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Transportation, Water and Telecommunications Department - PTWT - World Health Organization [ WHO ] - Cooperative Program 1978 - 1980

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CLOSE - OUT SHEET

This file is closed as of Dec 31, 1980.

For further correspondence, please see 1981/83.

RECORDS MANAGEMENT SECTION



PTw - Policy  
(WHO/IBRD coop program)

April 11, 1980

Dr. B. H. Dieterich  
Director  
Division of Environmental Health  
World Health Organization  
1211 Geneva 27  
Switzerland

Dear Dr. Dieterich,

I refer to your letter of March 31 which I just received and in which you request a very rapid reply. Indeed I remember WHO's interest in an expansion of the Cooperative Program. John informs me that discussions on this topic took place even before the Water and Wastes Unit was transferred to the Transportation Department.

Any expansion of the Cooperative Program would require a detailed justification before the Bank could consider additional funding. The proposed position for Europe, which was simply included in the proposed budget for FY81, has not been discussed between Mr. Stevens and Mr. Thys; therefore we have not included it in our budget request. A year ago when our regional division in fact suggested a position be established in Europe, I am told you rejected that proposal feeling that priority ought to be given to other regions. At the moment, I do not see a strong demand by our regional colleagues; nevertheless, I suggest that when Mr. Stevens is in the Bank for the work program review, he discuss this proposal with Mr. Thys.

In general, I do not believe that now is an opportune time to consider an expansion of the Cooperative Program. We are awaiting with great interest a proposal on how to implement some of the points we discussed during our recent meetings in Geneva. I recall Dr. Tejada agreed to let us have at least a preliminary proposal by May 1. Any future expansion of the Cooperative Program ought to reflect this proposal; in fact, expansion should be justified by the activities which we explored in our meetings together. Once we have agreed together that specific broader framework for future operations -- and presumably after the joint discussions that I proposed with your Regional Offices have taken place -- then clear proposals could be made regarding the tasks to be undertaken in each region for agreement between our regional divisions and your regional offices. That would

OFFICIAL FILE COPY



Dr. B. H. Dieterich

-2-

April 11, 1980

provide the basis for considering any expansion of the Cooperative Program that may be necessary.

Yours sincerely,

APR 21 1980

Christopher R. Willoughby  
Director  
Transportation, Water and  
Telecommunications Department

JMK-CRW/mk-aga

P.S. I regret that this letter which I wrote before leaving Washington has been held.

APR 21 1980

WORLD HEALTH ORGANIZATION



ORGANISATION MONDIALE DE LA SANTÉ

1211 GENEVA 27 - SWITZERLAND  
Télegr.: UNISANTE-Geneva

Tél. 34 60 61 Télex. 27821

1211 GENÈVE 27 - SUISSE  
Télégr.: UNISANTÉ-Genève

In reply please refer to:  
Prière de rappeler la référence:

EHE/P20/372/2 (c)

31 March 1980

1) on  
2) JK -> CW  
3) Pat

RECEIVED  
15 APR - 7 11 AM '80  
MAIL UNIT

PTW - Poling  
(IBRD/WHO coop. Pro)

Dear Mr Willoughby,

You will remember that at several occasions WHO has brought up the question of expanding the Cooperative Programme by creating additional posts which would be located in some of the WHO Regional Offices. More specifically, the proposal was made to create one additional post each for the Offices in Alexandria, Brazzaville, Manila and New Delhi.

As far as WHO is concerned, we are budgeting for this expansion as from the beginning of calendar year 1982 and it is the purpose of this letter to enter into negotiations with the World Bank on this proposal both in respect of the level of expansion and the location of the posts.

I should also like to inform you that during a recent consultation with two of our Regional Offices, i.e., EMRO and EURO, the Regional Directors have specifically requested additional Cooperative Programme posts at the earliest possible time and preferably already at the beginning of 1981. Indeed, if the World Bank would agree to an expansion and, perhaps, preferably a gradual one, we should explore the possibility of adding two additional posts in your FY 1981. I know that a proposal has already been made in respect of EMRO but, I do propose to you now that, already for the FY 1981 we seriously consider establishing two new posts as indicated.

I would very much like to hear from you at your earliest convenience. It would be of particular importance to us too to know what specific background material would be required to present a full justification.

Yours sincerely,

Dr B.H. Dieterich  
Director  
Division of Environmental Health

Mr Christopher R. Willoughby  
Director  
Transportation, Water and  
Telecommunications Department  
The World Bank  
1818 H. Street, N.C.  
WASHINGTON, D.C. 20433  
U.S.A.

APR 7 1980

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A PARTIR DU / AS FROM 14.1.1980  
 Tél. central OMS } 91 21 11  
 WHO Tel. exchange }  
 Mon numéro direct } 91 35 82  
 My direct number }



PTW - Policy  
(WHO/IBRD Coop. Proj.)

The World Bank / 1818 H Street, N.W., Washington, D.C. 20433, U.S.A. • Telephone: (202) 477-1234 • Cables: INTBAFRAD

March 12, 1980

Dr. David Tejada de Rivera  
Assistant Director General  
World Health Organization  
Geneva

Dear Dr. Tejada,

It was a very great pleasure to meet you at the end of February, and I greatly appreciated the fascinating and most instructive conversations which we had with you and your colleagues. It was kind of you to rearrange your schedule of commitments and devote so much personal attention to our concerns.

I do hope we may have initiated processes which will succeed in aligning the WHO/IBRD Cooperative Program better with the objectives of WHO and the Bank, and which will enable your prime objectives of Health for All by the Year 2000 to be brought to reality more rapidly than otherwise.

I particularly appreciated your suggestion that WHO would prepare by May 1 a position paper setting a framework and standards regarding the various elements of Primary Health Care which might be expected to be undertaken and/or assisted in connection with Bank-financed water supply and sanitation programs and projects. Dr. Dieterich suggested on the Friday afternoon, as we left, that before participating in the preparation of such a paper he would like to receive comments on the general Decade briefing paper which he distributed to us in draft at the end of that morning's meeting. The same evening I read this document with great interest, and I believe it will prove extremely valuable and useful. However this document is more in the nature of an extensively annotated list of the many dimensions of water and sanitation projects that should optimally be taken into account, with a stimulating presentation of the kinds of considerations that should be brought to bear. The particular parts related to the health, education and community participation dimensions (pages 16-17, 29-33 and 38-39) do not give quite the kind of positive guidance that would be most helpful, as Dr. Evans described, regarding the difficult practical issues such as how to select among the eight dimensions of Primary Health Care for effort in connection with water/sanitation projects, what combinations of dissemination and public information techniques might be used and how to mobilize community responsibility, how program-level actions would relate to the longer broader evolution of the institutional framework, how to divide but coordinate responsibility among different types of people (community health workers, health inspectors, sanitarians, and higher officers) and what types and sizes of training programs might be required. From this



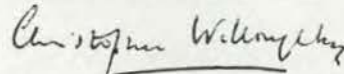
March 12, 1980

review it may be possible for you to propose how and by whom action might be initiated to train trainers and prepare manuals for training programs, to provide expert assistance with the public information programs and community mobilization or such other elements necessary to overcome current gaps. A firm but cautiously drawn summary of best present thinking on how the points should be treated in preparation and appraisal of water/sanitation programs, and what action should be expected, in different country conditions would be an invaluable base, as you suggested, both for starting practical work and for later revision and improvement in light of subsequent country case studies, field workshops, etc.

We also found the broader discussions regarding the future focus of the WHO/IBRD Cooperative Program extremely valuable. Mr. Stevens has kindly agreed to prepare, by way of response to the suggestions about the Cooperative Program in the Bank's new policy paper "Basic Needs: Water Supply and Waste Disposal", alternative possible sketch-programs for the coming two or three years, showing distribution of effort among the various kinds of activities we discussed. We agreed that key elements to be borne in mind in casting the sketch programs would be emphasis on health and hygiene aspects and dimensions of projects (particularly rural), stress on activities which should lead to concrete pay-off in terms of achievements on the ground within a year or two of their being undertaken, and use of the Cooperative Program as more of a window between WHO and IBRD -- both enabling more logical continuity between WHO field activities and technical assistance to countries on the one hand and the projects that countries undertake with Bank assistance on the other hand, and also encouraging the use of specialists from other branches of WHO for brief assignments in support of Cooperative Program undertakings. A Program gradually reshaped in these directions could, I believe, be a significant step to "exploiting the Decade and H-2000 in favor of the developing countries", in the felicitous phrase you coined. We very much look forward to receiving Mr. Stevens' proposals for discussion among ourselves, with our own Regional Offices and our programming unit. As soon as we get a little further towards tentatively agreed broad foci and modes of operation I expect that it will be useful for the proposals to be discussed with each of your Regional Offices at brief visits to them by Mr. Stevens, the respective Regional Cooperation Officer and Mr. Kalbermatten.

I repeat my very warm thanks, and I look forward to our further collaboration.

Yours sincerely,



Christopher R. Willoughby  
Director  
Transportation, Water and  
Telecommunications Department



*PTW - General*  
*Completed*

C. Willoughby, Director, TWT

February 20, 1980

J. B. Buky, Senior Sanitary Engineer, TWTWW

WHO/CP--Items for Discussion During Your Visit to Geneva,  
February 28-29

*see Feb. 13/80*

I have sent a note to John Kalbermatten by R. Middleton on February 13, 1980 (copy attached), suggesting he take up certain points in Geneva. John cabled back asking you to be briefed on these matters.

In the last month, we received two requests from Stevens to provide travel funds for missions on the grounds that CP funds were all committed. The first request was to fund the Manpower Development Study in Syria. Last October it was apparently agreed to send Redekopp in March 1980. Redekopp is now otherwise committed and Stevens proposed R. Ballance and requested extra funds. EMENA will accept Ballance if Redekopp will do the follow-up but, in any case, is not prepared to pay. Stevens is trying to find the money.

The second request was for funding Laugeri's participation in a Financial Workshop at CEFIGRE, again, claiming there are no CP funds. Bill Cosgrove agreed some time ago that Laugeri should go to Nice on West Africa CP funds. Cosgrove says there are a number of cancellations in the West Africa program, enough to provide money for Laugeri's trip.

In summary, the big question is, where did the CP funds go so early in the year. The Workplan dated February 15 indicates six AFRO staff in the program and these are not normally shown on the Geneva CP program. No similar staff are shown for SEARO. Cosgrove thinks that the AFRO staff may be funded under the CP which is not a normal process. In addition, there are a large number of "WHO initiated activities" which may, again, usurp some of the funds (see, for example, Redekopp's trip to the Far East).

These matters need clarification and this is what I asked John to take up in Geneva.

Enclosure

*YBB*  
JBBuky:jh

*John Kalbermatten*  
*CP/R*

## OFFICE MEMORANDUM

TO: Ms. Patricia Evans, TWT

DATE: December 21, 1979

FROM: F.H. Lamson-Scribner, Chief, ASPEW

SUBJECT: IBRD/WHO Cooperative Program - FY 81 Work Program

Confirming my telephone conversation with John Kalbermatten, we are not yet in a position to have anything approaching a firm manpower budget for the CP Program. Until we receive a proposed work program for FY 81 from Mr. Stevens we will have to leave things open. I would estimate at this time however that we would be able to commit to at least 0.5 person-years for FY 81 to carry on any necessary work as regards sector memoranda and for project identification and preparation in our South Asian countries.

FHLamson-Scribner:saf



w H O  
7.3 Mr. Kalhanetter

## OFFICE MEMORANDUM

TO: Ms. Patricia Evans, EWT

DATE: December 18, 1979

FROM: M. E. Ruddy, AENVP

M ER

SUBJECT: IBRD/WHO Cooperative Program - FY81 Work Program

I have received Mr. Kapur's request for WHO support of the Region's FY81 work program and, assuming WHO is prepared to provide the support, will include 38 staffweeks in the Region's FY81 work program.

cc: Messrs. Kapur  
Saravanapavan  
Bruestle  
Beach (o/r)

MERuddy/pmc

W 146  
12-0

Mr. Christopher R. Willoughby, TWTDR

December 12, 1979

John M. Kalbermatten, TWTWW

WHO/World Bank Cooperative Program  
Discussions with Messrs. B. Dieterich and P. Stevens

While in India I spent the weekend of November 24 and 25 with Messrs. Dieterich and Stevens, discussing in general terms the future of the Cooperative Program and the role of WHO and the World Bank respectively in the Drinking Water Decade.

Both agreed that WHO should probably assume major responsibility in the area of water supply and sanitation manpower development and agreed to explore with WHO divisions responsible for health education, training and other areas of interest the possibility of implementing training programs specifically oriented towards establishing the necessary manpower in the rural water supply/sanitation/health education/personal hygiene/community participation field. Both accepted the proposition that WHO has particular responsibility in this field though they were hesitant to claim any special expertise. They pointed out to me the very serious problems involved in such an effort, stating that a number of exercises in the past had in fact resulted in less than satisfactory performance.

I believe that the next step would be an internal evaluation of the feasibility of undertaking this so-called health education/community participation training program in WHO. Mr. Dieterich would then report back to us in a few weeks with the results of his preliminary discussions in the hope that we could then sit down together and discuss in greater detail possible avenues for undertaking a manpower development program.

cc: Messrs. Barker (EDC), Beach (AEPEW), Cosgrove (WAPEW), Erkmen(EAPEW), Lamson-Scribner (ASPEW), Thys (EMPWS), Zavala (LCPWS)

JMKalbermatten:sp



(E 725) 15-30

Mr. Lars Jeurling, PAB

December 3, 1979

John M. Kalbermatten, TWIWW

WB/WEO CP Work Programming and Budgeting

Further to Mr. Willoughby's memorandum of November 20 to you, I would like to call to your attention the following facts:

- (i) Re para 1(d), I proposed the use of "discount" factors for CP input to regional programs in the past. I am not opposed to it now and must have failed to communicate this position to Ms. Evans in the haste of my departure.
- (ii) Re para 4(c), I reminded Mr. Stevens when we met in Delhi last week of the need to submit the FY81 work program. He informed me that he will be away from Geneva until mid-December and is, in any event, awaiting regional manpower requests.

JMKalbermatten:nk

cc: Messrs. Willoughby (TWTDR), Beach (AEPEW), Cosgrove (WAPEW),  
 Erkmen (EAPEW), Lamson-Scribner (ASPEW), Thys (EMPWS),  
 Zavala (LCPWS)  
 Ms. Evans (TWTDR)

*Mr. Katherman*  
*WHO file*

## OFFICE MEMORANDUM

TO: Files

FROM: B. Benitez

SUBJECT: Meeting on WHO Cooperative Program

DATE: November 26, 1979

1. On November 2, 1979 PAB staff met with representatives from the WHO organization and CPS. The purpose of the meeting was to get a preview of the coming FY81 budget process and to focus on any unforeseeable problems which may develop in the current FY80 budget.
2. Mr. Stevens opened the meeting by forewarning PAB of a possible overrun of \$52,000 in operational costs (currently budgeted at \$150,000). He indicated that if a problem arises as a result of this oversight that he would contact us as soon as possible.
3. We asked Mr. Stevens about the latest developments on the FY81 budget. He indicated that he had as yet not received any commitment from the Regions on task specific plans and that this was normally done in a semi-annual review around April. We stressed that plans developed then would be too late to feed into the budget process. He agreed on the need for Bank managers to do more forward planning, both for budgetary and managerial purposes. He felt that WHO anticipates the same 11 positions for the FY81 budget as budgeted for FY80. We discussed the budgeting approach proposed for FY81, and specifically the process schedule. In this connection we requested Mr. Stevens to prepare by the middle of December a tentative budget request based on Region-specific manpower allocations. We also wondered if he could return to Washington in January in order to focus on specific demand and availability issues with the Regions and to finalize the budget for the coming year.
4. Mr. Stevens also mentioned that there is currently a proposal to increase the number of Regionalized positions, to better support the Bank's water sector demands, and that one such existing post is being evaluated for its effectiveness by a joint Bank/WHO task force. He mentioned that this proposal will not be reflected in the FY81 budget because approval to expand their Regional Offices must first be reached within WHO. If this proposal is approved by WHO there would be a request to the Bank for a supplement to cover the expansion. We said, we felt that should this proposal be approved during the FY81 cycle, WHO should be in a position to absorb the expansion in field positions within their approved budget.
5. Mr. Stevens expressed his interest in clarifying with the appropriate Bank units the implications on WHO participation in the recently voiced Bank strategy for "health education" involvement.
6. We also talked about including the Bank's Regional Program Coordinators during the preliminary stage of the budget cycle. It was felt that there was a need to do this in order to minimize resistance to planning by the Bank's Regions and to keep the P.C.'s informed of planned use of Cooperative Program manpower at an earlier phase of the budget

1/  
WHO - Mr. P. Steven, Mr. R. Novack  
PAB - Mr. L. Jeurling, Mr. E. Rodriguez, Mr. B. Benitez  
CPS - Ms. P. Evans



cycle. There is currently a gap between what the Division Chiefs agree are their demands on the Cooperative Program and what the Program Coordinators feel is needed as manpower input for Regional work programs.

