-Ku, Tokyo, Japan
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Telex: 0222-3673 KWST T J
- 24) Mr. Minoru Kanao
Chairman
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1-1-2 Marunouchi, Chiyodaku, Tokyo 100, JAPAN
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Telex: 2222811 NKK, 2222816 NKSHIP J
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- 26) Mr. Takeshi Ishihara
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Telex: 22503 NISMO J
- 27) Mr. Shoichi Saba
Chairman
TOSHIBA CORPORATION
72 Horikawacho, Saiwaiku, Kawasaki 210, JAPAN
Phone: (044) 5222111
Telex: 22587 TOSHIBA J
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ON FEBRUARY 5 I SENT YOU AN INVITATION TO ATTEND A SEMINAR AT THE
 WORLD BANK HEADQUARTERS IN WASHINGTON ON APRIL 12-13, 1988, TO
 DISCUSS INTERNATIONAL INVESTMENTS IN LATIN AMERICA AND THE
 CARIBBEAN.

I HOPE THAT BY NOW YOU HAVE RECEIVED THE LETTER, AND THAT YOU
 WILL BE ABLE TO CONFIRM YOUR PARTICIPATION. THANK YOU VERY
 MUCH FOR YOUR KIND ATTENTION. I LOOK FORWARD TO SEEING YOU
 HERE NEXT MONTH.

BEST REGARDS,

BARBER B. CONABLE

PRESIDENT

THE WORLD BANK

copy sent to Keating

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CLASS OF SERVICE **Telex or cable**

TELEX NO.:

DATE **March 8, 1988**

SUBJECT: **Seminar at World Bank to Discuss
 Intl. Investments in Latin America and
 the Caribbean, April 12-13, 1988**

DRAFTED BY
CGamarra:ts

EXTENSION:
61217

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY *Carlos N. Quijano*
Carlos N. Quijano

DEPARTMENT:
LAC - LACVP

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PAGE 1 OF 3

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BOOK OF FOUR

- 1. MR. RAYMOND LEVY
PRESIDENT
REGIE NATIONALE DES USINES RENAULT
8-10 AVE. E. ZOLA
92109 BOULOGNE BILLANCOURT
FRANCE
- 2. PROF. ROMANO PRODI
PRESIDENT
IRI
VIA VENETO 89
00187 ROME, ITALY

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CLASS OF SERVICE	Telex or cable	TELEX NO.	DATE	March 8, 1988
SUBJECT Seminar at World Bank to Discuss Intl. Investments in Latin America and the Caribbean, April 12-13, 1988		CRAFTED BY	EXTENSION:	
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3. TELEX 0222-3188-KDRTOK J

MR. EISHIRO SAITO

KEIDANREN

KEIDANREN KAIKAU

9-4, OHEMACHI 1-CHOME

CHIYODA-KU

TOKYO 100, JAPAN

4. VISCOMTE ETIENNE DAVIGNON

SOCIETE GENERALE DE BELGIQUE SA

RUE ROYALE 30

B-1000 BRUXELLES, BELGIUM

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OF
TEXT →

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INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE **Telex or cable** TELEX NO. DATE **March 8, 1988**

SUBJECT **Seminar at World Bank to Discuss Intl. Investments in Latin America and the Caribbean, April 12-13, 1988**

DRAFTED BY EXTENSION:

CLEARANCES AND COPY DISTRIBUTION:

AUTHORIZED BY (Name and Signature)

DEPARTMENT

SECTION BELOW FOR USE OF CABLE SECTION

CHECKED FOR DISPATCH

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex

IMPORTANT—PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORM

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TEST NUMBER (FOR CASHIER'S USE ONLY)

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ON FEBRUARY 19 I SENT YOU AN INVITATION TO ATTEND A SEMINAR AT THE WORLD BANK HEADQUARTERS IN WASHINGTON ON APRIL 12-13, 1988, TO DISCUSS INTERNATIONAL INVESTMENTS IN LATIN AMERICA AND THE CARIBBEAN.

I HOPE THAT BY NOW YOU HAVE RECEIVED THE LETTER, AND THAT YOU WILL BE ABLE TO CONFIRM YOUR PARTICIPATION. THANK YOU VERY MUCH FOR YOUR KIND ATTENTION. I LOOK FORWARD TO SEEING YOU HERE NEXT MONTH.

BEST REGARDS,

BARBER B. CONABLE

PRESIDENT

THE WORLD BANK

Copies sent to Keating

END OF TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: Telex or cable		TELEX NO:	DATE: March 8, 1988
SUBJECT: Seminar at World Bank to Discuss Intl. Investment in Latin America and the Caribbean, April 12-13, 1988		DRAFTED BY: CGamarra:ts	EXTENSION: 61217
CLEARANCES AND COPY DISTRIBUTION:		AUTHORISED BY (Signature): Carlos N. Quijano	
		DEPARTMENT: LAC - LACVP	
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WORLD BANK OUTGOING MESSAGE FORM Cable, Telex

IMPORTANT—PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORM

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OFFICIAL DEPT DIV ABBREVIATION

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3. DR. MARCUS BIERICH
CHAIRMAN OF MANAGEMENT BOARD
ROBERT BOSCH GMBH
ROBERT-BOSCH-PLATZ 1
GERLINGEN-SCHILLERHOEHE
POSTFACH 50
7000 STUTTGART 1, FEDERAL REPUBLIC OF GERMANY

4. MR. H. MAUCHER
MANAGING DIRECTOR, MEMBER OF BOARD OF DIRECTORS
NESTLE SA
AVENUE NESTLE
1800 VEVEY, SWITZERLAND

5. MR. KOICHIRO EJIRI
PRESIDENT
MITSUI & CO. LTD.
1-2-1 OHTEMACHI
CHIYODA-KU
TOKYO, JAPAN

END OF TEXT

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BOOK OF FIVE

- 1. MR. F. A. MALJERS
CHAIRMAN OF BOARD OF DIRECTORS
UNILEVER N.V.
BURGEMEESTER s'JACOBPLEIN 1
P.O. BOX 760
3000 DK
ROTTERDAM, THE NETHERLANDS

- 2. MR. ANDRE LEYSEN
PRESIDENT OF SUPERVISORY BOARD
AGFA-GEVAERT AG
BAYERWERK, D-5090
LEVERKUSEN, FEDERAL REPUBLIC OF GERMANY

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CLASS OF SERVICE Telex or cable TELEX NO. DATE March 8, 1988

SUBJECT Seminar at World Bank to Discuss Intl. Investments in Latin America and the Caribbean, April 12-13, 1988

DRAFTED BY EXTENSION

AUTHORIZED BY (Name and Signature)

DEPARTMENT

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March 8, 1988

MEMORANDUM TO THE EXECUTIVE DIRECTORS

WORLD BANK OPERATIONAL STRATEGY IN THE
HEAVILY INDEBTED MIDDLE INCOME COUNTRIES

A. INTRODUCTION

1. 1987 was a difficult year for the international debt strategy. It was marked by significant protracted arrears, notably in Brazil, Cote d'Ivoire and Ecuador. Commercial banks stepped up their levels of provisioning, dramatically so in the case of U.S., Canadian and British banks, and many individual banks exited from the debt restructuring and concerted new money process, either by selling their loans into a depressed secondary market or simply refusing to participate in concerted syndications. Even countries with good adjustment programs and little or no requests for net new money from the commercial banks had difficulty mobilizing refinancing packages, and there were generally long delays in obtaining commercial bank commitments. Economic growth in the heavily indebted countries during 1987 was uneven and generally lower than necessary to make significant headway in improving their creditworthiness indicators.

2. These developments pose new challenges for the Bank's own efforts to assist the heavily indebted countries. The Bank occupies a central role in the debt strategy. It is the single largest source of new financing for these countries and it is the principal international institution with the capacity to help them formulate and implement medium-term, growth oriented adjustment strategies at both the sectoral and economy-wide levels. During 1987--and especially since the reorganization--the Bank has moved aggressively to strengthen its country assistance strategies in the heavily indebted countries. Operational plans call for increased commitments and disbursements under more comprehensive lending programs involving a major share--in some countries more than half--of fast-disbursing adjustment lending operations, integrated with and supported by financing of new investment.

3. Since at least 1985, the international debt strategy has been geared around a restoration of rapid growth in the heavily indebted countries, which in turn depends not only on policy reforms in the countries themselves but also on open and growing markets in the industrial countries and on a level of external financial flows that, together with increased domestic resource mobilization, is sufficient to restore domestic investment to necessary minimum levels. The erosion of prospects for growth in the industrial countries in 1988--now down to 2 to 2-1/2 percent--and the difficulties experienced in marshalling additional financing cast a shadow over the prospects for the heavily indebted countries to achieve the 4 to 5% growth on average that is the minimum

workout process. Its lending programs in these countries thus increasingly involve a carefully sequenced series of lending operations involving both macroeconomic and sector-specific conditions. A high proportion of lending is in the form of quick-disbursing adjustment support, integrated with and supported by substantial lending for new investment.

102. The failure of growth to resume on a sustainable basis in many of the heavily indebted countries remains a major cause for concern. The fact that it is traceable in part to weak economic growth in the industrial countries and shortfalls in financial support from other creditors makes the adjustment challenge faced by countries more difficult.

103. The projections stemming from (and underpinning) the Bank's country assistance strategies continue to indicate that growth-oriented adjustment programs can succeed in gradually bringing down debt ratios over time, at least for most of the countries in this group. These projections assume, however, that necessary financing (or financial relief) will be forthcoming in amounts significantly larger than has been the case in the recent past. While the Bank's financial role can and should remain significant in meeting these financing requirements, it is also crucial that other creditors continue to do their part.

104. It seems clear that the Bank will need to take a stronger role in the future in helping mobilize incremental financing from other creditors, relying primarily on the quality of its own policy dialogue and the adjustment programs that it is prepared to support. But a broader catalytic role is also required in which a balance must be struck on a case-by-case basis between providing a catalytic role in encouraging new money from other creditors and assuming an overly disproportionate share of debt. In other cases, it would also be appropriate for the Bank to play a role in facilitating debt conversions and reductions, especially in cases where adequate amounts of new money are not forthcoming.

Barber B. Conable

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 26, 1988

To: Executive Directors and Alternates

In order to increase the resources available to the Private Sector Development Review Group, I have asked Mr. Anthony Churchill (Director, Industry and Energy Department, Policy, Planning & Research) to provide full-time support to Mr. Knapp and the Review Group as Executive Manager.

Barber Conable

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 25, 1988

MEMORANDUM TO THE EXECUTIVE DIRECTORS

Status Report on the World Bank's Support for Poverty Alleviation

In my Annual Meetings speech I outlined major initiatives to address the pervasive impact of poverty in many of the Bank's member countries. In a few months the Board will have an opportunity to consider my proposals for implementing these priority operational programs. Meanwhile, the attached status report sets out many of the lessons learned from experience in addressing poverty issues. It highlights areas of increased concentration for the Bank, and helps to set a framework and guidelines for the Bank's country-specific poverty alleviation programs. I hope that our discussion of the attached report will provide Directors the opportunity to indicate their own views on experience gained and areas for emphasis in the future.

Barber Conable

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

JARBER B. CONABLE
President

February 19, 1988

To All Staff:

We should all find great satisfaction that the Executive Directors have agreed upon proposals for approval by the Bank's Board of Governors for a major increase in the Bank's capital. This decision will pave the way for a substantial expansion in coming years of our assistance to the developing countries.

The proposals include an increase of \$74.8 billion in the Bank's capital, bringing our capital total to \$171 billion. This is an excellent result, particularly when it is recalled that negotiations started with a range of \$40 to \$80 billion. Governments will pay in 3 percent of this increase, with the remaining 97 percent being callable.

I want to congratulate Mr. Stern and his Finance team for their outstanding work during the difficult negotiations. Thanks are also due the Executive Directors who have moved ahead in a spirit of compromise with a firm desire to strengthen the Bank's contribution to development. The support we have received, with this decision on the General Capital Increase and with the agreements some months ago to expand IDA, underlines the confidence that our member governments have in the skills of the Bank's staff.

It will take several months for the world's legislatures to act on this decision. I hope all staff members, in their relations with opinionmakers at home and abroad, will accept personal responsibility for advancing legislative and press support for a General Capital Increase. This is the best contribution each of us can make to the future of the World Bank and its expanding role in the developing world.

Sincerely,

Barber Conable

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 19, 1988

MEMORANDUM TO THE EXECUTIVE DIRECTORS

BANK GROUP RESEARCH PROGRAM

One of the main objectives of the Bank's reorganization has been to increase our effectiveness as a development institution. A basic premise underlying the Bank's effectiveness is that we continue to be an intellectual leader in the field of development. This premise guided the organization of the Policy, Planning, and Research Complex. It also guided the formulation of priorities for the Bank's ongoing research program -- a program that provides the cutting edge of our efforts to strengthen the Bank's intellectual leadership.

The World Bank's commitment to research derives from our broad goal of improving the development prospects of our member countries. This goal translates into four narrower objectives: to broaden understanding of the development process, to support all aspects of Bank operations, to improve the Bank's capacity to provide advice to member countries, and to assist in developing indigenous research capacity in member countries.

This year's report is the fourteenth annual review of social and economic research supported by the Bank. It is also a transitional report, describing -- as required -- the research program in 1987, while looking forward to new research directions. After detailing the research program in fiscal 1987, the report takes stock of recent trends in Bank research. It then spells out the new priorities that are guiding the development of the Bank's research program and describes the new system for administering research, as envisaged by the reorganizational blueprint. This report thus establishes the base for assessing the Bank's research program in coming years.

Barber B. Conable



Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Feb 18, 1988	Document Type Board Record
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Correspondents / Participants

Subject / Title
Private Sector Development Review group

Exception No(s).

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 10 D
 Prerogative to Restrict

Reason for Removal
Board Record

Additional Comments
Declassification review of this record can be initiated upon request

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Withdrawn by Chandra Kumar	Date Aug 6, 2014
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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

JARBER B. CONABLE
President

February 17, 1988

David Hopper
Moeen Qureshi
Ernie Stern

David, Moeen and Ernie:

Paul Volcker's next meeting at the Bank is scheduled for Monday, February 22, in the afternoon. I will consult personally with him beginning at 2:30, and following our discussion, I would like staff involvement in reviewing the following issues with him:

Brazil
Argentina
Jim Robinson's debt proposal

I will appreciate your assistance with the background papers, and ask that appropriate staff be included in the discussions starting at 3:15 on Monday afternoon.

Sincerely,

Barber Conable



Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Feb 17, 1988	Document Type Memorandum
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Correspondents / Participants
To : Executive Directors
From : Barber B. Conable

Subject / Title
Executive Directors' Report on the General Capital Increase

Exception No(s).

1 2 3 4 5 6 7 8 9 10 A-C 10 D Prerogative to Restrict

Reason for Removal

Additional Comments
Declassification review of this record can be initiated upon request

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.

Withdrawn by Chandra Kumar	Date Aug 6, 2014
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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 11, 1988

To: Senior Vice Presidents, Vice Presidents and Directors

Essential to the development of a new Human Resources Strategy in the Bank are the identification and reinforcement of management practices that are critical to the success of the Bank and IFC.

A number of senior managers now have been interviewed about this, and with the assistance of W. Warner Burke Associates, an external consulting firm, the key themes which emerged from those interviews have been translated into a survey. I am asking that you (and a sample of division chiefs) complete the survey, which is enclosed. It should take only 40 minutes of your time. The guidelines for completing and returning the survey are included, as well.

The information collected in this exercise should help us reinforce the quality of management we bring to this institution. Thank you for your participation.

Barber B. Conable

Enclosures

MANAGEMENT PRACTICES QUESTIONNAIRE

for Managers of

The World Bank/IFC

To All Survey Participants:

This questionnaire, based on initial interviews conducted with a sample of senior managers in WB/IFC, asks for your views about (1) Overall Objectives, and (2) Management Practices.

The information gathered in this effort will be used to (1) gain agreement on the management practices that are viewed by senior management as critical to the Bank's overall objectives and (2) ensure that the human resources strategy (and the management selection and development facets of that strategy) we are developing reflects this information, which will ultimately improve how we perform our jobs at all levels of management.

The items contained in the questionnaire are derived from points raised by senior managers in interviews conducted over the last month. We are now asking senior managers to assess the current use of these practices as well as their relative importance to WB/IFC. In addition, we are asking you to provide us with any views you may have that are not reflected in the questionnaire.

The information provided by this activity will be presented and discussed as part of the agenda for the up-coming workshop the President plans to have with Vice Presidents in late February. In addition, you will receive a written summary of the results.

Thank you for your cooperation. Your answers to the questionnaire will be kept completely confidential. Without exception, W. Warner Burke Associates, Inc., will not release your individual responses to anyone in the WB/IFC. The questionnaires will be computer processed and statistically analyzed to provide a composite picture of how you and others in the World Bank/IFC view management practices. Once the data have been compiled, your questionnaires will be destroyed. Please answer the questions carefully, since this information will be of little or no value unless it is completely accurate.

When you have finished, please return the questionnaire and GENERAL PURPOSE ANSWER SHEET in the envelope provided to Celeste Coruzzi, Ph.D., W. Warner Burke Associates, on location at the World Bank, Rm. D-3115, prior to but no later than 2/17/88. If you have any questions, please feel free to contact Celeste at (914) 738-0080.

NOTE: Before you begin the questionnaire, please provide us with the information requested on the BACKGROUND INFORMATION SHEET located on the next page. Thank you for your kind attention and timely response.

BACKGROUND INFORMATION SHEET

Instructions: Please complete questions 1 through 9 below, by circling the number associated with your response or filling in your answer when appropriate.

1. AGE:
 - (1) 40 years or less
 - (2) 40-49
 - (3) 50-59
 - (4) 60 years or more
2. YEARS AT WORLD BANK (if applicable): ____
 - (1) 5 years or less
 - (2) 6-14
 - (3) 15 years or more
3. YEARS AT IFC (if applicable): ____
 - (1) 5 years or less
 - (2) 6-14
 - (3) 15 years or more
4. YEARS AS A MANAGER: ____
5. LEVEL: (1) DIV CHF (2) DIR (3) VP or higher (4) Other
6. CURRENT ORGANIZATIONAL LOCATION:
 - (1) Finance
 - (2) Operations
 - (3) Policy, Planning & Research
 - (4) Administration
 - (5) Other in WB
 - (6) IFC
7. NUMBER OF ORGANIZATIONAL LOCATIONS WHERE YOU HAVE WORKED
(See Item 6 Above): ____
8. NUMBER OF STAFF (Support & Higher level) WHO REPORT DIRECTLY TO YOU: ____
9. ATTENDED THE BANK'S MANAGEMENT DEVELOPMENT TRAINING PROGRAM:
 - (1) Yes
 - (2) No

INSTRUCTIONS FOR COMPLETING THE MANAGEMENT PRACTICES QUESTIONNAIRE

In order to allow a very rapid processing of the questionnaire responses so that the results can be discussed at the President's Retreat with Vice Presidents in late February, Burke Associates is optically scanning the information provided in this survey. Therefore, we are asking all managers to use the enclosed form called the GENERAL PURPOSE ANSWER SHEET when making your responses to items 1 through 166 in this questionnaire. The GENERAL PURPOSE ANSWER SHEET contains a total of 200 items (100 on each page) for your responses.

Please read each item in the questionnaire. Then, using a No. 2 black lead pencil, mark your rating of that item in the GENERAL PURPOSE ANSWER SHEET. Do NOT use ink or ballpoint pens.

An example is provided below for your use.

NOT AT ALL 1 2 3 4 5 TO A VERY GREAT EXTENT

1. Managers in the WB/IFC have a clear concept of their roles and responsibilities.

If you give this item a rating of "4" (meaning *To A Great Extent*), then mark the item on the GENERAL PURPOSE ANSWER SHEET in the following way:

1 2 3 4 5
1. (A) (B) (C) ● (E)

One final note: Please be sure that the number of the item you are answering in the GENERAL PURPOSE ANSWER SHEET corresponds to the number of the item in your questionnaire.

Once again, thank you for your cooperation and timely response.

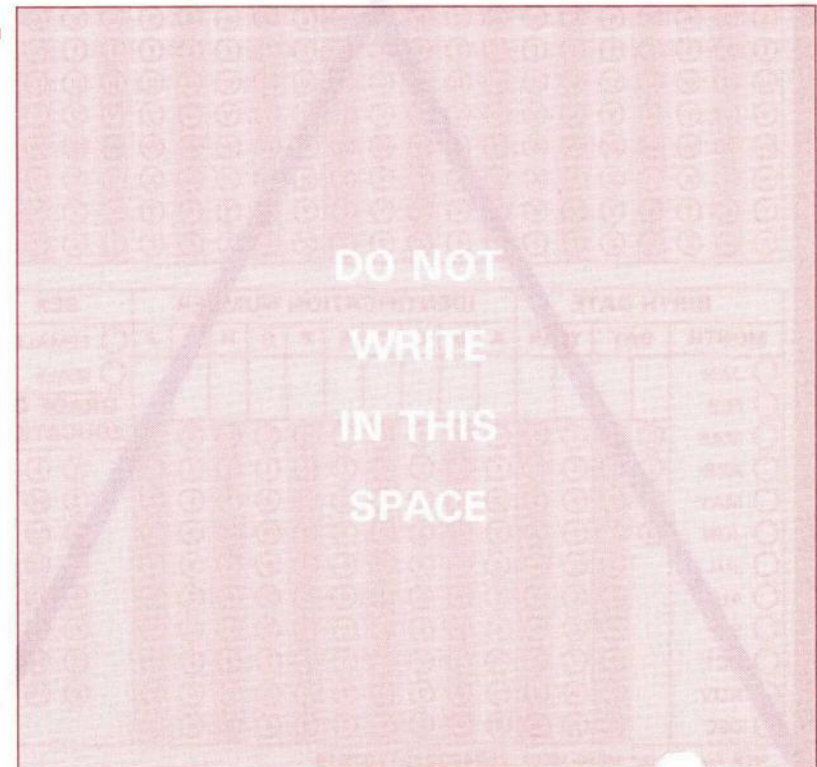
101	1 2 3 4 5 A B C D E	111	1 2 3 4 5 A B C D E	121	1 2 3 4 5 A B C D E	131	1 2 3 4 5 A B C D E	141	1 2 3 4 5 A B C D E
102	1 2 3 4 5 A B C D E	112	1 2 3 4 5 A B C D E	122	1 2 3 4 5 A B C D E	132	1 2 3 4 5 A B C D E	142	1 2 3 4 5 A B C D E
103	1 2 3 4 5 A B C D E	113	1 2 3 4 5 A B C D E	123	1 2 3 4 5 A B C D E	133	1 2 3 4 5 A B C D E	143	1 2 3 4 5 A B C D E
104	1 2 3 4 5 A B C D E	114	1 2 3 4 5 A B C D E	124	1 2 3 4 5 A B C D E	134	1 2 3 4 5 A B C D E	144	1 2 3 4 5 A B C D E
105	1 2 3 4 5 A B C D E	115	1 2 3 4 5 A B C D E	125	1 2 3 4 5 A B C D E	135	1 2 3 4 5 A B C D E	145	1 2 3 4 5 A B C D E
106	1 2 3 4 5 A B C D E	116	1 2 3 4 5 A B C D E	126	1 2 3 4 5 A B C D E	136	1 2 3 4 5 A B C D E	146	1 2 3 4 5 A B C D E
107	1 2 3 4 5 A B C D E	117	1 2 3 4 5 A B C D E	127	1 2 3 4 5 A B C D E	137	1 2 3 4 5 A B C D E	147	1 2 3 4 5 A B C D E
108	1 2 3 4 5 A B C D E	118	1 2 3 4 5 A B C D E	128	1 2 3 4 5 A B C D E	138	1 2 3 4 5 A B C D E	148	1 2 3 4 5 A B C D E
109	1 2 3 4 5 A B C D E	119	1 2 3 4 5 A B C D E	129	1 2 3 4 5 A B C D E	139	1 2 3 4 5 A B C D E	149	1 2 3 4 5 A B C D E
110	1 2 3 4 5 A B C D E	120	1 2 3 4 5 A B C D E	130	1 2 3 4 5 A B C D E	140	1 2 3 4 5 A B C D E	150	1 2 3 4 5 A B C D E

GENERAL PURPOSE ANSWER SHEET



EXAMPLES	IMPORTANT DIRECTIONS FOR MARKING ANSWERS
<p>WRONG</p> <p>1 A <input checked="" type="radio"/> B <input type="radio"/> C <input type="radio"/> D <input type="radio"/> E</p> <p>WRONG</p> <p>2 A <input type="radio"/> B <input checked="" type="radio"/> C <input type="radio"/> D <input type="radio"/> E</p> <p>WRONG</p> <p>3 A <input type="radio"/> B <input type="radio"/> C <input checked="" type="radio"/> D <input type="radio"/> E</p> <p>RIGHT</p> <p>4 A <input type="radio"/> B <input type="radio"/> C <input checked="" type="radio"/> D <input type="radio"/> E</p>	<ul style="list-style-type: none"> • Use black lead pencil only (No. 2) • Do NOT use ink or ballpoint pens • Make heavy black marks that fill the circle completely • Erase cleanly any answer you wish to change • Make no stray marks on the answer sheet

151	1 2 3 4 5 A B C D E	161	1 2 3 4 5 A B C D E	171	1 2 3 4 5 A B C D E	181	1 2 3 4 5 A B C D E	191	1 2 3 4 5 A B C D E
152	1 2 3 4 5 A B C D E	162	1 2 3 4 5 A B C D E	172	1 2 3 4 5 A B C D E	182	1 2 3 4 5 A B C D E	192	1 2 3 4 5 A B C D E
153	1 2 3 4 5 A B C D E	163	1 2 3 4 5 A B C D E	173	1 2 3 4 5 A B C D E	183	1 2 3 4 5 A B C D E	193	1 2 3 4 5 A B C D E
154	1 2 3 4 5 A B C D E	164	1 2 3 4 5 A B C D E	174	1 2 3 4 5 A B C D E	184	1 2 3 4 5 A B C D E	194	1 2 3 4 5 A B C D E
155	1 2 3 4 5 A B C D E	165	1 2 3 4 5 A B C D E	175	1 2 3 4 5 A B C D E	185	1 2 3 4 5 A B C D E	195	1 2 3 4 5 A B C D E
156	1 2 3 4 5 A B C D E	166	1 2 3 4 5 A B C D E	176	1 2 3 4 5 A B C D E	186	1 2 3 4 5 A B C D E	196	1 2 3 4 5 A B C D E
157	1 2 3 4 5 A B C D E	167	1 2 3 4 5 A B C D E	177	1 2 3 4 5 A B C D E	187	1 2 3 4 5 A B C D E	197	1 2 3 4 5 A B C D E
158	1 2 3 4 5 A B C D E	168	1 2 3 4 5 A B C D E	178	1 2 3 4 5 A B C D E	188	1 2 3 4 5 A B C D E	198	1 2 3 4 5 A B C D E
159	1 2 3 4 5 A B C D E	169	1 2 3 4 5 A B C D E	179	1 2 3 4 5 A B C D E	189	1 2 3 4 5 A B C D E	199	1 2 3 4 5 A B C D E
160	1 2 3 4 5 A B C D E	170	1 2 3 4 5 A B C D E	180	1 2 3 4 5 A B C D E	190	1 2 3 4 5 A B C D E	200	1 2 3 4 5 A B C D E



PART I: OVERALL OBJECTIVES

This section asks you to rate a series of objectives which relate to the overall mission of WB/IFC. Please rate the extent to which each objective is currently being achieved. Use the scale below "1" Not At All to "5" To A Very Great Extent to make your response. Indicate your responses on the GENERAL PURPOSE ANSWER SHEET.

