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THE WORLD BANK
Washington, D.C.

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Washington DC 20433
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McNamara Papers

Chronological files, 1971 (Jan. - Feb.)

12

The World Bank Group
Archives
1772422
A1995-257 Other #: 1 309674B
Robert S. McNamara Personal Chronological Files - Chrons 12

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489/4/27

February 26, 1971

Dear Mr. DuRant:

Mr. Robert S. McNamara has asked me to tell you he is exceedingly sorry that a previous commitment will make it impossible for him to join the members of the South Carolina Bankers Association at dinner in Washington on Wednesday, March 3.

Sincerely,

(Miss) Margaret S. Stroud
Secretary to Mr. McNamara

Mr. Robert N. DuRant
Executive Vice President
South Carolina Bankers Assn.
P. O. Box 1483
Columbia, S. C. 29202

489/4/26

February 26, 1971

Dear Mr. Jaworski:

I am happy to accept your invitation to serve again as a member of the Commission on Correctional Facilities and Services.

The address used in your letter is correct -- the appropriate telephone number is 202-477-2001.

With best wishes,

Sincerely,

Robert S. McNamara

Mr. Leon Jaworski
American Bar Center
1155 East 60th Street
Chicago, Illinois 60637

489/4 125

February 24, 1971

Holubar
P. O. Box 7
Boulder, Colo. 80301

Gentlemen:

Will you please send me, at the above address,
a copy of your most recent camping and mountaineering
catalog.

Yours truly,

Robert S. McNamara

Same letter to Recreational Equipment and Gerry Sports

489/4/24

February 18, 1971

Dear Professor Tinbergen:

I will be most happy to meet with you during your stay in Washington on May 7. I suggest we lunch together at 12:30 in my office, after which we can continue our conversation.

With best wishes,

Sincerely,

Robert S. McNamara

Prof. J. Tinbergen
Haviklaan 31
The Hague, Netherlands

February 8, 1971

489/4/23

Mr. McNamara:

Mr. Meyer called and said he thought it would be better to dictate to me rather than to disturb you -- and if you have any thoughts about the matter, you can then call him. His message follows:

"I have talked to Mr. Horace Robinson of Dewey, Ballantine, 140 Broadway. He was on the Vineyard last Saturday. He spent time with Flanders and also with the Town of Chilmark Selectmen. Flanders had obtained an agreement from all the heirs to sell at appraised value, but one of the heirs died, leaving three, of which one appears to be a problem. Flanders promised Robinson to get in touch with him if and when this problem is solved, hopefully before the end of February. If the heirs consent to sell at appraised value, then the transaction can be completed very quickly. Otherwise there will be competitive bidding, of which Robinson wants no part. Robinson is acting as President of the Selectmen Town Affairs Committee and is contributing his time free of charge. He mentioned that he had spent a lot of time on this project, including consultation with lawyers in Boston, the best people in this field, but he didn't want to mention who they were. Robinson has worked out and discussed with the Selectmen the following scheme: Purchase of the property directly from the estate at appraised value. If the town would buy at the appraised value, they could only resell at public auction under the town charter. The town would obtain from the Robinson group the entire handle which goes from the end of the cliffs toward Edgartown. Included in this is the area between beach and pond. The town would arrange for a bond issue of about \$100,000 to \$150,000 to pay for this, preferably only \$100,000 because of charter limitations. The rest of the purchase price on that portion could possibly be raised by contributions from the community center or private donors. The plans foresee a road similar to the one we decided on. His road would be about 150 feet wide along parts of the stone wall, to give ample parking space. In his discussions with the town, apparently a continuation of the road to the bluff area between beach and pond was discussed to permit access to a planned picnic area. The rest of the property would be owned by an association with statutes limiting ownership of each share to one party; in case of sale, requiring first offer to the association; association approval of new members; property to be left to one child only; etc., all of this according to a pattern existing in Robinson's own area in the Squidnockett section of Chilmark. His property has been in his family on this basis for three generations. Robinson has a number of people interested in shares of the property. It is his idea to have the remaining part of the property surveyed for home sites and values assessed to varying parcels. Because of the purchase price, he feels there should be at least six or possibly even eight or ten participants. He feels strongly that the property permits that. I told him that we feel four lots is the maximum; that we were two partners with two or three additional potential interested parties to whom, however, we had made no firm commitments; that we had had an ecological survey of the property made last summer which was now being brought up to date to incorporate the needs of the town but would probably not go beyond the original four home sites. Robinson said he would be interested in receiving a copy of this ecological report. He said he had heard of our group and had had in mind to contact us when things were a little more advanced. He promised to call Mr. McNamara or me if anything happened during the next few weeks. I have the impression that he will try for at least six sites because he probably has some quasi-commitments to some people whom he didn't name. He emphasized that no one should make any money on this deal."