7. The meeting was adjourned with a note that the cost per staffyear for WHO is becoming quite high and by far the highest in comparison to the other Cooperative Programs. This analysis was based on the FY80 consolidated budget for the Cooperative Program. The issue to consider is whether the cost increase over the next few years will continue to grow as in the past; if this should be the case then, would it be feasible to continue obtaining services from WHO at such a high cost?

cc: Lars Jeurling, PAB  
Heinz Vergin, PAB

WORLD HEALTH  
ORGANIZATION



ORGANISATION MONDIALE  
DE LA SANTÉ

1211 GENEVA 27 - SWITZERLAND  
Télégr.: UNISANTE-Geneva

1211 GENÈVE 27 - SUISSE  
Télégr.: UNISANTÉ-Genève

Télex. 27821

In reply please refer to:

Prière de rappeler la référence: P20/372/2(C)

19 November, 1979

Dear Mr Kalbermatten,

... I am enclosing\*ten copies of my duty travel report on the meetings in Washington during the week of 26 October to 2 November (copies are for yourself, Ms Evans, Mr Willoughby, Mr Joerling, and the six Water Division chiefs). I should, of course, be glad if you and the division chiefs would inform me of any necessary corrections.

It was very noticeable during this meeting that few specific CP activities were projected in fiscal year 1981, although several division chiefs promised supplementary information before the end of December 1979. It would appear to be important for your office to follow this up with the division chiefs so that projected activities for fiscal year 1981 can be entered into the workplan. This will also be necessary to enable us to make realistic budget proposals for fiscal year 1981. In this connexion I understand that the Bank programme and budget unit will be attempting to finalize individual divisional allocations of time before the end of January 1980. Mr Joerling, in fact, suggested that I might visit Washington in January to assist in preparation of the allocations of time for CP work. I am not sure whether this would be necessary, but would appreciate your views on the matter.

We shall send you a revised workplan shortly.

Yours sincerely,

Prescott A. Stevens  
Manager, Environmental Health  
Technology and Support  
Division of Environmental Health

Mr J. Kalbermatten  
Water and Wastes Adviser  
Transport, Water and Telecommunications  
Department  
World Bank  
1818 H Street, N.W.  
Washington, D.C. 20433  
United States of America



TRAVEL REPORT SUMMARY / REPORT COVER PAGE <sup>1</sup>		Programme Classification/ Registry file number(s):				
Submitted by: P. A. Stevens ..... EHE/ETS 12/11/79 ..... (Name) (Div/Unit) (Date)		P20/372/2(C)				
Visit to:  World Bank - Washington AMRO - Washington		Tasks undertaken for other units (indicate units) ..... ..... .....				
Indicate clearly name and location of project(s), meeting(s), etc.						
Inclusive travel dates: 26 October, 79 - 2 November, 79 (From) (To)	Co-traveller(s): ..... Mr. R. Novick, EHE ..... Name(s)/Div./Unit(s)					
Reason for travel:  World Bank - to discuss the cooperative programme. AMRO - to discuss the cooperative programme and the Federal Republic of Germany/ WHO inter-country cooperation project. Specify the type of work which had to be accomplished						
Recommendation(s)/Action to be taken:  See attached report.						
<table style="width:100%; border: none;"> <tr> <td style="border: none;"><u>For Meetings only</u></td> <td style="border: none;"><u>Future attendance:</u></td> <td style="border: none;">Recommended <input type="checkbox"/></td> <td style="border: none;">Not recommended <input type="checkbox"/></td> </tr> </table> State reasons			<u>For Meetings only</u>	<u>Future attendance:</u>	Recommended <input type="checkbox"/>	Not recommended <input type="checkbox"/>
<u>For Meetings only</u>	<u>Future attendance:</u>	Recommended <input type="checkbox"/>	Not recommended <input type="checkbox"/>			
Brief summary:  See attached report.		Distribution:  ADG Dr. D. Tejada-de-Rivero Director Dr. B. H. Dieterich Registry COR, CPD, CWO, HPC, INF, ... GWS AFRO, AMRO, EMRO EURO, SEARO, WPRO PEPAS, Kuala Lumpur CEPIS, Lima, Peru World Bank (10) All ETS staff				
Travel Report Summaries shall be submitted to the Director/ADG within one week after completion of a trip. A copy of this form will serve as Report Cover Page when a detailed travel report is prepared subsequently.						

<sup>1</sup>Delete if no detailed report will be submitted

REPORT BY MR. P. A. STEVENS ON DUTY TRAVEL  
TO WASHINGTON TO VISIT THE WORLD BANK AND  
AMRO - 26 OCTOBER TO 2 NOVEMBER, 1979

1. Cooperative Programme Workplan, July 1979 to December 1980

The 30 October revision was distributed to Bank Water Division Chiefs and discussed with the following results. Mr Shipman, consultant, accompanied Mr. Novick and me in discussions with the East Africa, South Asia and American Regions. Mr Friedmann accompanied us in discussions with the Eastern Mediterranean, Europe, and North Africa Region, the West Africa and the East Asian Regions.

East Africa Region:

Messrs Erkman and Reekie participated in the discussions.

Ethiopia

The rural water supply project preparation mission, scheduled to begin 25 March, is subject to confirmation since at present the Bank is not scheduling missions in Ethiopia. WHO was requested to seek information through Mr Romain on the timeliness of the proposed activity, with the intention of deciding by the end of December whether to retain the activity, or substitute another activity at the same time (perhaps a follow-up mission in Uganda). The division may request inclusion of a manpower specialist. The follow-up mission in October should be retained in the workplan. This mission would take responsibility for project preparation work arising from results of the first mission.

Madagascar

The water project will be negotiated on in December, but the recommended new regional water committee has not yet been formed. The scheduled sector study should be retained and a manpower specialist added to the team.

Uganda - Health Education

The Bank region is interested to include health education elements and future water projects. A recent consultant study in Lesotho showed no improvement in incidence of water-borne diseases after improved water supply was made available. Alternative means of informing the public (by water authority staff, by health authority staff, and through general education of the public) were discussed, and it was agreed that the relative benefits need examination, possibly on a country by country basis. WHO's experience would be useful in tackling this matter. The Zambia rural water supply and Ethiopia rural water supply were suggested as appropriate systems to be studied and whether health education elements might appropriately be included in future Bank projects.



EMENA Region:

Mr Thys was joined by Messrs Rodriguez and Yodadzis, Loan Officer for Algeria.

Ankara Air Pollution

An engineering loan has been approved for Ankara air pollution project which will include construction of a briquetting pilot plant being designed chiefly by Turkish, British and German consultants. Dr de Koning's participation in the first supervision mission in February or March should be retained in the workplan, but Dr Becher's participation should not be charged to EMENA.

Algeria

The scheduled sector review should produce a sector memo similar to the recent Bank sector memo on Morocco, dated 15 October. In relation to future institutional planning, it was mentioned that the Bank initiated idea of a joint water/sewerage project for Greater Algiers had proved successful, and is being advocated as part of the Oran and Constantine projects now being prepared. Emphasis on development of metropolitan organizations such as these has apparently been questioned in some quarters since it is seen as an alternative to the strengthening of the central water organization SONADE, with which WHO has been cooperating for some years. EMENA has suggested that the SONADE be converted from an operational agency to a standards-setting agency, or possibly a bank. It was understood that the UNDP Resident Representative, active in discussions on this matter, would support discussions involving Government, Bank, and WHO, to examine the issues and make recommendations. The CP sector survey should update data from the first sector survey on service levels and costs and should make recommendations for organization of the sector. EMENA proposes to include a health education study which would propose a specific health education activity, to be included in the preparation of the Constantine water supply project.

Afghanistan

EMENA agrees to include three weeks or more of CP time for review of the rural water supply projects developed by EMRO, but suggests assignment of a financial analyst already familiar with CP work.

Syria

EMENA agrees to reinstate manpower study by Mr Redekopp.

Yemen

EMENA proposes a CP mission to update the sector study.



### West Africa Region:

Mr Cosgrove and the members of his division took part in the discussion. Mr Cosgrove mentioned that he will be accompanied during his visit to AFRO in November by Mr Kpognon, Assistant to Regional Vice President, for discussions on the future orientation of the cooperative programme in the light of Bank priorities in West Africa. They would like to discuss types of CP activities, cooperation with AFRO, water decade preparatory work, and WHO expertise available in the region which might be consulted in relation to Bank programmes. Mr Cosgrove explained the last point by expressing the opinion that community water supply activities, in order to be successful, must be supported by health education and manpower development. He thought a health educator might be a useful addition to the CP team in Africa. He mentioned that all recent bank projects in his region included funds for health education, and explained that the strengthening of community participation and operation and maintenance are included in the concept of health education as proposed by his region.

The importance of utilizing trained national sanitarians or health inspectors in implementing eventual health education, community participation and operation and maintenance activities, especially in rural areas, and the possible availability of WHO sanitarian advisers who could assist in planning or implementing the proposed activities was discussed. Mr Cosgrove emphasized that the Bank project preparation activities might include funds for the procurement of related equipment and supplies.

### West Africa Manpower Development

Mr Cosgrove gives equal weight to manpower development and health education. He noted the progress of the survey in twelve countries as reported by Mr Redekopp, and the conclusion that manpower development activities would most profitably be undertaken at differing levels depending upon the progress previously made in each country. He said that the Bank Education Division would like to keep informed of this activity, and where possible, link plans for water/sanitation/manpower development with national vocational training projects.

### Cameroon

Mr Rietveld mentioned that the current water supply project which covers master plans for Douala and Yaounde, as well as financing water supply construction for secondary centres, includes a health education element, for the time being tied to the secondary centres' projects, but possibly also to be extended to Douala and Yaounde. West Africa would like a WHO health education specialist to accompany the next project mission, to work particularly on the problem of encouraging local populations to use new facilities. The mission is due to begin on 19 May and last three weeks. West Africa hopes this activity will lead to similar ones in other countries. Mr Rietveld said the Ministry of Health has not showed interest in this activity to date.

### Togo

The CP mission shown in the workplan, which will coincide in part with the Bank mission was confirmed. Mr Rietveld asked to be sent any background documents available with CP. It was noted that Mr Laugeri should also plan to join the mission during part of its stay.



Upper Volta and Niger

During Mr Laugeri's visit he should follow up on recommendations of the last mission and on the progress achieved in completing the manpower development and training study. There was some doubt whether the government had yet received the report of the CP mission earlier this year, and this should be confirmed with AFRO.

Mali

As in Upper Volta and Niger, Mr Laugeri should follow up on results of his earlier mission and on the progress with the manpower development and training studies. In Mali the Bank plans to select an agricultural development area in which the Bank rural water supply and the Bank health project will be undertaken simultaneously. More information is expected to be available following Bank discussions with the government in January.

Nigeria - Anambra State

West Africa proposes to include a health education campaign as a pilot project in the Onitsha City project. They would like a WHO staff member to participate in the forthcoming mission to Onitsha on 26 November to 12 December 1979. Dr Strijak or Mr Alagaieh was suggested.

Nigeria - Kano Sector Study

The mission will be undertaken as shown in the workplan. A financial analyst familiar with the British system would be an advantage for both the urban and rural water supply studies. The Bank will send us terms of reference for the financial analyst shortly.

Nigeria - Cross River State

A pre-appraisal mission will visit Cross River 5 to 15 February 1980, and an appraisal mission is planned in June 1980. During the February mission the Bank proposes to consider the possibility of including a drainage component in the project, since the increased water supply is likely to aggravate the waste water disposal problem. In this connexion they would like WHO advice on any related malaria hazards, as well as on a possible health education component in the project.

Nigeria - Lagos

An urban planning study is underway, financed by UNDP, and the Bank has been requested to participate in financing the next phase of Lagos water supply. It is felt that a major institutional reorganization may be required and a sector study with CP participation is planned in May or June on which details will be received later.

Guinea - Sector Study

Terms of reference were given to me in Washington. The Bank agreed to our proposal to include a second economist in the team who would work together with the Bank consultant in reviewing rural water supply and sewerage. The

Bank consultant will be Mr Vailloux, of the French firm Burgeap, which is currently working on a FED project in Guinea.

#### Gambia

This activity was cancelled.

#### CP Activities in Fiscal Year 1981

This will be discussed during the forthcoming meeting of West Africa with WHO staff in Brazzaville, and subsequently included in the workplan.

#### East Asia and the Pacific Region:

Messrs Bruestle and Saranapavan participated in the discussion.

#### South Korea

The Bank wants to update the sector study for water and sewerage and to look also at the rural picture, since many rural schemes have been developed in recent years but few Bank water projects have been approved. At present a five-town water supply project is being prepared and other municipal projects might be considered. The Bank would like to have projects in the pipeline every 12 to 18 months. WHO should approach the government to arrange for this mission and should propose terms of reference. A mission of four weeks in the field plus three weeks for report writing is required consisting of an engineer, a financial analyst and a manpower development specialist. Translation and interpretation should be foreseen for the mission, possibly through the UNDP or WHO offices in the country. It would be extremely desirable if Mr Harris, who was WHO engineer in Korea for a number of years, could be released from his new assignment for a short period to participate in the sector study. It was mentioned that PEPAS should be kept informed, and possibly participate in some way.

The Bank plans a pre-appraisal mission for the five-town project in March, and an appraisal mission in June or July. The sector study should be planned before the end of 1980.

The Bank has not been approached by the government in connection with the Seoul sewerage project. It was mentioned that WHO/HQ has agreed to review the reports when they are available.

#### Papua, New Guinea

It was confirmed that the Bank supports the proposed manpower development mission.

#### South Pacific Islands

It was confirmed that the Bank supports the proposed manpower development mission and requested Mr Redekopp to communicate with Mr Beach's division, as well as with Mr Barker, concerning the terms of reference for this mission and the PNG mission.



### Indonesia

It was mentioned that Mr Bruestle will meet Messrs. Findley and Heyland in Indonesia, 18 and 19 November. The CP mission scheduled for April was confirmed, concentrating on East Java urban and rural water supply. It was difficult to project CP needs beyond June 1980, but more information was promised after Mr Bruestle's mission. For the time being, a two-man mission of three weeks in the field and three weeks report writing (Findley and Heyland) should be scheduled for project preparation related to the Bank's third water project in October 1980.

### Thailand

It was suggested that Mr Heyland accompany Mr Findley in the scheduled Thailand project preparation mission (and that one of the new CP financial analysts be scheduled for the Andra Pradesh sector review). The Bank's interest in a manpower development mission in Thailand will be reconsidered in the near future.

### Information on WHO Activities

It was suggested that Bank Water Division staff might touch base with Mr Go at the Western Pacific Regional Centre for promotion of environmental planning and applied study in Kuala Lumpur, in view of possible future collaboration. The Bank division would appreciate receiving from SEARO and WPRO a current list of their regional and field staff concerned with water supply and sanitation.