NOT AT ALL 1 2 3 4 5 TO A VERY GREAT EXTENT

1. Maintaining WB/IFC as a strong financial institution.
2. Supporting a global economic climate and trade system which enhances development of member countries.
3. Supporting the efforts of our member countries to achieve sustainable economic growth and alleviate poverty.
4. Being a center of technical excellence and providing leadership in the development debate.
5. Playing a catalytic role in finding and executing solutions to the debt crisis.
6. Providing high quality financial, economic and technical advice and assistance.
7. Mobilizing and coordinating increased flows of capital from donor countries to the developing world.
8. Maintaining strong and constructive relationships with member countries.

Please use the space below to provide any comments you have about these or other objectives achieved in the WB/IFC:

Instructions: Now we would like you to rate how important each objective is for WB/IFC to be as effective as possible. Use the scale below, "1" Not As Important to "5" Most Important, to make your response.

NOT AS IMPORTANT 1 2 3 4 5 MOST IMPORTANT

9. Maintaining WB/IFC as a strong financial institution.
10. Supporting a global economic climate and trade system which enhances development of member countries.
11. Supporting the efforts of our member countries to achieve sustainable economic growth and alleviate poverty.
12. Being a center of technical excellence and providing leadership in the development debate.
13. Playing a catalytic role in finding and executing solutions to the debt crisis.
14. Providing high quality financial, economic and technical advice and assistance.
15. Mobilizing and coordinating increased flows of capital from donor countries to the developing world.
16. Maintaining strong and constructive relationships with member countries.

You have completed Part I of this questionnaire. Please use the space below for any comments/views about overall objectives of the WB/IFC.

PART II: MANAGEMENT PRACTICES

Instructions: This section asks for your views on the kinds of day-to-day management practices exhibited by managers at your level (you and your peers) in the WB/IFC. Read each statement below as a description of a management practice, then rate on a scale of "1" *Not Descriptive of Managers at My Level* to "5" *Very Descriptive of Managers at My Level*, the number which best reflects your assessment. Please indicate your responses on the GENERAL PURPOSE ANSWER SHEET. *Note:* Throughout this questionnaire, the term "work unit" refers to the group consisting of the manager and his/her staff.

Not Descriptive Of Managers At My Level	1	2	3	4	5	Very Descriptive Of Managers At My Level
---	---	---	---	---	---	--

17. Size up the needs of our clients quickly.
18. Effectively use the technical expertise in or available to WB/IFC.
19. Make clear cut decisions.
20. Fail to listen to staff's objections to proposed ideas/plans.
21. Admit a mistake when one is made and accept responsibility for it.
22. Rarely base decisions on open discussion and debate.
23. Establish trust and mutual respect in relating with staff.
24. Relate the work of their unit to the mission of the institution.
25. Evaluate staff on the basis of jointly agreed upon performance objectives as opposed to personal characteristics, past history, etc.
26. Integrate work plans with that of other work units.
27. Rarely take responsibility for their work unit's failure, i.e., they scapegoat.
28. Treat staff fairly.
29. Provide a vision of the future that captures the commitment of organizational stakeholders, i.e., member countries and staff.
30. Use budget resources inefficiently.
31. Build staff confidence in the institution as a good place to work.
32. Show favoritism in selecting and developing staff.

- | Not Descriptive
Of Managers
At My Level | 1 | 2 | 3 | 4 | 5 | Very Descriptive
Of Managers
At My Level |
|---|---|---|---|---|---|--|
| 33. | | | | | | Effectively use formal management channels to pass information up and down the organization (e.g., memos, meetings, briefings, etc.). |
| 34. | | | | | | Rarely manage adjustments to staffing (e.g., types, skills, numbers, etc.). |
| 35. | | | | | | Communicate the results and rationale of decisions made at higher levels to staff. |
| 36. | | | | | | Encourage staff to face problems willingly and quickly. |
| 37. | | | | | | Establish a healthy dialogue with borrowers, ensuring accurate understandings. |
| 38. | | | | | | Encourage intellectual honesty and integrity in all decisions. |
| 39. | | | | | | Avoid making decisions for fear of criticism by superiors or others. |
| 40. | | | | | | Tell superiors what they should hear, not what they want to hear. |
| 41. | | | | | | Penalize people for new ideas that don't work the first time around. |
| 42. | | | | | | Delegate decision making to the lowest possible level of authority. |
| 43. | | | | | | Rarely seek to understand staff's concerns about their work. |
| 44. | | | | | | Provide clarity about individuals' roles and responsibilities. |
| 45. | | | | | | Avoid facing up to and taking appropriate action regarding poor performance on the part of staff. |
| 46. | | | | | | Work cooperatively and effectively with members of other units. |
| 47. | | | | | | Structure the work of the unit to encourage a team approach in accomplishing work. |
| 48. | | | | | | Rarely give credit to staff for their ideas and contributions. |
| 49. | | | | | | Take a proactive role in setting a broad direction for work. |
| 50. | | | | | | Develop cost consciousness in staff (e.g., through delegation of authority for parts of the budget, recognizing cost savings initiatives, etc.). |
| 51. | | | | | | Encourage staff pride in the institution more than in their own organizational unit. |

- | Not Descriptive
Of Managers
At My Level | 1 | 2 | 3 | 4 | 5 | Very Descriptive
Of Managers
At My Level |
|---|---|---|---|---|---|---|
| 52. | | | | | | Rarely take time to discuss career planning with their people. |
| 53. | | | | | | Make information readily available to anyone who needs it. |
| 54. | | | | | | Translate work requirements into appropriate staffing plans. |
| 55. | | | | | | Rarely take the time to meet informally with staff. |
| 56. | | | | | | Ensure that people with the most pertinent knowledge are involved in the resolution of problems. |
| 57. | | | | | | Rarely develop work programs to meet clients' needs. |
| 58. | | | | | | Ensure that the right questions are raised. |
| 59. | | | | | | Try to cover all angles before making a decision, (e.g., institutional objectives, technical merits, long term implications, budget, etc.). |
| 60. | | | | | | Articulate clearly to staff what constitutes acceptable risk in borrowing and/or lending decisions. |
| 61. | | | | | | Underutilize technical innovation. |
| 62. | | | | | | Ensure that individuals involved in implementing decisions have a say in making the decisions. |
| 63. | | | | | | Encourage staff to openly discuss problems. |
| 64. | | | | | | Develop long range plans for their work unit. |
| 65. | | | | | | Monitor the work progress of the work unit (e.g., establish time tables to complete tasks, hold quarterly reviews, etc.). |
| 66. | | | | | | Respond slowly to the needs of other units. |
| 67. | | | | | | Confront staff members who undercut colleagues. |
| 68. | | | | | | Place a very high value on good written work. |
| 69. | | | | | | Provide intellectual leadership, i.e., provide ideas and inspire others. |
| 70. | | | | | | Rarely make the best use of staff skills and abilities when making assignments. |
| 71. | | | | | | Incorporate institutional objectives (e.g., staff fungibility, technical excellence, cultural diversity, etc.) into staffing plans. |

- | Not Descriptive
Of Managers
At My Level | 1 | 2 | 3 | 4 | 5 | Very Descriptive
Of Managers
At My Level |
|---|---|---|---|---|---|---|
| 72. | | | | | | Share general concerns about work with staff. |
| 73. | | | | | | Discuss issues clearly and openly without severing personal relationships. |
| 74. | | | | | | Rarely visualize WB/IFC through the eyes of the client. |
| 75. | | | | | | Try to stay ahead of staff by knowing one thing more than they know. |
| 76. | | | | | | Ensure that the right questions are addressed. |
| 77. | | | | | | Encourage staff to develop new ideas and suggestions for improvement. |
| 78. | | | | | | Ensure that decision makers are provided with realistic, multiple alternatives. |
| 79. | | | | | | Concern themselves more with the day-to-day work details than the overall direction of the work unit. |
| 80. | | | | | | Provide feedback to staff when mistakes have been made. |
| 81. | | | | | | Communicate freely ideas, thoughts and suggestions to other work units. |
| 82. | | | | | | Encourage staff to solve problems among themselves before taking them to higher management. |
| 83. | | | | | | Recognize and reward good performers. |
| 84. | | | | | | Develop informal networks with other work units. |
| 85. | | | | | | Provide opportunities for individual development other than formal training (e.g., try different on-the-job activities, work assignments, job rotation etc.). |
| 86. | | | | | | Encourage and enable staff to attend formal developmental activities such as training (learning new methods), professional seminars, symposia, etc. |
| 87. | | | | | | Demonstrate a healthy sense of urgency. |
| 88. | | | | | | Emphasize commitment and persistence in achieving goals. |
| 89. | | | | | | Effectively work through and resolve conflict among staff members.. |
| 90. | | | | | | Effectively anticipate difficult or controversial issues. |
| 91. | | | | | | Establish priorities for the work unit, i.e., determine where limited resources and staff will be used. |

Instructions: The management practices listed below represent practices at all levels of management. Please evaluate which of these practices are most important for you to achieve your work objectives. Please differentiate among practices as much as you can. Use the rating scale below, "1" *Not As Important for Managers at My Level* to "5" *Most Important for Managers at My Level*, to make your response.

Not As Important For Managers At My Level	1	2	3	4	5	Most Important For Managers At My Level
---	---	---	---	---	---	---

92. Size up the needs of our clients quickly.
93. Effectively use the technical expertise in or available to WB/IFC.
94. Make clear cut decisions.
95. Listen to staff's objections to proposed ideas/plans.
96. Admit a mistake when one is made and accept responsibility for it.
97. Base decisions on open discussion and debate.
98. Establish trust and mutual respect in relating with staff.
99. Relate the work of their unit to the mission of the institution.
100. Evaluate staff on the basis of jointly agreed upon performance objectives as opposed to personal characteristics, past history, etc.
101. Integrate work plans with that of other work units.
102. Take responsibility for their work unit's success or failure, i.e., they do not scapegoat.
103. Treat staff fairly.
104. Provide a vision of the future that captures the commitment of organizational stakeholders, i.e., member countries and staff.
105. Use budget resources efficiently.
106. Build staff confidence in the institution as a good place to work.
107. Do not show favoritism in selecting and developing staff.
108. Effectively use formal management channels to pass information up and down the organization (e.g., memos, meetings, briefings, etc.).
109. Manage adjustments to staffing (e.g., types, skills, numbers, etc.).

- | Not As Important
For Managers
At My Level | 1 | 2 | 3 | 4 | 5 | Most Important
For Managers
At My Level |
|---|---|---|---|---|---|--|
| 110. | | | | | | Communicate the results and rationale of decisions made at higher levels to staff. |
| 111. | | | | | | Encourage staff to face problems willingly and quickly. |
| 112. | | | | | | Establish a healthy dialogue with borrowers, ensuring accurate understandings. |
| 113. | | | | | | Encourage intellectual honesty and integrity in all decisions. |
| 114. | | | | | | Make decisions regardless of potential criticism by superiors or others. |
| 115. | | | | | | Tell superiors what they should hear, not what they want to hear. |
| 116. | | | | | | Avoid penalizing people for new ideas that don't work the first time around. |
| 117. | | | | | | Delegate decision making to the lowest possible level of authority. |
| 118. | | | | | | Seek to understand staffs' concerns about their work. |
| 119. | | | | | | Provide clarity about individuals' roles and responsibilities. |
| 120. | | | | | | Face up to and take appropriate action regarding poor performance on the part of staff. |
| 121. | | | | | | Work cooperatively and effectively with members of other units. |
| 122. | | | | | | Structure the work of the unit to encourage a team approach in accomplishing work. |
| 123. | | | | | | Give credit to staff for their ideas and contributions. |
| 124. | | | | | | Take a proactive role in setting a broad direction for work. |
| 125. | | | | | | Develop cost consciousness in staff (e.g., through delegation of authority for parts of the budget, recognizing cost savings initiatives, etc.). |
| 126. | | | | | | Encourage staff pride in the institution more than in their own organizational unit. |
| 127. | | | | | | Take time to discuss career planning with their people. |
| 128. | | | | | | Make information readily available to anyone who needs it. |

- | Not As Important
For Managers
At My Level | 1 | 2 | 3 | 4 | 5 | Most Important
For Managers
At My Level |
|---|---|---|---|---|---|---|
| 129. | | | | | | Translate work requirements into appropriate staffing plans. |
| 130. | | | | | | Take the time to meet informally with staff. |
| 131. | | | | | | Ensure that people with the most pertinent knowledge are involved in the resolution of problems. |
| 132. | | | | | | Develop work programs to meet clients' needs. |
| 133. | | | | | | Ensure that the right questions are raised. |
| 134. | | | | | | Try to cover all angles before making a decision, (e.g., institutional objectives, technical merits, long term implications, budget, etc.). |
| 135. | | | | | | Articulate clearly to staff what constitutes acceptable risk in borrowing and/or lending decisions.. |
| 136. | | | | | | Seek technical innovation. |
| 137. | | | | | | Ensure that individuals involved in implementing decisions have a say in making the decisions. |
| 138. | | | | | | Encourage staff to openly discuss problems. |
| 139. | | | | | | Develop long range plans for their work unit. |
| 140. | | | | | | Monitor the work progress of the work unit (e.g., establish time tables to complete tasks, hold quarterly reviews, etc.). |
| 141. | | | | | | Respond quickly to the needs of other units. |
| 142. | | | | | | Confront staff members who undercut colleagues. |
| 143. | | | | | | Place a very high value on good written work. |
| 144. | | | | | | Provide intellectual leadership, i.e., provide ideas and inspire others. |
| 145. | | | | | | Make the best use of staff skills and abilities when making assignments. |
| 146. | | | | | | Incorporate institutional objectives (e.g., staff fungibility, technical excellence, cultural diversity, etc.) into staffing plans. |
| 147. | | | | | | Share general concerns about work with staff. |
| 148. | | | | | | Discuss issues clearly and openly without severing personal relationships. |

- | Not As Important
For Managers
At My Level | 1 | 2 | 3 | 4 | 5 | Most Important
For Managers
At My Level |
|---|---|---|---|---|---|---|
| 149. | | | | | | Visualize WB/IFC through the eyes of the client. |
| 150. | | | | | | Try to stay ahead of staff by knowing one thing more than they know. |
| 151. | | | | | | Ensure that the right questions are addressed. |
| 152. | | | | | | Encourage staff to develop new ideas and suggestions for improvement. |
| 153. | | | | | | Ensure that decision makers are provided with realistic, multiple alternatives. |
| 154. | | | | | | Concern themselves more with the overall direction of the work unit than the day-to-day work details. |
| 155. | | | | | | Provide feedback to staff when mistakes have been made. |
| 156. | | | | | | Communicate freely ideas, thoughts and suggestions to other work units. |
| 157. | | | | | | Encourage staff to solve problems among themselves before taking them to higher management. |
| 158. | | | | | | Recognize and reward good performers. |
| 159. | | | | | | Develop informal networks with other work units. |
| 160. | | | | | | Provide opportunities for individual development other than formal training (e.g., try different on-the-job activities, work assignments, job rotation etc.). |
| 161. | | | | | | Encourage and enable staff to attend formal developmental activities such as training (learning new methods), professional seminars, symposia, etc. |
| 162. | | | | | | Demonstrate a healthy sense of urgency. |
| 163. | | | | | | Emphasize commitment and persistence in achieving goals. |
| 164. | | | | | | Effectively work through and resolve conflict among staff members. |
| 165. | | | | | | Effectively anticipate difficult or controversial issues. |
| 166. | | | | | | Establish priorities for the work unit, i.e., determine where limited resources and staff will be used. |

You have reached the end of the GENERAL PURPOSE ANSWER SHEET. Please check to make sure that the last item marked on your answer sheet is item 166.

We would also like to ask you for any comments/views that you have regarding management practices in the WB/IFC that were not covered in the questionnaire. Please use the space below for your response.

Please place your completed QUESTIONNAIRE and the GENERAL PURPOSE ANSWER SHEET in the envelope provided. Once again, thank you for your cooperation and timely response.

2/9/88

The Research and Publications Policy Council

To work effectively as a development institution, the World Bank must be, and must be seen to be, an intellectual leader in the field of development. The increasingly complex problems and challenges that our member countries are facing and will face in the future reinforce the importance of this intellectual leadership role. The World Bank's research and publications programs provide the leading edge of our efforts to strengthen our leadership position.

The World Bank's commitment to research and publications derives from its overall objective to improve the development prospects of its member countries. This broad goal translates into four narrower objectives set out in the 1983 Report on The World Bank Research Program to the Executive Directors: to support all aspects of Bank operations, to broaden understanding of the development process, to improve the Bank's capacity to provide advice to member countries, and to assist in developing indigenous research capacity in member countries.

To further the achievement of these objectives, I am pleased to announce the formation of the Research and Publications Policy Council (RPPC), to be chaired by the Senior Vice President, PPR, Mr. David Hopper. Other members of the Council are: Mr. Stanley Fischer, Bank Chief Economist and Vice President, Development Economics; Mr. Attila Karaosmanoglu, Vice President, Asia; Mr. Visvanathan Rajagopalan, Vice President, Sector Policy and Research; Mr. Guy Pfeffermann, Director, Economics Department and Chief Economic Adviser, IFC; Mr. Joseph Wood, Vice President, Financial Policy and Risk Management; Mr. Alex Shakow, Director, Strategic Planning and Review Department; Mr. Dennis de Tray, Research Administrator (ex officio); and Mr. James Feather, Director, Publications Department (ex officio).

The Council's role will be to:

- o Develop Bankwide strategic objectives, overall policies, and plans for research and publications.
- o Establish broad guidelines and priorities for research and publications.

- o Make recommendations to the President for the Bank's funding of research and publications activities.
- o Review the progress of research activities at the Bank and determine changes in the direction and level of new activities.
- o Exercise oversight, provide broad guidelines to, and approve and staff the decisionmaking structure on centrally funded research.
- o Advise and assist in preparing the Annual Report to the Board of Executive Directors on the status and future of Bank research.
- o Establish Bankwide policies for the publication of books, journals, and other Bank outputs disseminated to the public.
- o Exercise oversight, provide broad guidelines to, and approve and staff the decisionmaking structure for the Bank publications.

The Council began operations in November. I am confident that in the months and years to come it will bring new energy and vitality to the Bank's research and publications activities.

Bain Currie

5th February, 1988

Mr. Barber Conable

Barber:

The Research and Publications Policy Council (RPPC) is up and running and we now need to announce that fact to the Bank at large. As the RPPC is a Bankwide committee such an announcement should come from your office. I am attaching a short statement for your use that underscores the Bank's continued commitment to research and describes the RPPC's role and makeup.

A handwritten signature in black ink, appearing to read "D. David Hopper", with a long, sweeping flourish extending to the right.

David Hopper
(75678)

5th February, 1988

Mr. Barber Conable

Barber:

The Research and Publications Policy Council (RPPC) is up and running and we now need to announce that fact to the Bank at large. As the RPPC is a Bankwide committee such an announcement should come from your office. I am attaching a short statement for your use that underscores the Bank's continued commitment to research and describes the RPPC's role and makeup.

A handwritten signature in black ink, appearing to read "D. David Hopper", with a long, sweeping flourish extending to the right.

David Hopper
(75678)



Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Feb 3, 1988	Document Type Memorandum
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Correspondents / Participants
To : Executive Directors and Alternates
From : Barber B. Conable

Subject / Title
Private Sector in Development

Exception No(s).

1 2 3 4 5 6 7 8 9 10 A-C 10 D Prerogative to Restrict

Reason for Removal

Additional Comments
Declassification review of this record can be initiated upon request

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.

Withdrawn by Chandra Kumar	Date Aug 6, 2014
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BARBER B. CONABLE
President

January 25, 1988

JOINT BANK/FUND COMMITTEE OF EXECUTIVE DIRECTORS ON STAFF COMPENSATION

Successor to Mr. Lankester

1. On September 28, 1984, the Executive Directors approved a report from the Committee on Staff Compensation Issues recommending the establishment of a Joint Bank/Fund Committee to review certain elements of the staff compensation system, together with the size (four Executive Directors from the Bank and four Executive Directors from the Fund) and terms of reference for the Joint committee (R84-267).
2. On November 27, 1984, Executive Directors approved the following Bank Executive Directors as members of the Committee (R84-317):

Bank

Mr. de Groote $\frac{1}{}$
Mr. Lankester $\frac{2}{}$
Mr. Rao Sahib $\frac{2}{}$
Mr. Xu

- 1/ Mr. de Groote succeeded Mr. de Maulde on January 28, 1986 (R86-12).
- 2/ Messrs. Lankester and Rao Sahib succeeded Messrs. van Dam and Girukwigomba, respectively, on October 30, 1986 (R96-257).

IMF members of the Committee are as follows:

Fund

Mr. Dallara
Mr. Finaish
Mr. Grosche
Mr. Kafka

3. Mr. Lankester will terminate his service as Executive Director on January 24, 1988. Accordingly, following consultations with the Executive Directors, I propose that Mr. Arlman succeed Mr. Lankester as a member of the Committee.

Barber B. Conable



Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Jan 25, 1988	Document Type Board Paper
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Correspondents / Participants

Subject / Title
Committee on Staff Compensation Issues
Nomination of a Successor to Mr. Lankester

Exception No(s).

1 2 3 4 5 6 7 8 9 10 A-C 10 D Prerogative to Restrict

Reason for Removal

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.

Withdrawn by Chandra Kumar	Date Aug 6, 2014
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Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Jan 22, 1988	Document Type Board Paper
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Correspondents / Participants

Subject / Title
Memorandum to the Executive Directors
Interim Report on Adjustment Lending

Exception No(s).

1 2 3 4 5 6 7 8 9 10 A-C 10 D Prerogative to Restrict

Reason for Removal

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.

Withdrawn by Chandra Kumar	Date Aug 6, 2014
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OFFICE MEMORANDUM

To: The President

January 19, 1988

From: Tim Lankester *TL*

Tel: 623 4562

Subject: Report of the Ad Hoc Committee on Board Procedures

As Chairman and on behalf of the Executive Directors' Ad Hoc Committee on Board Procedures, I am pleased to submit to you the attached report and recommendations. Copies of the report are being distributed to other Executive Directors.

I would like to take this opportunity to thank my Committee colleagues, the Secretariat and the Senior Vice Presidents for their contributions.

Distribution

Mr. Arlman
Mr. Benachenhou
Mr. Jembere
Mr. Keating
Mr. Malan
Mr. Potter
Mr. Rao Sahib
Mr. Sherwin
Mr. Suraisry

For Information

Other Executive Directors
and Alternate Directors
Mr. Hopper
Mr. Qureshi
Mr. Ryrie
Mr. Shihata
Mr. Stern
Mr. Thahane
Mr. Wapenhans

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 20, 1988

TO: All Senior Vice Presidents, Vice Presidents and Directors reporting to Policy Committee members


The Bank's human resources are its most strategic asset and must be managed and developed accordingly. The reporting and working relationships and management systems incorporated into the recent organizational changes reflect this, but need to be reinforced in the day-to-day work environment. I must rely on you as managers to ensure that we utilize the talents of our staff in a manner which will allow the Bank to continue to carry out its important mission.

The Personnel Department has contracted with W. Warner Burke Associates, an external management consulting firm, to assist us in developing a realistic human resources strategy for the Bank. Over the next several weeks, representatives of this firm will be conducting interviews and follow-up surveys with all Vice Presidents and Directors reporting to Policy Committee members. Bill Cosgrove will be providing you with further details.

This effort is important to the success of our institution, and I will appreciate your participation.

Sincerely,

Barber Conable

ROUTING SLIP		DATE: January 19, 1988	
NAME		ROOM NO.	
Ms. M. Haug ✓			
cc: Mr. Cosgrove			
APPROPRIATE DISPOSITION		NOTE AND RETURN	
APPROVAL		NOTE AND SEND ON	
CLEARANCE		X	PER OUR CONVERSATION
X	COMMENT	PER YOUR REQUEST	
FOR ACTION		PREPARE REPLY	
INFORMATION		RECOMMENDATION	
INITIAL		SIGNATURE	
NOTE AND FILE		URGENT	
REMARKS: <u>HR Strategy; follow-up interviews with Sr. Management</u>			
<p>If after the Policy Committee meeting tomorrow the President gives the green light for the recommended follow-up work on the HR strategy, we would like to have the President send the attached letter to all of the Sr. Managers to be interviewed. Could you give me your comments on the</p>			
FROM: E. Senner 		ROOM NO.:	EXTENSION:
E. Senner		D.3111	72306

draft and let me know what we will need to do to get the letter out as quickly as possible after the PC meeting.

DRAFT

THE WORLD BANK
Washington, D.C. 20433
USA

January 20, 1988

TO: All Senior Vice Presidents, Vice Presidents and Directors reporting to
Policy Committee Members

In keeping with the organizational changes which we have recently made at the World Bank (changes in reporting and working relationships, and in management systems), there is a basic assumption that the Bank's human resources are its most strategic asset and must be managed and developed accordingly.

To ensure that the Bank Group is equipped to respond to the challenges of the decade ahead, I believe that further attention is needed in aligning the day-to-day practices of managers in our Bank with the demands placed on us in the developing world and with the changes we will need to make in our work environment to meet those demands.

It is extremely important that all senior managers in the Bank participate actively in reaching this goal. The commitment to improve how we manage in the Bank must start with us. I have asked the Personnel function, which will be supported by W. Warner Burke Associates, an external management consulting firm, to interview, on an individual basis, all managers at the Vice-President level as well as the Directors reporting to Policy Committee members. The interviews will focus on the management practices that you believe are critical to our success and that we need to develop and reinforce.

The interview results will be shared with you in a matter of weeks, and also serve as the basis for a brief, follow-up questionnaire that I will ask all Vice-Presidents and all Directors to complete. The questionnaire will pinpoint and assess the relative importance of the gap between actual and ideal use of the management practices identified by you and your peers as critical to our success at the World Bank. The results of the interview and survey activity will be presented in summary form and discussed as part of the agenda for the up-coming workshop I plan to have with senior managers in late February.