ps

489/4/22

February 5, 1971

His Excellency
Slaheddine El Goulli
Ambassador of Tunisia
2408 Massachusetts Ave., N.W.
Washington, D.C. 20008

Dear Mr. Ambassador:

Mrs. McNamara and I were delighted to receive your generous gift of delicious red wine. You were extremely kind to think of us and we are deeply grateful to you.

With best regards,

Sincerely,

Robert S. McNamara

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

489/4/21

Recommendation of the President on a Proposed Loan to the Republic of Guatemala

I submit to the Executive Directors the following report on a proposed loan in an amount in various currencies equivalent to US\$4.0 million to the Republic of Guatemala.

Project Summary

Name of Project: Livestock Development Project
 Project Unit: Livestock Development Fund in Bank of Guatemala and Technical Services Unit in Ministry of Agriculture
 Guarantor: Guatemala

Description, Cost and Financing of Project:

	<u>Local</u>	<u>Foreign</u>	<u>Total</u>
	(US\$ thousands)		
Credit and technical services for 300 beef breeding and fattening ranches to increase production by improvement of pastures and herd management:			
Ranch Development Costs	4010	2350	6360
Technical Services	310	180	490
Working Capital	900	-	900
	<u>5220</u>	<u>2530</u>	<u>7750</u>
Financed:-			
IBRD Loan	1470	2530	4000
Participating Banks	600		600
Ranchers	1570		1570
Government	1580		1580
	<u>5220</u>	<u>2530</u>	<u>7750</u>

Terms of Bank Loan: Interest 7-1/4% p.a. Amortization 1976-86
 Sub-Loan Disbursement Period: 4 years
 Terms of Sub Lending: 12 years including 4 years grace - not more than 10%
 Economic Return: 20%
 Procurement: Existing commercial channels

The Bank has lent Guatemala US\$46.5 million. Details are in Appendix I.

I am satisfied that the proposed loan would comply with the Articles of Agreement and recommend that the Executive Directors approve it in the terms of the draft resolution which is being distributed separately.

489/4/19

February 2, 1971

Dr. Alberto Ferrari
Director General
National Bank of Lavoro
Piazza Albania, 35
00153 Rome, Italy

Dear Dr. Ferrari:

My family joins me in deepest appreciation
for your kindness in sending us the handsome
book, Umbria. We are delighted with it. Thank
you for thinking of us.

With best regards,

Sincerely,

Robert S. McNamara

489/4/18

February 2, 1971

Dr. Aurelio Peccei
Vice President
Ing. C. Olivetti & C.
Via Clerici 4/6
20121 Milan, Italy

Dear Dr. Peccei:

My family joins me in deepest appreciation
for your kindness in sending us the handsome
book on art. We are delighted with it. Thank
you for thinking of us.

With best regards,

Sincerely,

Robert S. McNamara

489/4/17

February 2, 1971

Mr. Louis Camu
President
Bank of Brussels
2 Rue de la Regence 2
1000 Brussels, Belgium

Dear Mr. Camu:

My family joins me in deepest appreciation
for your kindness in sending us the book on
Belgium. We are delighted with it. Thank you
for thinking of us.

With best regards,

Sincerely,

Robert S. McNamara

489/4/16

February 2, 1971

Sr. Luis Coronel de Palma
Marques de Tejada
Governor
Banco de Espana
Calle Alcala 50
Madrid 14, Spain

Dear Governor:

Mrs. McNamara and I were delighted to receive the holiday gift of dry sherry from your bank. It was more than generous of you and we are deeply appreciative of your kind thoughts of us.

With best regards,

Sincerely,

Robert S. McNamara

489/4/20

February 2, 1971

DRAFT DECISION ON PROGRAM LENDING

In concluding their consideration of memorandum R70-234, the Executive Directors agree to the following recommendations of the President on the policies and procedures of the Bank and IDA concerning program lending:

1. The prime objective of the Bank Group is to ensure that the borrowing country benefits to the greatest possible extent from the loans and credits extended, having regard for the Bank's established practices and comparative advantage in project finance and for the policies of other lenders. These three elements must be weighed in determining from time to time the most appropriate form of Bank Group lending to individual countries.