### South Asia Region:

Messrs Lamson-Scribner and Kalbermatten participated in this discussion. The question of "health education" elements in future projects in this region was discussed at length. Mr Shipman drew attention to the need for clear-cut terms of reference and action, suggesting scheduling yearly meetings in each country. There was a difference of views on whether the health education effort would be more effective in the short and long-run if undertaken through the health agency or directly through the operational water agency. Mr Lamson-Scribner was doubtful that the health education effort would produce significant results in operation and maintenance, or improvement in drinking water quality in the short run in South Asian countries, while Mr Novick, based on experience of a national rodent control programme in the U.S.A., thought that health education efforts could have effect if closely integrated into operational programmes and projects, which means water supply managers would be induced to develop responsibility for providing "a complete service", rather than merely distributing water. The pros and cons of a field trial (e.g. UNDP auspices) were discussed. WHO's potential leadership role in this area was stressed. It was suggested that WHO specialists in health education and community participation might take part in a joint meeting with Bank staff to discuss this question,

There was no discussion of the work programme proposed by SEARO, but it was noted that activities for the period July to December 1980 must be projected in the near future.



## Latin America and the Caribbean Region

Participants included Mr Heron acting for Mr Zavala, Messrs Donaldson and Davila, AMRO, and Ms Evans.

It was noted that up-to-date information on CP activities scheduled in the region other than those supported by CP/HQ, have not been available for inclusion in the overall CP workplan for some months, and Mr Donaldson undertook to initiate appropriate action. It was also mentioned that time sheets for Mr Ringskok have not been received for some time. It was confirmed that HQ resources continue to be available to supplement regional CP resources.

The inclusion of health education, community participation and operation and maintenance activities in the CP was discussed. Mr Donaldson mentioned that bank loans have been approved for improving operation and maintenance of highway systems and asked why this might not be appropriate with water supply systems.

The present and future role of AMRO and CP programmes in project identification and development was discussed. The Bank suggested that this role should be reviewed and that the CP's efficiency in helping to develop and feed information into projects should be emphasized. The elements of project identification (terms of reference, price tags for activities, and main constituents of likely projects) are essential for moving smoothly into project preparation. The Bank would like to have such information for projects accepted to be prepared as much as three to four years ahead of time. It was agreed that AMRO and LAC should undertake talks to define the future CP activities.

### 2. Meeting with Mr Willoughby, Director of Transportation, Water, and Telecommunications

At a short meeting with Mr Willoughby, the origin and progress of the CP and the outcome of this week's meetings and the planned evaluation of CP SEARO was reviewed. The importance of the strong interest and guidance which the CP has enjoyed from Mr Rovani since its inception, and the excellent cooperation in planning and carrying out the work which has been experienced with Mr Kalbermatten and the Bank regions was stressed by Mr Stevens.

### 3. Meeting with Programme and Budget

A meeting was held with Messrs Joerling, Rodriguez, Benitez, and Ms Evans.

The proposed method of cost sharing for fiscal year 1980 was explained (WHO HQ/ROs). Mr Stevens was asked to notify Programme and Budget if an under-run is experienced due to WHO regions not paying their share of the \$50,000 short fall in the inter-regional budget.

The preparation of the Bank's budget for fiscal year 1981 was described. By mid-December Programme and Budget request information from WHO if an increase in the CP budget appears likely. By end-January Bank regional CP time allotments will be established. For this purpose, a visit by Mr Stevens to the Bank in January might be helpful. It was mentioned in this connexion



that Bank regions had not, to date, projected many specific CP activities for fiscal year 1981, but that more information was expected around the end of the year.

4. ECA Meeting for the Decade

The Bank wants to participate actively in this meeting and it was suggested that Mr Kalbermatten communicate directly with ECA and AFRO in this respect. He may propose to conduct a workshop, commencing with a panel meeting chaired by himself and with participants from the three Bank regions working in the African continent, at which Bank work in support of country project preparation would be exposed and which would be followed by a general discussion.

5. Meeting at AMRO with GTZ Representative

Messrs Stevens and Novick participated in a meeting at AMRO with Mr Kresse, GTZ, and Messrs Donaldson, Davila and Izurieta. Mr Kresse explained GTZ's interest in ascertaining countries willingness to intensify planning and strengthen institutions. Although it is likely that GTZ will be able to include some additional countries in the activities financed from the 1980 budget, it is possible that a few would be excluded if this willingness were not evident. He also mentioned that GTZ would not agree to include water resource studies or pre-investment studies in the project. He suggested that in future contacts at country level WHO should make these constraints clear. Mr Davila pointed out that all countries in the region have general interest in the Decade, but that this might not have been evident from the preliminary mission reports in some cases. Mr Kresse emphasized that the hope for project missions outcome would be a national plan with indication of priorities, cost calculations and proposals for manpower development. The specific terms of reference and workplans would need to be finalized by the countries and WHO. AMRO actions to support contacts between host governments and local German missions and to reach agreement on the project and its workplan were discussed. The importance of maintaining interest up to the time that actual fieldwork begins was recognized.

The possibility of support by German funds for fellowships was discussed. Although such proposals would normally be due by January 1980 for implementation in 1982, Mr Kresse indicated that it might be possible to establish a general reserve for four to six scholarships in earlier budgets. In this connexion it was mentioned that GTZ has agreed to include provision for the participation of 20 nationals in the WHO Decade Strategy Workshop, and the possibility was mentioned of sending a Haitian participant to the Nice workshop and an AMRO staff member to the Quala Lumpur workshop.

It was mentioned that a meeting of AIDIS is planned in La Paz in July 1980, which will be devoted to technical discussion relating to the water decade.

The need for an inter-country training project in operation and maintenance was mentioned and Mr Kresse indicated that such a project would be very interesting to GTZ. It was suggested that the existing training centre in Costa Rica be considered as a possible site.

It was agreed that the activities proposed to be undertaken in Haiti and Paraguay need to be reviewed and new proposals developed.

Mr Donaldson requested that AMRO be notified as soon as possible of the precise resources which will be available to AMRO for carrying out the project.



## OFFICE MEMORANDUM

TO: William J. Cosgrove, Chief, WAPEW

FROM: E.J.W. Gilling, Economist, WAPEW

SUBJECT: WHO Cooperative Program  
Visit to Geneva, 2 October  
Back-to-Office and Full Report

DATE: October 17, 1979

1. While returning to Washington, I stopped in Geneva, as per terms of reference of 5 September, to review the status of preparation for the AFRO Workshop and other operational matters.

AFRO Workshop

2. Preparation for the workshop on economic and financial aspects of water supply/sanitation projects appears to be going smoothly. Mr. Laugeri will be the principal lecturer; however, a second lecturer, necessary because of the large number of participants (36 are now expected), has not yet been found. The WHO French speaking financial analysts are committed to other work; hence, it has been necessary to ask the African Development Bank to supply a financial analyst under the WHO/ADB cooperative program. The analyst requested, Mr. Sanvee, was the only applicant for the advertised position in the AFRO office, Brazzaville, and Mr. Stevens hopes that the AFRO workshop would give an opportunity to evaluate Mr. Sanvee as a candidate. No reply has yet been received from ADB. Mr. Stevens also requested that the Bank supply a list of suitable candidates for the Geneva financial analyst position to supplement the applications received to date.

3. Since my return, I have briefly reviewed the case study material for the workshop. The quality of this material is certainly much higher than the lecture notes originally sent to us, although I am concerned that too many concepts will be thrown at the participants in too short a time. WHO should be encouraged to prepare a contingency plan to shorten the scope of the case study exercise if it is found that the audience cannot absorb all the concepts. This need not involve a modification of the bank case material, but rather a de-emphasis of some of the lesser issues raised in the case study problems particularly relating to tariff setting and economic analysis. The macro-economic concepts relating to shadow pricing should be de-emphasized, in particular as they are not likely to be understood by participants lacking in economic training.

Sahel Rural Water

4. At the request of Mr. Motte, I reviewed this item briefly with Mr. Tomassi. He outlined the activities and concerns of other aid agencies active in the Sahel. GTZ/WHO CP will undertake drinking water decade planning studies in Niger and Upper Volta in the coming year. More details regarding GTZ plans should be available in several weeks. FAC is concerned about training in the water sector, particularly in Upper Volta, as a result of previous bad experiences with other projects where training was not considered. In Niger, USAID is apparently open to suggestions regarding the nature of its ongoing participation in the water sector.



Manpower Planning and Training

5. I was invited to attend a brainstorming session regarding the development of strategies to meet the manpower requirements for the Drinking Water decade. The discussion document prepared for the meeting is attached as Annex I. The conclusions of the meeting were somewhat different from the orientation of the paper. In general, it was concluded that:

- (i) a single global strategy would not be feasible because of wide variations among countries as to needs and resources;
- (ii) individual projects should serve as the vehicle for training programs; and
- (iii) additional missions, questionnaires, etc. should not be sent to governments regarding manpower and training needs without first exhausting all other sources of information such as the UNDP resident representatives.

There was a general feeling expressed that WHO staff were wearing out their welcome in some countries as a result of repeated missions (rapid assessments, sector studies, training, etc.), and questionnaires. There may well be a need to reconsider the Bank/WHO strategy for preparing programs and projects for the Decade if this is a growing problem.

Guinea Sector Study

6. Messrs. Becher and Tomassi are planning their mission for the beginning of November. Terms of reference will be sent from Washington.

Kano Sector Study

7. Mr. Jackson will undertake this study together with a sector planning exercise during his mission from 26 November to 8 December.

c.c. Messrs. Bouhaouala, Kalbermatten, Barker  
Motte, Rietveld, Nebiker  
Arben, Andersen, Boudier, Nickel, Prenoveau

EJWGilling:tw



MEMORANDUM

ANNEX I

From Manager, ETS

To Those Mentioned Below

Date 28 September 1979

Our ref. ETS P20/372/2

Attention

Your ref.

Originator

Subject "BRAIN-STORMING" SESSION ON DEVELOPING STRATEGIES TO MEET DECADE MANPOWER DEVELOPMENT AND TRAINING NEEDS - 2 OCTOBER 1979 at 2 p.m. in L132

... Enclosed you will find a proposed "strategy" (workplan) prepared by Mr A. Redekopp for the development of National Manpower Development and Training Plans. There may be other strategies/approaches which should be explored. Mr D. Steele has been assigned to work with Mr Redekopp to develop some basic concepts/approaches on how we might best tackle this very complex and important problem. Before they commence on this exercise I would invite you to attend a "Brain-Storming Session" to provide guidance and pose possible questions which should be addressed.

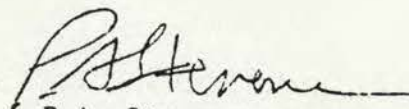
I believe we should start with some very basic questions on how we might best develop an approach or "politics" of developing a strategy for manpower development and training for the Decade, keeping in mind that WHO is only one of seven members of the Decade Steering Committee and that UNESCO, which has a reservoir of expertise in training, should likely be brought into the picture. How do we "sell" the other UN agencies on the idea of working with WHO in this area? How can we best attract extra-budgetary funding? Would a report from a recognized group of experts, through the mechanism of an informal consultation recommending possible strategies to follow, be the route to take?

Should we concentrate our efforts on developing National Training Delivery Systems (urban and rural) or concentrate on rural-type communities which would lead to the development of simple training plans?

Should there be a different strategy for different regions or groups of countries? If so, what criteria would you propose?

These are some of the questions which have occurred to us. I am certain you have many others you would wish to pose and have discussed. I propose that we limit our discussion to two hours. Please come prepared to make this a productive meeting.

- Mr V. Pinto, ETS
- Mr M. Suleiman, ETS
- To: Dr G. Bachmann, ETS
- Dr E. Becher, ETS
- Mr J. Haijkens, IRC
- Mr M. Jackson, ETS
- Mr A. Redekopp, ETS
- Mr D. Steele, ETS
- Mr A. Tomassi, ETS

  
P.A. Stevens

- cc: Director, EHE
- RCO/EHE
- TCO/EHE
- GWS



DECADE MANPOWER AND TRAINING STRATEGY

1. Lack of trained and strongly motivated manpower both in the public and private sectors is one of the major constraints to the effective and efficient development of water and sanitation services in most developing countries. To meet Decade objectives it is estimated that, conservatively, some 100,000 additional persons per year need to be trained and employed during the Decade. From information available on training resources in developing countries it is clear that additional resources and innovative approaches are required.
  
2. Examples of innovative approaches/projects include the following:
  - (a) A concentrated programme for the training of trainers at the technician level which, in turn, would train village water supervisors. This unconventional method was successfully used in Malawi, where village water supervisors were given a practical 3-week training programme under a tent.
  - (b) The utilization of well-managed, well-operated water and sanitation organizations (in developed or developing countries) as potential training resources for staff from developing countries, possibly on a "twinning" basis, is another approach. Currently, such a project on a global basis is being developed by the World Bank and UNDP.
  - (c) Other approaches are better utilization of existing staff through improved personnel procedures and the reorientation of curricula of local training institutions to stress appropriate technology. Such a project is currently being developed by IDRC and CIDA in countries of East and South Africa.
  - (d) The ILO is developing "modules of employable skills" (MES) which, in time, will provide some of the basic training materials for technicians and tradesmen employed by water and sanitation sector organizations.
  
3. It is clear, however, that the success rate of any of these approaches and overall manpower development and training effort will be minimal unless governments implement the corresponding institutional changes, including the creation of new posts and the up-grading of existing posts, and are willing to pay staff during periods of training. To insure this commitment, national managers and planners must be involved from the start in the development of plans and proposals dealing



with manpower development and training and must take an active part in their design, implementation and evaluation.

4. In the same way that national policies and plans are needed for overall sector development during the Decade, governments should be encouraged, as part of the Decade planning process, to identify their national manpower and training needs and to develop a National Manpower and Training Plan (NMTP). The governments should assign the responsibility for this task to the National Action Committee (NAC) for the Decade and should organize and energize a National Manpower and Training Committee (NMTC). In the absence of an NAC, the NMTC might be organized, reporting directly to the Minister of Planning.

Appropriate documentation has been developed by WHO which include a Modus Operandi for the organization of NMTCs, and guidance documents on its membership and functions, the TOR denoting responsibilities of the NMTC and its training specialist (consultant) in the development of a National Manpower and Training Plan (NMTP) and a detailed outline describing the information required to develop such a plan.

5. In most instances, the governments will require consulting services to assist the NMTC in completing its task. The training specialist (consultant) would thus play a vital role in collaborating with the NMTC in producing a NMTP, including practical recommendations and proposals for immediate action.

6. Once the NMTP is completed it would be profitable to discuss it at a special country workshop/seminar. It would be desirable to have in attendance at such a workshop/seminar representatives of international technical and capital cooperation agencies. It is expected that arrangements and activities to meet the country's immediate manpower and training needs might be agreed on at such a meeting.

7. Such activities might include the following (this is not an exhaustive list):

(a) Fellowships (overseas likely) to train training development officers who would become the key resource (expertise) in the country for planning, designing, carrying out and evaluating the NMTP.

(b) The detailed design and implementation of a country-wide training delivery system, which encompasses all levels of personnel required in the water/sanitation sector.

- (c) Detailed examination of the training needs of current staff and the design and implementation of up-grading training programmes.
  - (d) Detailed examination of curricula of engineering and technical schools to determine the emphasis placed on teaching appropriate technologies, and detailed reviews of schools of public health to examine subject matter taught in the water/sanitation field, especially as it relates to meeting the needs of the Decade.
  - (e) The institution of a training for trainers programme from the ranks of professionals, technicians, craftsmen and works supervisors. These "trainers", in addition to training their own staff, would also be available as part-time instructors in support of activity (c), and would also belong to a pool of trainers available to devote part-time to the training of new recruits.
  - (f) The development of new training programmes at existing or new institutions at national or regional level to train new recruits.
8. To support these national efforts WHO, in cooperation with other technical and capital cooperation agencies, would need to make the following manpower commitments for the initial phase of the programme:

(i)	<u>To help organize NMTCs</u> (1 man/week /country)	
	100 countries	25 man/months
(ii)	<u>To assist NMTCs to produce NITPs</u> (1 man/month/country)	
	100 countries	100 man/months
(iii)	<u>To help organize country-level workshops</u> by assisting NMTC to prepare documentation, conduct discussions and evaluate the workshop (1 man/month/country)	
	100 countries	100 man/months
		<hr/>
	T O T A L	225 man/months
	=====	=====



9. In order to implement this phase of the global programme it is suggested this approach be discussed at the next Regional EH Advisors meeting, to obtain the support of the WHO regions....ILO/HQ has indicated its interest in being involved. The organization of the NMTCs might be undertaken by regional WHO and ILO manpower and training specialists, with support from WHO and ILO HQs. In this way it is estimated that NMTCs could be organized within a period of about 6 months. Training specialist support to the preparation of NMTPs could be provided through WHO regions, WHO/HQ, ILO, UNICEF, UNESCO, the WHO/GTZ, WHO/SIDA, WHO/UNDP projects, and perhaps other interested technical and capital cooperation agencies. It is estimated that plans could be prepared within 6 months after the NMTCs have begun their work. Support for the country workshops would then be sought from the interested technical and capital cooperation agencies.