We intend to use the information to (1) gain consensus on a set of practices to which we are truly committed; (2) ensure that the human resources strategy we are developing reflects this information which will ultimately improve how we perform our jobs at all levels of management; and (3) fine tune and reinforce our programs and policies in such areas as management selection and training, career development, and performance evaluation, so as to better achieve those management practices critical to our mission.

Your individual responses, both in terms of interview and questionnaire responses, will remain completely confidential. The analyses of interview and survey data will be conducted by W. Warner Burke Associates, Inc. Without exception, Burke Associates will not release individual responses to others in the World Bank. The follow-up questionnaires will be computer processed and statistically analysed. Once the data have been compiled, your questionnaires will be destroyed.

Thank you in advance for your participation. A representative from the Personnel Vice Presidency will contact you in the next day or two to schedule an interview for the last week of January. Please reserve 1 1/2 hours for this activity. The follow-up questionnaire which you will receive in early February should not take more than 30 minutes to 1 hour of your time. If you have any questions, please feel free to call William Cosgrove at 73963.

Barber B. Conable
President

HUMAN RESOURCE STRATEGY

Agreement is sought that the following are the three principal issues to be addressed by a HR Strategy at this time and on the broad approach proposed to addressing them.

- 1) We need a consensus on values and behaviors which are desired in the Bank at this time, and which are supported in word and action by members of the Policy Committee and other senior managers.

It is proposed that consensus be obtained through a small, simple, yet scientific, survey of senior managers during the next month and discussion at the Vice Presidents' Retreat on February 26. These values and behaviours would be the foundation on which the strategy is built. Under the strategy these values and behaviors would be:

- (i) communicated to managers and staff in written form and through example and reinforcement by more senior managers, and the skills needed taught in the Bank's Executive Development Course;
 - (ii) reinforced through a revised evaluation form for managers which would give as much weight to key managerial behaviours as to technical and work program achievements; and
 - (iii) further reinforced by directly linking merit awards to evaluated managerial performance.
- 2) Maintaining the Bank as a center of technical excellence requires continuous review of staff and skills mix balance.

Three major interventions or groups of interventions would be provided for under the strategy to make this happen.

- (i) Systematic periodic preparation or updating of manpower plans would be carried out in all VPUs, with appropriate links to the budget process;
- (ii) Revised employment policies would be proposed which would be more responsive, flexible and simple. These will probably recommend a core career staff and a simplified class of non-regular employment.

- (iii) An institutionally funded career management system would be introduced, including such things as assessment, career counselling and planning, training, rotation, planned succession and outplacement.
- 3) There is a need to improve and maintain the Bank's competitiveness in attracting and retaining staff with the needed skills from a broad geographic distribution.

The Kafka II Staff Compensation Committee is planning to recommend a revised salary structure and administration. This is, therefore, a unique opportunity to introduce, as part of our human resources strategy, proposals for revised salary and benefits administration (within the approved salary and benefits budget), which will permit greater flexibility to be competitive, to create an effective reward system, and to greatly simplify benefits administration.

Under the work program proposed, a draft human resources strategy will be submitted for review and comment by the Administration Advisory Committee and the Policy Committee in March, prior to submission to the Board.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 20, 1988

TO: All Senior Vice Presidents, Vice Presidents and Directors reporting to Policy Committee members

The Bank's human resources are its most strategic asset and must be managed and developed accordingly. The reporting and working relationships and management systems incorporated into the recent organizational changes reflect this, but need to be reinforced in the day-to-day work environment. I must rely on you as managers to ensure that we utilize the talents of our staff in a manner which will allow the Bank to continue to carry out its important mission.

The Personnel Department has contracted with W. Warner Burke Associates, an external management consulting firm, to assist us in developing a realistic human resources strategy for the Bank. Over the next several weeks, representatives of this firm will be conducting interviews and follow-up surveys with all Vice Presidents and Directors reporting to Policy Committee members. Bill Cosgrove will be providing you with further details.

This effort is important to the success of our institution, and I will appreciate your participation.

Sincerely,

Barber Conable

January 21, 1988

TO: All Senior Vice Presidents, Vice Presidents and Directors reporting to Policy Committee Members

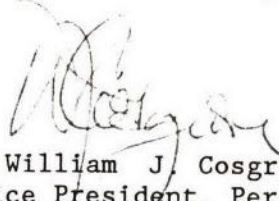
As the President advised you in his letter of January 20, he has asked the Personnel function to assist him in more explicitly identifying, developing agreement on, and putting into place means to reinforce the management values and practices that are critical to the Bank's success. In undertaking this task, we will begin by seeking the views, on an individual interview basis, of all managers on the Policy Committee, all managers at the Vice-President level, and all Directors reporting to Policy Committee members. We will be supported in this by W. Warner Burke Associates, an external management consulting firm.

The interview results will be shared with you in a matter of weeks, and also serve as the basis for a brief, follow-up questionnaire that I will ask all Vice-Presidents and all Directors to complete. The questionnaire will pinpoint and assess the relative importance of the gap between actual and ideal use of the management practices identified by you and your peers as critical. The results of the interview and survey activity will be presented in summary form and discussed as part of the agenda for the up-coming workshop the President plans to have with Vice Presidents in late February.

We intend to use the information to (1) gain consensus on a set of practices to which we are truly committed; (2) ensure that the human resources strategy we are developing reflects this information which will ultimately improve how we perform our jobs at all levels of management; and (3) fine tune and reinforce our programs and policies in such areas as management selection and training, career development, and performance evaluation, so as to better achieve those management practices key to our mission.

Your individual responses, both in terms of interview and questionnaire responses, will remain completely confidential. The analyses of interview and survey data will be conducted by W. Warner Burke Associates, Inc. Without exception, Burke Associates will not release individual responses to others in the World Bank. The follow-up questionnaires will be computer processed and statistically analysed. Once the data have been compiled, your questionnaires will be destroyed.

Thank you in advance for your participation. A representative from the Personnel Vice Presidency will contact you in the next day or two to schedule an interview for the last week of January. Please reserve 1 1/2 hours for this. The follow-up questionnaire which you will receive in early February should not take more than 30 minutes to 1 hour of your time. If you have any questions, please feel free to call me at 73963.


William J. Cosgrove
Vice President, Personnel

OFFICE MEMORANDUM

DATE: January 12, 1988
TO: Distribution
FROM: Barber Conable *BBC*
EXT: 72001
SUBJECT: Senior Management Retreat

Please mark your calendars to attend the next Senior Management Retreat which will be held on Friday, February 26, beginning with breakfast at 8:00 a.m. and ending at approximately 6:00 p.m. The location for the Retreat is the Ritz-Carlton, 2100 Massachusetts Avenue, N.W.

I will be discussing with you the agenda and related items after my return from Europe at the end of this month.

Distribution: Messrs. Hopper, Qureshi, Ryrie, Shihata, Stern, Thahane, Wapenhans, Carlsson, Cosgrove, Fischer, Husain, Inakage, Jaycox, Karaosmanoglu, Rajagopalan, Roth, Rovani, Stanton, Thalwitz, Wood
Ms. Haug

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 5, 1988

Dear Colleague:

The start of a new year is a good time to review achievements, count blessings and plan ahead. 1987 was an unusual and difficult year, but it was not without its accomplishments. Our institution is stable and enjoys strong support from its shareholders, as evidenced by the progress that has been made, for example, in securing expanded IDA resources and moving ahead with negotiations for a significant General Capital Increase.

We do not have a crystal ball to tell us for sure just what 1988 will bring for the global economic situation, but logic suggests a slowing of international economic growth, further tightness in the budgets of donor nations and greater strains for most developing countries. Our member governments want us to be positioned to continue, and possibly to expand, our central role in development, regardless of global economic conditions. The impact of fiscal pressures on bilateral aid, reduced risk-taking by commercial lenders and investors, weak demand for basic commodities and threats to trade flows all confirm the large responsibilities we face. These external forces increase the demand for our services; in response, this institution is bound to grow.

But we are going to have to demonstrate, again and again, that we deserve to grow. Having taken and survived tough decisions during the reorganization, we must now show that those decisions in fact increased our efficiency and responsiveness. Teamwork is crucial, as is encouragement by managers of staff initiative and creative thinking. We must not give away, through carelessness or bureaucratic "turf-building", the savings promised by reorganization. Management and the entire staff should be using this period consciously to set priorities for the future, based on the agreed budget framework.

We have an excellent staff and a first-class managerial team, and I am confident that we will continue to find constructive ways to live up to the expectations of our member countries. A quality "pipeline" of future projects and programs is being developed, despite serious difficulties often created by political factors beyond our influence. Many donor countries have responded to our initiative and agreed on major new cofinancing with IDA in support of adjustment programs for the deeply distressed, low-income African nations. IDA-8 negotiations have been successful, and I hope to be able to report soon a positive outcome to the deliberations with our shareholders on the GCI. MIGA doubtless will be organized in April.

What encourages me most is the feedback I receive about the Bank and its programs when I travel to our member countries. Since joining the Bank, my wife and I have traveled to Africa, Asia, Europe and Latin America. I have met many great leaders, and have learned a great deal. I have heard from these leaders the official line, while my wife has observed the local effects of policy action. Together, we have learned much more than we ever could from statistical study. Everywhere we go it is impressed upon us how central the Bank is, and will continue to be, in the development struggle. Tremendous good can come from modest resources wisely applied. The Bank and IFC are highly respected, and our expertise is a great force for good in the world.

I want to thank all the members of the staff for their tenacity and commitment during 1987. Ahead of us is a challenging year, with opportunities to use our collective talents to make a positive difference in improving the living standards of the peoples of our member countries.

Sincerely,

Barbar Linnell

THE
TASK FORCE
FOR CHILD SURVIVAL



LETTER OF INVITATION TO BILATERALS

Dear _____:

We are writing to invite you to attend a third high-level policy meeting on the subject of "Protecting the World's Children" to be held at Tufts University European Center in Talloires, France, March 10-12, 1988. The meeting will begin with a dinner session on March 10. Talloires is an hour's drive from Geneva.

The Conference Center has limited space and, therefore, personal invitations are being extended. Participation by assistants is discouraged unless there are unusual extenuating circumstances. The meeting will be conducted in English.

As you will remember, the first meeting on this subject was convened by our agencies, The Honorable Robert McNamara and Dr. Jonas Salk because of the shared concern over the number of children in developing countries who die or are crippled, blinded or otherwise disabled from six diseases preventable through immunization. This meeting was hosted by The Rockefeller Foundation in March 1984 in Bellagio, Italy, and called "Bellagio I."

A follow-up conference, "Bellagio II," was held in Cartagena, Colombia, October 14-17, 1985, and was attended by approximately 90 world leaders and public health experts. The Cartagena conference focused on current progress in accelerating and expanding childhood immunization programs, plans for meeting the WHO 1990

Sponsoring Agencies:



WHO



UNICEF



World Bank



UNDP



RF

objectives for universal childhood immunization and strategies for using programs to build better primary health-care systems.

It is important to hold "Bellagio III" in order to assure our continued commitment to the goal of universal child immunization by 1990 and the provision of the necessary support to that end. In that context, the meeting will review progress made, what still has to be done to reach the 1990 goal and how to sustain action thereafter. Other important aspects of this global effort, such as future vaccines and research needs, will also be reviewed. The Task Force for Child Survival is preparing a detailed agenda and is making logistical arrangements for the meeting.

On the first full day, we will be reviewing the status of the program currently underway and highlighting opportunities for the near future.

On the second day of the meeting, we would like your reaction to the presentations of the first day. We propose a 6-minute statement on the feasibility of these visions, and suggestions for additions and deletions. We ask that your comments focus on the global potential for achievement of these visions, based on your experience. An 8-minute discussion period would follow your presentation.

If you have written material to share with the group, we ask you to please bring a sufficient number of copies for the 85 attendees.

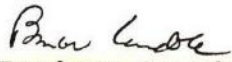
Please hold the dates of March 10-12, 1988 on your calendar and plan to be with us at "Bellagio III." Additional information about the conference arrangements will be sent to you as soon as possible. Your participation is essential to the continuation of this vital effort which is so meaningful to all of us.

Please return the response form as soon as possible to The Task Force for Child Survival, The Carter Presidential Center, One Copenhill, Atlanta, Georgia 30307 USA, Attention: Mrs. Carol C. Walters.

Sincerely,

Halfdan Mahler
Director General
World Health Organization

James P. Grant
Executive Director
UNICEF


Barber Conable
President
The World Bank

William H. Draper, III.
Administrator
United Nations Development
Programme

Richard W. Lyman
President
The Rockefeller Foundation

Enclosures

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION
OFFICE MEMORANDUM

DATE: December 30, 1987

TO: Mr. Barber B. Conable, President

THROUGH: Mr. V. Rajagopalan, Vice President, Sector Policy and Research 111

FROM: Anthony R. Measham, Health Adviser, PHRDR

EXTENSION: 33427 *Adm.*

SUBJECT: Letters of Invitation for Task Force for Child Survival Meetings

1. We were delighted to learn that you have agreed to attend the Task Force for Child Survival Meeting - "Bellagio III" - to be held in Talloires, France from March 10-12, 1988.

2. As you know, the Bank is one of the five charter members of the Task Force, which also includes WHO, UNICEF, UNDP and the Rockefeller Foundation. For each of the two previous meetings - in Bellagio in March 1984 and in Cartagena, Colombia in October 1985 - invitations were sent out over the signatures of the five agency heads. We would be grateful, therefore, if you would sign the three attached letters of invitation. These letters will then be returned to the Task Force secretariat and letters with all five signatures sent to all participants. Kindly return the letters to Room S 6-129.

Attachments (to addressee only)

cc: Messrs. Jamison, PHRHN; Hopper, SVPPR
Mme. Hamilton, PHRDR

ARMeasham/cjm

FORM NO. 2236
(9-87)

THE WORLD BANK

ROUTING SLIP		DATE: Dec. 30, 1987
FROM THE VICE PRESIDENT, SECTOR POLICY AND RESEARCH		
<small>NAME</small> Mr. Barber B. Conable		<small>ROOM NO.</small> E1227
<small>THROUGH</small> through: Mr. W. David Hopper		<small>ROOM NO.</small> D1202
<input type="checkbox"/>	APPROPRIATE DISPOSITION	NOTE AND RETURN
<input type="checkbox"/>	APPROVAL	NOTE AND SEND ON
<input type="checkbox"/>	CLEARANCE	PER OUR CONVERSATION
<input type="checkbox"/>	COMMENT	PER YOUR REQUEST
<input type="checkbox"/>	FOR ACTION	PREPARE REPLY
<input type="checkbox"/>	INFORMATION	RECOMMENDATION
<input type="checkbox"/>	INITIAL	<input checked="" type="checkbox"/> SIGNATURE
<input type="checkbox"/>	NOTE AND FILE	URGENT
REMARKS: <i>check by [unclear]</i> <i>copy for trip file</i>		
FROM:	V. Rajagopalan <i>VR</i>	ROOM NO.: S5-055
		EXTENSION: 33419

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 22, 1988

Dear Bill:

Thank you very much for your letter of February 3.

I accept with pleasure your invitation to address the May 11 dinner meeting of the Rule of Law Committee on issues currently facing the Bank.

I am looking forward to seeing you and the other Committee members then.

Sincerely,

Barber Conable

William K. Condrell, Esq.
Steptoe & Johnson
Attorneys at Law
1330 Connecticut Avenue, N.W.
Washington, D.C. 20036

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 16, 1988

Dear Mr. Mangan:

We have received from Mr. James Conrow, Deputy Assistant Secretary of the Treasury, the enclosed note commending the Bank on your performance before the Senate staff in relation to the Mexico Steel Project. I had previously heard of the high quality of your explanations to the staff and I want to congratulate you and thank you for being so well prepared and so articulate in defense of the Bank's position.

Sincerely,



Enclosure

Mr. Edmund L. Mangan
Room I 4-099
The World Bank
Washington, D.C. 20433

cc: The Honorable James W. Conrow
Deputy Assistant Secretary (Developing Nations)
Department of the Treasury

bcc: Amb. Keating & Personal Files

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 5, 1988

Dear Jim:

As you move on to a new assignment, I want to thank you for past favors and, particularly, for the effective assistance you and your office provided during the uncertain time of the Continuing Resolution. The results were better than we dared hope for, and I suspect your careful preparation of the legislative strategy was an important cause.

Best wishes in the new job.

Sincerely,



The Honorable James W. Conrow
Deputy Assistant Secretary for Developing Nations
Department of the Treasury
1500 Pennsylvania Avenue, N.W.
Washington, D.C. 20220

bcc: EXT

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 21, 1988

Dear Mr. Connell:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries, will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Mr. Grover Connell
President
Connell Rice and Sugar Co. Inc.
45 Cardinal Drive
Wesfield, New Jersey 07092

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 4, 1988

Dear Jerry:

I have just seen a copy of your speech to the New York State Bankers Association on January 28th. I think it is a first class speech, perhaps somewhat because it concurs exactly with my position on the LDC debt problem.

I think I may pirate some of your wording because it is so good.

Best personal wishes.

Sincerely,



E. Gerald Corrigan
President
Federal Reserve Bank of New York
33 Liberty Street
New York, NY 10045

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 5, 1988

Dear Mr. Cote:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

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Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,

Barber Conable

Mr. Pierre Cote
Chairman
Canada Development Corporation
444 Yonge Street
Suite 200
Toronto, Ontario M5B 2H4

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 29, 1988

Dear Mr. Damgard:

Thank you so much for your kind invitation to deliver the keynote address at your conference in London in June.

As much as I would like to participate, I must decline. My current responsibilities as head of the World Bank greatly restrict the number of outside speaking engagements I can accept. I hope you understand the constraints on my time.

Please accept my best wishes for a successful conference.

Sincerely,

Barber Conable

Mr. John M. Damgard
President
Futures Industry Association
1825 Eye Street, N.W.
Suite 1040
Washington, D.C. 20006

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
resident

January 29, 1988

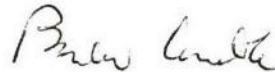
Dear Mr. Davenport:

Thank you so much for your kind invitation to speak at AWEA's national conference, "Windpower '88", held in Honolulu in September.

As much as I would like to participate, I must decline. My current responsibilities as head of the World Bank greatly restrict the number of outside speaking engagements I can accept. I hope you understand the constraints on my time.

Please accept my best wishes for a successful conference.

Sincerely,



Mr. Charles N. Davenport
President
American Wind Energy Association
1730 N. Lynn St., Suite 610
Arlington, VA 22209

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 5, 1988

Dear Mr. Davignon:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

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Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,

Barber Conable

Viscomte Etienne Davignon
Societe Generale de Belgique SA
Rue Royale 30
B-1000 Bruxelles
Belgium

880115004

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 21, 1988

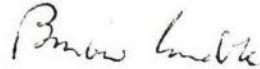
Dear Ms. Davoudi:

Thank you for your letter of January 4 enclosing your resume.

I have noted your interest in obtaining a personal interview to discuss employment opportunities here at the Bank. If you should be in Washington on other business, you may wish to see my Counselor, Mr. J. William Stanton. An appointment can be arranged through Jennifer Volk who can be reached at 202-477-2173. Alternatively, I have enclosed two Personal History Forms for your convenience which may be returned to Mr. Stanton, Counselor to the President, The World Bank, 1818 H Street, NW., Washington, D.C. 20433. He will ensure that your application received consideration.

Thank you for your interest in the Bank's work.

Sincerely,



Enclosure

Ms. Vida Davoudi
2903 Kenross
Houston, Texas, 77043

(Modified -- 1/85)

WORLD BANK OUTGOING MESSAGE FORM Cable, Telex
IMPORTANT - PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORM

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PAGE 1 OF 1

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-DRAFTED BY: DAKLAUS/MM

EXTENSION: 61895

-AUTHORIZED BY: BARBER B. CONABLE

-CC: MESSRS. QURESHI, HUSAIN, CHOKSI, LAI (O/R), NANKANI, LAICO

391 612083 =

-SUA EXCELENCIA

-MAILSON FERREIRA DA NOBREGA

-MINISTRO DA FAZENDA

-BRASILIA, BRASIL

BT

WASHINGTON D.C., MARCH 3, 1988

THANK YOU VERY MUCH FOR YOUR KIND TELEX. IT WAS ALSO A PLEASURE FOR ME TO MEET YOU PERSONALLY, AND MY COLLEAGUES AND I ALSO LOOK FORWARD TO STRENGTHENING THE ALREADY CLOSE COOPERATION BETWEEN THE GOVERNMENT OF BRAZIL AND THE WORLD BANK. SINCERELY, BARBER B. CONABLE, PRESIDENT, WORLD BANK, INTBAFRAD

SIGNATURES:

DRAFTED BY: DAK
DAKlaus:mm

AUTHORIZED BY: Barber B. Conable

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READY FOR
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TRANSMITTED BY:

DATE:

DELIVERY NOTICES RECEIVED?

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 20, 1988

Dear Mr. Minister:

It is indeed good to know that you have been appointed Governor for Brazil on the Board of Governors of The World Bank. Congratulations!

The Executive Directors, Officers and Staff join me in extending to you a warm welcome. We look forward to your participation in the affairs of the Bank.

On a personal note, I hope to have the opportunity of greeting you here in Washington in the near future.

Sincerely,

Barber Conable

A Sua Excelencia
Senhor Mailson Ferreira da Nobrega
Ministro da Fazenda
Ministerio da Fazenda
Esplanada dos Ministerios
Bloco P, 6o andar
70048 Brasilia, DF, Brazil

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 1, 1988

Dear Mr. Ambassador:

Many thanks for your letter of January 22 regarding the appointment of Hon. M.H.M. Naina Marikkar as Minister of Finance and Planning. I welcome him as the Governor for Sri Lanka at the International Bank for Reconstruction and Development, and look forward to the opportunity of meeting him at an early date.

With warm regards.

Sincerely,

Barber Conable

H.E. Susantha de Alwis
Ambassador of Sri Lanka
2148 Wyoming Avenue, N.W.
Washington, D.C. 20008

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 15, 1988

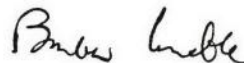
Dear Mr. Perez de Cuellar:

Thank you for your letter of February 24, 1988 and for the attached Report of the Advisory Group on Financial Flows to Africa.

I congratulate Sir Douglas and the Task Force for producing this constructive report on the very difficult financing situation facing African countries, and welcome the support which the report gives to ongoing Bank initiatives aimed at helping African countries restore their development momentum. The report underlines a number of issues of major concern for the development prospects of these countries, especially the problem of external debt. As you know, the Bank has recently initiated a Special Program of Assistance to help low-income, debt-distressed Sub-Saharan countries address the interrelated issues of debt, external financing and economic growth. Also, at the request of donors, the Bank is exploring as an additional dimension of this program, possible mechanisms through which donors might help repay or refinance outstanding IBRD debt. This initiative would focus on countries that are no longer creditworthy for non-concessional borrowing but which are undertaking IDA-supported adjustment programs. We also share the view, expressed in the report, that increased concessional relief by official creditors will be essential to those countries where the chronic debt burden has continued to hamper longer-term growth.

We appreciate the opportunity which we have had to consult with the Task Force as well as the added momentum which the report is likely to give to our initiatives in Sub-Saharan Africa. Let me assure you that the Bank will cooperate closely with the United Nations in its efforts to implement the report's recommendations.

Sincerely,



Mr. Javier Perez de Cuellar
Secretary-General
United Nations
New York, N. Y. 10017

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 14, 1988

Dear Dr. Guerra de Macedo:

Just a short note to express my sincere apologies for my letter of February 23, in which you were addressed incorrectly as Ms. instead of Dr. I deeply regret the unfortunate error which escaped the notice of my staff.

Sincerely,

Barber Conable

Dr. Carlyle Guerra de Macedo
Director
Regional Office of the Pan American
Sanitary Bureau
Pan American Health Organization
525 Twenty-Third Street, N.W.
Washington, D.C. 20037

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 23, 1988

Dear ^{Dr.}~~Ms.~~ Macedo:

I want to thank you for your kind letter and invitation on behalf of the seven Central American Ministers of Health to participate in the II Madrid Conference: "Health: A Bridge for Peace in Central America."

The World Bank fully shares your organization's goal of promoting international cooperation in health, understanding and peace, and it supports the conference's general purpose of discussing the priority health needs in Central America and Panama.

As much as I would like to participate in the conference, I regret that I will not be able to, because of previous commitments. However, I am passing your invitation to Mr. Rainer B. Steckhan, Director of the Department responsible for Mexico, Central America and Panama.

I would like to reiterate my appreciation for your invitation, and express my best wishes for the success of the conference.

Sincerely,

Barber Conable

^{Dr.}~~Ms.~~ Carlyle Guerra de Macedo
Director
Regional Office of the Pan American
Sanitary Bureau
Pan American Health Organization
525 Twenty-Third Street, N.W.
Washington, D.C. 20037

*Apology letter sent
on 3/14/88.*

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

RBER B. CONABLE
ident

January 22, 1988

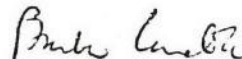
Dear Mr. de Mel:

Many thanks indeed for your letter of December 17 about the Special Aid Group Meeting for Sri Lanka; it was very kind of you to write. I was delighted to learn that the Aid Group Meeting had been so successful and that we were able to contribute to its success. I have conveyed your appreciation to all the staff concerned in this endeavor.

I am sorry to hear of your resignation. My colleagues and I would like to express our deep appreciation for the close and friendly relationship that we have enjoyed with you.

With warm regards.

Sincerely,



Mr. Ronnie de Mel
No. 5 Charles Drive
Colombo 3, Sri Lanka

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 4, 1988

Dear Mr. de Vries:

I wish to express my appreciation for your visit when you presented me with a copy of your recent book "Remaking the World Bank." It now gives me great pleasure to forward a photograph which was taken on that occasion.

Best wishes for 1988 and for all your future endeavors.

Sincerely,



Enclosure

Dr. Barend de Vries
10018 Woodhill Road
Bethesda, Maryland, 20817

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

JARBER B. CONABLE
President

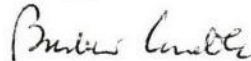
February 11, 1988

Dear Mr. de Vuyst:

Pursuant to Section 7.9 of the Staff Retirement Plan, I should like to reappoint you, upon nomination of the Staff Association, a member of the Pension Benefits Administration Committee, for a term of one year.

If you are willing to accept this appointment, please sign the attached copy of this letter, where indicated, and send it to Mr. Nestor V. Santiago, the Secretary of the Pension Benefits Administration Committee.

Sincerely,



Mr. Bruno M. de Vuyst
Europe, Middle East and North Africa -
Country Programs Department III
Room H-10-033

Attachment

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 22, 1988


Dear Mr. Deane:

Thank you for your February 10 letter and for taking the time to bring to my attention the abilities of Mr. Edward Villanueva.