2. Program lending should be considered only where it would be more effective than an equal volume of project lending. Such circumstances may arise:

(a) in countries faced with a major task of reconstruction or rehabilitation of their economic system;

(b) as a result of structural imbalance that makes the country critically dependent on an adequate supply of free foreign exchange to maintain a satisfactory rate of growth -- for example, when the amount of other external assistance, when added to other sources of foreign exchange remaining after payment of debt service, is expected to fall below the country's requirements for essential imports required to utilize existing productive capacity, particularly in the industrial sector.

3. In the type of economic circumstances cited in paragraph 2, the Bank Group will consider program lending only when there is a satisfactory demonstration on each occasion that:

(a) the borrowing country has adopted a sound and feasible development program supported by effective economic and financial policies which are judged by the Bank to require external assistance in a specified amount;

(b) the specified transfer of external resources cannot be carried out effectively and expeditiously by the financing of investment projects, including appropriate amounts of local currency expenditure;

(c) it appears other external lenders are not prepared to supply the required amounts of non-project lending.

489/4 /15

H. B. CHENERY
February 1, 1971

DRAFT CONCLUSIONS ON PROGRAM LENDING AND LOCAL CURRENCY FINANCE

(The following draft is designed as a replacement for paragraph 56 that the Board might endorse. It includes more of the earlier analysis, as requested by a number of Directors.)

In concluding their consideration of memorandum R70-234, the Executive Directors agree to the following recommendations of the President on the policies and procedures of the Bank and IDA concerning program lending:

1. The prime objective of the Bank Group is to ensure that the borrowing country benefits to the greatest possible extent from the loans and credits extended, having regard for the Bank's established practices and comparative advantage in project finance and for the policies of other lenders. These three elements must be weighed in determining the most appropriate form of Bank Group lending to individual countries.

2. On these criteria the bulk of the assistance provided by the Bank and IDA can continue to take the form of financing the foreign exchange component of investment projects without invoking the special circumstances required to justify the financing of program lending.

3. Program lending should be considered only where it would be more effective than an equal volume of project lending. Such circumstances may arise:

(a) in countries faced with a major task of reconstruction or rehabilitation of their economic system;

(b) as a result of structural imbalance that makes the country critically dependent on an adequate supply of free foreign exchange to maintain a satisfactory rate of growth. The latter situation may occur when there is underutilization of existing capacity (particularly in the industrial

sector), when receipts from traditional exports are stagnant or falling, or when the volume of external assistance (when added to other sources of foreign exchange) has fallen below the country's requirement for maintenance imports and debt service.

4. In the type of special economic circumstances cited in paragraph 3, the Bank Group will consider program lending only when there is a satisfactory demonstration on each occasion that:

(a) the borrowing country has adopted a sound and feasible development program supported by effective economic and financial policies which are judged by the Bank to require external assistance in a specified amount;

(b) the specified transfer of external resources cannot be carried out effectively and expeditiously by the financing of investment projects, including appropriate amounts of local currency expenditure;

(c) other external lenders are not prepared to supply the required amounts of non-project lending.