10. The implementations of the NMTPs will entail very substantial additional inputs from external organizations but the extent and type of such support will only become clear during the preparation of the NMTP.

Director, EHE

Regional Director, SEARO

4 October 1979

CEH

WHO -  
Cooperative  
Program

120

EHE/E5/370/4

MEETING ON COOPERATIVE PROGRAMME  
22 - 23 November 1979

With reference to your telex no. 1253, I am pleased to inform you that Mr Pettigrew of the World Bank will participate in addition to Mr Kalbermatten.

As regards the evaluation criteria Mr Kalbermatten has mentioned that the following might be included:

- the inputs made into the Bank's regional lending programme;
- savings in travel costs by eliminating/reducing travel from Washington/Geneva;
- number and type of projects identified for subsequent action by donors.

You already have our suggestions, namely:

- what input has been made by CP into other BSM projects
- what have other BSM projects contributed to CP
- contribution of CP to CHP and vice versa

Please take this into account when finalizing the evaluation criteria.

Dr B.H. Dieterich

P.S. I have just received your WHOgram of 26 September which will be studied immediately. Meanwhile, the above may still be useful.

cc: Mr J. Kalbermatten, World Bank

INCOMING MAIL UNIT

313 OCT 10 10 10:00

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cc: Mr. J. K. [illegible]

1979 OCT 10 AM 10:06

INCOMING MAIL UNIT

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Dr. H. H. [illegible]

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22 - 22 November 1979  
 MEETING ON COOPERATIVE LEADERSHIP

4/07/23/1979

GEN

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4 October 1979

*[Handwritten signatures and notes]*

## OFFICE MEMORANDUM

TO: Mr. Christopher Willoughby, Director, TWT

FROM: Lars Jeurling, Budget Division Chief, PAB *LJ*

SUBJECT: WHO/IBRD Cooperative Program - FY80 Budget  
and Work Program Implementation

DATE: October 3, 1979

FY80 Budget

1. Attachment 1 confirms the staffyear basis and object-of-expenditure breakdown of the approved budget of \$1,053,000 for the Cooperative Program with WHO (WHO-CP) in FY80. An increase of 45% in personal service expenses per professional staffyear has been budgeted for FY80 in comparison to the FY79 budget.

FY80 Work Program

2. The budget has been approved for the manpower work program summarized in Attachment 2, which was agreed on last March by the respective Regional Offices and your department, in consultation with WHO-CP management.

3. The use of the Cooperative Program manpower should be monitored closely during the fiscal year against the programmed allocations. This should be done by all the managers concerned through the time recording system. When significant, projected deviations from the agreed allocations in manpower use or availability should be flagged by the respective managers to the Cooperative Program Coordinator and PAB as soon as these are identified during the course of the year. Thus, the necessary manpower (and budgetary) realignments could be effected early enough. Unless otherwise agreed with the Cooperative Program Coordinator and PAB, the Regional Offices and WHO-CP are expected to adhere to the agreed regional allocations of manpower.

4. Actual FY79 time use allocations by the WHO-CP (based on the FY79 timesheets) are also summarized in Attachment 2. These results are being reviewed by each Regional Office in the context of the current "post-mortem" exercise, and you may want to review them yourself. We shall be asking you to comment on any substantive issues regarding the Cooperative Program that the Regions address in their "post mortem" papers (due in PAB early next week). You may also wish to discuss some of these results with WHO-CP management at an opportune time soon. The objective should be to draw lessons from the FY79 experience regarding desirable changes in the management control, programming and budgeting of the Cooperative Program. Your suggestions, as well as the Regions' conclusions will serve as background for the upcoming FY81 budget preparation.

## Attachments

cc: Regional Program Coordinators  
Ms. P. Evans, EMP ✓ *D 1033*  
Mr. H. Vergin, PAB



WHO-CP FY80 APPROVED BUDGETAuthorized Positions

1. CP Professionals	11
2. CP General Service	<u>7</u>
3. Total	<u>18</u>

Staffyears

4. CP Professionals	10.5
5. Seconded Staff	-
6. Sub-Total	<u>10.5</u>
7. Consultants	<u>0.5</u>
8. Sub-Total (6+7)	11.0
9. General Service	<u>7.0</u>
10. Total (8+9)	<u>18.0</u>

Administrative Expenses<sup>a/</sup> (FY80 \$000)

11. Personal Services - Total	902
12. of which: Professional	720
13. General Service	182
14. Consultant Fees	<u>33</u>
15. Sub-Total (11+14)	<u>935</u>
16. Operational Travel	113
17. Miscellaneous	<u>5</u>
18. Total	<u>1053</u>

Cost per Staffyear

19. Personal Services (11÷6)	85.9
20. Consultant Fees (14÷7)	66.0
21. Operational Travel (16÷8)	10.3
22. Total Cost (18÷8)	95.7

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a/ Bank's 75% share.

P & B  
7/27/79

WHO-CP WORK PROGRAM  
(Staffyears)

<u>Direct Support to:</u>	<u>FY79</u> <u>Actual</u>	<u>FY80</u> <u>Program</u>
Eastern Africa	-	0.6
Western Africa	1.5	1.8
EMENA	-	0.7
LAC	0.6	0.7
East Asia & Pacific	0.5	1.5
South Asia	0.4	1.0
Sub-Total	<u>3.0</u>	<u>6.3</u>
(% of Total Available)	(37%)	(79%)
 <u>Other Work:</u>		
CP-initiated work in:		
Eastern Africa	0.2	
Western Africa	0.2	
EMENA	0.3	
LAC	0.1	
East Asia & Pacific	1.4	
South Asia	0.2	
Other Miscellaneous Activities	2.8	
Sub-Total	<u>5.2</u>	<u>1.7</u>
Total Available	8.2	8.0
Management & Administration	0.6	0.8
Overhead	1.7	2.2
Total Paid	<u>10.5</u>	<u>11.0</u>
 Of which:		
- CP Professionals	9.0	10.5
- Other WHO Staff	1.2	-
- Consultants	0.3	0.5



WHO/IBRD COOPERATIVE PROGRAMME ACTIVITIES IN THE WHO  
AMERICA REGION

1. Establishment of Cooperative Programme Activities in AMRO.  
A financial analyst from Cooperative Program (CP) will be assigned to AMRO for a period of 24 months beginning September 1, 1978 <sup>1/</sup>. AMRO/PAHO will contribute approximately 18 man-months per year of professional staff time plus secretarial assistance, office space and additional AMRO/PAHO field staff (including staff from the Pan American Center for Sanitary Engineering and Environmental Sciences - CEPIS), as outlined in the Work Plan (see Annex 1). Salary and other benefits of the FNA will be provided from the CP, together with travel funds in accordance with the Work Plan. The CP activities in AMRO will be extended to all countries of the AMRO Region with common membership in WHO and WB. They will be carried out under the supervision of the Regional Director, through the Division of Environmental Health. Channels of communication of AMRO and the Bank with governments will be used as appropriate.
  
2. Objectives and Agreed Types of Activities
  - 2.1 The general objectives of the CP are set forth in the 1971 Memorandum of Understanding between WHO and the Bank, as follows:
    - (a) Assisting countries of common membership in the carrying out of sector studies required to formulate sector programs and policies (other than those sector studies financed by the United Nations Development Program (UNDP));
    - (b) Assisting countries of common membership in the identification and preparation of investment projects of types which fall within WHO's field of responsibility and which, in the framework of its economic development objectives and general policies, the Bank is willing to consider for financing (other than those activities financed by the UNDP);
    - (c) Assistance to countries of common membership in identifying and preparing proposals for pre-investment studies and other projects (including those suitable for financing by the UNDP);
    - (d) WHO participation in Bank economic, sector, project appraisal and project supervision missions; and
    - (e) Other related activities as agreed between WHO and the Bank.

1/ Under Inter-Regional Project PIP 001.

2.2 Specific Objectives

The CP activities in AMRO will serve the general purpose of enhancing the impact and efficiency of the CP work of the two Organizations. Specifically (1) to enhance national planning for Water Supply and Wastes Disposal and to assist countries establish national strategies to meet the goals of the proposed International Water Supply and Sanitation Decade (1981-1990) and, (2) to assist in obtaining increased resources for technical assistance and capital investment both internal and external (multilateral and bilateral).

2.3 Agreed Types of Activities

- (a) Participation in the programs of AMRO/PAHO with a view to promoting national activities in Water Supply and Wastes Disposal.
- (b) Sector or sub-sector studies and updating of studies through the preparation of Sector Memoranda;
- (c) Assistance to countries in project identification and preparation; and collaboration with Bank missions on preappraisal work in projects where AMRO has participated;
- (d) Participation with Bank missions in appraisal work in support of Bank staff;
- (e) Assistance to countries in specified fields in the Sector, such as manpower development (training), reduction of unaccounted-for water, institution building and management, water conservation, dissemination of appropriate low-cost technology, and other activities.

3. Work Plan

A Work Plan (including a provisional schedule for traveling) will be prepared every six months to cover activities for the following 18 months, of which activities for the first six months will be defined in detail. As far as possible, these planning sessions will be timed so as to coincide with the overall CP planning sessions, so as to enable the Manager, ETS, to participate. The activities to be included in the Work Plan will be mutually agreed on between the Bank and AMRO in accordance with needs identified by either of the two Organizations. It should be an appropriate mix of the activities listed in 2.3 above, and should be coordinated with other activities of the two Organizations. The Work Plan will commit 12 man-months per year of CP staff resources located at AMRO; additional CP staff time from resources at WHO Headquarters, if required; approximately 18 man-months per year of AMRO/PAHO field staff time; and other AMRO/PAHO staff time as mutually agreed between the Bank and AMRO and



approved by the Regional Director. It will be part of the agreed overall plan of work of the Cooperative Program. Changes, additions and deletions in the Work Plan will be mutually agreed between the Bank and AMRO and communicated to the Manager, ETS.

4. Program Management

Primary responsibility for planning, directing and administering the CP activities in AMRO will rest with the Regional Director, through the Division of Environmental Health (DEH). Preparation of the detailed Work Plan and Terms of Reference for specific activities will be the responsibility of DEH with the concurrence of the Bank's Latin America and the Caribbean Water Supply and Sewerage Division (LCPWS). Day-to-day management of program activities will be the responsibility of the Chief DEH. The Chief, LCPWS Division, will represent the Bank in the preparation and implementation of the program.

5. Reports

- (i) Reports will be the responsibility of AMRO, with the Bank being given full opportunity for review and comment. The Manager, ETS, will receive copies of all draft and final reports.
- (ii) Reports to be submitted to governments will be issued as WHO/IBRD CP reports.
- (iii) Reports concerning project identification and preappraisal work where CP-AMRO staff has participated in conjunction with a Bank mission will be submitted, after AMRO's review, to the Bank's LCPWS Division within 15 days of the mission's return to Headquarters.

6. WB/WHO Memorandum of Understanding

The CP activities in AMRO will be established within the framework of the Memorandum of Understanding between WHO and WB of October 17, 1971 with CP budget funds committed from Project PIP 001, having the approval of the responsible officers of WHO for the CP as well as the Director, EWT, and the appropriate Assistant Director, Latin America and the Caribbean Projects Department, World Bank.

August 7, 1978

Mr. Lars Jeurling, PAB

November 20, 1979

C.R. Willoughby, Director, TWT

WHO Cooperative Program: Your November 13 Note  
on Budgeting and Programming

Upon his departure on mission yesterday, Mr. Kalbermatten left me with the attached notes which I think will be helpful to you. Operations, and budgeting, of the WHO Cooperative Program appear to be an extreme source of dissatisfaction among the Regional Division Chiefs at present. It seems to me that appropriate programming and budgeting arrangements for the future can only be determined once the Bank and WHO have reached conclusions on the basic issues about the WHO Cooperative Program which have begun to be raised in the draft policy paper about Water Supply and Waste Disposal that is shortly to be discussed by Mr. Stern.

cc: Messrs. Richardson, Kalbermatten <sup>OK</sup> ~~JFS~~

Attachments

CRW;pe



DRAFT  
11.19.79

To: Mr. Lars Jeurling, PAB  
From: Patricia Evans, TWT  
Subject: World Bank/UN Cooperative Programs  
Work Programming & Budgeting

Before his departure on mission on November 19, Mr. Kalbermatten discussed with me your paper on the above subject. The following comments represent his views on this, in connection with the World Bank/WHO Cooperative Program.

Your Para 1(a): It is currently the practice, at least in theory, for agreement to be reached between Bank projects divisions and WHO, and between Bank projects divisions and their RVP offices, on the amount of cooperative program support for a fiscal year. However, the CPS coordinator has no authority over Regional budgets, nor should he have, and it is therefore impossible to ensure that this is done.

Your Para 1(d): Mr. Kalbermatten is against a "discount" factor being applied to the cooperative program.

Your Para 1(e): You state that the manpower allocation to each Regional Office's work program should account for 75% or more and be considered binding. The Memorandum of Understanding between the Bank and WHO states that all activities under the CP should be of interest to both organizations, but may be initiated by either. There is no requirement that 75%, or any other percentage, be Bank initiated work. In the case of deviations from the approved manpower allocations, it is felt that CPS clearance and PAB approval should not be required, but should be a Regional decision.

- Para 3: We do not feel that CP work can be used as a substitute for Bank staff or consultant manpower.
- Para 4(c): During his visit in October, you requested Mr. Stevens to submit an initial work program for FY81 by mid December. Mr. Kalbermatten will remind him of this at the CP meeting in New Delhi this week.
- Para 4(f) The CPS Coordinator has no way of judging Regional priorities and therefore should not be responsible for recommending inter-regional reallocations of budgeted CP manpower. It would be preferable for the Regions to have standby or reserve projects, as they do for the Bank's lending program.

Cleared with Mr. Willoughby

cc: Mr. Richardson



*13 - 11 - 79*  
*Pat*

ROUTING SLIP		DATE: November 13, 1979
NAME		ROOM NO.
Messrs. Aklilu, Tolbert,		
Willoughby, Yudelman		
cc: Mr. Baum, Mr. van der Tak		
Mr. Jeurling, Mr. Bhatnagar		
APPROPRIATE DISPOSITION	NOTE AND RETURN	
APPROVAL	NOTE AND SEND ON	
CLEARANCE	PER OUR CONVERSATION	
COMMENT	PER YOUR REQUEST	
FOR ACTION	PREPARE REPLY	
INFORMATION	RECOMMENDATION	
INITIAL	SIGNATURE	
NOTE AND FILE	URGENT	
<p>REMARKS: You may wish to respond to this PAB proposal directly to Mr. Jeurling with a copy to me.</p> <p>I suspect the major problem is that the CPS Coordinators cannot, per Para 1(a), make Regional divisions and Regional program coordinators agree. Similarly, the fifth section of Attachment 1. In (e) of Page 2, "deviation" must mean overrun.</p>		
FROM: <i>PR</i> Peter Richardson	ROOM NO.:	EXTENSION:

*Mr. Koelberrmatten*  
*by hand*

*John - I think this requires your attention & treatment. If I can help please tell me how.*

*CHW*  
*Nov 13*

*correct. Advisers do not have - and should not have - authority over regional budgets.*

*90 26*  
**NOV 13 1979**

Budgeting Principles

1. We recommend continuing and strengthening the approach to programming and budgeting of cooperative programs that was applied in the FY80 budget and which is guided by the following principles:

- (a) The mission scheduling processes regularly carried out between the respective cooperative programs and Bank projects divisions should be integrated into the Regional work programming and budgeting process. This means that agreement should be reached between Bank projects divisions and the respective cooperative programs on the one hand, and between Bank projects divisions and their RVP offices, on the other, regarding the amount of cooperative program support (in staffyears) planned for a fiscal year. The CPS coordinator for the respective cooperative programs has the responsibility of insuring this integration (and the inter-unit communication it requires). For the FY81 budget cycle all agreements should be concluded by January 18, 1980, so these may be used as part of the Regional work program and budget guidelines that will be discussed with the RVP's January 23-25; in fact, proposed use of cooperative program manpower for Bank sector work should be agreed on by end-November, through the ongoing economic and sector work programming exercise.
- (b) The manpower budgeted in each cooperative program should be totally accounted for in their respective work programs, which could consist of both "Bank" and "non-Bank" activities (see next paragraph).
- (c) Of the total effective staffyears budgeted for in each cooperative program's work program, at least 75% should be accounted for in the Bank's approved operational work programs; the remainder should be accounted for in task-specific "other work" to be managed by the cooperative programs themselves, with the Bank's agreement (the "other work" may include the difference between cooperative program coefficients and their "discounted" Bank equivalents, see next paragraph).
- (d) If agreed between the Regional Offices and a cooperative program, a "discount" or "utilization" factor may be applied to the cooperative program manpower input to the Regional work programs. The discount would equal the costs required to satisfy

*Handwritten notes:*  
// How to -  
in terms -  
the program  
for the staff  
CP  
Residual  
first!



to the Bank's Regional objectives. As indicated in (c) above, the difference between the total and the "discounted" manpower input would be counted as "other work" to be managed by the cooperative programs.