Because of Mr. Villanueva's specific interest in consulting for the Bank, I have forwarded your letter to Mr. Rothschild, who manages the Consulting Roster, with the request that he contact Mr. Villanueva directly at the address you provided.

Thank you for your interest in the Bank.

Sincerely,



Mr. Frederick Deane, Jr.
Chairman of the Board and
Chief Executive Officer
Signet Banking Corporation
P.O. Box 25970
Richmond, Virginia, 23260

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 18, 1988

Dear Mr. Ambassador:

Thank you for your very nice letter inviting Mrs. Conable and me to dinner with you and Mrs. Dehennin at your residence.

While we are most grateful for your offer, our travel and social calendars make it impossible to schedule such an event in the near future. It would be a pleasure to see you again, however, and so I would like to suggest that your Secretary call my office about scheduling a time when we might meet in my office to renew our acquaintance.

It was good to hear from you, and I look forward to seeing you again. Best personal wishes.

Sincerely,

Barber Conable

The Honorable Herman Dehennin
Ambassador of Belgium
3330 Garfield Street, N.W.
Washington, D.C. 20008

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Character
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PAGE

OFFICIAL DEPT/DIV
ABBREVIATION

MESSAGE NUMBER

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(FOR CASHIER'S USE ONLY)

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OF

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SVPOP

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START
HERE

REPUBLIC OF PANAMA

FOR PRESIDENT ERIC ARTURO DELVALLE.

DEAR MR. PRESIDENT. (AAA) I HAVE NOTED WITH CONCERN THE INCREASING ECONOMIC DIFFICULTIES THAT YOUR COUNTRY HAS BEEN FACING DURING RECENT MONTHS. IN ITS DIALOGUE WITH YOUR ECONOMIC TEAM, THE WORLD BANK HAS REPEATEDLY DRAWN ATTENTION TO THE NEED FOR PANAMA TO ADJUST ITS ECONOMIC POLICIES TO ACCORD WITH THE RESOURCES AVAILABLE TO IT. WE SUPPORTED SUCH POLICIES THROUGH OUR STRUCTURAL ADJUSTMENT PROGRAMS, AND COMMEND THE PROGRESS MADE BY YOUR GOVERNMENT DURING 1983-86. HOWEVER, IT APPEARS THAT THE ADJUSTMENT EFFORTS OF THAT PERIOD HAVE NOW SLACKENED OR BEEN REVERSED, IN PARTICULAR IN THE AREA OF PUBLIC SECTOR EXPENDITURE AND REVENUE POLICY. (BBB) MOREOVER YOUR PUBLIC SECTOR INSTITUTIONS HAVE EXPERIENCED DIFFICULTY IN MEETING THEIR INTERNATIONAL DEBT SERVICING OBLIGATIONS SINCE LATE 1987. IN PARTICULAR, I AM DEEPLY WORRIED BY PANAMA'S FAILURE TO MEET SEVERAL CONTRACTUAL PAYMENTS TO INTERNATIONAL FINANCIAL INSTITUTIONS INCLUDING THE WORLD BANK. THESE INSTITUTIONS ARE THE MOST RELIABLE SOURCE OF FINANCE FOR ADJUSTMENT AND LONG-TERM DEVELOPMENT FOR COUNTRIES SUCH AS YOURS.

END
OF
TEXT

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INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: **Telex** TELEX NO.: **368 3393** DATE: **Feb. 18, 1987**

SUBJECT: **PANAMA: ECONOMIC POLICIES** DRAFTED BY: **RLASLETT/grs** EXTENSION: **69036**

CLEARANCES AND COPY DISTRIBUTION:
cc: Qureshi, SVPOP; Husain, LACVP; CORBO, LA2CO; MS. RUBIO, EDS

AUTHORIZED BY (Name and Signature):
Barber Conable

DEPARTMENT:
EXC

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CHECKED FOR DISPATCH

DISTRIBUTION: WHITE—File Copy CANARY—Bill Copy BLUE—Originator to Keep

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2. Align First Characters at Line Number 1.

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OFFICIAL DEPT/DIV ABBREVIATION

MESSAGE NUMBER

TEST NUMBER (FOR CASHIER'S USE ONLY)

1 1 OF 1

SVPOP

Message number grid

Test number grid

START 2 HERE

(CCC) THE COSTS OF THIS SITUATION ARE ALREADY BECOMING APPARENT: PANAMA'S PROTRACTED ARREARS WITH THE WORLD BANK HAVE FORCED US UNDER OUR ESTABLISHED RULES TO SUSPEND OUR DISBURSEMENTS FOR ONGOING PANAMANIAN DEVELOPMENT PROJECTS SINCE NOVEMBER 30, 1987. THE BANK AS A COOPERATIVE INSTITUTION DEPENDS FOR ITS ABILITY TO BORROW IN THE FINANCIAL MARKETS ON THE PREFERRED CREDITOR STATUS ACCORDED TO IT BY ITS MEMBER COUNTRIES, AND ARREARS TO THE BANK WEAKEN THE INSTITUTION AS A WHOLE AS WELL AS RESTRICT ITS ABILITY TO HELP PANAMA. (DDD) I SINCERELY HOPE THAT THESE ECONOMIC PROBLEMS ARE FACED SOONER RATHER THAN LATER, TO ALLOW PANAMA TO RETURN TO A PATH OF SUSTAINABLE GROWTH AND ECONOMIC DEVELOPMENT. REGARDS, BARBER B. CONABLE, INTBAFRAD.

END OF TEXT

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INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: Telex	TELEX NO.: 368 3393	DATE: Feb. 18, 1987
SUBJECT:	DRAFTED BY: RLASSLETT/grs	EXTENSION:
CLEARANCES AND COPY DISTRIBUTION:	AUTHORIZED BY (Name and Signature): Barber Conable <i>Barber B. Conable</i>	
	DEPARTMENT: EXC	
	SECTION BELOW FOR USE OF CABLE SECTION	
	CHECKED FOR DISPATCH	

DISTRIBUTION: WHITE—File Copy

CANARY—Bill Copy

BLUE—Originator to Keep

1. Use OCR-B210 Sphere and set typewriter for DOUBLE SPACING — No other markings acceptable.

2. Align First Characters at Line Number 1.

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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 24, 1988

Dear Mr. Dell:

Thank you for your letter inviting me to come talk to the Rochester Rotary Club at one of your Tuesday luncheon meetings this fall. I remember well my past opportunities to visit with your membership when I was a member of Congress.

As much as I would like to be able to accept your invitation, it just is not possible. My current position requires that I be in Washington during the week, and my Board of Directors meets every Tuesday and most Thursdays. Since becoming President of the World Bank, I have done virtually no public speaking in Western New York because of the very limited time I can spend at my home there.

Please extend my greetings to your members and my thanks for their interest to have me make a return visit to your Club.

Sincerely,

Barber Conable

Mr. Melvin R. Dell
Program Committee
Rochester Rotary Club
1247 Sibley Tower
Rochester, New York 14604

BARBER B. CONABLE
President

Feb 2, 1988

Dear Stelway,

Last month you wrote me about environmental degradation and the problems particularly of desertification and deforestation. There aren't any easy answers to these problems, particularly in Africa and South America with their fast growing population problems, but clearly we can do a better job than in the past. The most encouraging development has been the replication of the environmental movement in third world countries, where direct constituency pressure can be so much more effective on sovereign governments than the indirect pressures we can impose as development financiers. Non governmental activity used to be centered in N.Y.C. and London; now it is worldwide.

There is no inconsistency between development and environmental values. Poverty in almost all its

aspects is environmentally destructive; and development cannot be sustained in an evolving environment.

Thank you for your card and your interest. I don't get to many reunions, despite my advanced years and sentimental nature, but I really ought to make an effort for the WHS 50th, shouldn't I?

Best wishes,
Barbara Lumb

Deutsch

1551 Blvd.
Peekskill, N.Y. 10566
January 2, 1988

Dear Barber,

This was supposed to have been a "Merry Christmas" message. I'm so sorry that I did not get one off to you, but I became ill a week before Christmas. Very poor timing, wouldn't you say? I had a heavy cold, bronchitis and some other problems, which kept me at home until yesterday. Let me wish you and all of your family a very happy and healthy New Year. Do you have any grandchildren? If so, Christmas must have been a treat for you.

Thank you so much for taking time to answer my letter. My husband was really impressed that you would find time in your busy schedule to reply to my few comments about our environmental problems. I also appreciate receiving the report put out by the World Commission on Environment and Development last April. I am encouraged to learn that the World Bank is taking environmental issues and problems very seriously. However, I find the scope of these problems in developing countries almost overwhelming - worse than I had realized. I am referring especially to the rates of desertification and deforestation worldwide - so much being lost every year! It is frightening for all of us!

It must be very difficult for you to balance consideration of projects that will reduce poverty in "Third-World" countries, while at the same time sustaining full protection of the environment. I sense your compassion for those millions

who are trying to ~~eke~~ ^{eke} out a living on barren ground. Yet no matter how worthy the project, if it destroys the ecology of the area, those same people, or their children, will suffer even worse consequences later on.

I read about your "shake-up" of the World Bank staff and its re-organization along different lines. Congratulations! That could not have been easy to accomplish, yet, I am sure it was needed. I rest assured that you are handling a tremendous job with all the energy and the tremendous talent God gave you. May He bless you and guide you!

I look forward to seeing you, perhaps, at our 50th high school reunion in 1989, if not before. Have a wonderful year!

Sincerely,

Ethelmay

PATH IN THE ILE SAINT-MARTIN, VÉTHEUIL

Oil on canvas by Claude Monet
French, 1840-1926

THE METROPOLITAN MUSEUM OF ART

Bequest of Julia W. Emmons, 1956 (56.135.1)

(K) 11-08146-0



THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 5, 1988

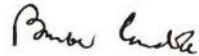
Dear Mr. DiBiaggio:

Thank you for your kind invitation to address your conference on Cooperation for International Development at the Kellogg Center in Michigan in May.

As much as I would like to participate, I must decline. My current responsibilities as head of the World Bank greatly restrict the number of speaking engagements I can accept. I hope you understand the constraints on my time.

Please accept my best wishes for a successful conference.

Sincerely,



Mr. John DiBiaggio
President
Michigan State University
East Lansing, MI 48824-1046

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 24, 1988

Dear David:

Thank you for your letter introducing Mr. H. P. Goldfield. His office did make contact with mine very recently, but we have not yet had an opportunity to meet. I appreciate knowing of your association with him.

Shortly after I received your note, I was in London for a one-day visit. Because of the brevity of my stay there, I was unable to make contact with you. I haven't forgotten your invitation to speak at an American Chamber of Commerce luncheon sometime when I am in London, and I will keep it in mind for when I am there for a longer period of time and can work into my schedule more than appointments with government officials.

I hope all is well with you. Charlotte joins me in sending best wishes.

Sincerely,

Barber Conable

Mr. David K. Diebold
Counselor for Commercial Affairs
Embassy of the United States of America
24/31 Grosvenor Square
London W1A 1AE
United Kingdom

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 4, 1988

His Excellency Samuel Kanyon Doe
President, Republic of Liberia
Monrovia, Liberia

Mr. President,

Thank you for your letter of January 26, which Ambassador Harman gave me when I met with your delegation. I was encouraged to learn that the Government of Liberia has embarked on measures aimed at improving the financial position of the public sector. I noted, in your letter as well as in the delegation's statement, that you intend to strengthen financial discipline. I believe this is a fundamental first step towards economic recovery.

As we have emphasized in our discussions with your delegation the most important initial policy changes are substantially improved revenue collection and the elimination of all unbudgeted expenditures. A sound budget is an essential instrument for managing an economy with constrained resources. Evidence of positive improvements in the fiscal situation in the next several months would provide an appropriate basis for continuing our discussions with your advisors on a wider range of policy reform.

We were encouraged to hear that the work of the OPEX Specialists is already proving useful in the area of budgetary control. From the discussions we have had with your advisors we believe it would be desirable for the team to assist the government in determining the assets and liabilities of the Liberian Petroleum Refinery Corporation (LPRC), so that the government can be well placed to negotiate the proposed privatization.

The Bank, and many others who have the welfare of your people at heart, has observed the long standing imbalances in the economy to which you refer in your letter. We are pleased to learn, Mr. President, that you personally are concerned to remedy the situation. The process of economic recovery is a long one. It requires a series of tough decisions, many of which only a head of state can make.

In recent months the international donor community has made available increased resources to debt-distressed countries in Sub-Saharan Africa through the IMF's Enhanced Structural Adjustment Facility and the World Bank Debt Initiative. But even these resources are inadequate to meet all the needs. Consequently, those countries which show the most determination to address the restructuring of their economies must have the first claim to such resources. We hope that Liberia in the coming year will implement strong fiscal measures and be able to develop a comprehensive recovery program which would give it access to these funds.

The visit of your delegation provided a useful opportunity to maintain a dialogue which, I believe, will assist your government in developing such a program. We regret that the Bank is not in a position at the moment to reestablish a resident mission in Liberia though we do not preclude that possibility at an appropriate time in the future.

Let me reassure you, Mr. President, that we are anxious to maintain a cordial and positive relationship with your government and we trust that this will contribute to a rehabilitation of the economy that will improve the welfare of every Liberian citizen.

With best regards,

Sincerely yours,

A handwritten signature in cursive script that reads "Barber B. Conable".

Barber B. Conable
President



THE EXECUTIVE MANSION
OFFICE OF THE PRESIDENT
MONROVIA, LIBERIA

January 26, 1988

Mr. President:

In line with my recent telex message to you, let me take this opportunity to reaffirm the vital importance that my Government attaches to the preservation of normal relations between Liberia and the World Bank, including retention of the World Bank resident representative office in Liberia. Unfortunately, this relationship has recently suffered from certain operational difficulties, thereby giving a misleading impression about the significance attached to World Bank-related matters by the Liberian Government.

In recognition of the urgent need to restore satisfactory growth in the Liberian economy and to strengthen the financial position of the public sector, the Liberian Government has already embarked on a number of strong and courageous measures, including the collection of taxes through the banking system, in the reinforcement of tax administration, simplification of the import tariff system, a clamp-down on financial irregularities, and steps aimed at tightening expenditure controls.

These efforts have begun to yield encouraging results, especially on the revenue side; but it is fully recognized that much remains to be done to correct long-standing imbalances in the Liberian Economy.

Mr. Barber Conable
President
World Bank
Washington, DC 20433
United States of America

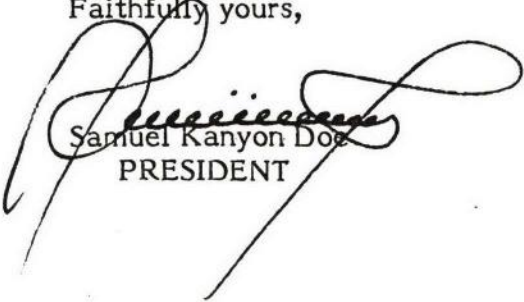
As you know, it is with a view to achieving further decisive gains in our economic growth and financial adjustment efforts that we recently enlisted the services of operational experts (OPEX) made available under a technical assistance program financed by the United States Government.

At this important juncture, you will, I am sure, readily appreciate our concern to remain in close contact with an important financial institution like the World Bank and to continue to avail ourselves of whatever facilities may be available to us from your organizations, including a resident representative office and related technical assistance. Unfortunately, due to limited resources, our ability to service our financial obligations to the World Bank has fallen substantially behind schedule. Our expectation is that working together with the OPEX team and your experts, we will be financially capable to begin to make regular good-faith payments to the World Bank, beginning with the new fiscal year starting in January 1988. The delegation headed by my Personal Representative, His Excellency Ambassador Emmett Harmon, which I am sending with this letter will be discussing with you and your staff the timing and other necessary details of renewed close collaboration between our two sides in the years ahead.

It is my hope that this high-level delegation as well as their message will be favourably received.

With personal best wishes,

Faithfully yours,



Samuel Canyon Doe
PRESIDENT

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NFO

SUBJECT: LIBERIA
PREPARED BY: W.S. HUMPHREY/MJB EXT: 34866
AUTHORIZED BY: BARBER CONABLE, PRESIDENT
DOCUMENT NAME: 146 DISK NAME: TELEX
CONTACT: MESSRS./MS. JAYCOX, KOCH-WESER (O/R), FENNEL, RAMIREZ, SILVERA

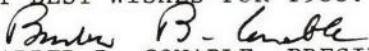
7 44248
MONROVIA, LIBERIA
ATTN: HIS EXCELLENCY SAMUEL KANYON DOE
PRESIDENT OF THE REPUBLIC OF LIBERIA

WASHINGTON, D.C. 04-JAN-88

THANK YOU, MR. PRESIDENT, FOR YOUR MESSAGE OF DECEMBER 29 REGARDING THE RELATIONSHIP BETWEEN LIBERIA AND THE WORLD BANK. WE ALSO VALUE THIS RELATIONSHIP AND REMAIN READY TO PLAY A ROLE IN THE CURRENT AND FUTURE DEVELOPMENT OF LIBERIA'S ECONOMY. WE HAVE IN THE RECENT PAST WORKED CLOSELY WITH YOUR GOVERNMENT TO FORMULATE A RECOVERY PROGRAM. WE WERE, HOWEVER, UNABLE TO REACH MUTUAL AGREEMENT ON MEASURES NECESSARY TO REVERSE THE DECLINE IN THE ECONOMY. NEVERTHELESS RECOGNIZING LIBERIA'S ACUTE DEBT BURDEN, WE ARE READY TO RESUME THE DIALOGUE PROVIDED YOUR GOVERNMENT DEMONSTRATES IN PRACTICAL TERMS A STRONG COMMITMENT TO IMPLEMENT MEASURES THAT WILL LEAD TO ECONOMIC GROWTH AND STRUCTURAL REFORM. WE THEREFORE LOOK FORWARD TO THE VISIT OF THE HIGH LEVEL DELEGATION.

WE REGRET THAT WE ARE NOT IN A POSITION TO REOPEN OUR RESIDENT MISSION AT THIS TIME BUT WILL KEEP THE POSSIBILITY UNDER REVIEW IN THE LIGHT OF FUTURE DEVELOPMENTS.

MY BEST WISHES FOR 1988.


BARBER B. CONABLE, PRESIDENT, WORLD BANK

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 1, 1988

Dear Bill:

Thank you for your January 14 letter. I was particularly pleased to learn about your enthusiasm for the quality of cooperation between our organizations.

In connection with your support for Bill Arnold, his wide-ranging experience in the insurance industry provides a firm basis for his being considered for senior positions which will become available once the Multilateral Investment Guarantee Agency (MIGA) has been established. MIGA's management and staffing requirements will be determined this spring, after the MIGA Convention has entered into force, the Agency's Council of Governors has held its inaugural meeting, and a Board of Directors has been constituted. I have forwarded your letter to Mr. Shihata, the Bank's Vice President and General Counsel, with the request that Mr. Arnold's interest receive consideration at the appropriate time.

Best wishes.

Sincerely,



Mr. William H. Draper III
The Administrator
United Nations Development Programme
One United Nations Plaza
New York, New York, 10017

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 3, 1988

Dear Peggy:

Many thanks for your update on the Synergos Institute. I was delighted to learn that you are now fully operational, and congratulate you on an impressive start. It appears that you will have much to do and many interesting issues to explore in the months ahead.

We certainly applaud your efforts to use collaborative problem-solving approaches to address social and economic problems in the developing world. I would like to think that the Bank's dialogue with our borrowing countries and with the private sector is an example of a more extended collaborative process. In any case, I am sure that some of my colleagues would be interested in learning more about the Institute's work.

I hope you will keep in touch, and please let me know if we can be of specific assistance to you with one of your programs.

All best wishes.

Sincerely,

Barber Conable

Ms. Peggy Dulany
President
The Synergos Institute
100 East 85th Street
New York, NY 10028

*I saw your father briefly in
New York last week. He looks
fine. The breadth of his interests
is remarkable! B.C.*

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

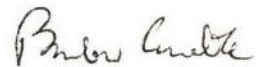
January 5, 1988

Dear Mr. Dunkel:

Thank you very much for your letter of December 22 informing me of the Trade Negotiations Committee's recent decision to include the Bank in proceedings of the Negotiating Group on Natural Resource-Based Products. We are grateful for this decision. You can be sure we will do all we can to help the negotiating process.

Best wishes for the New Year.

Sincerely,



Mr. Arthur Dunkel
Director-General
General Agreement on Tariffs and Trade
154, rue de Lausanne
1211 Geneva 21
Switzerland

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

JARBER B. CONABLE
President

February 19, 1988

Dear Mr. Ejiri:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Mr. Koichiro Ejiri
President
Mitsui & Co. Ltd.
1-2-1 Ohtemachi
Chiyoda-Ku
Tokyo, Japan

INTERNATIONAL INVESTMENT IN
LATIN AMERICA AND THE CARIBBEAN

The World Bank
April 12 and 13, 1988

Preliminary Agenda

April 12th

- 6:30 p.m. Cocktails
- 7:00 p.m. Dinner - Welcoming Remarks by Barber B. Conable

**April 13th
Room E-1244**

- 8:15 a.m. Breakfast
- 9:00 a.m. **World Bank Policy and Approach Towards Private Sector Developments:** Moeen A. Qureshi, Senior Vice President, Operations
- 9:15 a.m. **Economic Situation and Prospects in the Latin America and Caribbean Region:** S. Shahid Husain, Vice President, Latin America and Caribbean Region
- 9:45 a.m. **Debt Conversions, Securitization, WB Guarantees, Cofinancing and Credit Enhancement:** David R. Bock, Director, Debt Management and Financial Services Department
- 10:15 a.m. Coffee Break
- 10:30 a.m. **The Prospects for Private Investments in Latin America and the Caribbean Countries:** Mr. Judhvir Parmar, Vice President, Investment Operations, IFC
- 11:00 a.m. **IFC Operations, Debt Equity Swaps, GRIP, MIGA:** Helmut Paul, Director, Department of Investments, Latin America and Caribbean I
Guillermo Schultz, Director, Department of Investments, Latin America and Caribbean II
- 11:30 a.m. Discussions
- 1:00 p.m. Lunch - Closing Remarks by Barber B. Conable
"D" Bldg. Executive Dining Room

F

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 23, 1988

Dear Tom:

Thank you for your letter telling me about your daughter's interest in employment opportunities at the Bank.

Because the Personnel Department has better knowledge of the staff requirements of the institution and current available positions, I have forwarded your letter to that office with the request that her material receive consideration and that she be contacted directly about the prospects of openings in her area of expertise.

Thank you for your interest in the Bank.

Sincerely,



Mr. Thomas L. Fagan, Jr.,
Research-Cottrell
1625 K Street, NW
Suite 210,
Washington, D.C. 20006

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

Jan 6, 1988

Hon. Walter Fauntroy, M.C.
Washington, D.C. 20515

Dear Walter,

I am well aware that at a critical point,
the last day of the Continuing Resolution negotiation
during December, your strong intervention in behalf
of IDA was decisive in getting for our institution
the favorable results which will make so much
difference for the poor people of the world during 1988.
Thank you, dear friend, and best wishes for a fine
year.

Sincerely
Barber Conable

OFFICE MEMORANDUM

DATE: February 24, 1988

TO: Mr. Stanley Fischer

FROM: Barber B. Conable

EXTENSION: 72001

SUBJECT: Terms of Reference: Policy Paper on Adjustment Lending

I would appreciate your taking into account the Policy Committee Members' comments (see attached Minutes) when finalizing the Terms of Reference for the Policy Paper on Adjustment Lending.

Barber Conable

cc: Members, Policy Committee

OFFICE MEMORANDUM

DATE: February 22, 1988

TO: Files

FROM: Marianne Haug, Secretary to the Policy Committee

EXTENSION: 73585

SUBJECT: Minutes of the Policy Committee of February 22, 1988

Members Present

Messrs. Conable, Hopper, Shihata, Stern, Thahane, Wapenhans

Acting Member

Mr. Vergin

Other Staff Members

Messrs. Dubey, Fischer, I. Husain, Shakow, Stanton, Tanaka
Mrs. Haug

Outline and Terms of Reference for Policy Paper on Adjustment Lending

Mr. Conable requested comments on the scope of the proposed outline and Terms of Reference, and mentioned that the paper should now be completed by August in order to be available for the Annual Meetings.

US Expectations. Mr. Conable asked Mr. Fischer to introduce the proposed Terms of Reference and describe his understanding of US expectations. Mr. Fischer considered the scope of the paper to be quite broad as it would cover the rationale and objectives for adjustment lending, the design of individual operations, as well as an impact assessment. Mr. Fischer mentioned that the US was particularly concerned by conditionality issues in terms of the amount of resources provided up-front, the real impact of second tranches, the sizing of loans and sequencing. Mr. Stern perceived that the US Treasury had three main concerns: the gradual expansion over time of adjustment lending objectives, the increasing volume of resources resulting from this expansion of scope, and the tactics and sequencing of conditionality. Mr. Thahane agreed with Mr. Stern, and considered that the report should focus on the original objective of adjustment lending. Mr. Hopper believed that the US would not object to a share of adjustment lending above 25% provided that real achievements were obtained in terms of key economic policy objectives. Mr. Shakow mentioned that the US was concerned with the monitoring of conditionality.

Social Impacts and Trade. In response to a question by Mr. Conable, Messrs. Hopper and Stern responded that the US Treasury had no specific concerns regarding the social impacts of adjustment. Mr. Shakow mentioned that social aspects of adjustment were a legislative concern, and Mr. Shihata reminded that in the Appropriations Act, Congress requested that the US Treasury report on the impact on poverty. Mr. Conable then asked whether trade issues had been raised in the context of this paper by the US. Mr. Hopper responded that the US Treasury had not stressed this issue, but that other US constituencies and countries were concerned by this issue.

Scope of Paper. Mr. Conable noted that while the timing of the report responded to the US, the report should address concerns raised by other countries. Mr. Shihata considered that the report should be able to clearly describe the contribution of adjustment lending. Mr. Vergin noted that the paper had been initially requested in the context of the GCI, and inquired whether IBRD and IDA represented an equal concern. Mr. Stern considered that adjustment was to be approached comprehensively with no distinction between IBRD and IDA. Mr. Vergin expressed concern at what type of paper could be achievable within the current timetable. Mr. Vergin noted that while the US expectations were clear, it was not clear whether management was seeking a review or a policy paper. Mr. Vergin considered that a review paper leading to selected guidelines appeared achievable while a policy paper would raise expectations and be more demanding. Several speakers recalled that this paper was a follow-up to the review to be discussed at the Board shortly, and it should consequently draw conclusions and recommend policy changes to fulfill Board expectations.