January 29, 1971

489/4 1/14

LIST OF PROJECTS

1. Initiate a full-scale study of the role of private investment in the development process, with particular emphasis on the actions that the Bank and Part I and Part II governments can take to stimulate and catalyze the flow of private funds.
2. Initiate a thorough and continuing study of the world's capital markets and the extent to which we can depend upon them for the financing of IBRD operations. Prepare supply and demand analyses for each of the major markets; consider the channels and instruments by which we can best tap these markets; analyze the probability that prohibitions on Bank borrowing in one or more of the major markets will be offset by increased access of the Bank to other markets.
3. Consider the establishment of an outside group of advisors to counsel with the top management of the Bank on policies to be followed in the fields of education, agriculture, population, urbanization, expansion of employment, industrial development, etc., and studies to be initiated where gaps exist in our understanding of the development process.
4. Prepare development programs, as a foundation for the Bank's lending operations, in both horizontal and vertical terms, i.e., for each of the major countries and each of the major sectors.
5. Meet with each Area, Projects and Economics Department to review their program.
6. Continue the development of a comprehensive set of schedules governing the critical finance and operating data for the Bank by year.
7. Determine the Bank's requirement for liquid resources based upon a detailed examination of the contingencies which we may face.
8. Develop a set of "development indicators" (including measures of such factors as infant mortality, life expectancy, malnutrition, education, income distribution, employment, etc.) and include data relating to such indicators in our Economic Reports.
9. Systematically schedule luncheons with members of the press, EDs, members of the Executive and Legislative branches, foreign Ambassadors, visiting members of foreign governments, and organizations interested in or affected by development.
10. Study how the Bank can best relate to the development programs of the bilateral donors and the regional banks -- for example, should we consider selling our advisory and technical assistance services to them?
11. Develop a systematic approach to the preparation of country pre-investment programs.
12. Develop a plan for the regular and comprehensive monitoring of the progress of development during the Second Development Decade.
13. Develop a plan to further integrate the activities of the UN agencies (Unesco, FAO, UNDP, UNCTAD, the World Bank, etc.) into a unified, well-coordinated development program.
14. Consider whether it would be possible to organize financial institutions in the LDCs to collect small savings and channel them into productive investments.

15. Prepare a paper and schedule for discussion with the Board on the strategy of industrial development and the policies to be followed by the Bank in this sector.
16. Develop a long-range plan for the structure and manning of the key positions in the Bank.
17. Complete the studies of the debts of the LDCs and determine: what policies to recommend in connection with the present debts and future borrowing; how to organize debt reschedulings; the role of the Bank in connection with debt rescheduling; how to protect the Bank against debt rescheduling; the limits of creditworthiness for individual countries in relation to Bank lending.
18. Examine the role of the EDs and how to expedite the work of the Board.
19. Organize a continuing analysis of trade trends affecting the LDCs and examine policy changes which would benefit them and the cost of these changes to the Part I countries.
20. Consider the possibility of systematic surveys of the mineral resources of developing countries.
21. Develop a plan for the financing of international agriculture research and for the participation of the Bank in such financing.
22. Probe for ways by which to initiate lending to Algeria.
23. Prepare the initial reports on the evaluation of the Bank's work in a single country and in a single sector.
24. Prepare emergency plans for increasing IDA's commitment authority effective July 1, 1971, in the event the U.S. Congress does not approve the Third Replenishment by that date.
25. Prepare a long-range Bank lending program, taking account of the desirable level of "net transfers."
26. Develop an organized approach in IFC to the development of private capital markets in the LDCs.
27. Systematize and formalize the system of Country Economic Reports.
28. Examine the allocation of external aid among the LDCs both in total and by source of aid, by year.
29. Develop a set of criteria for the allocation of external aid and compare the actual allocation of IDA commitments with that which would result from the application of the criteria.
30. Examine the role of external aid in the development process to determine the extent to which such aid has contributed to development and the optimum level of such aid from the point of view of the developing nations.
31. Review the program of the Bank in each major sector (for example, agriculture, education, population, power, etc.) and examine the philosophical and technical foundations on which it is based and the progress which is being made in achieving its objectives.

32. Evaluate annually the progress of development and comment upon the performance of both the developed and the developing countries.
33. Develop a work program for the economic staff which is integrated into the operational requirements of the Bank.
34. Examine the effect of alternative Bank lending rates on Bank income for the period FY '72 through FY '78 as a basis for the mid-year review. Project Bank income on varying assumptions of borrowing costs and differentials between the short-, medium-, and long-term rates. Replace the "short-term spread" formula with a more sophisticated rationale for the establishment of lending rates.
35. Develop a plan for an electronically based system for data relating to development and integrate the Bank's system into other systems worldwide.
36. Prepare a paper responding to the question, "Is the security behind IBRD bonds, represented by the uncalled subscriptions to Bank capital, adequate both today and for the period extending through the life of the bonds?"

STATISTICAL DATA RELATING TO DEVELOPMENT AND TO THE
OPERATIONS OF THE BANK

A schedule of the outstanding debts and of debt service payments by LDC and creditor nation, past and future.

A breakdown of the loan portfolio of IBRD and IDA by country, by year.

A schedule of external aid by LDC by source of funds.

Local currency financing and program lending by Bank and IDA, by year.

Control reports on the operations of the Development Finance Companies.

Prepare a consolidated balance sheet and income statement for the Bank Group.