*What about...  
Do not...  
from the...  
nature of...  
cooperative*

- (e) The approved manpower allocation from each cooperative program to each Regional Office's work program (the total of which should account for 75% or more of cooperative program effective staffyears) should be considered a binding budgetary allocation by each Regional Office; significant deviations from it are subject to clearance by the CPS coordinator and approval by PAB.

*NO!  
Who has been...  
regional...  
operations.*

Review of FY80 Budget Process for Cooperative Programs

2. Although several significant programming issues on the cooperative programs remained unresolved at the conclusion of the FY80 budget preparation cycle, the following accomplishments were made:

- (a) The work plans developed at the projects division level were at least partially integrated into the Region-wide and Bankwide programming process;
- (b) all "other work" to be initiated and managed by cooperative programs themselves was programmed more specifically than in the past (and could therefore be better monitored during the year);
- (c) initial recognition and agreement was reached with FAO CP and UNESCO CP representatives, respectively, on definitions, bases and use of "discounting" of cooperative program coefficients when applied to Bank programs;
- (d) at least 75% of the effective staffyears budgeted for each cooperative program were accounted for as input into the Regional/CPS work programs, with the exception of UNIDO CP; nevertheless, the percentage allocation to "Bank work" in the latter's case was 61%, a significant increase from the 24% programmed in FY79; the overall result was that 82% of total effective staffyears budgeted for cooperative programs was included in the approved Bank operational work program, an increase from the 71% recognized in the FY79 budget.

- (e) the level of cooperative program support programmed in FY80 appears realistic in light of the FY79 "post-mortem" results which shows that 81% rather than the 71% originally programmed was used as effective input to Bank work in FY79.

FY81 Budget - Goals

3. The practical relevance and success of the systematic approach initiated last year and recommended to be pursued in developing the FY81 budget must be evaluated in another year or two. In our mind basic long-term questions still remain unanswered: can the contribution of cooperative programs to Bank work be assessed as input in the same sense as (and therefore substitutable for) Bank staff or consultant manpower? Should the programming and budgeting of cooperative programs instead be a process separate from the regular Bank operational work programming, just as other "special programs" are, given the inter-agency political considerations that must necessarily be given to the cooperative program relationships?

*This is  
distorted.  
We know  
about it.*

4. Meanwhile, for the FY81 budget, we recommend strengthening the approach initiated for FY80 (as summarized in "budgeting principles" above); in perspective, this approach is simply a specification and enforcement of the general approach assumed to have covered the cooperative program budgets for several years in the past. We might identify our specific goals in applying the approach to FY81 as follows:

- (a) further integration of the projects divisions/cooperative program/RVP Office programming processes though a formally scheduled overall process of communications; PAB and the respective CPS coordinators would act as initiators and coordinators of this overall process (Attachment 1 gives a proposed schedule it) with the goal of getting the three parties to arrive at a consensus on FY81 manpower allocations themselves; we would start by explaining the budgeting approach to the appropriate groups of projects division chiefs, to cooperative program managers here on visits and to Regional program coordinators, through an appropriate version of this paper and follow-up meetings;
- (b) get the informal agreement of cooperative program managements on the "minimum 75% rule" to be applied to cooperative program staffyears;



- (c) get the cooperative program managements to act as "catalysts" in the overall programming process by asking them to propose the initial Regional allocations of their manpower, by mid-December; Bank managers would then be expected to react to these allocations in the context of their own work program preparations between mid-December and mid-January;
- (d) review the relevance and bases for the "coefficient discounting" practice started with the FAO and UNESCO cooperative programs; discuss the relevance of such "discounting" with the WHO CP, if considered appropriate;
- (e) resolve several outstanding administrative issues with the UNIDO cooperative program;
- (f) get explicit agreement from all parties involved that the CPS Coordinator is responsible for recommending, and the cooperative program manager for deciding (after clearance with PAB) on any significant inter-Regional reallocations of the budgeted cooperative program manpower that may unexpectedly become uncommitted during the course of the year, because a major activity is cancelled by a Region due to country reasons, etc.;
- (g) with the long-run budgetary perspective in mind (FY82 and beyond), attempt to identify and discuss with cooperative program managements and the CPS coordinators any longer-term scenarios, plans or expectations already being developed within the cooperative programs (e.g., the possible increase in WHO CP "regionalization"; long-run trends in the type of cooperative program support being requested by, or being offered to, Bank managers, including shifts in emphases between lending work and more general sector work; etc.).

*NO. He has  
no way of  
judging  
regionalization  
Region should  
have standing  
main projects*

*OK*

FY81-Cooperative Programs (CP) Budget Process  
Schedule

<u>Dates</u>	<u>Step</u>	<u>Responsibility</u>
Nov.-Dec. 14	Preparatory discussions between CP manager, Regional division chiefs, CPS coordinator, Regional Program Coordinator, and PAB on FY81 work programs, and the FY81 budget process	(CPS Coordinator)
*Dec. 14	FY81 CP work program as proposed by the CP management, including a proposed allocation of support among Bank Regions.	(CPS Coordinator)
Dec. 21	Recommended <u>Bankwide</u> FY81 CP staffyears and budget to McN (thru Budget Issues Paper)	(PAB)
Jan. 4	Approval by McN of <u>Bankwide</u> guideline (i.e. total CP staffyears to be included in Bank work program)	(President)
* . 14-18	Discussion and agreement between CP manager and Regional divisions on CP allocations for FY81	(CPS Coordinator)
Jan. 23-25	Discussion by VPO of draft Region-specific guidelines with RVP's and VP-CPS	(VPO)
Jan. 31	Work Program guidelines to Regions; Budget Guidelines to CP managers thru CPS coordinators	(PAB)



4127 ✓  
August 29, 1979

Mr. Prescott A. Stevens  
Manager, Environmental Health  
Technology and Support  
World Health Organization  
1211 Geneva 27  
Switzerland

Dear Mr. Stevens:

We are enclosing herewith for use of Cooperative Program staff, copies of Appraisal and/or President's Reports for the following projects:

Second Cameroon Water Supply Project  
Nigeria - Kaduna Water Supply Project  
Liberia Water Supply Project  
Ivory Coast - Secondary Centers Water Supply Project  
Ivory Coast - Second Abidjan Sewerage and Drainage Project  
Ivory Coast - Abidjan Sewerage and Drainage Project  
Guinea First Water Supply and Sanitation Project  
Ghana Second Water Supply Project  
Gabon - Libreville Water Supply Project  
Senegal Water Supply Engineering and Technical Assistance Project.

Copies of relevant documentation concerning projects in the preparation stage are being assembled and will be sent shortly.

Yours very truly,

J.A.C. Guy Prenoveau  
Acting Chief  
Energy and Water Division  
Western Africa Regional Office

Enclosures

✓  
cc: Mr. Kalbermatten

WCosgrove:em  
IBRD

WORLD HEALTH  
ORGANIZATION



ORGANISATION MONDIALE  
DE LA SANTÉ

1211 GENEVA 27 - SWITZERLAND  
Télegr.: UNISANTE-Geneva

Tél. 34 60 61 Télex. 27821

1211 GENÈVE 27 - SUISSE  
Télegr.: UNISANTE-Genève

In reply please refer to: ETS P20/372/2 AF  
Prière de rappeler la référence:

24 August 1979

Dear Mr Cosgrove,

Cooperative Programme Activities

Thank you for your letters of 8 and 9 August 1979, to which we have the following responses.

(1) Information copies of documents

I appreciate your offer to keep me posted on Bank activities in West Africa which are relevant to the Cooperative Programme. We have in the past received grey cover general economic and water project appraisal reports, but have not regularly seen reports on other sectors with water components; for the rural water supply work which we anticipate will occupy the largest part of our effort, these will be most valuable.

(2) Visit by Bank staff to AFRO

I have informed Dr Dieterich of your plan to visit AFRO together with Mr Kpognon, and he and I will be glad to meet you in Geneva en route to Brazzaville. In order to assist you in planning your visit I wish to draw your attention to the following:

- Messrs Wilson and Romain have been outposted respectively to Abidjan and Addis Ababa and are actually in their new stations with fairly wide scope of action, but their detailed duties/responsibilities are just being developed. Mr Wilson is well placed to liaise on CP work in your Region and to establish direct contacts with World Bank and African Development Bank offices in Abidjan.
- Mr Kane has been selected to replace Mr Romain in the Regional Office as EHE Manpower Specialist but will not be fully au courant of the West Africa Survey for some time. AFRO has suggested Mr Redekopp's planned visit be postponed till early 1980.

Mr W. Cosgrove  
Chief,  
Energy and Water Division  
Western Africa Regional Office  
World Bank  
1818 H. Street, N.W.  
Washington, D.C., 20433  
USA

cc: Mr J. Kalbermatten, World Bank, Washington

... ENCL: as stated



UNITED STATES DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION

RECEIVED  
1979 SEP -4 AM 10: 53  
INCOMING MAIL UNIT

TO : DIRECTOR, FBI (100-441100)  
FROM : SAC, NEW YORK (100-100000)  
SUBJECT: [Illegible]

RE: [Illegible]

DATE: [Illegible]

RECEIVED

RECEIVED

- The departures leave Mr Roy short-handed until replacements come (although Mr Bishara and Dr Strijak from my Unit are in Brazzaville up to 15 September to give him a hand). He may therefore not be able to prepare extensively for your visit.
- A Financial Analyst candidate is not yet in sight.
- I (or a CP colleague) should participate with you in the first CP workplan discussions with AFRO; these discussions should preferably precede my visit to Washington (in November).

(3) AFRO Workshop

I am glad for the considerable progress made during Mr Steele's visit in Washington. The Aide-Mémoire jointly prepared by Messrs Gilling and Steele is very clear and I have just received AFRO's telexed agreement (with minor changes about which I am telexing to you today). I understand from John Kalbermatten that following consultation with Mr Prénoveau, John has arranged to have the Lecture Notes reviewed again before sending them for translation. If this results in any substantial change, I should be grateful if you would inform me.

Mr Steele is now preparing the case study elements to correspond with the agreed lectures, and I plan to send it to you on 15 September 1979.

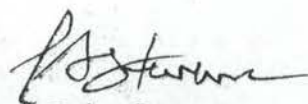
(4) Recruitment of Financial Analyst

... We too have renewed our search and have sent the enclosed vacancy notice to several individuals and institutions.

(5) Work Programme for FY 80

I look forward to receive terms of reference for the various CP activities requested by your Region, and any changes which you propose to the dates in the current workplan.

Yours sincerely,



P.A. Stevens  
Manager  
Environmental Health Technology  
and Support  
Division of Environmental Health



60 40  
12.1

August 16, 1979

Dr. Berndt Dieterich  
Director  
Division of Environmental Health  
World Health Organization  
1211 Geneva 27  
Switzerland

Dear Berndt:

You know from Yves that the Water Unit has been transferred to the Transportation Department, now called Transportation, Water and Telecommunications (TWT). I am sure you will be as pleased as I am that this transfer has not resulted in any downgrading of water supply and sanitation activities. On the contrary, the director of TWT, Mr. Christopher Willoughby, has emphasized his interest in expanding water and wastes activities during the coming years by increasing the Water Unit's resources.

Mr. Willoughby is very keen to meet with you as soon as possible and suggested I find out from you whether you plan to attend the former Sub-Committee on Water Resources Development meeting scheduled for October 3 to 8 in Washington. I believe your presence here would provide the two of you a splendid opportunity to review Drinking Water and Sanitation Decade activities and the role WHO and the Bank play in their implementation.

With best personal regards.

Sincerely,

John M. Kalbermatten  
Water and Wastes Adviser  
Transportation, Water and Telecommunications Department

cc: Mr. Willoughby, TWT

JMKalbermatten:bf

12:0 ✓

August 8, 1979

Mr. Prescott A. Stevens  
Manager, Environmental Health  
Technology and Support  
Division of Environmental Health  
World Health Organization  
1211 Geneva 27  
Switzerland

Re: Cooperative Program Activities

Dear Mr. Stevens:

Thank you for the close cooperation and courtesy which you and members of your Division associated with CP activities showed to me during my visits of July 2 and 18 to your headquarters in Geneva.

Your letter of July 5, 1979, accurately summarizes most of the points discussed during our meetings on July 2. Since my return to Washington, action has been taken or is proposed on some of the points discussed as follows:

Information Copies of Documents (Confidential)

The Bank's review of a number of documents prepared by your staff outside of CP activities revealed that you are unaware of a number of interventions of the Bank in the water sector in West Africa, not only through projects for which my Division is responsible but also through our four Agriculture Divisions and even our associates in the Education Division. In order to avoid unnecessary loss of time and duplication of efforts, I have requested my staff to send you copies of staff appraisal reports, sector memoranda, and to the extent possible, project briefs and other project preparation documents for projects in advanced stage of preparation (say to be appraised within the next two years). Such documents will be sent to you on a strictly confidential basis and their contents should not be quoted verbally or in writing to other parties without our express agreement.

Visit by Bank Staff to AFRO

Now that Dr. Dieterich and Mr. Novick have carried out their discussions in Brazzaville and general agreement has been basically reached on regionalization of CP activities, I propose to visit AFRO in the early fall to discuss the work program and the operational implications of regionalization.



August 8, 1979

I will probably be accompanied by Mr. Kpognon, Special Adviser to Mr. Chaufournier (Vice President, West Africa Region). We will keep you informed of this planned visit and would hope to stop in Geneva en route to Africa for a briefing from you on the current situation.

AFRO Workshop

I have confirmed with Mr. Kalbermatten that he will provide a speaker and background material (in French) for a one-day session on appropriate sanitation technology during the AFRO Workshop (November 19-28). I also confirm that we agree that CP should engage Mr. Loaec to give a one-day presentation during the Workshop on the problems of rural water supply.

Recruitment of Financial Analyst for West Africa Region

Since no acceptable candidate has been found who is interested in the posting in Brazzaville, we are renewing our search for suitable candidates within the Bank. In the meantime, as agreed, I will forward separately, copies of Bank advertisements for sanitary engineers and financial analysts which will appear in selected publications in September.

Work Program for FY 80

We are still refining the dates of our own work program for FY 80. We will advise you shortly of the dates of CP activities which involve Bank staff participation. We are also preparing terms of reference for the CP activities we have requested and will forward these to you shortly.

Our more frequent discussions and communications should contribute to the continuing improvement in the efficiency of the CP and in the usefulness of its activities to the countries concerned, to WHO and to the Bank. I look forward to seeing these benefits of our cooperation during this new fiscal year.