Specific Comments. Mr. Stern considered that the statement of adjustment lending objectives (para. 2) should be changed since the initial objectives were not as broad. Mr. Stern recommended that the discussion on conditionality focus on the ability to match conditionality with policy objectives and on monitorability. With respect to Part C on "The Experience with Adjustment Lending", Mr. Stern perceived that the paper should avoid adopting a rigid and abstract conceptual approach, and should instead focus on specific institutional and policy changes. While the impact of adjustment would eventually translate into numbers, Mr. Stern recommended that an overly quantitative evaluation be avoided. Mr. Stern noted also the difficulty of comparing the situation following adjustment with an hypothetical 'non-adjustment' scenario. Finally, Mr. Stern felt that Part C implicitly assumed perfect design of adjustment operations and ignored pragmatic changes in content or sequencing required to accommodate specific political factors. Mr. Fischer noted that this last point was a major source of US concern.

Mr. Vergin felt that the outline did not reflect sufficiently the need for differentiation among different groups of countries. Mr. Conable asked to which extent the sample countries were representative of different country groups. Mr. Fischer responded that the need for representativeness had been considered in the selection of countries. Mr. Stern considered that in-depth case studies would not represent a good use of the limited time available, as considerable information exists already to focus on issues and formulate recommendations..

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION
Washington D. C. 20433
U.S.A.

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DATE: March 23, 1988

NUMBER OF PAGES: 3 (Including this page)

FROM: Ciro Gamarra

Extension 69020 Dept/Div., No. 311-05

TO: COMPANY/ORGANIZATION: Ingersoll-Rand Company
CITY AND COUNTRY: Woodcliff Lake, New Jersey 07675
FOR ATTENTION OF: Mr. Clyde H. Folley

FAX NUMBER/
MACHINE TYPE: (201) 573-3295

SUBJECT: Seminar on International Investment

cc: Mr. Barber B. Conable ✓
Ambassador R. B. Keating

Transmission Authorized by: Ciro Gamarra *[Signature]*

Original to be returned to: B. Garcia Room No.: I-8001

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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 23, 1988

Dear Mr. Folley:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

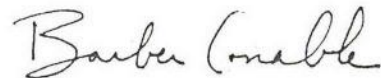
The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries, will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Mr. Clyde H. Folley
Vice Chairman and Chief Financial Officer
Ingersoll-Rand Company
200 Chestnut Ridge Road
Woodcliff Lake, New Jersey 07675

G

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 9, 1988

Dear Mr. Governor:

Thank you for your kind invitation to Mrs. Conable and me to attend your 20th Anniversary Celebration. On behalf of the World Bank, let me extend our warm congratulations for that important occasion. I am sure that your institution will continue to play a major role in your country's development.

The program for your celebration looks very interesting, and I sincerely regret that other engagements will prevent Mrs. Conable and me from attending.

Please accept my apologies for not being able to attend and my best wishes for a successful celebration.

Sincerely,



Mr. Anthony P. Galdes
Governor
Central Bank of Malta
Valletta - Malta

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 29, 1988

Dear Ambassador Garwe:

Thank you for your letter of February 22 informing me that you will be leaving Washington on March 3, at the conclusion of your assignment as Ambassador of Zimbabwe to the U.S. Your earnest cooperation, Mr. Ambassador, has greatly facilitated relations between your Government, your Mission and the World Bank during your tenure in Washington. My colleagues and I are most grateful for your assistance and the hospitality which you have shown. Please accept my best wishes for your future endeavors.

Please be assured of my highest consideration.

Sincerely,

Barber Conable

His Excellency
Edmund R. M. Garwe
Ambassador
Embassy of the Republic of Zimbabwe
2852 McGill Terrace, N.W.
Washington, D.C. 20008

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BAT INDUSTRIES PLC, WINDSOR HOUSE, LONDON

4

ATTENTION MR. BRIAN GARRAWAY, DEPUTY CHAIRMAN

5

AT THE SUGGESTION OF MR. PATRICK SHEEHY, WE WOULD LIKE TO INVITE

6

YOU TO A WORLD BANK SEMINAR AT ITS HEADQUARTERS IN WASHINGTON,

7

D.C., APRIL 12-13, 1988 TO DISCUSS INTERNATIONAL INVESTMENTS IN

8

LATIN AMERICA AND THE CARIBBEAN. WE WOULD WELCOME YOUR

9

PARTICIPATION IN THIS IMPORTANT DIALOGUE.

10

THE SEMINAR WILL FOCUS ON THE REGION'S OVERALL ECONOMIC SITUATION

11

AND ITS PROSPECTS FOR GROWTH AND RECOVERY. WE WILL EXPLAIN THE

12

BANK'S ROLE IN THE REGION, PARTICULARLY OUR EFFORTS TO ASSIST THE

13

COUNTRIES IN THEIR ADJUSTMENT PROCESS AND HELP THEM RESTORE THEIR

14

CREDITWORTHINESS. AS YOU KNOW, OVER THE PAST YEARS THE BANK HAS

15

BEEN THE MAIN SOURCE OF NET RESOURCES FOR THE HIGHLY INDEBTED

16

MIDDLE-INCOME COUNTRIES. WE ALSO WILL REVIEW THE BANK'S ROLE IN

17

FACILITATING THE RESTORATION OF ACCESS TO PRIVATE CAPITAL MARKETS

18

BY THE LATIN AMERICAN AND CARIBBEAN COUNTRIES. TIME WILL BE SET

19

ASIDE FOR PARTICIPANTS TO DISCUSS, IN DEPTH, THEIR CONCERNS AND

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INTERESTS IN INDIVIDUAL COUNTRIES AS WELL.

21

I FEEL IT IS NECESSARY, AT THIS POINT, TO FACILITATE PRIVATE

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OF
TEXT

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CLASS OF SERVICE: TELEX or CABLE TELEX NO.: 915195 DATE: March 22, 1988		
SUBJECT: Seminar on International Investment, April 12-13, 1988	DRAFTED BY:	EXTENSION:
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INVESTMENTS IN THE MAJOR COUNTRIES OF THE REGION IN ORDER TO
ACCELERATE THEIR RECOVERY PROCESS. REPRESENTATIVES OF THE
INTERNATIONAL FINANCE CORPORATION, THE BANK'S AFFILIATE WHICH
PROMOTES PRIVATE INVESTMENTS IN THE DEVELOPING COUNTRIES WILL
SHARE THEIR EXPERIENCES IN EQUITY INVESTMENTS AND LOANS TO THE
PRIVATE SECTOR IN INDIVIDUAL COUNTRIES.
AN AGENDA FOR THE SEMINAR FOLLOWS. ADDITIONAL INFORMATION WILL
BE PROVIDED IN ADVANCE OF THE MEETING.
I HOPE YOU CAN FIT THIS DATE INTO YOUR BUSY SCHEDULE. I AM
CONFIDENT THE SEMINAR WILL BE USEFUL BOTH TO YOU AND TO THE
BANK.
SINCERELY,
BARBER B. CONABLE
PRESIDENT
THE WORLD BANK

END
OF
TEXT

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INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: TELEX or CABLE		TELEX NO.: 915195	DATE: March 22, 1988
SUBJECT: Seminar on International Investment, April 12-13, 1988		DRAFTED BY: CGamarra: bg	EXTENSION: 61217
CLEARANCES AND COPY DISTRIBUTION: cc: Mr. B.B. Conable ✓ Ambassador Keating, EDS01		AUTHORIZED BY (Name and Signature): Ciro Gamarra	
		DEPARTMENT: LACVP	
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*cc: Ambassador H. Eaton
C. Hamana*

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LONDON/LM 77/76 18 1939 PAGE 1/50

ATTEN: MR BARBER B CONABLE

PRESIDENT, THE WORLD BANK

1818 HIGH ST N.W.

WASHINGTONDC(20433)

THANK YOU FOR YOUR TELEX OF 15TH MARCH REGARDING THE SEMINAR ON APRIL 12/13TH. I REGRET THAT I AM COMMITTED FOR THOSE TWO DAYS BUT I WOULD BE PLEASED IF YOU COULD INVITE MY DEPUTY CHAIRMAN,

COL 1818 WASHINGTONDC(20433) 15TH 12/13TH.

5195WASH

ATTEN:

PAGE 2/26

BRIAN GARRAWAY,

WHO IS ALSO SENIOR FINANCE DIRECTOR AND HAS BEEN CLOSELY INVOLVED

WITH OUR SOUTH AMERICAN INTEREST. SINCERELY

PATRICK SHEEHY

B.A.T INDUSTRIES WINDSOR HOUSE LONDON

COL NIL

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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 5, 1988

Dear Mr. Gellenhammar:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,

Barber Conable

Mr. Pehr Gellenhammar, Esq.
Volvo (AB)
405-08 Gothenburg
Sweden

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 8, 1988

Mike -
Dear Mr. ~~Gillette~~:

I would like to thank you for your two years of service in the Pension Finance Committee. Your active participation in PFC meetings and your role in helping resolve issues that arose during this period are greatly appreciated.

Sincerely,

Barber

Mr. Michael J. Gillette
Director, Africa--Sahelian Department
Room J-7-243

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 8, 1988

Dear Friends:

Thank you for your kind letter inviting me to speak to the National Council of Farmer Cooperatives at their annual meeting in Washington in January.

As much as I would like to participate in your conference, I must decline. I will be travelling to Europe at the end of January and am unable to join you. However, I understand Mrs. Blobel has been in touch with Mr. Busekist to discuss the possibility of another Bank representative.

Please accept my best wishes for a successful conference.

Sincerely,

Barber Conable

Mr. Ron Gollehon, President
Mr. Clifford E. Busekist
Sr. Administrative Vice President
Agricultural Cooperative
Development International
50 F Street, N.W., Suite 900
Washington, D.C. 20001

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 15, 1988

Dear Andrew:

I thank you for your letter of February 17, 1988 and the paper "Energy Supply and Use in Developing Countries." The paper contains useful ideas on how private sector initiatives can be encouraged in the energy sector.

You may know that we have in place a cooperative international program designed, in part, to address issues such as market pricing, strategic economic and energy planning, institutional relationships, resource evaluation, infrastructure support and the potential for direct investment by OECD private and public sector institutions in specific energy projects.

The program, which is designated as the Energy Sector Management Assistance Programme, is funded jointly by the World Bank, the UNDP, and about 15 bilateral aid agencies, mostly from OECD countries. While the program has not followed the approach you have suggested, it does identify potential for specific energy investments and, along with the appropriate Bank Country Departments, pushes for policy, regulatory and institutional changes which will bring about an improved climate for private sector initiatives.

You may find the enclosed recent status report on the program of interest. I have also asked Mr. Robert J. Saunders, Acting Director, Industry and Energy Department, to contact you with further information about our program.

Warm regards.

Sincerely,

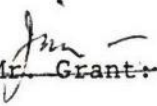


Gen. Andrew J. Goodpaster
Chairman
The Atlantic Council
Of The United States
1616 H Street, N.W.
Washington, D.C. 20006

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 8, 1988

Dear Mr. ~~Grant~~ 

The very kind remarks in your letter of January 16, 1988 regarding the PAMSCAD initiative in Ghana were most appreciated by me as well as the staff who contributed to the design of this program. Your pledge of continued support during the implementation of PAMSCAD will be a key factor in helping the program achieve its goals and I know that my staff look forward to continued cooperation in the field with UNICEF staff.

Indeed, I support wholeheartedly further operational collaboration between our institutions. Such collaboration is currently exemplified in Guinea where UNICEF Resident Staff are actively working with Bank staff to implement the Social Dimensions of Adjustment (SDA) Project in that country. As I am sure you are aware, the SDA Project, with a mandate that covers Sub-Saharan Africa, embodies the philosophy that social components should be incorporated in structural adjustment operations from the very start of such programmes. As such, the implementation of this project and all the new adjustment operations that we are now preparing, build upon the experience gained from the specific components to protect vulnerable groups in earlier structural adjustment loans, such as those in Guinea and Senegal. More complete designs can be found in the recent SALs approved by the Board last year such as Guinea-Bissau, and Sao Tomé and Príncipe.

I would very much hope that UNICEF's experience can be added to ours, leading to even better designs for the next generation of structural adjustment programmes, particularly in Sub-Saharan Africa where the need to safeguard access of the poor to social services is especially urgent.

I have encouraged my staff to actively work with UNICEF in the design and implementation of structural adjustment programmes. I know that at the senior levels, Mr. Jolly is already in frequent contact with Messrs. Serageldin, Isenman and others. Our joint efforts could make an immense difference to the poor and disadvantaged in countries which engage in very courageous efforts to restructure their economies.

Sincerely,



Mr. James P. Grant
Executive Director
United Nations Children's Fund
3 United Nations Plaza
New York, NY 10017

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 9, 1988

Dear Mr. Graves:

Your term as a member of the Pension Benefits Administration Committee is about to expire. Pursuant to Section 7.9 of the Staff Retirement Plan, I should like to reappoint you to an additional one year term effective immediately.

If you are willing to accept this appointment, please sign the attached copy of this letter, where indicated, and send it to Mr. Nestor V. Santiago, the Secretary of the Pension Benefits Administration Committee.

Sincerely,



Mr. Harold Graves, Jr.
4816 Grantham Avenue
Chevy Chase, Maryland 20815

Attachment

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 3, 1988

Dear Jack:

Thank you very much for your recent letter, and for your kind words as well. It has been a great privilege for me to participate in the Bank's work; the challenges are enormous, and I believe this institution will play an increasingly important role in promoting growth and combating poverty in the developing world.

You asked about the possibility of receiving funding from the World Bank to establish pilot programs utilizing the IMPACT productivity process in Africa and Asia. I am afraid that we are unable to be of help to you with this proposal. The Bank assists with the funding of specific development programs and projects at the request of our developing country member governments. A proposal such as yours would have to come to us directly from the governments themselves. Moreover, the Bank does not have the resources to allow us to offer grant funds to individual organizations for special programs such as you propose. While our mandate in the developing world is a large one, there are definite limits on the types of programs in which we can become involved.

I am sorry that we cannot be more helpful. The program you outlined appears to be a most interesting and worthwhile endeavor.

With all best wishes.

Sincerely,



Mr. C. J. Grayson, Jr.
American Productivity Center
123 North Post Oak Lane
Houston, TX 77024

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 15, 1988

Dear Judd:

I want to thank you, once again, for giving me the opportunity to address the SOS breakfast meeting. It was an unusual experience being the speaker rather than part of the audience for this group, but at the same time it was a comfortable place to be with all my friends and former colleagues.

The maple syrup is an added plus, and Mrs. Conable and I thank you for exposing us to one of New Hampshire's finest products.

Best personal wishes.

Sincerely

B. Conable

The Honorable Judd Gregg
U.S. House of Representatives
Washington, D.C. 20515

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 8, 1988

Dear Professor Gunning:

Thank you for agreeing to address the World Bank Symposium in The Hague on May 31. This symposium will stimulate an open exchange of views and thus broaden understanding of development issues. Your experience and knowledge will contribute greatly to the discussion.

My colleagues from the Bank will benefit considerably from hearing the views of those attending the meeting. I expect the discussions will lead to an even closer spirit of partnership between the Bank and The Netherlands.

I am enclosing a copy of the program for the symposium.

Sincerely,



Professor Dr. J.W. Gunning
Faculty of Economic Sciences
Vrije Universiteit
De Boelelaan 1105
1001 HU Amsterdam
The Netherlands

Economic Development and Adjustment in the Third World
A Symposium on the World Bank's Role

Institute of Social Studies
251, Badhuisweg
The Hague

May 31, 1988

Chairman: Professor Dirk J. Wolfson

- 9.00-9.30 a.m. Registration
- 9.30 a.m. "The World Bank: general outline of structure and modus operandi"
Tim Cullen
Acting Chief, External Affairs Division, European Office
The World Bank
- 10.00 a.m. "Has the World Bank abandoned its focus on poverty alleviation?"
Professor J.W. Gunning
Free University, Amsterdam
- 11.00 a.m. Coffee
- 11.30 a.m. "Reconciling adjustment and poverty alleviation"
Ismail Serageldin (tentative)
Director
Central Africa Department
The World Bank
- 12.30 p.m. Lunch
- 2.00 p.m. "Development and ideology: has the World Bank sold out to the supply side?"
Mr. Jan Pronk, MP
- 3.00 p.m. "Privatisation or more efficient parastatals? A call for pragmatism"
Arturo P. Israel, Chief
Public Sector Management & Private
Sector Development Division
Country Economics Department
The World Bank

- 4.00 p.m. Coffee
- 4.30 p.m. "Women: the sustaining force of families, communities,
nations" -- their role in development
Barbara Herz
Chief, Women in Development Division
The World Bank
- 5.30 p.m. "Towards the Nineties: The World Bank's Evolving Role"
Mr. Willi Wapenhans (tentative)
Senior Vice President Administration & External Affairs
The World Bank
- 6.30 p.m. Cocktails
- 7.30 p.m. Dinner with speech: "Netherlands and the World Bank"
Mr. Piet Bukman
Minister for Development Cooperation

* * * * *

Note: Each speech should be limited to 20 minutes to allow 40 minutes for discussion.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

ARBER B. CONABLE
President

March 2, 1988

Mr. Guido Hanselmann
Executive Vice President
Union Bank of Switzerland
Bahnhofstrasse 45
Zurich, Switzerland

Dear Mr. Hanselmann:

Thank you for the letter that you and Mr. Huber sent following up on the discussions we had at the time of the World Bank Annual Meeting. We very much appreciate your thoughtful comments on what is required to sustain the debt restructuring process and to restore access by the heavily indebted countries to the private capital markets. I have passed the Memorandum to our operational staff so that they might take it into account in their work on the heavily indebted countries. Moeen Qureshi mentioned to me that he had the opportunity to discuss some of these issues with you recently in Davos.

We certainly share your conviction that a sound macroeconomic framework and specific structural adjustment measures are a sine qua non of a successful return of these countries to more normal borrowing relationships. Without adjustment, growth will be inadequate, debt servicing capacity will not expand and the improvement in creditworthiness indicators will not take place. However, we are also keenly aware that the other two pillars of the international debt strategy are equally important: we must continue to have an open and expanding world economy, and we must continue to find ways of mobilizing additional resources to support investment and the growth process generally.

As you know, raising the necessary external financing has not been easy, notwithstanding the recognition by the major commercial banks such as yourselves that the burden of supporting troubled debtors must inevitably be a shared responsibility of all creditors concerned. For our part, we have made major changes in our lending programs in the heavily indebted countries, shifting to lending in support of adjustment programs and have substantially increased our net disbursements. Our own exposure relative to that of other creditors has increased sharply. We have done this voluntarily, without insisting on rigid adherence to formulas based on past shares of exposure.

We believe this approach is appropriate for a development institution such as ourselves. As you suggest, we have taken a selective approach to the use of credit enhancement techniques (through guarantees and payments sharing arrangements), limiting our involvement to those cases where it was essential to achieving a successful debt restructuring. In all of the countries in which commercial bank new money packages have been assembled, we have sought to facilitate the new money process by our presence as a lender, by parallel cofinancings and where it has been clearly demonstrated to be necessary, by various credit enhancement tools. We shall continue to approach this issue constructively, and on a case-by-case basis.

March 2, 1988

I note with interest your comments on project financing. It is vitally important that investment levels be restored in these countries, and we fully intend to continue to be a lender for specific projects first and foremost. But in many of these countries the highest economic returns in the near term can come from structural change, economic liberalization and removal of obstacles to efficiency and higher domestic savings rates. Therefore, we try to adapt our support to what we see as the most pressing needs of our client countries at any time.

Finally, we welcome your support for an expanded role for the World Bank in the area of new financial instruments and support for better risk management by developing countries. We are actively exploring how we can support the emergence of new market-based financing techniques for our client countries. We fully welcome your support and cooperation in this area.

Again, thank you for your thoughtful comments.

Sincerely,



Barber B. Conable
President

cc: Mr. Klaus Huber
Senior Vice President
Union Bank of Switzerland

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 15, 1988

Dear Lou:

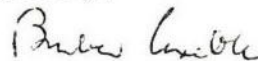
My staff and I have now had a chance to look at your proposal to conduct a survey of attitudes toward environmental issues in a number of countries.

We already have an awareness of general perceptions about environmental issues in both developed and developing countries, this being obtained from the extremely heavy correspondence we receive from concerned individuals, and the ongoing interaction with non-governmental organizations on this subject. Expressions of opinion from these sources, combined with those of member governments, have been important in helping us to determine the priority we should give to environmental concerns.

Because these sources of information are available to us, and because of its highly generalized nature, we feel that the survey you propose would not contribute much to developing our overall policies on environmental issues. That is not to say, of course, that we reject the use of survey techniques altogether. Specific Bank policy, research, and project objectives are frequently assisted by such methods, which are becoming increasingly relevant as we grow more concerned with public participation and the involvement of local communities in project design, selection and implementation.

We are grateful to you for letting us review the proposal, and hope you find these remarks of interest.

Sincerely,



Mr. Louis Harris
President
Louis Harris and Associates, Inc.
630 Fifth Avenue
New York, New York 10111

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 19, 1988

Dear Mr. Hartley:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,

Barber Conable

Mr. Fred Hartley
Chairman
UNOCAL Corporation
1201 West 5th Street
Los Angeles, California 90017

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 22, 1988

Dear Senator Hatch:

Thank you for your letter in connection with Mr. Viavant's interest in employment opportunities here at the Bank.

I am enclosing a Personal History Form which should be completed and returned to The Recruitment Division, Personnel Department, The World Bank, 1818 H Street, NW, Washington, D.C., 20433.

In the meantime, I have forwarded your letter of recommendation to the Personnel Department pending receipt of Mr. Viavant's application.

Sincerely,

Barber Conable

Enclosure

The Honorable Orrin G. Hatch
United States Senate
Washington, D.C., 20510

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 19, 1988

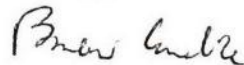
Dear Mr. Heldridge:

Thank you for your January 6 letter forwarding material in support of William M. Arnold's continued interest in obtaining a position here at The Bank.

Mr. Arnold's wide-ranging experience in the insurance industry provides a firm basis for his being considered for senior positions which will become available once the Multilateral Investment Guarantee Agency (MIGA) has been established. MIGA's management and staffing requirements will be determined this spring, after the MIGA Convention has entered into force, the Agency's Council of Governors has held its inaugural meeting, and a Board of Directors has been constituted. I have forwarded your letter to Mr. Shihata, the Bank's Vice President and General Counsel, with the request that Mr. Arnold's interest receive consideration at the appropriate time.

Thank you for letting me know of your support for Bill Arnold.

Sincerely,



Mr. Richard W. Heldridge
Board of Directors
Export-Import Bank of the
United States
Washington, D.C., 20571

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 5, 1988

Dear Mr. Henderson:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Mr. Denys H. Henderson
Chairman
Imperial Chemical Industries PLC
Imperial Chemical House
Millbank, London SW1P 3JF
England

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 5, 1988

Dear Mr. Henle:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

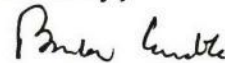
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I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Herr J.A. Henle
Chairman of Executive Management
Klockner & Co.
Klocknerhaus, Neudorfer Str. 3-5
Postfach 100105
4100 Duisburg 1, West Germany

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 24, 1988

Dear Joan:

Thank you for your letter enclosing the invitation from Ann Shaheen to a "Third World Meal" on March 31st. This is a wonderful fundraising idea for the health care student exchange program the University of Rochester School of Medicine has with students from Bamako, Mali.

I have been asked by the Chinese government to come to China in late March. China has a large program with the World Bank, and this will be my first visit there as President of the Bank. I'm sorry not to be able to attend this special event for the University, but send my best wishes for a successful event.

Best personal wishes.

Sincerely,



The Honorable Joan M. Hensler
Councilmember-at-Large
City of Rochester
30 Church Street
Rochester, New York 14614

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 28, 1988

Your Excellency:

I want to express my sincere appreciation for your kind offer of assistance for attending the V Congress of Venezuelan Managers next month in Caracas. Unfortunately, due to other commitments, I will not be able to participate in such event.

In any case, I would like to take this opportunity to reiterate my sincere wishes for a successful conference.

Sincerely,

Barber B. Conable

His Excellency
Valentín Hernández
Ambassador of Venezuela
Embassy of Venezuela
Washington, D.C.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 20, 1988

Dear Mr. Ambassador:

Thank you for your letter dated January 11, 1988, informing us of the appointments of Mr. Modesto Freites and Mr. Hector Hurtado, as Governor and Alternate Governor for Venezuela, respectively, on the Board of Governors of the World Bank.

Our records have been amended accordingly.

Sincerely,



His Excellency
Valentin Hernandez
Ambassador of Venezuela
to the United States
Embassy of Venezuela
2445 Massachusetts Avenue, N.W.
Washington, D.C. 20008

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 23, 1988

Dear Carla:

Thank you for your February 16 letter forwarding material in support of Dr. Samuel Asante's interest in obtaining a position with MIGA (Multilateral Investment Guarantee Agency).

Some senior positions will become available once MIGA has been established. The agency's management and staffing requirements will be determined this spring, after the MIGA Convention has entered into force, the Agency's Council of Governors has held its inaugural meeting, and a Board of Directors has been constituted. I have forwarded your letter to Mr. Shihata, the Bank's Vice President and General Counsel, with the request that Dr. Asante's interest receive consideration at the appropriate time.

Thank you for your interest in MIGA and for letting me know of your support for this fine candidate.

Sincerely,

Bnw

The Honorable Carla Hills
Weil, Gotshal & Manges
1615 L Street, NW
Washington, D.C. 20036

OFFICE MEMORANDUM

DATE: March 4, 1988

TO: Mr. W. David Hopper

FROM: Barber B. Conable *BBC*

EXTENSION: 72001

SUBJECT: Reorganization Follow-up

The reorganized structure and staff have now been in place for more than six months. It is time to take stock. While it may be too early to make significant adjustments, I do believe it is important to review with you the status of the reorganization implementation and major issues before the detailed budget discussions with your Complex in April.

I, therefore, request that you prepare a brief status report on the experience gained with the new structure of your Complex and with inter-Complex coordination, major issues encountered, and your recommended actions to address these issues. This report should provide a candid snapshot of the current situation. It should not be viewed as a comprehensive and formal reorganization assessment. In addition to any topics you wish to address, I would like you to elaborate on:

1. experience with PPR's multiple roles within and outside the Bank;
2. extent of change in management style and work processes in terms of accountability, teamwork and fostering initiative and innovation;
3. experience with quality control mechanisms, within PPR and in relation to Operations (ex-post development effectiveness);
4. integration between research and policy;
5. the adequacy of interaction and information flow among Complexes;
6. issues of staff motivation and morale;
7. development of PBD as an effective resource allocation tool for the President and Bank managers; and
8. experience with the centralized and decentralized Personnel and External Affairs structures.

I would appreciate receiving your report by April 3. My office will be in contact with you to set up meetings with you and your senior staff during the first week of April.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 2, 1988

Mr. W. David Hopper

David:

Thank you for your support and the assistance of your managers in helping to resolve the midyear budget issues faced by the Bank.