489/4/13

January 26, 1971

Dear Mr. Fairchild:

Mr. McNamara has indicated that he will be happy to see you during your visit in Washington in early March. May we set an appointment for 5:30 p.m. on Tuesday, March 2? Because of the possibility of something unexpected arising, it might be well for you to check with us after your arrival to see if the time is still firm.

Sincerely,

(Miss) Margaret S. Stroud
Secretary to Mr. McNamara

Mr. Julian D. Fairchild
The Franklin Savings Bank
8th Avenue and 42nd Street
New York, N.Y. 10036

489/4/12

January 26, 1971

Dear Bob:

I have just learned that you are on the list for Major General. My warmest congratulations. SecDefs come and go. But no one understands better than they the nation's debt to the loyalty and dedication of officers like you.

Sincerely,



Robert S. McNamara

Brigadier General Robert E. Pursley, USAF
Military Assistant to the Secretary of Defense
OSD, Room 3E880
Pentagon, Washington, D.C. 20301

JLM:lmt

489/4/21



INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT
WASHINGTON, D. C. 20433, U. S. A.

OFFICE OF THE PRESIDENT

Friday - JAN. 22, 1971

Dear Pete

Upon my return from Africa today, I was delighted to learn of your appointment as Executive Director of the new Council on International Economic Policy. Congratulations to you and to the Administration.

A few days ago we prepared a background note on the World Bank for John Conolly. I am enclosing a copy on the chance that you might be interested in glancing at it.

If I can be of any help to you here, please call on me. In any case, when you have time, let's lunch together.

Best wishes,
Bob

PETER C. PETERSON
CHA. & CH. EXEC. OFFICER
BELL & HOWELL CO.

489/4/77

January 22, 1971

MEMORANDUM FOR RECORD

Wayne Fredericks of The Ford Foundation called to invite me to an Anglo-American Parliamentarian Conference on development in Africa, to be held at Jackson Hole, Wyoming either the last week of May or first week of June. I told him I was interested but had schedule problems in each case and suggested he let me know when the dates have been fixed. He said either he or Prof. McKay will be in touch.

RSMcN

489/4/10

January 22, 1971

Dr. Harold Brown
President
California Institute of Technology
Pasadena, California 91109

Dear Dr. Brown:

Mr. McNamara is just back from West Africa and in a complete spin. He asked me to dash off a note to you saying he regrets very much that he will not be able to attend the Research Directors' Conference on February 9-10 because of a full schedule here.

Best regards -- come to see us.

Sincerely,

(Miss) Polly Yates
Secretary to
Mr. McNamara

489/4 /9

January 12, 1970

Dear Jim:

I am both grateful for and complimented by your invitation to meet with the Los Angeles Committee on Foreign Relations. Unfortunately, for me, I do not believe that I should accept. Visits abroad to our developing member countries (Margaret and I are leaving in a few hours for Africa) make it necessary to keep my speaking almost exclusively to official Bank functions. I do hope you will understand.

We both enjoyed our visits with the Greenes during the holidays and hope to see you again soon. With best wishes to you both.

Sincerely,

Robert S. McNamara

Mr. James C. Greene
O'Melveny & Myers
611 West Sixth Street
Los Angeles, Calif. 90017

688/4 18

January 12, 1971

His Excellency
Shimon Alexandroni
Economic Minister
Embassy of Israel
850 Third Avenue
New York, New York 10022

Dear Mr. Minister:

You were most kind to think of Mrs. McNamara and me with the delightful album of drawings and paintings by Ofer Feniger. He was truly a great artist.

Mrs. McNamara joins me in sending best wishes for the New Year.

Sincerely,

Robert S. McNamara

489/4/7

January 12, 1971

Dear Fred:

Margaret and I were delighted to receive Walter Cronkite's and your album, "I Can Hear it Now - The Sixties." It is an excellent recording and a marvelous sequel to those of the late Edward R. Murrow.

With best regards, and all good wishes for the New Year.

Sincerely,

Robert S. McNamara

Mr. Fred W. Friendly
4614 Fieldstone Road
Riverdale, New York 10471

489/4/6

2412 Tracy Place, N.W.
Washington, D.C. 20008

January 11, 1970

National Bank and Trust Company
of Ann Arbor
125 S. Main Street
Ann Arbor, Michigan 48108

Gentlemen:

Re Account No. 21641 0

Mr. McNamara is not sure of the balance in the Robert S. and Margaret C. McNamara Foundation account since he does not receive monthly statements. However, he does not understand how the account can be overdrawn, as indicated by the overdraft statement he received dated 11/25/70. He would appreciate your sending another up-to-date statement.