Yours very truly,



William J. Cosgrove  
Chief  
Energy and Water Division  
Western Africa Regional Office

Cleared with and cc: Messrs. Thalwitz, Kpognon, Kalbermatten  
cc: WA Files, Division Files, Chron. File

WCosgrove:em

IERD

PTW - WHO cooperative program

Ms. Patricia Evans, EMP

July 30, 1979

John M. Kalbermatten, Water and Wastes Adviser, TWT

SWITZERLAND - Geneva - WHO/WB Cooperative Program  
Reimbursement Procedures  
- Terms of Reference

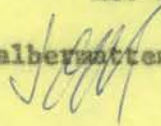
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You should visit WHO/WB CP headquarters in Geneva from August 1 - August 3 to participate in discussions with our PAB staff and WHO Finance and Budget Staff on the subjects of CP accounting and reimbursement procedures. You should make sure that the proposed changes are fully acceptable to WHO and will not cause complications in our future relations with them.

You will be introduced to WHO CP program staff by Ms. Phyllis Peter, EGY, who will on the occasion of this visit to Geneva transfer her responsibilities as CP administrator to you. During your visit to Geneva, Ms. Peter will also brief you on other aspects of CP administration.

- cc: Messrs. Willoughby, TWT
- Sheehan, EGY
- Ms. Peter, EGY

JMKalbermatten:bf





440098 WORLDBANK

27011Y TXCB CH

(Tlx Nr.) From: Geneva

*sj*

RECEIVED

Distributiona ✓

379 JUL -6 AM 10:17

*12.0*

COMMUNICATIONS DIVISION

Mr. Erkmen

Mr. Kalbermatten *etc*

Mr. Sandberg

44 00 98

INTBAFRAD WASHINGTON

*See, did Reekie reply?  
No - He regards it as info only  
needing no reply. GBB 7/2/79*

11286

FOR ERKMAN AND KALBERMATTEN RE UGANDA STOP RECENT MISSION TANZANIA  
REPORTED CONVERSATION WITH KABBAH RRUNDP UGANDA AAA UGANDA LIKELY  
REQUIRE IMMEDIATE MISSION TO ASSESS WATER SANITATION SECTOR REHABILITATION AND INVESTMENT NEEDS BBB KABBAH WOULD FIRST CLEAR EXACT  
REQUEST WITH UGANDA GOVERNMENT AND FOLLOWUP WITH COMMUNICATION  
TO US CCC KABBAH SUGGESTED POSSIBLE INVOLVEMENT IBRD/WHO COOPERATIVE  
PROGRAMME AND REQUESTED BANK BE INFORMED

DIETERICH UNISANTE TELEX: 27821 OMS

*John 7/6/79  
I think initial assessment  
should be done by Bank,  
particularly if we want  
a project out of it. I do  
not think this is a job  
for WHO.  
GBB*

440098 WORLDBANK

27011Y TXCB CH

*P.S. Bob Reekie said a programme  
mission is going to Uganda. Even if we restart  
there may not be money soon for water. No mission should  
go to raise expectations. Reekie's answer is NO. GBB*



*Mr Kalbermatten*  
~~1. B...~~  
*GAB*

OFFICE MEMORANDUM

TO: William J. Cosgrove, Chief (WAPEW)  
 FROM: E.J.W. Gilling (WAPEW)  
 SUBJECT: WHO Cooperative Program Sector Studies

DATE: June 25, 1979

1. I have just completed a review of two more draft reports on WHO water and sanitation sector studies and, once again, I am struck by the general lack of substance which seems to typify all the WHO sector study reports which I have seen so far. I see no reason to believe that the quality of reports will improve; hence, I wanted to raise the problem with you.

2. WHO reports seem to shy away from issues particularly relating to institutional and financial problems. I have consistently commented on the need for deeper analysis and for more professional judgement to be given in the reports I have been asked to review. The standard WHO sector study report appears to consist of a few basic tables on population and health statistics, taken from official government sources with little attempt at a critical analysis other than to give a disclaimer that, for instance, population estimates are based on the 1963 census and therefore may not be reliable. Much of the material presented in the reports is descriptive and in reality is no more than an extension of the Rapid Assessment Reports.

3. I can see little purpose in continuing with sector studies in West Africa unless we can obtain reports of greater substance. At this point, I cannot identify the reasons behind the problems, but the symptoms are certainly evident. The WHO staff doing the studies are competent and the scope of the reports generally covers the terms of reference. We could perhaps reject outright reports that fall severely short on judgement and critique; however, it is difficult to set standards against which to measure quality in this area. The best I can suggest at this point is that all of us involved with the WHO/CP in West Africa meet to discuss the problem and attempt to identify a solution.

c.c. Messrs. Thalwitz, Bouhaouala, Kalbermatten, Kpognon, Prénoveau, Motte, Nebiker, Rietveld, Andersen, Boudier, Busz, Nickel,

EJWGilling:tw

*John* One reason I found for this is that WHO staff claim that it is not "prudent" for them to say "harsh things". Since we give the money we should do this.

*Joe* I've heard the same excuse also but *GAB*  
 I am no longer certain that they really know the hard ones *Joe*



Kalbermatten ✓  
W H O  
12-0

June 21, 1979

Dr. Berndt Dieterich, Director  
Division of Environmental Health  
World Health Organization  
1211 Geneva 27  
Switzerland

Dear Berndt:

It has just recently been made official that the Department of Energy, Water and Telecommunications will undergo a reorganization. The Water Unit under John Kalbermatten's management along with the Telecommunications division will become part of the Transportation Department and I will remain as Director of the Energy Department.

This, of course, means that the responsibilities for the CP will devolve to the Director of the Transportation Department, Christopher Willoughby. Mr. Willoughby has already expressed an avid interest in the CP and will, I am certain, devote himself to its continued success.

It is with sincere regret that I pass on the responsibilities for the CP and particularly at a time when the program is to be launched in "new directions." I take this opportunity to express how much I have enjoyed collaborating with you in the true spirit of cooperative development, and I thank you for your gracious attention to me and my staff in Geneva. ✓

Since the reorganization will take effect on July 1, Mr. Willoughby will be establishing contact with you shortly and will respond to your letter of May 4 concerning new directions for the CP. Although Ms. Peter will remain with me in Energy, she will be traveling to Geneva in the early part of August to discuss and clarify CP billing procedures. At that time she will be accompanied by her replacement who has yet to be named. I am confident that the transition will present no problems.

Once again I express my regret for the loss of the CP and the wish for its continued success under Mr. Willoughby's new management.

I look forward to seeing you during your next stay in Washington.

Sincerely,

Yves Rovani  
Director

Energy, Water and Telecommunications Department

cc: Messrs. Kalbermatten (EWT), Willoughby (TRP)

JDidier:bf



PEN - Policy  
June 18, 1979

Dr. Berndt Dieterich  
Director  
Division of Environmental Health  
World Health Organization  
1211 Geneva 27  
Switzerland

Dear Berndt:

Re: Proposal to Simplify Accounting and  
Reimbursement Procedures for the WHO/CP

The purpose of this letter is to propose a change in the current accounting and reimbursement procedure between the Bank and WHO for the Cooperative Programs. The current practice is for WHO to submit quarterly to the Bank an invoice for expenditures incurred by WHO for the Cooperative Programs. This invoice is supplemented by a summary and detailed statements of expenditure indicating the staffyears and dollars utilized during a particular accounting period.

Actual reimbursements by the Bank have been made approximately three months after the preparation of the invoice by WHO. An example was the latest billing by WHO for invoice HQ/78/3026 for period July 1 to September 30, 1978 which was processed and forwarded to the Bank by mid-December. This same invoice was paid together with the next quarterly statement - invoice HQ/78/3387 - in the middle of March.

Both WHO's and the Bank's internal auditors audit the expense accounts every quarter. Examination by the Bank's Controller's Department takes, on the average, two days, and the reimbursement is effected after that time.

In order to reduce unnecessary double checking of quarterly expense accounts and delay of reimbursement, to reduce some of the administrative costs of managing the Cooperative Programs and to shift our emphasis for monitoring detailed expenses to monitoring the overall manpower work programs, we would like to get your reactions to the following proposal for a simplified manpower and expense report procedure:

- (a) Quarterly reimbursement would be based on the budgeted rate per paid staffyear multiplied by the number of paid staffyears reported on timesheets sent to the Bank. Reimbursement per paid professional staffyear = (professional personnel services budget + professional operational travel budget + miscellaneous budget) + total budgeted professional staffyears. Reimbursement per consultant/WHO Staff staffyear = (consultant/WHO staff budgeted fees + consultant/WHO Staff operation travel budget) + total budgeted consultant/WHO Staff staffyear.

OFFICIAL FILE COPY



June 18, 1979

- (b) Every six months, a report on the variance between actual expenses and the reimbursements would be sent to the Bank; after the first six months, the difference would be settled through an appropriate adjustment of the reimbursement rate per staffyear for the next six months; at the end of twelve months, the difference could be settled through credits or additional payments.
- (c) WHO's expense records would be made available to the Bank, if necessary, for clarification of details or variance analysis.

We would like to know if you would agree in principle with the above proposal. If so, our respective staff could work out the detailed procedures to implement it at a meeting in Geneva the week of July 30. As a precedent, the Bank and FAO have adopted such a reporting arrangement for the Cooperative Programs this past year; and so far it seems to be working to everyone's satisfaction.

As regards your letter of May 4 (Ref. ETS P20/372/2), I would also like to mention that there are several items still pending which are being reviewed internally. I regret the delay and will reply as soon as we are able to resolve the outstanding issues.

Warm regards.

Sincerely yours,

Yves Rovani  
Director  
Energy, Water and  
Telecommunications Department

cc: Messrs. Sheehan, Kalbermatten(EWTDR), Rodriguez (PAB),  
Jones (CTR), Benitez (PAB), Didier (EWTDR)  
Ms. Peter (EWTDR)

ABenitez/ERodriguez/PPeter:mk

Ref. 6010/WB Cooperative Program

## OFFICE MEMORANDUM

*John for info*  
*12:0*

TO: Messrs. J. Beach(AEPEW), W.Cosgrove(WAPEW), E.Erkmen DATE: May 11, 1979  
(EAPEW), F.Lamson-Scribner(ASPEW), A. Thys(EMPWS), A.Zavala(LCPWS)  
FROM: Ms. Phyllis Peter, EWT  
SUBJECT: Cooperative Program with WHO / Fiscal Year 1980 Workplan

Please find attached copy of the draft Minutes of your discussions with Mr P.A. Stevens concerning the CP workplan for Fiscal Year 1980. We would appreciate it if you would check as soon as possible that the activities and the relevant allocations of time correspond to your requests.

Would you please contact Mr Stevens, ext.76957, to make an appointment on Monday 14 or Tuesday 15 May for finalizing this workplan.

Attachment

cc: Mr J. Kalbermatten



B-0

Messrs. J. Beach (AEPEW), W. Cosgrove (WAPEW), E. Erikmen (EAPEW),  
F. Lamson-Scribner (ASPEW), A. Thys (EMPWS), A. Zavala (LCPWS)

May 8, 1979

John M. Kalbermatten, Water and Wastes Adviser, EWTDR

FY80 Work Program for the WHO/IBRD Cooperative Program

I have just received the attached memorandum and excerpts from PAB's FY80 Budget Issues Paper which refers to the Cooperative Program with WHO. I direct your attention to the fact that PAB has not accepted my proposal to discount CP manpower. You will therefore be charged 100% of the manpower shown on Attachment 2.

I suggest you inform your front office if you have any problems with the manpower allocation, which presumably will be reflected either in your consultants' budget or the number of staff positions allocated to your division.

Attachment

JMKalbermatten:mk

## OFFICE MEMORANDUM

TO: Mr. R. H. Sheehan, EWT

FROM: Lars Jeurling, Division Chief, PAB *h*

SUBJECT: FY80 Work Program for the WHO/IBRD Cooperative Program

DATE: May 7, 1979

1. Attachment 1 is a copy of the Cooperative Programs section in the FY80 Budget issues paper from PAB to the President, who has agreed to the recommended work program and budget for presentation to the Board. As you know it is the Board's approval that would make the recommendation the final FY80 Budget.
2. PAB assumes that pending Board approval the Regions and the respective CPS departments concur on the recommended work program as the basis for planning Cooperative Program manpower allocations for FY80. Attachment 2 summarizes the final FY80 work program recommendation for the WHO Cooperative Program.

Attachments

cc: Ms. Phyllis Peter

ER/cd



COOPERATIVE PROGRAMS (CPs)

37. In response to P&B's retrospective review of the FY78 Work Program you agreed that a careful review of the Bank's use of its Cooperative programs with UN agencies was required. In close collaboration with the CP managements and the CPS Directors concerned, we have made special efforts during the FY80 budget preparation to review the Cooperative Program budgets concurrently with the Bank's operational work programs. We have tried to address explicitly certain problems in utilization and work programming that have become clear over the past several years and which have resulted in the Bank's operating departments having 10 to 15 staffyears of CP manpower available to them beyond the support budgeted as input into the Regional work programs. Because of indications that the Regional requests for CP support during the budget preparation phase tended to understate the eventual demand by operational line managers, and because of the political sensitivity of the cooperative agreements, no attempt was made in previous years to reduce the size of the CPs to correspond to the manpower actually budgeted in the Regional work programs. In the recommended FY80 Budget we have eliminated the availability of unbudgeted CP manpower principally by asking the Regional Offices to include in their work programs the full amount of CP manpower expected to be utilized and by requiring the CPs to specify in advance the manpower required for UN agency purposes that should not be included in the Bank's work program.

38. The table below summarizes the CPs' direct staffyear inputs to the Bank's operational work programs and the total direct staffyears available in the CP budgets recommended for FY80:

	Direct Input to Bank's Work Program				FY80 Recommended		
	FY76	FY77	FY78	FY79 Budget	Direct Input to Bank's Work Program	Total Available Dir. Input Staffyears	Dir. Input As % of Available Staffyears
FAO	50	53	46	53	59	69	85%
UNESCO	15	19	20	15	18	23	77%
WHO	4	4	3	5	6	8	79%
UNIDO	3	1	1	1	3	5	61%
	<u>72</u>	<u>77</u>	<u>70</u>	<u>74</u>	<u>86</u>	<u>105</u>	<u>82%</u>

The FY80 recommended budgets includes 86 staffyears as input to the Regional Offices' work programs, 82% of total available CP manpower. The FY79 budget had included 74 staffyears or 71% of total available CP manpower. The increase in programmed CP support between FY79 and FY80 substitutes in the Regional work programs for an increase of about 10 consultant staffyears. The recommended FY80 budgets for the respective Cooperative Programs are summarized in paragraph 43 below.

39. P&B's effort to increase the Regions' utilization of the CPs has met with some resistance. For several years now the Regional Offices have expressed concerns about their ability to utilize CP manpower in Bank work.

WHO/IBRD COOPERATIVE PROGRAM  
(Staffyears)

Support to:	FY77	FY78	Budget FY79	Est. FY79	Proposed FY80		Recommended FY80	
					by Regions	by CP	Bank Program	CP Program
E. Africa	0.6	1.1	0.5		0.6	0.6	0.6	0.6
W. Africa	-	1.3	0.5		0.5	2.0	1.8 <sup>a/</sup>	1.8
EMENA	2.0	0.3	1.7		-	-	0.7 <sup>b/</sup>	0.7
LAC	-	-	-		0.7	1.5	0.7	0.7
E. Asia & Pac.	1.3	0.2	1.5		1.5	1.5	1.5	1.5
S. Asia	0.1	0.4	1.0		1.0	1.0	1.0	1.0
CPS	-	-	-		-	-	-	-
Sub-Total (% of Total Available)	<u>4.0</u>	<u>3.3</u>	<u>5.2</u> (70%)		<u>4.3</u> (52%)	<u>6.6</u>	<u>6.3</u> (79%)	<u>6.3</u>
Other Work			<u>2.2</u>			<u>1.7</u>		<u>1.7</u>
Total Available			<u>7.4</u>			<u>8.3</u>		<u>8.0</u>
Overhead			2.2			2.5		2.2
M&A			<u>0.8</u>			<u>0.8</u>		<u>0.8</u>
Total Paid SY			<u>10.4</u>			<u>11.6</u>		<u>11.0</u>
of which:								
- CP Professionals			9.9			10.8		10.5
- Seconded staff			-			-		-
- Consultants			0.5			0.8		0.5

<sup>a/</sup> Of which 0.8 SY is to be added to Other Output work program.

<sup>b/</sup> Budget Examiner's recommendation, in agreement with the Region.