I am grateful to be able to talk with you so directly. Beyond that, your agreement to divert 30 staffyears from PPR work programs to provide additional cross support to Operations should go a long way toward ensuring that the institution's operational work programs are fulfilled in FY88. Still it wasn't an easy step for you to take, and I have special appreciation for your sacrifice.

B

OFFICE MEMORANDUM

DATE: February 19, 1988

TO: Mr. W. David Hopper, SVPPR

FROM: Barber Conable, President *BC*

SUBJECT: FY89 - Initial Budget Guidelines

1. Through these guidelines, I wish: (i) to direct adequate resources to the "core" work programs necessary to implement the IBRD/IDA borrowing and commitment plans corresponding to full use of the GCI and IDA-8; and (ii) to ensure that the cost savings of the reorganization are realized as closely to their full potential as possible.

2. Based on last week's Policy Committee discussion, I have decided that the administrative expense budget proposals of your Complex should be prepared subject to: a) total discretionary and direct cost budget managed by the Complex not to exceed \$66.8 million in FY88 prices; and b) total authorized positions not to exceed the FY88 levels in numbers and grade-level complements. These guidelines are consistent with the "flat budget" option presented in Mr. Picciotto's memorandum of February 5, 1988.

3. On March 9, 1988 the Board's Committee of the Whole will discuss a FY89 Budget Framework being constructed on the basis of 2% real annual growth. The case for budgetary expansion will be made solely on the basis of accelerated implementation of the new policy emphases and related special initiatives. Accordingly, as a parallel exercise, please formulate, phase and cost out the claims of your Complex - if any - to the incremental budgetary resources that may be available in FY89 for these purposes. The aggregate increments sought by your Complex should not exceed \$1.7 million for FY89, and any increase in positions would have to be specifically justified. Notional allocations beyond FY89 are given in the Framework.

4. Incremental claims will be examined in conjunction with the "flat budget" base submissions to ensure that these exploit redeployment and efficiency possibilities to the greatest extent possible, and incorporate the new policy emphases and related special initiatives as fully as practicable. All proposals for additional work on the special initiatives should be fully justified and monitorable.

5. Some units did not adhere to the guidelines issued for budget framework formulation. It is now imperative for the FY89 budget to be formulated within the ceilings I have set. You should decide on the trade-offs needed. If you believe that additional resources are required you should indicate exactly the consequences for essential programs of living within the above allocations.

6. The reorganization calls for a more direct involvement of the President in budget decision-making. I have, therefore, asked PBD to put in place an information system that will help me to direct budget allocations and to monitor progress towards agreed institutional goals. The attached standard forms were prepared with this objective in mind. They should be based on standard data down to the Departmental level, which should be attached to your submission. Please submit your budget request using these attached formats by March 25, 1988.

7. In order to facilitate what ought to be a collegial process and to ensure that the major issues are properly identified and documented, please see to it that PBD staff have access, through your Office, to as much of your units' budget preparation information as appropriate throughout the budget formulation process.

Attachments

FY89 BUDGET PROPOSALS BY THE SVP/VP COMPLEX a/ : Policy, Planning and Research

- I. Resource Summary
- II. Resource Allocation by IBRD/IDA Service
- III. Output & Cost Indicators
- IV. Discretionary Budget by Object of Expense
- V. Human Resources
- VI. Reimbursable/Cost-sharing/Revenue Programs
- VII. Resource Redeployment Issues
- VIII. Special Emphases
- IX. Work Program Summary b/

a/ The standard data sheets attached are also intended for use at the Department level.
The Department level information should be included in the total budget submission.

b/ For use at Department level only.

Date:

Institutional Budget Information System

I. Resource Summary for:
SVP/VP Complex: PPR

Specify:	FY89 Base ("Flat Budget") Request	
or	Increment requested over "Flat Budget"	

DEPARTMENT	FY88 ESTIMATED			FY89 PROPOSED		
	Discretionary	Authorized Positions		Discretionary	Authorized Positions	
	Budget (\$000)	HL	SL	Budget (\$000) a/	HL	SL
SVP/PPR						
Front Office						
PBD						
SPR						
EDI						
CGIAR						
VP/Dev. Economics						
Front Office						
International Econ.						
Country Econ.						
Subtotal						
VP/Sector Pol. & Res.						
Front Office						
Pop. & Human Res.						
Environment						
Ag. & Rural Dev.						
Industry & Energy						
Infras. & Urban Dev.						
Subtotal						
TOTAL PPR						

a/ Best available estimate.

Institutional Budget Information System

III. OUTPUT & COST INDICATORS

Complex: PPR

	FY89 Base ("Flat Budget") Request; OR
	Increment requested over "Flat Budget"

VOLUME OUTPUT

e.g., for EDI, no. of regular courses

UNIT COSTS

e.g. administrative cost per course

	FY88 Estimate	FY89 Proposal	Planned 1/ FY90 FY91	

1/ If available

Date:

Institutional Budget Information System

IV. Discretionary Budget by Object of Expense
 SVP/VP Complex: _____

Specify: FY89 Base ("Flat Budget") Request or Increment requested over "Flat Budget"	
--	--

Annual Real Growth FY88-89: _____ %

By Object of Expenditure: (\$000)

	FY88 Est.		FY89 Proposal (in FY88 \$)	
		%		%
Salaries				
Temporary				
Overtime				
Staff Operational Travel				
Consultant Operational Travel				
Representation				
Hospitality				
Consultant Fees				
Contractual Services				
Direct Communications				
Internal Computing (Chargeback)				
Language Services (Chargeback)				
Local Staff				
Post Allowances				
Field Office Resettlement/R&R				
Office Occupancy				
Equipment				
Depreciation				
Supplies & Materials				
Other Miscellaneous				
Total		100		100
(of which Field Offices)				

Institutional Budget Information System

V. Human Resources:
SVP/VP Complex: _____

Specify: FY89 Base ("Flat Budget") Request or Increment requested over "Flat Budget"	
---	--

Annual Real Growth %: FY88-89	HL staffyears: %	Consultant-years: %
-------------------------------	------------------	---------------------

Authorized Positions:

	FY88 Estimate			FY89 Proposed		
	Regular	Special	Total	Regular	Special	Total
26-27				26-27		
24-25				24-25		
22-23				22-23		
18-21				18-21		
15-17				15-17		
Thru 14				Thru 14		
Total				Total		
Fill % HL				Fill % HL		
SL				SL		
Paid SYs HL				Pd SYs HL		
SL				SL		
Av.Sal. HL (\$000)				Av.Sal. HL		
SL				SL		
Total				Total		

Skill Type:	By Skill	
	FY88 No.	FY89 No.

Local Staff	No.	Av.Sal \$
HL		
SL		

Local	No.	Av.Sal \$
HL		
SL		

Consultant-years (Higher Level) FY88 Est. FY89 Proposed

Cross-Support (HL Staffyears)

Received from:	FY88 Est.	FY89
a)		
b)		
c)		
d)		
e)		

Given to:	FY88 Est.	FY89
a)		
b)		
c)		
d)		
e)		

For Operations and PPR Only

Allocation of Total HL Staffyears (Staff + Consultants + Cross-Support)

By Sector (if applicable):	FY88 Est.	FY89
Total		

By Country (if applicable):	FY88 Est.	FY89
Total		

Institutional Budget Information System

VI. REIMBURSABLE/COST-SHARING/REVENUE PROGRAMS

SVP/VP Complex: _____

	Programs					Total
FY88 ESTIMATE	1	2	3	4	5	
Positions						
Higher-level						
Support-level						
Staffyears						
Higher-level						
Support-level						
Consultant						
Cross-support						
Expenses (FY88 \$000)						
(Specify object of expenditure)						
Reimbursements/Revenues						
(Specify output/workload basis for billing, and billing rate)						

FY89 PROPOSAL

Positions						
Higher-level						
Support-level						
Staffyears						
Higher-level						
Support-level						
Consultant						
Cross-support						
Expenses (FY88 \$000)						
(Specify object of expenditure)						
Reimbursements/Revenues						
(Specify output/workload basis for billing, and billing rate)						

Institutional Budget Information System

VII. Resource Redeployment Issues:

SVP/VP Complex: _____

FY89 Base ("Flat Budget") Request

Opportunities	Consequences/Exp.Results	Plans (Incl. Dates)	Staffyears (+5%,-5%)	(\$000) (+5%,-5%)
1				
2				
3				

Institutional Budget Information System

VIII. Claims on Incremental Budgets for Special Emphases

NOTE: For FY89, any requests for budgetary resources over and above the "Flat Budget" base must be justified solely on the basis of specific proposals on Special Emphases that have been identified in the Framework.

SVP/VP Complex: _____

Special Emphasis: _____ ^{a/}

Describe in sufficient detail the Unit's proposal to enhance its implementation of this Special Emphasis, including the relative priority ranking of the proposed initiative in the Unit's plans and the justification for that priority:

^{a/} Only the following Special Emphases have been identified in the Framework for the potential incremental resources:

1. Debt Management and Financial Intermediation
(Including Adjustment Lending)
2. SSA Poverty/Food Security
(Region to attach definition)
3. Poverty in ASIA
(Region to attach definition)
4. Environment
5. Women in Development
6. Private Sector Development
7. Public Sector Management
8. Income Producing Financial Initiatives
9. Training
10. Pilot Initiatives

VIII. Claims on Incremental Budgets for Special Emphases

Output/Cost Indicators	How many/much is programmed for this special emphasis in the Unit's FY89 "Flat Budget"?	How many/much more is proposed?	Remarks
<p>3 YEAR LENDING PROGRAM:</p> <ul style="list-style-type: none"> - Number of loans where the primary purpose - Likely IBRD/IDA \$ value of above 			
<ul style="list-style-type: none"> - Number of loans with a different primary purpose but a component - Likely IBRD/IDA \$ value of above 			
<ul style="list-style-type: none"> - Number of loans with a different primary purpose and no component, but an important dimension 			
<ul style="list-style-type: none"> - Number of ESW tasks where a primary purpose - Number of ESW tasks where not primary but significant 			
<p>FY89 OPERATIONS SYS ATTRIBUTABLE TO THE EMPHASIS: (Include cross support received)</p> <p>Lending</p> <p>Supervision</p> <p>ESW</p> <p>Total</p>			
<p>IMPORTANT POLICY END-PRODUCTS NEXT THREE YEARS</p> <p>(List Separately)</p>			
<p>IMPORTANT RESEARCH END-PRODUCTS NEXT THREE YEARS</p> <p>(List Separately)</p>			
<p>FY89 POLICY SYS</p> <p>FY89 RESEARCH SYS</p> <p>OTHER FY89 NON-OPERATIONAL SYS (e.g. for staff training)</p>			

Institutional Budget Information System

IX. DEPARTMENT WORK PROGRAM
Summary

SVP/VP Complex: _____
 Department: _____
 Date: _____

		Staffyears			Cost (\$ 000)	
FY88	Service b/	Original	YTD	Est.	YTD	Est.
Ongoing Work Program a/						
Total (should account for 100% of resources)						
of which Major Tasks for the FY: (Identify 5-8 most significant)		Completion Dates			Estimated	
		Original	Current		SYS	\$ 000
<hr/>						
FY89	Service b/	Staffyears			Budget	
		Own Staff	Cons.	Other	Total	(FY88\$000)
Ongoing Work Program a/						
Total (should account for 100% of resources)						
of which Major Tasks for the FY: (Identify 5-8 most significant)		Completion Dates			Estimated	
		Original	Current		SYS	\$ 000
<hr/>						
FY90-91 Planned - In a supplementary page, provide the same information as for FY89, to the extent available.						

a/ Attach definitions or descriptions, as necessary. Should generally fit into one or more of the IBRD/IDA Service Categories (b).
 b/ Identify the IBRD/IDA service category most involved using the following codes:
 LND =Lending; SPN =Supervision; FOP =Financial Operations; LOA =Loan Administration; ESW =Economic & Sector Work;
 TRG =Training (e.g.,EDI); TAC =Tech. Assistance & Aid Coordination; RES =Research; PIN =Public Information; ORP =Operational
 Review & Policy; FIS =Financial Support; FPL =Financial Policy; OPL =Operational Planning; OES =Operations Evaluation;
 P&A =Personnel, ITF & GSD; LEG =Legal; MGT =Corporate Management; SGP =Special Grant Programs.

THE WORLD BANK INTERNATIONAL FINANCE CORPORATION
OFFICE MEMORANDUM

DATE: January 23, 1988
TO: Mr. W. David Hopper, SVP, PPR
FROM: Barber B. Conable
EXTENSION: 72001
SUBJECT: FY88 Midyear Review

1. Given the unusual uncertainties affecting budget allocations this year and the need to give priority to the achievement of Operations program targets, significant Inter-Unit reallocations are necessary at mid-year and we may have to make further adjustments during the Third Quarter Review.

2. In this context and following our discussions on the subject, this is to confirm that the Policy Planning and Research complex will provide about 30 staffyears of "demand-driven" cross support to Operations (either in the form of operationally experienced PPR staff or of consultants) over and above the current budgeted level of 40 staffyears. In parallel, a reduction in the provision of supply driven support from 20 staffyears to 10 staffyears will be made and PBD will set up a reserve of \$650,000 for incremental travel funds which will be added to the Operations budget after the logistical arrangements have been firmed up. This fund will be supplemented with monies now allocated to PPR for the travel costs associated with the reduction of 10 staffyears of supply driven cross support (about \$150,000).

3. I am concerned that I still do not have a good grasp of the work program and initiatives of PPR. By the Third Quarter Review I wish to have costed work program and comparisons between budgeted plans and achievements. Based on the priorities implied in the PPR work program compared to other World Bank priorities I will then make a decision whether further budget transfers are necessary at that time.

4. I would also like to confirm that PPR will monitor on a regular basis and provide regular reports on the progress towards the implementation of special initiatives and the achievement of the objectives set forth in my major policy statements.

5. Finally, as agreed in connection with PPR's work on the budget framework, I would like PBD in consultation with other concerned units in PPR and Operations, to prepare a report on the Bank's Special Grant Programs with specific recommendations as to relative priorities and the pattern of expenditures for the next three years which would ensure effective utilization of overall Bank resources. I expect to review this report by March 30, 1988.

Barter B. Lunde

cc: Ms. M. Haug

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 5, 1988

Dave:

Paul Volcker will be in Washington to consult with me on the afternoon of January 13th. Please let me know if you or your staff have any matters which need to be raised with him.

Thank you.

Sincerely,

Barber Conable

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 4, 1988

Dear Dr. Horwitz:

Thank you for your recent letter and your visit to Mr. Hopper and his staff to discuss vitamin A. We share your concern about blindness and other consequences of vitamin A deficiencies and your interest in measures to overcome them. This concern of ours is reflected in several ways.

First, as suggested in your letter, I plan to make explicit reference to vitamin A needs in my remarks at Belaggio III, and hope there may be some discussion of the issue there.

Second, I understand that our Population and Human Resources Department is preparing a research proposal on the social and economic impact of micro-nutrient deficiencies. Such an activity should complement the scientific studies undertaken thus far, and we would welcome close collaboration with the ACC Sub-Committee on Nutrition in these efforts.

Third, we plan to continue our efforts to incorporate vitamin A sub-components in Bank-supported projects (preferably along with other major micro-nutrient problems that need addressing, particularly iron deficiency anemia and iodine deficiency disorders) wherever appropriate. Although Vitamin A already is included in our nutrition projects and in a number of MCH-related health and population projects, we hope to do more. Here, too, your technical guidance would be welcomed, as would any country-specific vitamin A project proposals along the lines the SCN has helped develop for iodine deficiency diseases.

At a suitable time, we will reflect on what has been achieved in our vitamin A and other micro-nutrient work and consider any further actions which may be warranted.

In any case, we want to continue to work closely with the ACC-SCN, about which I continue to hear good things; it frequently is referred to as a model for inter-agency collaboration. Mr. Berg has informed me of your reelection for another term as Chairman. Congratulations. Your continued stewardship is cause for confidence.

Sincerely,



Dr. Abraham Horwitz
Chairman, ACC/SCN
Administrative Committee on Coordination
United Nations
Via delle Terme di Caracalla
00100 Rome, Italy

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 9, 1988

Dear Amo:

Charlotte and I had a delightful time at your Georgetown home the other evening. Both the company and the host were excellent, and on the way home my wife and I commented on the high quality of the conversation, in contrast to most dinner parties.

I am glad to know you continue to be cheerful about the frustrations of congressional life.

Sincerely,



The Honorable Amory Houghton
U.S. House of Representatives
Washington, D.C. 20515

cc: Huber

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

JARBER B. CONABLE
President

March 2, 1988

Mr. Guido Hanselmann
Executive Vice President
Union Bank of Switzerland
Bahnhofstrasse 45
Zurich, Switzerland

Dear Mr. Hanselmann:

Thank you for the letter that you and Mr. Huber sent following up on the discussions we had at the time of the World Bank Annual Meeting. We very much appreciate your thoughtful comments on what is required to sustain the debt restructuring process and to restore access by the heavily indebted countries to the private capital markets. I have passed the Memorandum to our operational staff so that they might take it into account in their work on the heavily indebted countries. Moeen Qureshi mentioned to me that he had the opportunity to discuss some of these issues with you recently in Davos.

We certainly share your conviction that a sound macroeconomic framework and specific structural adjustment measures are a sine qua non of a successful return of these countries to more normal borrowing relationships. Without adjustment, growth will be inadequate, debt servicing capacity will not expand and the improvement in creditworthiness indicators will not take place. However, we are also keenly aware that the other two pillars of the international debt strategy are equally important: we must continue to have an open and expanding world economy, and we must continue to find ways of mobilizing additional resources to support investment and the growth process generally.

As you know, raising the necessary external financing has not been easy, notwithstanding the recognition by the major commercial banks such as yourselves that the burden of supporting troubled debtors must inevitably be a shared responsibility of all creditors concerned. For our part, we have made major changes in our lending programs in the heavily indebted countries, shifting to lending in support of adjustment programs and have substantially increased our net disbursements. Our own exposure relative to that of other creditors has increased sharply. We have done this voluntarily, without insisting on rigid adherence to formulas based on past shares of exposure.

We believe this approach is appropriate for a development institution such as ourselves. As you suggest, we have taken a selective approach to the use of credit enhancement techniques (through guarantees and payments sharing arrangements), limiting our involvement to those cases where it was essential to achieving a successful debt restructuring. In all of the countries in which commercial bank new money packages have been assembled, we have sought to facilitate the new money process by our presence as a lender, by parallel cofinancings and where it has been clearly demonstrated to be necessary, by various credit enhancement tools. We shall continue to approach this issue constructively, and on a case-by-case basis.

March 2, 1988

I note with interest your comments on project financing. It is vitally important that investment levels be restored in these countries, and we fully intend to continue to be a lender for specific projects first and foremost. But in many of these countries the highest economic returns in the near term can come from structural change, economic liberalization and removal of obstacles to efficiency and higher domestic savings rates. Therefore, we try to adapt our support to what we see as the most pressing needs of our client countries at any time.

Finally, we welcome your support for an expanded role for the World Bank in the area of new financial instruments and support for better risk management by developing countries. We are actively exploring how we can support the emergence of new market-based financing techniques for our client countries. We fully welcome your support and cooperation in this area.

Again, thank you for your thoughtful comments.

Sincerely,



Barber B. Conable
President

cc: Mr. Klaus Huber
Senior Vice President
Union Bank of Switzerland

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

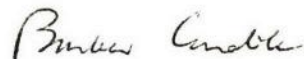
February 9, 1988

Dear Mr. Hume:

Pursuant to Section 7.9 of the Staff Retirement Plan, as amended through July 1, 1981, I should like to appoint you, effective immediately, a member of the Pension Benefits Administration Committee. The appointment would be for a term of one year.

If you are willing to accept this appointment, please sign the attached copy of this letter, where indicated, and send it to Mr. Nestor V. Santiago, the Secretary of the Pension Benefits Administration Committee.

Sincerely,



Mr. Ian M. Hume
Director, Compensation Department
Room D-3053

Attachment

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 15, 1988

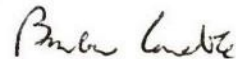
Dear Tan Sri,

It is with great pleasure that I would like to accept, on behalf of the World Bank, your invitation to participate in the Eighth Pacific Basin Central Bank Conference on Economic Modelling. Our delegate will be Mr. Homi J. Kharas, Senior Country Economist, who is currently responsible for the Bank's economic work on Malaysia.

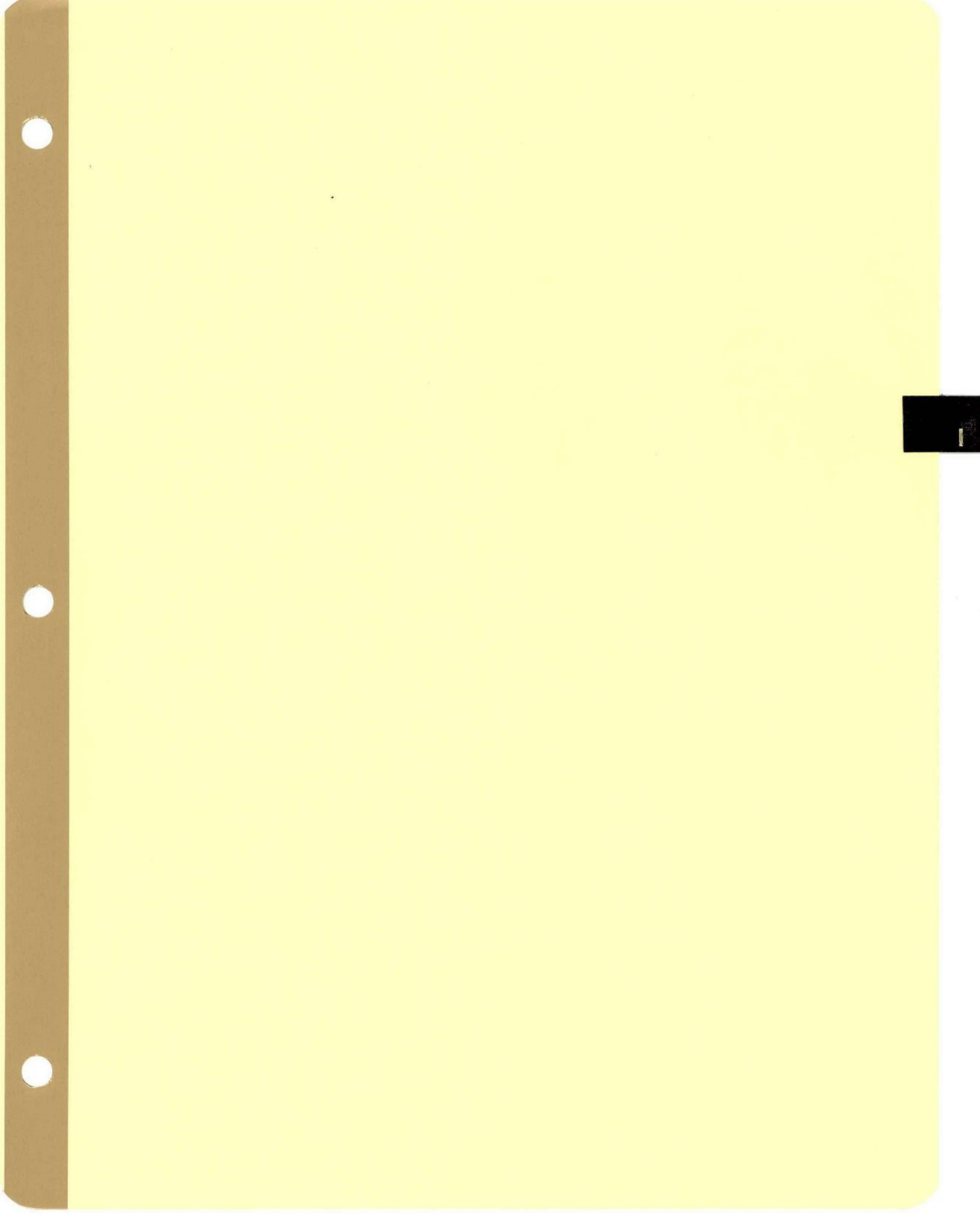
The theme that you have selected for the conference, "Effectiveness of Economic Stabilization Policies in the Pacific Basin Countries", is one that is of central importance to the World Bank's work and is particularly timely given the current volatile world environment. Malaysia and other Pacific Basin countries have been amongst the most successful of the developing countries in achieving structural adjustment despite having suffered from disproportionately large external shocks. The lessons from this experience should prove of great value in the continued evolution of macroeconomic and microeconomic reforms in the Pacific Basin and other developing countries. I welcome your efforts to promote our understanding of these economic issues and look forward to the outcome of what promises to be a most illuminating conference.

With best regards,

Sincerely,



Tan Sri Dato' Jaffar Hussein
The Governor
Bank Negara Malaysia
P. O. Box 10922
Jalan Dato' Onn
50480 Kuala Lumpur
Malaysia



THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 2, 1988

Dear Enrique:

I want to express my sincere congratulations on your appointment as President of the Inter-American Development Bank. Your selection will greatly benefit the Latin American and Caribbean countries, in which our Institution also has a large stake. I look forward to working with you in the battle against poverty in this important part of the world.

This is a good occasion to reiterate my special thanks for your kind hospitality during my visit to Uruguay. When you are installed here as a colleague and neighbor in Washington, D.C., I hope you will permit me to reciprocate.

Please accept my warm wishes for your success.

Very sincerely,

Barber Conable

His Excellency
Enrique Iglesias
Minister of External Relations
18 de Julio y Cuareim
Montevideo, Uruguay

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

JARBER B. CONABLE
President

January 4, 1988

Dear Mr. Ilczuk:

I just returned to the office today from a short holiday vacation and was delighted to find the bottles of Polish Wodka which you so thoughtfully sent to me. Mrs. Conable and I are looking forward to sampling it during the New Year.

It was very kind of you to think of me, and I send you sincere best wishes for 1988.

Sincerely,

Jarber Conable

Andrzej Ilczuk, M.A.
Financial Attaché
Embassy of The Polish
People's Republic
2640 16th Street, N.W.
Washington, D.C. 20009

BARBER B. CONABLE
President

January 6, 1988

Dear Mr. Ingram,

Food Security in Africa

First, let me thank you for your timely and constructive letter of November 30 on the important subject of collaboration between our two organizations in assuring the food security of the African continent. Food security for all Africans is a central feature of the Bank's long-term assistance strategy, and we will work in close collaboration with other donors and with African governments to achieve it. I am delighted to hear of the cooperation that is evolving in this area between our two organizations, as reflected in the work of the task forces that have been appointed, and I am looking forward to receiving their reports in due course.