Sincerely,

(Miss) Polly Yates
Secretary to
Mr. McNamara

489/4/15



INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT
WASHINGTON, D. C. 20433, U.S.A.

OFFICE OF THE PRESIDENT

11/11/71

Secretary Connally
Treasury Department

Dear John

Among your many tasks will be an assignment as U.S. Governor of the International Monetary Fund and the World Bank. In that connection, you may find interesting and helpful the attached memorandum on the structure of the Bank.

Mary and I are delighted that you and Willie will be back in Washington. We are leaving tomorrow for Spain, but will return in a week or so. Let's get together for a quiet lunch or dinner as soon as you find it convenient.

Best wishes,

Bob

489/4/4

January 9, 1971

Dear Mac:

Attached is a copy of a letter to me from Rodrigo Botero of Bogota, Colombia.

Botero, who is about 35 years old, is a graduate of and former teaching assistant at MIT (his wife is a graduate of Radcliffe). For several years he served as a personal assistant to ex-President Lleras. He is one of the most able men I have met in my travels to the developing countries and I believe you would enjoy becoming acquainted with him.

May I tell Botero that if he will write to you directly you will suggest a time when you would be willing to see him in New York?

With best wishes,

Sincerely,

Robert S. McNamara

Mr. McGeorge Bundy
President
The Ford Foundation
320 East 43rd Street
New York, New York 10017

Orig. Botero to the Ford Foundation person section

FUNDACION PARA LA EDUCACION SUPERIOR Y EL DESARROLLO

APARTADO AEREO 20513

CABLES: FEDESARROLLO

Bogotá, January 3 , 1971

Dear Mr. McNamara:

As we discussed briefly in Copenhagen I declined Paul Hoffman's offer, as well as several others that would have required moving abroad. It is my decision to remain in Bogotá and contribute as best I can to Colombia's development.

I am now Executive Director of FEDESARROLLO, a Colombian non-profit foundation for the promotion of higher education and development. The Foundation will promote local support for Colombian universities organizing their fund-raising activities professionally. It will also carry out research projects in fields related to the modernization process: population, employment, urbanization, exports, industrial policy and regional economic integration. Several of the National Planning Department's best economists resigned and have started to work on research projects in the Foundation.

During your visit here last June you kindly offered to arrange for me to meet McGeorge Bundy of the Ford Foundation. The time has come when such an introduction would be most useful. I could go to New York at Mr. Bundy's convenience between now and mid-February. I would arrange my trip so as to visit Washington before or after New York and would very much like to call on you then if your schedule allows it. I have taken the liberty of addressing you personally on this matter because the Ford Foundation's cooperation in the initial stages of our work is of the utmost importance.

Louise joins me in sending both you and Margaret best wishes for the New Year and warmest personal regards.

Sincerely,



Rodrigo Botero

Mr. Robert S. McNamara
President
The World Bank
Washington, D.C.

489/4/3

January 8, 1971

MEMORANDUM FOR MR. BLINKHORN

I would like to thank you most sincerely for all the help you have given me in replying to my miscellaneous and varied correspondence. I have often taken pride in signing the elegant sentiments you have attributed to me.

Robert S. McNamara

WDCKmss

489/4/2

January 8, 1971

Dear Mr. Paton-Walker:

Mr. Robert McNamara has asked me to return the Barbara Hepworth print* and asks that it be exchanged for a copy of the other print which he has discussed with you.

The print should be sent to our office:
Room A1230, 1818 H Street, N. W., Washington,
D. C. 20433.

Sincerely,

(Miss) Margaret S. Stroud
Secretary to Mr. McNamara

Mr. Ransald R. Paton-Walker
Marlborough Graphics Inc.
41 East 57th Street
New York, N. Y. 10022

*Being sent by separate mail

489/4/1

January 4, 1971

Dear Mr. Slater:

Mr. and Mrs. Robert McNamara are happy to accept your invitation to attend the dinner in honor of the Jean Monnets which will be held at the Waldorf-Astoria at 7:30 p.m. on Tuesday, February 16.

Sincerely,

(Miss) Margaret S. Stroud
Secretary to Mr. McNamara

Mr. Joseph E. Slater
Aspen Institute for
Humanistic Studies
600 Fifth Avenue
New York, N.Y. 10020