3/21/79



The following problems are most commonly cited:

- a growing mismatch between types of manpower available from the CP and the demands of Bank work; specifically, a significant proportion of CP's staffing is geared for sector work, whereas the Bank's demand is increasingly for project preparation expertise;
- a feeling that CP work coefficients are higher than those of the Bank for the same products, and therefore that CP manpower input ought to be included in the Bank's programming system only after appropriate "discounting";
- a lack of influence by Regional managers over the scheduling and supervision of CP manpower; and
- the general administrative difficulties of inter-agency coordination.

40. We have attempted to identify the operational and administrative changes necessary to solve the above utilization problems, however most of these changes will require time to bring the desired result but the following steps are now being taken. - The UN agency managers have been urged to consider changes in their respective CPs modes of operation so that their staff become more flexible in their schedules, and thus more directly responsive to the operational mission needs of the Bank.

- The Bank has emphasized that current or expected vacancies in the CPs should be filled only with the type of staff most suited for Bank project work.
- P&B asked that the gap between the manpower input programmed by the Bank and the total manpower budgeted for each CP be reviewed to determine, whether it results from higher CP coefficients on Bank work or from added work of interest to the CP but unrelated to the planned Bank's work. Whenever the CPs have requested higher coefficients than the Bank's for Bank work we have agreed to apply a discount factor to the CP manpower input into the Regional work programs. However in doing so we have assumed that the total of CP manpower allocated to higher coefficients and to their own work can not exceed 25% of total CP available manpower (corresponding to the share of the direct costs paid by the UN agencies). We will attempt to reach agreements in principle with the respective CP managements on this assumption in the course of the next fiscal year.

41. On top of the above operational and managerial problems, and partly as a result of them, there have also been persistent technical work

programming problems related to the lack of coordination between CP and Bank work programs, the existence of non-budgeted CP manpower and problems of capturing the CP inputs through the time recording system. We are making substantial progress in solving these problems.

42. Despite these efforts P&B has not been able to reach agreements with all Regional Offices on the level of CP manpower recommended for inclusion in their work programs. The outstanding issues are described in the budget recommendations for each Regional Office. Our budget proposals for the CPs which are set out below, assume that our recommendations for Regional use of the CPs will be accepted.

43. P&B recommends a budget of \$8.0 million for the Cooperative Programs representing 143 professional and consultant staffyears, about the same level as budgeted in FY79. The recommended increase over the FY79 dollar level is due to the dollar depreciation in FY79 especially against the swiss franc.

Summary of CP Budget Recommendations

	<u>Authorized Positions</u>		<u>Budget</u>
	<u>Professional</u>	<u>General Service</u>	<u>(FY79\$000)</u>
<u>FAO-CP</u>			
FY79 Estimate	76	48	4564
FY80 Budget	76	48	4626
<u>UNESCO-CP</u>			
FY79 Estimate	29	20	1897
FY80 Budget	29	20	2026
<u>WHO-CP</u>			
FY79 Estimate	11	7	832
FY80 Budget	11	7	976
<u>UNIDO-CP</u>			
FY79 Estimate	7	6	458
FY80 Budget	6	5	406
<u>Total</u>			
FY79 Estimate	123	81	7751
FY80 Budget	122	80	8034

44. The only outstanding issue is with UNIDO regarding the assignment of one of its management positions. The incumbent now works entirely on a UNIDO activity not related to the CP; the Bank maintains that the manpower



is needed for management of the Program. The UNIDO Cooperative Program has over the years experienced more problems in management and utilization than the other CPs, and while the Program has moved substantially toward staffing with the types of manpower relevant to the Bank's industrial and Small Scale Enterprise work, it has not yet achieved an appropriate balance. The CPS-IDF Department and P&B recommend reducing the UNIDO program by 1 professional staff position unless the CP agrees to provide more effective management inputs to the CP, either by reallocation of the present incumbent to CP functions or by a satisfactory substitution no later than June 1979. P&B and IDFD also recommend that in principle 75% of the available manpower should be programmed for effective Bank use but recommend acceptance of a level of 61% for FY80 (70% including possible slippage from FY79 work), which compares to an estimated 59% in FY79 and 38% in FY78, provided that the Cooperative Program submit in FY80 adequate time use records together with their expense reimbursement claims. The CP should then plan on achieving a 75% level in FY81. If you agree with P&B's and IDFD's recommended approach to the UNIDO-CP budget, the IDF Department will pursue the issues identified with the UNIDO-CP management.

DRAFT MINUTES

7 MAY 1979 - DISCUSSIONS WITH MR KALBERMATTEN, EWT

The decision of Bank Programme and Budget is that Regions must accept the allocations of CP manpower shown in attachment 2 to Mr Jeurling's memorandum of 7 May 1979 as a charge to their Division allocation. The net times indicated by Region are as follows:

- East Africa	.6 staff/year	31 weeks
- West Africa	1.8 "	94 weeks
- EMENA	.7 "	36 weeks
- LAC	.7 "	36 weeks
- East Asia and Pacific	1.5 "	78 weeks
- South Asia	1.0 "	52 weeks
	<u>6.3</u>	

The time allocated for other work, i.e. WHO-initiated activities, is 1.7 staff/year or 88 weeks, making an estimated total available of 8 staff/years, equivalent to 416 staff/weeks. For the eleven budgeted positions this comes to about 38 weeks per position per year. Mr Kalbermatten had, in agreement with the Regions, pressed for a discounting of the actual staff time for purposes of regional staff accounting, but this had been refused. Consequently the Regions are likely to make an effort to utilize the indicated times which will be charged to them in any case.

7 MAY 1979 - DISCUSSIONS WITH MR AL-KHAFAJI, EMENA

- Algeria

The Bank has been asked to consider to participate in a 1.5 billion dollar water resources project which they cannot consider. Mr Rodriguez, now in Algeria, will report soon on current water activities of interest to the Bank, after which CP might be asked to undertake some work. Most of the activities in which the Bank is interested currently are in the agricultural sector. They noted that EURO gives top priority to drinking water supply work in Algeria. I have given copy of Dr Becher's Duty Travel Report to Mr Al-Khafaji.

- Turkey

The Bank has approved an engineering loan for air pollution control studies and is interested in a long-term study on solid wastes being prepared by the Government, both studies concerning the city of Ankara. They appreciate very much the participation of Professor Arceivala and hope that EURO will agree to his



continued help. Two weeks of CP time in the third quarter of FY 1980 by Dr de Koning are required.

- Cyprus

A sector study should be scheduled in the fourth quarter of Fiscal Year 1980, which will require 5 man/weeks each for a financial analyst and an engineer. Messrs Laugeri and Tomassi have been suggested.

- Syria

The manpower development study already requested should be maintained as indicated in the previous workplan: 4 weeks by Mr Redekopp. The Damascus project may be appraised about that time, for which purpose a two-week visit by Mr Suleiman would be requested during the second quarter of FY 1980.

- Portugal

The next Bank loan is projected for 1983. No CP work is proposed for FY 1980.

- Morocco

Mr Giroult's indication concerning the Government interest in a rural sector study was noted, but the Bank is not currently interested in this activity.

- CP requirements for Fiscal Year 1980

Turkey	2 man/weeks
Cyprus	10 man/weeks
Syria	<u>4 man/weeks</u>
TOTAL	16 man/weeks
	+++++

This leaves an additional 20 man/weeks of CP time in EMENA for other Bank-initiated activities.

7 MAY 1979 - DISCUSSIONS WITH MESSRS ERKMEN AND REEKIE, EAST AFRICA

I explained the recent activities of the SIDA Cooperation Project and gave Mr Erkmen copy of the advance draft proposal to SIDA with the request that he makes any comments on the proposed country activities. It was mentioned that the Bank is carrying out a manpower development study in Kenya and that this might therefore be eliminated from the SIDA proposal.

Mr Reekie was sceptical on the need for intensive preparatory work in Malawi since no important changes have occurred in the internal organization since the time of the sector study.

- Ethiopia

It is hoped to generate a rural water supply project with the Ethiopian Rural Water Authority. A mission is proposed in February-March 1980 for which an engineer and a financial analyst are required for 6 weeks each. A second mission should be scheduled in October-November 1980.

- Mauritius

A Bank mission going to Mauritius in June 1979 will confirm whether a project is to be developed and consequently whether CP time would be required.

- Malawi

Mr Reekie will visit Malawi in May 1979. Depending upon results of the Mauritius and Malawi Bank missions, it is likely that a CP mission to one or the other country will be required in October or November 1979, for which an engineer would be required for 6 weeks.

- Madagascar

A sector study is projected during the fourth quarter of FY 1980 for which an engineer and a financial analyst are required for 6 weeks each.

- CP requirements for Fiscal Year 1980

Ethiopia	12 weeks
Mauritius or Malawi	6 weeks
Madagascar	<u>12 weeks</u>
TOTAL	30 weeks
	+++++

This leaves one week of CP time for other Bank-initiated activities.

7 MAY 1979 - DISCUSSIONS WITH MESSRS ZAVALA, COSTA, FLORES AND RINGSKOG, LAC

Sector studies have recently been completed for Mexico, Argentina, Chile, Bolivia, Haiti, Paraguay, Uruguay, Ecuador, El Salvador and Honduras. Discussions in Argentina were especially fruitful and may result in a 400 million dollar project involving four or five of the most important cities of the country.

LAC is not considering investing heavily in rural areas since they generally involve small projects which are better covered by IDB. Most of the new urban projects are concerned heavily with service to urban fringe areas, and some include house connections. Stand-pipes are not favoured for urban areas. Flow reducers (which maintain flow under varying pressure) are considered, but automatic closing valves, such as the Fordilla, have not proved durable enough.



Mr Zavala is interested in solar energy pumps and has obtained information on these from West Africa. He plans to initiate a solar energy project in the near future.

Mr Zavala urged consideration of outposting a second CP man to AMRO, arguing the increasing sector work and the important role which a CP man could play. I said that assignment of a second CP staff member to AMRO would probably not be possible in the immediate future, but that LAC and AMRO should, as in the past, call on CP Geneva for additional input when needed.

The time allocation for LAC corresponds to one post.

#### 8 MAY 1979 - DISCUSSIONS WITH MR COSGROVE, WEST AFRICA

The draft reports on Togo, Mali, Upper Volta and Niger may be sent to GTZ but not yet to the countries. The final version of Mr Loaec's reports are expected to be ready this week. Mr Cosgrove emphasized that the final mission reports should have a substantial section on rural water supply. Follow-up activities are foreseen in relation to projects in the Bank Lending Programme for Upper Volta and Mali.

The lecture notes for the AFRO Workshop have been reviewed by Messrs McNealy and Buky. Revision will be needed particularly to clarify some of the terminology. Since the course is now to be given in French, it would be advisable to include case material from francophone countries. A visit to Washington early in Fiscal Year 1980 should be planned by Mr Laugeri or Mr Steele.

Concerning the imminent outposting of a financial analyst to Brazzaville, I mentioned that Dr Dieterich would be visiting the Regional Office in the near future to discuss arrangements, and gave Mr Cosgrove copy of the draft Memorandum of Understanding. Mr Cosgrove said that such an arrangement would be agreed to by the Bank on the condition that the CP staff be exempted from country desk responsibilities. The concept of an AFRO task force consisting of staff funded through UNDP, GTZ and SIDA, with the CP financial analyst as a key participant, was discussed.

The following notes on the workplan are to be read in conjunction with attachment 2 to Mr Cosgrove's report:

#### - Nigeria

A sector work/project preparation mission in Kano is scheduled in November and December 1979. Participation of two staff members, 8 weeks each, is required. A sector review in another state would be undertaken in spring 1980 if CP time is available. According to Mr Cosgrove, all the Rapid Assessment reports have been prepared.

- West Africa Manpower Development

Follow-up work by Mr Redekopp is foreseen throughout Fiscal Year 1980, representing a total of 27 man/weeks. Activities for other Regions may be interspersed as necessary.

- AFRO Workshop

A two/week visit to Washington by Mr Laugeri or Mr Steele should be scheduled in early FY 1980. Six additional weeks should be earmarked in the workplan for finalization of lecture notes, arrangements and conducting seminar, totalling 8 man/weeks.

- Guinea

An engineer and a financial analyst, six weeks each, are required to undertake a sector study mission to Guinea. This mission was already included in the previous workplan.

- Togo

A project preparation mission should be scheduled in January 1980. The services of an engineer and of a financial analyst for 6 weeks each are required.

- Gambia

A project preparation mission should be scheduled after October 1979. A total of 5 man/weeks of CP time should be earmarked for this activity.

- Upper Volta

A project preparation mission should be scheduled after October 1979. A total of 5 man/weeks of CP time should be earmarked for this activity.

- Mali

A project preparation mission should be scheduled during FY 1980, after October 1979. A total of 5 man/weeks of CP time should be earmarked for this activity.

- CP requirements for Fiscal Year 1980

Nigeria	32 man/weeks
West Africa Manpower Development Study	27 man/weeks
AFRO Workshop	8 man/weeks
Guinea	12 man/weeks
Gambia	5 man/weeks
Upper Volta	5 man/weeks
Mali	<u>5 man/weeks</u>

TOTAL 94 man/weeks

+++++



This leaves no CP time available for other Bank/initiated activities during the Fiscal Year 1980.

8 MAY 1979 - DISCUSSIONS WITH MR KAPUR, EAST ASIA AND PACIFIC

- Papua New Guinea

The Region hopes to receive the first draft of the report on the recent mission by end-June. No work is foreseen in FY 1980.

- Thailand

Two visits by Messrs Heyland and Finley are requested to assist the Provincial Water Authority in writing terms of reference for consultants to prepare water supply projects for small towns, to cover elements related to manpower development, financial management, etc. Each visit should last about two weeks, representing a total of 16 man/weeks. The first visit should take place in early October 1979 and the second in March 1980.

- Indonesia

Two 2 man/week missions are required to identify village water supply projects following the work begun by A.K. Roy. A total provision of 16 man/weeks should be earmarked for this activity.

- Philippines

No CP work is foreseen during FY 1980.

- Korea

The Bank may become involved in water supplies for three cities, but no specific CP inputs are foreseen at this time.

- Malaysia

No CP activities are foreseen in FY 1980.

- Manpower Development

Manpower development surveys may be required in Thailand and Indonesia. A tentative provision of 8 weeks of Mr Redekopp should be earmarked for August/September 1979.

- CP requirements for Fiscal Year 1980

Thailand	16 man/weeks
Indonesia	16 man/weeks
Manpower Development	<u>8 man/weeks</u>
TOTAL	40 man/weeks

+++++

The Region's requests represent a total of 40 man/weeks out of an available allocation of 78 man/weeks. This leaves 38 man/weeks to be allocated for other Bank-initiated activities.

8 MAY 1979 - DISCUSSIONS WITH MR RASMUSSEN, SOUTH ASIA

The workplan submitted by SEARO on 12 March 1979 includes activities only in India. In agreement with the South-Asia Region, the sector surveys will continue until all States are covered.

Appraisal of a project including water supply for four towns in Rajasthan is scheduled for September 1979. Mr Finley's participation will be required.

The Madras Project is not scheduled for appraisal at present.

The available time of Messrs Heyland and Finley, after deducting the time allocated for activities in Thailand and Indonesia, is equivalent to about 52 weeks, hence all allocated time is utilized.

FISCAL YEAR 1980 CP STAFF/WEEKS

	<u>Allocated</u>	<u>Requested</u>	<u>Remaining</u>
EMENA	36	16	20
East Africa	31	30	1
LAC	36	36	-
West Africa	94	94	-
East Asia and Pacific	78	40	38
South Asia	52	52	-
TOTAL	327	268	59

+++++



NOTE FOR THE RECORD

Meeting on 28 February and 1 March 1979

A meeting was held in Geneva on 28 February with Messrs Thalwitz, Cosgrove and Kalbermatten of the World Bank and Dr Dieterich and Messrs Novick and Stevens, to discuss Cooperative Programme activities with emphasis on West African requirements.

Mr Thalwitz opened the discussion by suggesting that the purpose would be to understand difficulties in carrying out the programme in relation to the different objectives of the Bank and WHO, secondly to identify the degree of pleasurable overlap of purpose and finally to concentrate on that area and its managerial problems.