The specific areas of collaboration mentioned in your letter all have our strong support, including the systematic exchange of information, the identification of key countries for Bank/WFP collaboration, and administrative arrangements to strengthen contact between our staffs on a systematic basis. Whether, in addition, it would be necessary to appoint a Bank liaison officer at WFP headquarters to help further in strengthening collaboration is something that would need further study: although this would not fit within the normal pattern of Bank collaboration with other UN agencies, it could be discussed.

As our task force pursues its work, the use of food aid in countries going through adjustment is emerging as a central concern, particularly assuring that food aid is managed effectively and efficiently and that it contributes to food security. As I am sure you are aware, the initial findings of our task force indicate that non-project food aid is not as productive as it might be.

We believe that non-project food aid is a large and valuable resource, but there are reasons why the benefits from it in practice are less than might be expected. The supply of non-project food aid is often not well synchronized with the recipient country's food requirements. When it arrives too late, it can destabilize prices and thereby undermine incentives for local production. It is often considered too unreliable to be included in the regular planning of recipient Governments; and sometimes includes inappropriate commodities. Non-project food aid is also often treated by governments without regard to its full potential value for development and food security, and handled without explicit plans for getting food to those who need it directly or indirectly through its monetization. As a result, a good proportion is counterproductive or fails to contribute to food security. As the total amount of resources involved is very substantial, we believe that consideration needs to be given by the donor community to improving coordination so that the resources contribute more systematically to development purposes.

Mr. James Ingram

January 6, 1988

In my speech at the World Bank's Annual Meeting, I alluded to the possibility of forging a new partnership between our two organizations, aimed inter alia at enhancing the efficiency and effectiveness of food aid in Africa. The partnership would be based on the complementarity of expertise: on the World Bank's side, we have a considerable experience in the overall coordination of external assistance, and in managing the economic adjustment process, which is increasingly involving issues related to food aid and food imports. On the other hand, the World Food Programme has an unmatched experience in the handling of project food aid and assisting bilateral donors in coordinating program and emergency aid; it has the field presence and information network which are essential elements of improved coordination. You are more aware than we of the pitfalls involved in this activity, and the political and logistical constraints to achieving the objectives that we share, but we believe the time has come to join forces and see how we can overcome the obstacles.

As you indicate in your letter, we are not starting from scratch in this matter: WFP is now attending Consultative Group meetings for countries in which food aid already represents, or is likely to represent, a significant proportion of external assistance. Your objectives of ensuring that adequate attention is given to food aid from all sources in relation to a country's national development plans and programs and that food aid flows are coordinated with other forms of development assistance reflect closely the concerns that I have outlined above.

We are pleased to note that WFP could assist in the coordination of food aid in support of economic and sectoral adjustment if donors and recipient governments were to request you to do so.

My sense is that there is a trend towards greater international collaboration, particularly in Africa, as reflected in the results of the recent meeting in Paris for the Special Program of Assistance for the debt-distressed countries of Africa. The great willingness that bilateral donors have shown to coordinate their financial aid with World Bank adjustment programs, gives us reason to think that the time is ripe to explore whether analogous arrangements should not be put in place for food aid.

It is therefore likely that once we have the task forces' reports, we will be wanting to discuss with you how we could make improved coordination of food aid a reality.

Our Vice President for the Africa Region, Mr. Edward V. K. Jaycox, has assembled a Bank-wide team to work on this important issue, and I have asked him to continue to work directly with you and your staff.

Sincerely,



Mr. James Ingram
Executive Director
World Food Programme
Via Cristoforo Colombo, 426
00145 Rome
Italy

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

Jan 6, 1983

Hon Dan Ioanys, Senator
Washington, D.C.

Dear Dan,

I am most grateful for all the hard and effective work you did in behalf of the World Bank and its related agencies during the continuing Revolution negotiations. Without your consistently friendly support, the results would have been nowhere near so satisfactory. Thank you, my admiration, and best wishes for the coming year.

Sincerely
Barber Conable

J

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 7, 1988

Dear Mr. Japanwala:

Just a note to express my appreciation and thanks for the beautiful photograph album of the Pakistan trip sent to me through Mr. Luis de Azcarate of our Resident Mission in Islamabad. The photographs are a pleasant reminder for Mrs. Conable and me of our visit to Pakistan.

Let me take this opportunity to wish you and your family a year of happiness, good health and prosperity.

Sincerely,



His Excellency Javed Sultan Japanwala
Minister for Transport, and Planning
and Development Department
Government of Sind
2nd Floor, New Secretariat Building
Shahrah-e-Kemal Attaturk Road
Karachi, Pakistan

cc: Mr. Luis de Azcarate

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 17, 1988

Dear Dr. Jazairy:

Moeen Qureshi mentioned to me that you met in Davos and discussed issues of mutual concern. My staff has also brought to my attention an article written by a former World Bank employee, Mrs. Helen Hughes, questioning Australia's continuing support for IFAD.

The purpose of this letter is to reaffirm my personal support and commitment to cooperation between IFAD and the World Bank. The collaboration between our two institutions, through co-financing or the Bank acting as executing partner for the appraisal and supervision of projects, has been excellent. I also appreciate IFAD's continued support for the research activities of CGIAR, your cooperation with EDI especially for project training in Africa, and your role in other Bank/IFAD joint activities such as work on monitoring and evaluation methodology.

Within a relatively short time since opening its doors in 1977, IFAD has made an important and significant contribution to the development of the poorest of our member countries. As you know, I believe that, through pluralism among multilateral development institutions, we can better contribute to growth, development, and poverty alleviation in these countries. Each of the multilateral development institutions has a unique function or comparative advantage. We can optimize our effect through the kind of collaboration to which IFAD and the World Bank are committed.

I have not yet had the pleasure of meeting you, but look forward to doing so sometime either when you are in Washington or during my visit to Rome in May.

With kindest regards.

Sincerely

(Signed) Barber B. Conable

Dr. Idriss Jazairy
IFAD
107 via del Serafico
00142 Rome
Italy

cc: MQ, DH

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 4, 1988

Dear Mr. Johnston:

Thank you for your letter inviting me to the RIT campus to address the Graduate Management Association.

While I've done considerable public speaking in my past positions, my responsibilities as head of this international organization leave little time for such opportunities.

Mrs. Conable and I get up to our home in Western New York only about one weekend a month. Since my children and their families live within 10 miles of our home there, those weekends are consumed with family activities.

I appreciate your invitation but feel I must decline. I've enjoyed my past association with RIT and regret not being able to come to your campus at this time.

Sincerely,

Barber Conable

David R. Johnston
President
Graduate Management Association
College of Business
Graduate Programs
One Lomb Memorial Drive
Post Office Box 9887
Rochester, NY 14623-0887

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 22, 1988

Dear Ambassador Jova:

Thank you for your January 25 letter forwarding material in support of William M. Arnold's continued interest in obtaining a position here at The Bank.

Mr. Arnold's wide-ranging experience in the insurance industry provides a firm basis for his being considered for senior positions which will become available once the Multilateral Investment Guarantee Agency (MIGA) has been established. MIGA's management and staffing requirements will be determined this spring, after the MIGA Convention has entered into force, the Agency's Council of Governors has held its inaugural meeting, and a Board of Directors has been constituted. I have forwarded your letter to Mr. Shihata, the Bank's Vice President and General Counsel, with the request that Mr. Arnold's interest receive consideration at the appropriate time.

Thank you for letting me know of your strong support for Bill Arnold.

Sincerely,



The Honorable John Jova
President
Meridian House International
1630 Crescent Place, NW
Washington, D.C., 20009

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

JARBER B. CONABLE
President

January 29, 1988

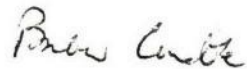
Dear Mr. Jova:

Thank you so much for your kind invitation to participate in the lecture series organized by Meridian House International and the Smithsonian Institute this spring.

As much as I would like to participate, I must decline. My current responsibilities as head of the World Bank greatly restrict the number of outside speaking engagements I can accept. I hope you understand the constraints on my time.

Please accept my best wishes for a successful spring series.

Sincerely,



Mr. Joseph John Jova
President
Meridian House International
1630 Crescent Place, N.W.
Washington, D.C. 20009

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 18, 1988

Dear Mr. Judd:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries, will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,

Barber Conable

Ardon B. Judd, Jr.
Vice President
Dresser Industries, Inc.
1600 Pacific
Dallas, TX 75201

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 18, 1988

Dear Mr. Minister:

It is indeed good to know that you have been appointed Governor for Fiji on the Board of Governors of The World Bank. Congratulations!

The Executive Directors, Officers and Staff, join me in extending to you a warm welcome. We look forward to your participation in the affairs of the Bank.

On a personal note, I hope to have the opportunity of greeting you here in Washington in the near future.

Sincerely,

Barber Conable

The Honourable
J. N. Kamikamica
Minister of Finance and
Economic Planning
Ministry of Finance and
Economic Planning
P. O. Box 2212
Government Bldgs., Victoria Parade
Suva, Fiji

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MR. YUSUKE KASHIWAGI, CHAIRMAN, BANK OF TOKYO, LTD.
 TOKYO, JAPAN
 THANK YOU FOR YOUR TELEX MESSAGE OF MARCH 17. I RECOGNIZE THE
 DIFFICULT NATURE OF THE NEGOTIATIONS BETWEEN THE COMMERCIAL BANKS
 AND BRAZIL. PLEASE BE ASSURED THAT THE WORLD BANK CONTINUES TO BE
 VERY SUPPORTIVE OF THE EFFORTS OF THE COMMERCIAL BANKS AND BRAZIL
 TO REACH AGREEMENT. IT IS FOR THIS REASON THAT WE HAVE INDICATED
 THAT, DESPITE THE ABSENCE OF AN AGREED MEDIUM-TERM DEVELOPMENT
 PROGRAM TO BE UNDERTAKEN BY BRAZIL, WE WOULD BE PREPARED TO
 UNDERTAKE PARALLEL COFINANCING LINKED WITH OUR EXISTING LENDING
 PROGRAM. AS YOU KNOW, IN THE CASE OF MEXICO, THE AGREED
 STRUCTURAL ADJUSTMENT AND DEVELOPMENT PROGRAM PROVIDED THE
 ESSENTIAL JUSTIFICATION FOR THE BANK TO EXPRESS ITS SUPPORT
 THROUGH APPROPRIATE GUARANTEE ARRANGEMENTS. SUCH AN AGREED PROGRAM
 DOES NOT YET EXIST IN THE CASE OF BRAZIL.
 I SHOULD ALSO NOTE THAT THE ATTITUDE OF THE BANK'S SHAREHOLDERS
 TOWARD PROVIDING CREDIT ENHANCEMENT IS UNCERTAIN. HOWEVER, MY
 STAFF AND I ARE FOLLOWING CLOSELY THE PROGRESS OF THE NEGOTIATIONS
 BETWEEN BRAZIL AND THE BANKS AND I WANT TO ASSURE YOU THAT IN OUR
 INTERNAL DELIBERATIONS WE SHALL CAREFULLY TAKE INTO ACCOUNT THE

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INFORMATION BELOW NOT TO BE TRANSMITTED

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	DEPARTMENT		
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VIEWS AND CONSIDERATIONS YOU HAVE CONVEYED TO ME. WITH BEST
REGARDS, BARBER CONABLE, WORLD BANK

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CLASS OF SERVICE	TELEX	TELEX NO	TOBANKA J22220	DATE	MARCH 18, 1988
SUBJECT	DRAFTED BY		MAQureshi:gmb	EXTENSION	
CLEARANCES AND COPY DISTRIBUTION		AUTHORIZED BY Name and Signature		Barber B Conable	
cc: Mr. Qureshi		DEPARTMENT		President	
Mr. Husain		SECTION BELOW FOR USE OF CABLE SECTION			
Mr. Bock		CHECKED FOR DISPATCH			

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 22, 1988

Dear Mr. Kashiwagi:

Enclosed is an informative report on the status of the Bank's reorganization which was presented to the Board in December.

In eighteen months, the Bank's management plans to review the results of the reorganization. I am confident that, although we have a long way to go, the benefits of the reorganization will be felt. I hope I can continue to call on you for advice during this remarkable period in the Bank's history.

Best wishes.

Sincerely,



Enclosure

Mr. Yusuke Kashiwagi
Chairman
The Board of Directors
The Bank of Tokyo, Ltd.,
Nihombashi, Chuoku
Tokyo, Japan

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 15, 1988

Dear Henry:

Best wishes to you on the new incarnation toward which you now will rapidly move. Thank you for your letter of December 22nd informing me of your decision.

Let's stay in touch.

Sincerely,



Mr. Henry Kaufman
Salomon Brothers Inc.
One New York Plaza
New York, New York 10004



Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988		Barcode No. 1782779		
Document Date Mar 17, 1988	Document Type Memorandum			
Correspondents / Participants To : Robert B. Keating From : Barber B. Conable				
Subject / Title Availability of the Private Sector Review Group Members				
Exception No(s). <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict				
Reason for Removal				
Additional Comments Declassification review of this record can be initiated upon request		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 Chandra Kumar</td> <td>Date Aug 6, 2014</td> </tr> </table>	Withdrawn by Chandra Kumar	Date Aug 6, 2014
Withdrawn by Chandra Kumar	Date Aug 6, 2014			

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 5, 1988

Dear Dr. Keyworth:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,

Barber Conable

Dr. G. A. Keyworth, II
Chairman
The Keyworth Company
3050 K Street, N. W.
Washington, D. C. 20007

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 16, 1988

Dear Mr. Minister:

It is indeed good to know that you have been appointed Governor for the People's Republic of Bangladesh on the Board of Governors of The World Bank. Congratulations!

The Executive Directors, Officers and Staff, join me in extending to you a warm welcome. We look forward to your participation in the affairs of the Bank.

On a personal note, I hope to have the opportunity of greeting you here in Washington in the near future.

Sincerely,



His Excellency
A. K. Khandker
Minister for Planning
Ministry of Planning
Sher-E-Bangla Nagar
Dhaka 7, Bangladesh

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 11, 1988

Dear Mr. Minister:

Just a note to express my appreciation and thanks for the delicious box of Algerian dates which you so thoughtfully sent to me. My staff and I will surely enjoy them.

Best personal regards.

Sincerely,

Barber Conable

His Excellency
Abdelaziz Khelef
Minister of Finance
Ministry of Finance
Immeuble Mauritania
Place du Perou
Algiers, Algeria

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

JARBER B. CONABLE
President

January 27, 1988

Dear Governor:

Just a note to express my appreciation and thanks for the delicious box of Tunisian dates which you so thoughtfully sent to me. My staff and I will surely enjoy them.

Best personal regards.

Sincerely,



Mr. Ismail Khelil
Governor
Central Bank of Tunisia
B.P. 369
7 Place de la Monnaie
Tunis, Tunisia

Chiron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 16, 1988

Mr. David Kilgour, M.P.
House of Commons
Ottawa, Ontario
K1A 0A6
Canada

Dear Mr. Kilgour,

Thank you very much for your thoughtful letter of February 23. The three issues you raise are of great importance, and in this brief response I shall try to summarize the Bank's position on them.

As to the use of social indicators to monitor development we, as you know, have been doing this for some time as they certainly add a most valuable dimension to the economic measurements. We are currently researching the subject of measuring living standards in an attempt to broaden further the use of the social indicators in evaluating development. In the context of our lending operations in the social sectors such as health, education, and population, we often set as benchmarks expected future changes in key social indicators in the manner you are proposing, and monitor these to the extent possible during project implementation, in assessing the impact of our lending, and in designing follow-up operations. While we are sympathetic to your suggestion that we define, together with our borrowers, social indicator targets and timetables, and subsequently plan Bank activities to ensure that these goals are met, we believe it would be impracticable in the majority of cases to follow this approach. For in this field, information is often hard to obtain, and the evidence is frequently limited and therefore less reliable than economic measurements. Social indicators tend also to be meaningful only in a longer term perspective as they can regress or fail to progress after initial improvement. Reliable information for social data derives mostly from censuses that are typically conducted ten years apart or even at longer intervals. We cannot in all cases await the results of such censuses to guide our operations.

I appreciate also your concern for the debt burden of the poorer countries. You refer to the efforts of some bilateral donors to resort to grants rather than loans in their aid to such countries. You mention the admirable record of the US, the UK and the Federal Republic of Germany in this respect. However, we in the World Bank are most appreciative of the leadership provided by your own country in this area.

You no doubt know that during IDA-8 negotiations the terms of IDA, which had remained unchanged since its inception in the early 1960s, had to be hardened in response to a perception among some donors that these terms had become too concessional, and shorter maturities were thus recommended: from 50 years to 40 years for the least developed IDA-only countries, and to 35 years for other IDA eligible borrowers who, because of their better creditworthiness, receive a blend of IBRD and IDA lending. As has been the case for all previous IDA replenishments, the subject of terms will undoubtedly be reviewed by the donors during the IDA-9 negotiations which are expected to start next year. At this stage we would, however, caution against outright granting of IDA resources since even with the hardened terms, IDA still remains quite concessional. More importantly we can use the reflows arising from repayments to address the needs of an ever-evolving list of IDA recipients. Thus it has been possible for us recently to re-use IDA resources, repaid by old IDA recipients like India, to augment the flows to needier countries in Africa. We should not, in my judgment, let ourselves be so influenced by present-day hardships that we close options against developing a comparable course in future.

Lastly I refer to the effect on the poor of the structural adjustment programs we support. As you realize we have been grappling with this issue for a number of years, not only for humanitarian reasons, but also to ensure the viability of the adjustment programs which cannot politically be sustained in conditions of social strife. We have welcomed the guidelines developed by DAC in this regard which, on the whole, correspond to the areas we have been gradually addressing in our adjustment programs. Several initiatives are in progress at various stages in the Bank aiming at clarifying further the impact on the poor of the structural measures agreed upon, and devising measures to be integrated in the programs from the very outset. In particular we are seeking to protect the poor through such methods as targetting of subsidies and the social services, and altogether improving the efficiency of resource use in the design of the programs. We are paying particular attention to enhancing employment, raising the productivity of the poor and mobilizing resources for essential investments, while raising the efficiency of all investments. We continue to pursue improvement of our efforts in this respect, and the results are gradually being reflected in both the design and the monitoring of the adjustment programs.

I am grateful to you for sharing your thoughts on these matters with us. Should you need further elucidation of any of the points mentioned above, or indeed any others, I would be pleased to hear from you again.

With best wishes,

Sincerely,

(Signed) Barber B. Conable

Barber B. Conable

cc: Mr. Potter, EDS
Mr. Dubey, EAS

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 29, 1988

Mr. Burke Knapp
Norse Hill
San San Bay
Near Port Antonio
Jamaica

Dear Burke:

As we discussed last week, I am sending you some background material on the Private Sector Development Review Committee, including the draft Terms of Reference. I am very pleased that you have agreed to serve as the Chairman of this Committee, and I look forward to meeting with you when you are in Washington on February 8 and 9. My office will contact you next week to make the logistical arrangements.

I have contacted the proposed candidates for the Committee, and it appears the Committee will include: Richard Debs, Yoshi Terasawa, Abdlatif Al-Hamad, Jaime Garcia Parra, Jacques Wahl, Wilfried Thalwitz, Gautam Kaji, Bob Picciotto, Ian Newport representing MIGA, Richard Frank and Judhvir Parmar representing IFC. The Secretariat supporting the Committee will be led by Jean-Philippe Halphen and Geoff Lamb. Assuming I receive confirmation from the three outside members who have not yet confirmed their position, I am planning to distribute the Terms of Reference, including the Committee composition and timetable for the Committee's work, to the Executive Directors next week so that a discussion with our Board can take place when you are in Washington. Preliminary reaction of the Board members to this initiative has been very positive.

I would very much appreciate it if you would take a look at the draft Terms of Reference and transmit to me any suggestions or changes you feel are necessary. Marianne Haug will give you a call either on Tuesday, February 2, or Wednesday, February 3, to follow up on your comments and other matters you might want to raise.

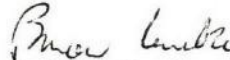
Mr. Burke Knapp
January 29, 1988
Page 2

I have asked the Bank Group members of the Committee and Secretariat to give some thought to the work program. I would hope that proposals for the work program and additional assistance or backup studies required for the Committee's work would be ready by February 8 so that you could have an opportunity to discuss and finalize a work program with the staff involved when you are here.

Let me say again how pleased I am that you have agreed to take on this responsibility, and that I look forward to working closely with you during the coming months.

Best regards.

Sincerely,


Barber B. Conable
President

DRAFT

OUTLINE TERMS OF REFERENCE

REVIEW COMMITTEE: PRIVATE SECTOR DEVELOPMENT

BACKGROUND

In recent years, there has been a growing recognition of the important role that the private sector can play in promoting economic development. The excessive government intervention in the incentive framework in some countries and the lackluster performance of public sector enterprises, together with the severe and increasing resource constraints of the developing countries, have drawn attention to the potential of the private sector--domestic and foreign--which has been comparatively neglected. Many developing countries' governments now assign a high priority to improving the incentive framework and business environment in order to stimulate domestic entrepreneurial resources and attract private foreign investment and technology.

OBJECTIVES

The objectives of the Review Committee are:

- to review the experience of the World Bank Group with a view to better support the growth of the private sector in its member countries;
- to propose changes, policies and initiatives which would enhance the effectiveness of the World Bank Group in helping to strengthen the private sector's contribution to development;
- to review the respective roles of IBRD/IDA, IFC and MIGA, in the light of the Articles of the respective organizations and established Board policies, with particular reference to areas of actual or potential overlap;

The scope of the review would include IFC's activities, MIGA, and those Bank activities that are specifically relevant to the private sector.

The Committee's report would include the following:

TASKS

A. Conceptual Framework for Private Sector Development

The Committee should propose a conceptual framework for the private sector's present and potential contribution to economic growth in developing countries. The framework must be sufficiently flexible to take account of inter-country and other significant differences in private sector conditions and potential, inter alia:

- Growth, economic efficiency and enterprise management should be the main criteria for judging public/private sector boundary and related issues. In promoting growth and efficiency, factors such as expansion of competitive markets, deregulation and liberalization play an important role in addition to ownership.
- The Bank's membership includes countries with different economic and political systems, and governments with legitimately differing economic, political and social objectives, all of which have an impact on the nature and scope of private sector development potential and the design of appropriate approaches.

B. Review of World Bank Group Activities and Experience in Private Sector Development

The Committee will assess strengths and weaknesses of existing activities by the World Bank Group (IBRD/IDA, IFC) to support private sector development. The assessment should be forward-looking and identify gaps, bottlenecks, and important additional activities which the World Bank Group should address in order to best support private sector development. The review should focus on the entire range of direct, and indirect, World Bank Group activities and services, including, inter alia, lending, investment, technical assistance, promotional activities, and policy advice.

Based on this review and the conceptual framework, the Committee should propose appropriate World Bank Group activities to support the development potential of the private sector.

C. Private Sector Roles of World Bank Group Institutions

In the light of the Articles of Agreement, established Board policies, and the results of the Tasks "A" and "B" above, the Committee will:

- recommend the appropriate private sector development approach for the World Bank Group and specific roles for IBRD/IDA, IFC and MIGA, including alternatives;
- identify the potential areas of overlap and recommend the most appropriate means of coordination and management processes between IBRD/IFC/MIGA;
- review existing services, and support arrangements between the IBRD/IDA and IFC, recommend appropriate changes, if necessary, for the IBRD/IDA and IFC, as well as future arrangements with MIGA.

D. Composition and Timing

The Committee will be chaired by Mr. B. Knapp and include 11 additional members.

The Committee will be supported by a secretariat composed of internal staff that will be assigned full time (or almost full time) during the study period. This secretariat will include staff from Operations, PPR, IFC, as well as staff with detailed familiarity with MIGA and supplemented, as needed, by specialized staff expertise and consultants. The Committee should report its findings within 2-3 months after its inception.

The Chairman will arrange for three seminars with Board members at various stages of report preparation (i) to review with Board members the detailed work program, issues and option addressed and (ii) obtain specific input as needed.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 30, 1988

Dear Mr. Knudsvig:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

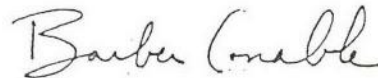
The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries, will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Mr. Gordon E. Knudsvig
Treasurer
CARGILL
Minneapolis, Minnesota

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 3, 1988

Mr. Harinder Kohli

Harinder:

I want to thank you and your staff for their fine work in establishing offices for the new Private Sector Development Review Group. It was important that this Group become operational without delay. The immediate and professional response of your staff made this possible, and I am most grateful.

Sincerely,



cc: Mr. Willi Wapenhans

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

Le 24 février 1988


S.E. André Kolingba
Président de la République
Présidence de la République
Bangui
République Centrafricaine

Monsieur le Président,

Il m'est très agréable de recevoir votre accord sur l'ouverture d'une mission résidente de la Banque Mondiale en République Centrafricaine.

J'ai le plaisir de vous annoncer que nous avons déjà entrepris le processus de sélection d'un Représentant Résident et nous espérons être prochainement en mesure de présenter un candidat à votre agrément. Entretemps, je tiens à vous assurer que, de notre côté, nous mettons tout en oeuvre pour que cette mission puisse s'ouvrir et commencer ses activités dans les meilleurs délais. Nous aurons ainsi marqué ensemble une nouvelle étape importante dans la consolidation des relations, déjà excellentes entre la République Centrafricaine et la Banque Mondiale.

Je vous prie d'agréer, Monsieur le Président de la République, l'expression de ma très haute considération.


Barber B. Conable

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 23, 1988

H.E. Andre Kolingba
President of the Republic
Presidency of the Republic
Bangui
Central African Republic

Mr. President,

I was very pleased to receive your letter of January 25, 1988 in which you have conveyed to me your agreement to the opening of a Resident Mission of the World Bank in the Central African Republic, and your wish that this be done as rapidly as possible.

We have already started the process of selecting a qualified Resident Representative with a view to his transfer to Bangui. We consequently hope to be able to propose such a candidate for the agreement of your Government in the near future. Meanwhile I would like to assure you that, from our side, we are making every effort to ensure that the opening and the start-up of this Resident Mission will take place as soon as possible. We would have thus, together, taken another important step towards the further development of the excellent relations between the Central African Republic and the World Bank.

Sincerely,

(Signed) Barber B. Conable

Barber B. Conable

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 4, 1988

Dear Mr. Ambassador:

Many thanks for your thoughtfulness in sending me the bottles of red and white wines. Mrs. Conable and I (not to mention the rest of our family) will certainly enjoy them during the New Year.

It was kind of you to remember us, and we want to extend to you and your family our warmest wishes for a happy and successful New Year.

Sincerely,

Barber Conable

His Excellency
Zivorad Kovacevic
Ambassador of Yugoslavia
2410 California Street, N.W.
Washington, D.C. 20008

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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 9, 1988

Dear Dr. Bissonette:

I wish to acknowledge your letter of February 24 about my agreed visit to the Bissonette Memorial Foundation sometime during the coming year. Apparently you discussed this with Mr. Stanton, my Counselor here at the World Bank, and that conversation leads me to believe that further clarification is necessary.

Father Bissonette was very interested in Central America, and in particular in U.S. policy in Central America. I cannot, in my appearance as President of the World Bank, engage in political discussions relating to the policy of a member country of the Bank. My speech would have to deal with problems of development, the program of the World Bank, the battle against poverty on a global scale, etc. The World Bank's program in Central America is quite limited, either because of the lack of creditworthiness of member countries, or because of the unrest in the area and the inability of the governments to mount an appropriate policy framework for World Bank lending. Currently, Panama, Nicaragua and Honduras are under suspension with respect to World Bank programs because of payment defaults, and so we do not have active relations about which I could talk.

I am mentioning the limitations implicit in my role as head of the World Bank because I would not want to commit myself to a public forum where I would disappoint my audience by my unwillingness to make political judgments about the programs of either donor or donee countries. John LaFalce is an old friend of mine, and I would not want to embarrass him by having failed to disclose to you the constraints under which I must labor on a public platform.

I will appreciate your further advices.

Sincerely,

Barber Conable

cc: The Honorable John LaFalce

Raymond P. Bissonette, Ph.D.
Rev. A. Joseph Bissonette Memorial Foundation
74 Halwill Drive
Snyder, New York 14226

REV. A. JOSEPH BISSONETTE MEMORIAL FOUNDATION

Trustees

74 HALWILL DRIVE
SNYDER, N.Y. 14226

Raymond P. Bissonette, Ph.D.
Hon. John J. LaFalce
Rev. Msgr. William G. Stanton
Thomas V. Troy Esq.
Rev. John C. Weimer

February 24, 1988

Mr. Barber Conable
President
The World Bank
1818 H N.W.
Washington, D.C. 20006

Dear Mr. Conable:

I understand that following your recent meeting with Congressman LaFalce you agreed to deliver the initial lecture sponsored by the Foundation established in Father Bissonette's memory. On behalf of the trustees let me begin by expressing our enthusiasm about your acceptance.

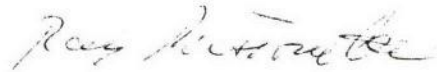
In anticipation of your talk I would like to provide some brief background on Joe Bissonette. Early in his career he determined to commit himself to serving the poor and disenfranchised. This commitment translated into a lifetime of work in the inner city and vigorous involvement locally and nationally with organizations devoted to social justice and world peace. Because of his outspoken positions on a variety of issues he found himself, for many years, at odds with both political leaders and his own Bishop. Only in recent years did he begin to enjoy widespread respect as those who shared his views became more numerous and more vocal. His advocacy for the inner city poor was not only accepted but encouraged by the Church as he was appointed Diocesan Vicar for the inner city parishes. Among those concerned about U.S. policy in Central America and the arms buildup he was a recognized leader and spokesman. Because of his integrity and moral courage his enemies were among those who respected him. He was loved by many with whom he could agree on nothing beyond the weather. The enclosed homily from his funeral Mass will provide a capsule summary of his work and the meaning of life to his friends, many of whom will be your audience. I have also enclosed a resume' which was prepared for his induction into the Canisius High School Alumni Hall of Fame.

One of Joe's principal concerns was U.S. policy in central America. We thought you might offer your perspective on current lending policies in that area and their implication for social and political reform and promotion of peace. Joe fully appreciated that socio economic issues, often far more than political ideology, were major impediments to peace and justice.

Page 2
February 24, 1988

We are fairly flexible about a date for your talk - I would think June or September might be good months but a summer date will be fine if more convenient for you. I will call your office to arrange the specifics.

Sincerely,



Ray Bissonette
(716) 887-8216 office
(716) 839-3716 work

RB:hm
enclosures (3)
cc: William Stanton
Trustees

A. Joseph Bissonette

Education

Canisius High School	1946 - 1950		
Canisius College	1950 - 1954	B.A.	Philosophy
Christ the King Seminary	1954 - 1958		
Canisius College	1960 - 1962	M.A.	History
Loyola University	1966 - 1967	Masters	Religious Education

Pastoral Duties

6/58 - 8/58	St. Mark's	Rushford, New York
9/58 - 8/59	St. Joseph's	North Tonawanda, New York
9/59 - 5/60	St. Isadore's	East Otto, New York
6/60 - 8/62	Chaplain: E. J. Meyer,	Millard Fillmore, Buffalo General, Roswell Park Hospitals
9/60 - 9/66	Faculty member,	Bishop Turner High School
9/66 - 9/73	Associate Pastor,	Immaculate Conception
5/73 - 3/78	Associate Administrator,	St. Brigid's
4/78 - 9/79	Administrator,	St. Brigid's
2/80 - 2/87	Pastor,	St. Bartholomew's

Awards and Special Recognition

Canisius College:

Digamma Honor Society, Ideal Man, and Senior Class President

Honored Posthumously:

Erie County Bar Association, Center for Justice, Sisters of Social Service, Buffalo Chapter of NAACP, Induction into the Alumni Hall of Fame Canisius High School

Community Service

Board of Directors, Delavan/Grider Neighborhood Association

Board Member and Chairman, Center for Justice

Member, Western New York Peace Center

Organizer of Medical Aid for El Salvador

Founder of the Annual Oscar Romero Memorial Mass

Advisory Board for Continuing Foundation for Priests

Advisory Board for Sisters of St. Joseph

Chairman of the Peace and Justice Committee for the New York State Council of Priests

Diocese of Buffalo Priest Senate

Pax Cristi

Community Board, Buffalo Alternative High School

Activities at Canisius High School

Sodality, Student Council, Class Officer, Varsity football, basketball, and baseball.

ABSORB THE VIOLENCE - DON'T REFLECT IT
ABSORB THE VIOLENCE

Father Jack Weimer's Homily
at the funeral

DAN BERRIGAN'S WORDS. JOE USED THEM IN A TALK HE GAVE FOR DAYBREAK PRODUCTIONS - A TALK ON PEACE AND JUSTICE. I USED THEM SUNDAY IN MY HOMILY. JOE LIVED THEM SOMEWHERE BETWEEN 9:30 AND 11:30 TUESDAY NIGHT.

IT WAS THE CULMINATION OF A LIFE LIVED AFTER THE PATTERN OF CHRIST. WE GATHER TODAY CONFIDENT IN HOPE THAT AS HE HAS DIED IN CHRIST SO WILL HE SHARE IN CHRIST'S RESURRECTION. FOR THIS WE SING OUR ALLELUIA - BUT WE DO IT WITH TEARS IN OUR EYES - AND IN OUR HEARTS.

THE LAST TWO DAYS WE HEARD IT FROM OUR BROTHER PRIESTS- THAT JOE WAS FOR US A CONSCIENCE - A LIVING CHALLENGE TO OUR INTEGRITY, OUR DEDICATION. NOT THAT HE EVER JUDGED US OR PUT US DOWN. HIS LIFE WAS HIS MESSAGE - AND HIS MESSAGE WAS THE GOSPEL OF PEACE - THE GOSPEL OF JUSTICE. HE CHOSE THE CENTRAL CITY BECAUSE HE SAW CHRIST'S CONCERN FOR THE MARGINALIZED, THE DISINFRANCHED. FROM THAT BASE HIS MINISTRY SPREAD FROM THE DELAYAN-GRIDER NEIGHBORHOOD ORGANIZATION, TO ACTION FOR TRICO WORKERS TO CHAIRING THE BOARD OF THE CENTER FOR JUSTICE TO CHAIRING THE MEDICAL AID FOR EL SALVADOR COMMITTEE TO CHAIRING THE ANNUAL MASS IN MEMORY OF ARCHBISHOP ROMERO, TO DEMONSTRATING AGAINST THE ADMINISTRATION'S POLICY IN NICARAUGUA, HOSTING REFUGEES FROM CENTRAL AMERICA AND PROTESTING CANADA'S SHIFT IN POLICY ON IMMIGRATION THAT LEFT SO MANY REFUGEES STRANDED ALONG THE AMERICAN-CANADIAN BORDER.

AND ALL OF THIS IN THE PAST FEW MONTHS.

JOE LIVED WHAT HAS BECOME THE OFFICIAL POLICY OF THE CATHOLIC CHURCH - A PREFERENTIAL OPTION FOR THE POOR. HE HAD DISENGAGED HIMSELF FROM THE AMERICAN PASSION FOR THINGS. HE HAD AN EASY DISREGARD FOR MATERIAL GOODS. HIS CAR WOULD BE DIGNIFIED BY CALLING IT A WRECK. HE LIVED SIMPLY AND GENEROUSLY. FOR TEN YEARS HE REFUSED AN OFFER OF A FREE PLACE TO STAY IN FLORIDA FOR A WEEK IN JANUARY BECAUSE HE FELT IT WAS NOT SEEMLY FOR HIM TO ENJOY SUCH LUXURY WHEN HIS PEOPLE COULD NOT. HE NEVER SAID THAT WE

SHOULD NOT GO, JUST THAT HE COULD NOT GO.

PROPHET? I GUESS IT FITS, BUT THAT WASN'T IT. JOE HAD TOO FINE A MIND TO BE AN IDEOLOGUE. HE KNEW THAT GOOD PEOPLE COULD DISAGREE ON ENDS AND MEANS. BUT THAT DID NOT IMMOBILIZE HIM. WHEN THE MOMENT CAME, JOE SPOKE HIS WORD, PERFORMED HIS ACT. AND HE DID IT WITH A CONSISTENCY, A COMMITMENT TO PRINCIPLE THAT OFTEN INFURIATED PEOPLE IN AUTHORITY AND MADE THE REST OF US UNEASY IN OUR CHAIRS OF PRUDENT COUNSEL.

WHAT MORE NEEDS TO BE SAID? I FEAR JOE MIGHT CHIDE ME THAT THIS HAS BEEN TOO MUCH A EULOGY - NOT ENOUGH A HOMILY. HE KNEW THE DIFFERENCE.

PERHAPS THE CHARGE STICKS - BUT I THINK NOT. WHEN THE MAN AND THE MESSAGE ARE SO MUCH ONE, TO SPEAK THE MAN IS TO PROCLAIM THE MESSAGE.

IN THE END IT COMES DOWN TO THIS. JOE CHOSE TO BE WITH AND FOR THOSE MOST OPPRESSED. HE ONCE SAID THAT TO BE CLOSE TO THE POOR YOU MUST EXPECT TO SHARE THEIR FATE. HE UNDERSTOOD THERE WERE NO SAFE PLACES. HE LIVED TOO CLOSE TO WHERE POVERTY AND DESPAIR LASH OUT IN VIOLENCE - AND SO THEY MURDERED HIM.

WE MOURN FOR JOE BUT WE ALSO MOURN FOR OUR SOCIETY THAT LOCKS PEOPLE IN CYCLES OF POVERTY, THAT IMPOVERISHES SOCIAL PROGRAMS TO FINANCE EVER MORE DEADLY INSTRUMENTS OF DESTRUCTION, THAT DISENFRANCHISES THE UNBORN, THE EMOTIONALLY DISTURBED, MINORITY GROUPS AND THE ELDERLY. WE MOURN A WORLD WRACKED WITH WAR AND HATRED AND PERSONAL VIOLENCE. WE CRY OVER JERUSALEM THAT FAILS TO HEAR CHRIST'S WORD OF PEACE - OF JUSTICE. WE MOURN OUR OWN LIVES THAT CONTINUE TO BE SHAPED BY REVENGE, RACISM AND GREED. WE MOURN - AND OUR ONLY HOPE IS CHRIST WHO SAID BLESSED ARE THEY WHO MOURN - THEY SHALL BE COMFORTED.

SO FAREWELL GOOD FRIEND, AND ALLELUIA WE WILL MISS YOU. AND WHO NOW WILL BE OUR CONSCIENCE?



CANISIUS High School

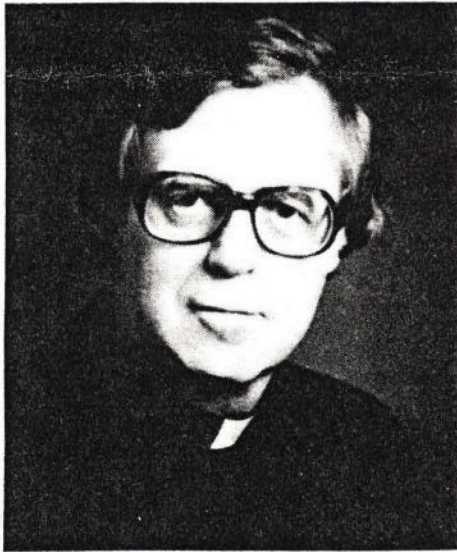
SCHEDULE OF EVENTS

Vol. XV, No. 3

Winter 1987

Buffalo, New York

ANNUAL FUND TO BE DEDICATED TO FATHER A. JOSEPH BISSONETTE '50, SCHOLARSHIP TO BE FUNDED FROM EXCESS ANNUAL FUND MONIES



Fr. A. Joseph Bissonette '50

Open letter to Alumni/Parents/Friends of CHS, (Excerpt from the Annual Fund Letter)

It has been said that a single event which takes place in a second can have a profound effect on a person for the rest of his life. For myself, that event was the tragic slaying of one of our alumni, Father A. Joseph Bissonette '50.

I would like to help preserve Father Bissonette's ministry, of working with the poor and disadvantaged youth of Buffalo's Central City, by creating a scholarship to Canisius High School in his name. This scholarship will be used to fund the educa-

tion of Central City Youths.

I intend to transfer alumni, parents and friends Annual Fund monies that exceed the goals of each category to a special scholarship fund in Father Bissonette's name.

So far the early response by the loyal alumni, parents and friends of Canisius has been very encouraging. But in order to reach our goal we do need your help.

Please consider the **importance of your participation** and make a **commitment** to support this appeal.

Rev. Joseph E. Billotti, S.J.
President

Phonaton Pledge Reminder

Ken Schoetz '74, Chairman of Phonathon '87 reports record numbers in pledges and money pledged. Phonathon '87 held for the first time at Canisius High School raised a record amount in money pledged, \$51,806, this was based on a record number of pledges, 1,550. Ken asks that if you pledged, **please honor your pledge**. The Alumni Office will send out pledge reminders.

CHS Continues to build for the Future

Alumni in the Buffalo area may have seen in Business First that Canisius High School obtained a million dollar mortgage from M & T Bank. We were able to take advantage of a very favorable rate in order to consolidate our capital debt on the Science Center (constructed in 1982) and other long standing debts as well as have the funds necessary for the continuing renovation of our plant. Included in this mortgage are removal of our old boilers and the installation of three new ones and the cleaning, grouting and waterproofing of the exterior walls of the auditorium.

Since the summer of 1982, major renovations have cost us about one and a quarter million dollars. As you can imagine these necessary expenses have put a tremendous strain on our budgets. Your generosity has enabled us to remain the best academically while bringing our plant up to par.

On behalf of all here, thank you for your past support. Please be assured that your gifts are not luxuries for us, they are **absolutely essential** for the survival of the Canisius you know.

Rev. Joseph E. Bilotti, S.J.
President

14TH ANNUAL ALUMNI HOCKEY GAME

December 26, 1987
Saturday

The 14th Annual Alumni (no checking) Hockey Game will be held on Saturday, December 26, 8:00 P.M. - 9:30 P.M. at the Lincoln Arena in Tonawanda. The even numbered class years will face off against the odd class years. The annual post game chicken wing eating contest will again take place.

To reserve a spot or for more details.

Contact: Jeff Gemmer
882-0466 ext. 22

Chron

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 18, 1988

Dear Mr. Lamfalussy:

I thank you for the invitation to the Annual General Meeting of the BIS but regret that I will not be able to attend. I have asked Mr. Ernest Stern, our Senior Vice President for Finance, to represent the World Bank. Mr. Donald C. Roth, our new Vice President and Treasurer and Mr. Hans Rothenbuhler, the Bank's financial representative in Europe, will join Mr. Stern.

Best personal regards.

Sincerely,

Barber B. Conable

Mr. A. Lamfalussy
General Manager
Bank for International Settlements
CH-4002 Basle
Switzerland



Record Removal Notice

File Title President Barber Conable Chronological Records - Outgoing - Correspondence - A-L - January 1 - March 31, 1988	Barcode No. 1782779
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Document Date Jan 5, 1988	Document Type Memorandum
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Correspondents / Participants
 To : Mr. Timothy P. Lankester, Executive Director
 From : Barber B. Conable

Subject / Title
 Thanking Mr. Lankester for his services

Exception No(s).

1 2 3 4 5 6 7 8 9 10 A-C 10 D Prerogative to Restrict

Reason for Removal

Additional Comments
 Declassification review of this record can be initiated upon request

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.

Withdrawn by Chandra Kumar	Date Aug 6, 2014
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THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 8, 1988

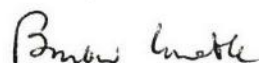
Dear Nigel:

Thank you for your note of February 12. I too am sorry that we could not meet during my recent visit to the UK, but I look forward to seeing you here in the Spring.

Although it was not possible for the Board to reach consensus on the procedures for discussing country lending strategies proposed by G-7 Executive Directors, I believe that such discussions will in fact take place. We intend to use the existing mechanism of Country Briefs, which we circulate to the Board twice a year, to describe our country assistance strategy in a five-year perspective and the planned operations over the following eighteen months, along with a creditworthiness review. The first of the new Country Briefs will be circulated to the Board in May 1988. They should provide an opportunity for Board consideration of country lending strategies in the context of a discussion of specific lending proposals.

I hope this goes some way towards meeting your concerns.

Sincerely,



The Right Honorable Nigel Lawson, M.P.
Chancellor of the Exchequer
Treasury Chambers
Parliament Street
London, SW1P 3AG
United Kingdom

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 8, 1988

Dear Mr. Leach:

I thank you for your letter of February 1, 1988 and the report "The European Community and the Developing Countries: A Policy for the Future." The Report, in a brief space, captures well the major problems developing countries face today: food security, barriers to trade, the debt burden, and the threat to the environment. It also offers practical ideas on how to mitigate these problems. Your endeavors make a very important contribution both to the search for solutions and to creating the political support for their implementation.

Warm regards.

Sincerely,



Mr. John Leach
Chairman of the Study Group
Federal Trust For Education
And Research
Europe House
1 Whitehall Place
London SW1A 2DA

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 4, 1988

Dr. Andre Lebrun
Director, Medical Department
The World Bank
1818 "H" Street, N.W.
Washington, D.C. 20433

Dear Dr. Lebrun,

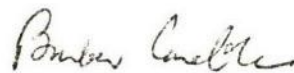
Upon your retirement from the services of the Bank, I wish to take this opportunity to express my appreciation for your important contributions to the Bank over the last six years.

You have demonstrated your dedication and genuine concern for the health (both emotional and physical) of the staff. Your establishing, and organizing the necessary resources for a Medical Department was a major accomplishment. Your organization of the exercise and fitness facilities now has this operation running smoothly and professionally. Making us all aware of health issues, both through the awareness programs and the healthgrams has become a vital part of the quality of our working life. This also includes the important work you have done on monitoring environmental health issues Bank wide.

On behalf of all of us in the Bank/IFC thank you, Dr. Lebrun, for your outstanding service.

I wish you much health and happiness in the years to come.

Sincerely yours,



March 17, 1988

Dear Mr. Lecuona:

I have reviewed the correspondence you forwarded to me concerning your request that monies be donated from the Bank to the Hogar de Ninas San Jose in your name in lieu of a farewell function.

I regret the delay in your receiving a written reply to your request, and that the reply did not explain the rationale for the decision. Over time, we have received several similar requests from staff, and we, in turn, have given careful thought to the purpose for a farewell. We continue to believe that the Bank should support such a fitting occasion for departing, long-serving staff to say "good bye" to their colleagues and friends. We do not consider the funds for such a function an entitlement of a staff member but we do make them available if the departing colleague wishes to use them for the intended purpose.

I'm sure you know that we care very deeply about poverty and especially illiteracy in our member countries. Much time and effort is spent in the service of that mission. It does not, however, absolve us from our concern for our staff and their well deserved recognition upon leaving the services by the institution and their colleagues. I trust that this letter helps to clarify why we limit the use of these resources.

Sincerely,

(Signed) Barber B. Conable

Mr. Daniel C. Lecuona
3059 Porter Street N.W.
Washington, D.C. 20008

bcc: Mr. Wapenhans
Mr. Nankani

W.Wapenhans/M.Gary:mg

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 8, 1988

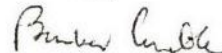
Dear Mr. Lee:

Thank you so much for your letter inviting me to speak at the conference "The Challenge to Recovery and Growth: Finding Solutions to Africa's External Debt" in London on April 18-19, 1988.

Unfortunately, I am unable to travel to Europe on these dates and must decline. However, given the importance of the issues to be discussed at this conference, I will ask one of my senior colleagues to represent the Bank. Mrs. Sigrid Blobel will be in contact with you again in the next few days.

Please accept my best wishes for a successful conference.

Sincerely,



Mr. Mark Lee
Conference Adviser
Financial Times Conference
Organization
126 Jermyn St., 2nd Floor
London SW1Y 4UJ
U. K.

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 5, 1988

Dear Gary:

Just a note to thank you for the box of Whitman's chocolates you sent to me. You can be sure that it will be enjoyed by my staff and me during this festive season!

Please accept my best wishes for the New Year.

Sincerely,



The Honorable Gary A. Lee
Vice President
Governmental Affairs
IC Industries, Inc.
1667 K Street, N.W.
Suite 605
Washington, D.C. 20006

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 28, 1988

Dear Robin:

In a crowded two-day program, dinner at the Bank of England was a memorable highlight. Thank you for your kind hospitality.

The issues we are grappling with are complex, and solutions to debt and other constraints to development are not simple. I was grateful for the unusual opportunity to talk with central bankers, commercial bankers and senior officials under such pleasant circumstances and such capable chairmanship.

Your interest and support, as the Governor of the World Bank as well as the Bank of England, is greatly appreciated. Many thanks for a stimulating and enjoyable evening.

Sincerely,

Barber

The Rt. Hon. Robin Leigh-Pemberton
The Bank of England
Threadneedle Street
London EC2
England

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 5, 1988

Dear Mr. Levy:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Mr. Raymond Levy
President
Regie Nationale des Usines Renault
8-10 Ave. E. Zola
92109 Boulogne Billancourt
France

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 19, 1988

Dear Mr. Leysen:

The World Bank will host a seminar at its Headquarters in Washington, D.C., April 12-13, 1988 to discuss international investments in Latin America and the Caribbean. We would welcome your participation in this important dialogue.

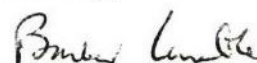
The seminar will focus on the region's overall economic situation and its prospects for growth and recovery. We will explain the Bank's role in the region, particularly our efforts to assist the countries in their adjustment process and help them restore their creditworthiness. As you know, over the past years the Bank has been the main source of net resources for the highly indebted middle-income countries. We also will review the Bank's role in facilitating the restoration of access to private capital markets by the Latin American and Caribbean countries. Time will be set aside for participants to discuss, in depth, their concerns and interests in individual countries as well.

I feel it is necessary, at this point, to facilitate private investments in the major countries of the region in order to accelerate their recovery process. Representatives of the International Finance Corporation, the Bank's affiliate which promotes private investments in the developing countries will share their experiences in equity investments and loans to the private sector in individual countries.

Attached please find an agenda for the seminar. Additional information will be provided in advance of the meeting.

I hope you can fit this date into your busy schedule. I am confident the seminar will be useful both to you and to the Bank.

Sincerely,



Mr. Andre Leysen
President of Supervisory Board
AGFA-Gevaert AG
Bayerwerk, D-5090
Leverkusen, Germany

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

February 23, 1988

Drew
Dear ~~Mr.~~ Lewis:

Thank you for your letter of February 17 with regard to Mr. William Kay.

Because the Personnel Department has better knowledge of the staff requirements of the institution and current available positions, I have forwarded Mr. Kay's resume to that office with the request that his material receive consideration and that he be contacted directly about the prospects of openings in his area of expertise.

I appreciate your letting me know about individuals who are interested to work at The World Bank.

Sincerely,

Barber Conable

The Honorable Drew Lewis
Chairman
Union Pacific Corporation
345 Park Avenue,
New York, New York, 10154

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

March 8, 1988

Dear Mr. Lewis:

Your term as a member of the Pension Finance Committee is about to expire. Pursuant to Section 7.9 of the Staff Retirement Plan, I should like to reappoint you to an additional one year term.

If you are willing to accept this appointment, please sign the attached copy of this letter, where indicated, and send it to Mr. Nestor V. Santiago, the Secretary of the Pension Finance Committee.

Sincerely,



Mr. Hunter Lewis
Lewis, Bailey Associates
600 New Hampshire Avenue, N.W.
Washington, D.C. 20037

Attachment

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

January 4, 1988

Dear Mr. Longstreth:

Pursuant to Section 7.9 of the Staff Retirement Plan, I should like to appoint you a member of the Pension Finance Committee for a term of two years effective immediately.

If you are willing to accept this appointment, please sign the attached copy of this letter, where indicated, and send it to Mr. Nestor V. Santiago, the Secretary of the Pension Finance Committee.

Sincerely,

Barber B. Conable

Mr. Bevis Longstreth
Debevoise & Plimpton
Attorneys at Law
875 Third Avenue
New York, N.Y. 10022

Attachment:

THE WORLD BANK
Washington, D.C. 20433
U.S.A.

BARBER B. CONABLE
President

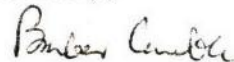
February 11, 1988

Dear Mr. Lowe:

Pursuant to Section 7.9 of the Staff Retirement Plan, I should like to reappoint you, upon nomination of the Staff Association, a member of the Pension Finance Committee, for a term of one year.

If you are willing to accept this appointment, please sign the attached copy of this letter, where indicated, and send it to Mr. Nestor V. Santiago, the Secretary of the Pension Finance Committee.

Sincerely,



Mr. John Lowe
Portfolio Operations Support Unit
Room I-3-145

Attachment

International Finance Corporation

1818 H Street, N.W.
Washington, D.C. 20433
U.S.A.

(202) 477-1234
Cable Address: CORINTFIN

January 14, 1988

Dear Bill:

Thank you for your letter of December 18th regarding WTD's proposed tuna and swordfish fisheries project in Uruguay. From your constituent's point of view, I can understand why time is of the utmost importance. I have asked the IFC to consider this in its review.

IFC's preliminary opinion is that the project appears to be financially and economically attractive; and IFC would give favorable consideration to financing this proposal, if a number of outstanding issues can be resolved satisfactorily. I have asked the Director of the Investment Department in IFC to convey these outstanding issues to you directly so that this project can move forward as soon as possible.

Sincerely,



The Honorable Bill Lowery
United States House of Representatives
Washington, D.C. 20515