Objectives of the Cooperative Programme

Mr Thalwitz pointed out that the Bank has currently 40 projects in West Africa. The relative importance of water supply in these projects depends upon cooperative actions with WHO. The Bank needs this input from WHO, which ultimately determines how high it can set its sights in the water supply sector. Hence, the Cooperative Programme activities are extremely important in determining sector problems and sector investment projects.

It would therefore be important during this meeting to consider what specific activities the programme could undertake in West Africa during the next 24 months and particularly during the next 12 months. These specific activities would show the Bank what is essential for it to consider in its lending programme during the next few years in the water sector.

Dr Dieterich described the genesis of the Water Decade and WHO's current involvement in planning for it. He said that previously WHO had been concerned in carrying out comprehensive sector and project studies. Its new role in preparing for the Decade required it to assume an advisory and stimulatory role both in the global and national scene. WHO's current field level activities are giving major emphasis to national planning, programming and project identification.

ETS

4 May 1979

Mr Thalwitz wished to examine what special role the CP should play at this juncture. A "New Direction" had been determined for the CP two years ago tending away from general sector studies. Similarly, in the transportation field with which Mr Thalwitz was familiar, general sector work had not generally yielded useful results.

The discussion that followed on this point re-emphasized Bank's basic concern with increased financial flow into the water supply sector accompanied by appropriate institutional reforms and strengthening of manpower resources, and WHO's concern to promote basic sanitary conditions conducive to improved health especially through local initiatives and development of national water sector strategies and plans. It was clear that both approaches - national planning and project identification and formulation - constitute essential inputs to enable countries to approach Decade targets.

#### Allocation of CP resource time

An important question was how much of CP time resources should be devoted to each approach. Mr Kalbermatten said that Mr Rovani would like to see 100% of CP resources accounted for in the context of Bank Water Divisions activities, but this had not been possible because of internal time accounting restrictions. Specifically, time allocated to sector work is very limited and must be budgetted by Bank regions, and project work must be related to projects. The respective coefficients allowed for specific types of preparatory work seemed too restrictive for planning CP work.

Dr Dieterich suggested that the two institutions agree to use 50% of the Cooperative Programme resources for Bank-oriented project activities; 20% for planning, programming and project identification in relation to the Water Supply and Sanitation Decade in general; 20% for participation in Decade cooperative projects and 10% for staff training.

Mr Kalbermatten proposed that 75% of CP resources time be devoted to Bank operational activities and the remainder to activities initiated through WHO. Such a procedure seemed feasible. He suggested that the 75% related



to the Bank operational programme should include the following elements:

Project identification and preparation	50% of total time
Project related programming and identification not necessarily related to specific Bank projects	20% of total time
Staff development	5% of total time

In this connexion Mr Kalbermatten also emphasized the importance of direct involvement of Bank and WHO regions in planning specific CP activities and of proceeding as rapidly as feasible with the assignment of CP staff to regions. He hoped it would be possible for Bank Division Chiefs, WHO Regional Advisers and the Manager of the Cooperative Programme to begin meeting regularly for this purpose, which would help to overcome the problem in information exchange (concerning, for example, the status of Bank lending operations) which had been recognized as an impediment in effective CP activity scheduling.

Mr Kalbermatten said that Division Chiefs were currently reluctant to commit time to CP activities because the deployment of CP resources time was insufficiently responsive to their sometimes rapidly changing needs. The assignment of CP staff to regions and the earmarking of HQ CP staff for specific regions would help to overcome this problem. He said that Division Chiefs had given the following tentative requirements of CP time for FY 80 on the understanding that such earmarking of staff would be put into effect:

	<u>Man-months</u>	
LAC	24	<i>at discount</i>
WA & EA	35	
EMENA	12	
AE	24	
AS	<u>16</u>	
Total	<u>111</u> ===	(equivalent to 9.5 man years)

The question of adding CP staff for regional assignments was raised and Dr Dieterich said that he had made proposals for adding four additional posts and was hoping for the Bank's support to such a proposal. Mr Thalwitz suggested the possibility of obtaining bilateral help through GTZ.



Operation of Bank WA Projects Department

Mr Thalwitz outlined briefly how a Bank projects department works. The department is responsible to determine the viability of specific lending operations in a technical, economic and financial sense and in this connexion to carry out appropriate sector reviews. The regional programme departments on the other hand monitor macro tendencies and country credit worthiness on the one hand and administer loans on the other. Inter-regional linkages are maintained through CPS. The West Africa projects department endeavours to ensure meaningful inter-sectoral collaboration (such as properly planned water supply in rural development projects), but it was conceded that project criteria and standards are not always compatible as between sectors. He mentioned removal of sector development constraints as an important concern of the West Africa projects department, and in this connexion they are currently emphasizing manpower development and training in the water sector. He referred to the Onchocerciasis project whose economic impact had so far been less than expected. Regarding the health sector, the Bank was developing a policy but there were no health projects so far in West Africa. The recent Mali health sector survey might result in projects. Mr Thalwitz referred to the large areas of overlapping interest between health, agriculture, urban projects and education sectors; the simultaneous need to assure inter-sectorial consultation and adequate management by the lead sector was difficult to achieve but absolutely essential. Dr Dieterich raised the question whether the Bank could include in its lending programme elements for stimulating community participation as vehicles for achieving specific sector objectives.

Specific West Africa CP Activities

The current West Africa manpower survey was reviewed. It was recognized that plans need to be made for specific follow-up activities after the consultation planned in the Fall 1979 with potential donors.

A Sector Study is planned in Guinea which will require about three weeks of field work and three weeks of report preparation. This activity was originally recommended by AFRO. It will emphasize rural areas and TOR will be prepared by WA.. It should preferably be scheduled in mid-October.

The Bank is not interested in activities in Benin and Senegal at



In the period January-June 1980 a project preparation mission should be planned for Togo of about three weeks duration, plus three weeks for report writing, to be staffed by a financial analyst and an engineer, (possibly van Dawen and Vogel).

Although the Rapid Assessments initiated in mid-1978 with the assistance of Mr Jackson in most Nigerian states have not yet been submitted to WHO, it was felt important to proceed with sector and project preparation work on a state by state basis. Because of current project activities, the Bank was not interested in Anambra, Cross River and Kano states. It was felt that current project work had provided adequate information on the sector in Kano and Kaduna and, therefore, the first sector surveys should be carried out in Anambra and Cross River states. The sector reviews should focus on specific problems and potential actions, taking into account available consultant reports. Similar sector reviews in other states should be continued over the next three years. The Federal Ministry of Water Resources would be the principal government agency concerned. It was suggested that Mr Jackson be responsible for this activity and be assisted by Mr van Dawen if he could be recruited as a consultant for the first mission.

Regarding the current surveys in Sahel countries, the Bank was keen to have considerable detailed information on rural water supply problems and solutions.

Regarding the proposed Workshop on Economic and Financial Aspects, the Bank would like to see more emphasis on project identification and analysis, and would propose to introduce some sessions on appropriate technology.

Copy to JK + PP  
WHO  
12:0  
M. Kallman

ETS P20/372/2

4 May 1979

Dear Yves,

I wanted to write earlier after returning from my snow-bound visit to Washington but due to a full time special assignment starting late in March I can only do so now. Let me say, however, that I found the discussions in Washington useful though, unfortunately, the time lost because of the snow prevented discussion of a number of details.

1. I am most grateful to you for arranging the visit of Mr Thalwitz. The two days he spent with us have been extremely useful; they provided an opportunity for the first time, to discuss together and appreciate fully problems on your part as well as on our part and will thus be facilitating future planning and implementation of Cooperative Programme activities. As Mr Thalwitz put it, management at arm's length is not an easy matter and our meeting with him demonstrated clearly the need for more contacts, planning with regions, however, at the same time the need for continuing HQ and CPS guidance and participation. I hope Mr Thalwitz was able to review his experience not only with you but also with his colleagues in other Bank regions and that we can arrange for similar encounters during the current year.

... A Note for the Record on the discussions with Mr Thalwitz is enclosed. As you will see, many issues were raised and in a number of cases answers found. I am particularly pleased that we were able to remove any possible misunderstanding resulting from such terms as planning, programming, project development and that the position has become much clearer though, with respect to the International Drinking Water Supply and Sanitation Decade I feel we will have to keep this particular subject on the agenda as the specific programmes of both our institutions develop further.

As already in Washington, we discussed with Mr Thalwitz also the allocation of Cooperative Programme resources to certain types of activities. You will find reference to this matter on page 2 of the Note for the Record as well as on page 3 of my report on the discussions we had in Washington in February 1979. The fact that the percentage figures do not tally doesn't concern me as long as we can agree that this matter too should be kept on the agenda in the light of developments. On my part, I feel it would be extremely

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Director  
Energy, Water & Telecommunications Department  
World Bank  
1818 H Street N.W.  
Washington D.C. 20433  
USA

/...

ENCL.



Mr Y. Rovani, World Bank  
P20/382/2

4 May 1979

helpful for all involved in Cooperative Programme activities (central staff as well as regional staff) that some policy be established on this matter, taking into account too what I have discussed in the preceding paragraph.

Another important item which was discussed was the allocation of specified numbers of man-months (and to some degree individual Cooperative Programme staff) to specific regions. I believe that this is a good step forward following our meeting in Washington and I am sure that Prescott Stevens when going to Washington next week will follow this line. It was useful, too, in this connexion to make a short review of the performance of the programme; this review did show that in fact there have been very few cases in which individual staff members of the Cooperative Programme have not been available as planned (a question which has been raised by some of your regions during my visit to Washington), and also that the delays which have occurred in the completion of certain reports were not really to be attributed to the Cooperative Programme staff members involved but rather to the time lapse occurring during reviews within the Bank.

... You will find many other points raised in the Note for the Record on our discussion with Mr Thalwitz on which I do not need to comment because they are self-explanatory. I am enclosing a letter to Mr Thalwitz which I would appreciate if you would be kind enough to onforward to him.

2. In connexion with what has been said above about percentages, you know of course that we feel that the present system of time accounting prescribed in the Bank does not give the Cooperative Programme the flexibility which it would need as a tool in relation to the International Decade. The intensive investigation on developmental work by the Cooperative Programme during the past seven years with national water and health sector agencies in many countries has shown that improvement in water and sanitation services affect several sectors of the economy and involve many national agencies. To be of most use in accelerating the national efforts, international resources such as the Cooperative Programme need to be available to support efforts in both national planing and in identifying and preparing priority development projects. I know that you are endorsing this point of view, however, the current Bank's procedures for time accounting which link the Cooperative Programme activities to the programmes of the Bank regions tend to inhibit the further development and implementation of activities which directly support national planning in favour of Bank project development. We would, therefore, like to come to an agreement which would restore flexibility in allocating Cooperative Programme resources as in the past and I am submitting for your consideration this subject for further discussions in the month to come.

/...



Mr Yves Rovani, World Bank  
P20/372/2

4 May 1979

3. You will recall that, when in Washington, I also raised the question of expanding the Cooperative Programme and I am referring to this matter under item no. 6 on page 3 of my report. Within WHO there is general agreement for the establishment of additional Cooperative Programme posts in EMRO and WPRO and the provision of one additional Cooperative Programme post each in AFRO and SEARO. Considering the lag in structuring provisions for new positions in the programme and budget of both organizations, I feel that this matter too should be explored further as soon as possible with the aim of reaching an agreement perhaps already for your Fiscal Year 1980.

As regards outposting to AFRO, I will be visiting the Regional Office probably the week beginning 11 June and will hopefully be able to help in settling quite a number of management questions, including those related to the Cooperative Programme. Developments in the last two months indicate that the Region is really moving towards making special management arrangements as discussed and that this would enable the Cooperative Programme to function effectively out of Brazzaville. Prescott Stevens will discuss with you in this connexion also the implications of the inter-regional cooperation projects with SIDA and FRG and how these would relate to the Cooperative Programme (you will remember your own suggestions made last year that Cooperative Programme resources in such cases might be used to "manage" other activities as well).

*Call Jim  
Kearns*

In relation to SEARO we have agreed that an evaluation should be made before the end of this year and I am proposing tentatively to do so in November 1979. Prescott Stevens will discuss that with you and your staff and also with Mr Unakul who is currently attending the EDI course.

In respect of AMRO, John Kalbermatten said that my own report of the discussions held in Washington leaves some room for interpretation and we have on our part tried to clarify this with our Regional Office. We stressed that in considering further outposting, we must follow needs as indicated by the country situation in the various regions, the manpower and specialties available and potentially available in regional offices, and the availability of matching WHO resources. On this basis, we feel that the matter should be kept under review but that in the meanwhile it is understood that Geneva-based Cooperative Programme resources are, as in the past, available to supplement Cooperative Programme resources placed in AMRO, thus matching WHO resources once available, in accordance with the plan of work established in consultation with both WHO and Bank regions.

/...



Mr Yves Rovani, World Bank  
P20/372/2

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4 May 1979

4. Finally, I should like to refer to the Cooperative Action agreed between seven participating agencies and the functions carried out in the Global Promotion and Cooperation Unit at WHO/WO. These functions involve coordinating and accelerating the flow of information between sources of external aid, Member States and cooperating international entities. Up until this time, the total cost of this unit has been carried by WHO; however, activities and the demand for services are increasing and will increase further as the work progresses to a more operational phase. We have invited, therefore, the other agencies to contribute to the work of GPC in whichever way possible, considerably by the secondment of a suitable staff member. I want to raise the question again as to whether the Bank now or in the near future might be able to do so.

I am sending this letter to you by courtesy of Prescott Stevens. Perhaps, you could review it with him as well as with your colleagues and identify those areas where further discussion is needed in the immediate future.

With kind regards.

Yours sincerely,

Dr B. H. Dieterich  
Director  
Division of Environmental Health

WORLD HEALTH  
ORGANIZATION



ORGANISATION MONDIALE  
DE LA SANTÉ

1211 GENEVA 27 - SWITZERLAND  
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Télégr.: UNISANTÉ-Genève

0040  
12.0 ✓

In reply please refer to: ETS P20/372/2  
Prière de rappeler la référence:

3 May 1979

Dear Mr Kalbermatten,

This will confirm our telephone conversation on 2 May concerning the following:

(1) Planning Meeting

I understand Bank Division Chiefs have been asked to identify activities more precisely than in the past, especially with regard to summary TOR, duration of field and office work, staffing, and limiting dates where applicable. Meetings on 7-9 May will deal with their proposals; on 10-11 May Mrs Grand-Maison and I will draft a workplan and 14-16 May the results will be reviewed with Division Chiefs.

(2) Recruitment

Mr de Szy-Tarrisse has not given us a reporting date and may no longer be available. Mr van Dawen is working with Mr Jackson in Nigeria; we shall be interviewing him later this month for the WA post. There is also one other vacancy to be filled.

(3) Proposed Bank/UNDP "Water Supply and Sanitation Staff Development" Project

You informed me that this proposal, (which you had referred to some weeks ago in discussion with Dr Diterich), came out of a realisation that staff training may often be the most crucial constraint in the water sector in developing countries and that opportunities to utilize existing training facilities are not being fully utilized. The aim of the first phase would be to examine global needs and opportunities, and the feasibility of creating a sort of clearing house (location to be decided) to bring together the needs (as revealed in rapid assessments) and opportunities. You confirmed that you would agree to my attending a meeting on 9 May on this subject.

Yours sincerely,

Prescott A. Stevens  
Manager, Environmental Health Technology  
and Support  
Division of Environmental Health

Mr John M. Kalbermatten  
Water and Wastes Adviser  
Energy, Water & Telecommunications Dept.  
World Bank  
1818 H Street N.W.  
Washington D.C. 20433  
USA



WHO  
12.0

Mr. Yves Rovani (EWTDR)

March 13, 1979

John M. Kalbermatten (EWTDR)

CP Programming - Review Meeting of February 22, 1979

1. I hereby submit notes of the meeting which were reviewed and agreed to by Dr. Dieterich in Geneva on February 28. The underlined sentences in paragraphs 8 and 9 are modifications requested by Dr. Dieterich.

2. Participants:

- Mr. Yves Rovani, Director, EWT
- Dr. B. Dieterich, Director, EHE, WHO
- Messrs. Saravanapavan, Sanitary Engineer, AEPEW
- R. Reekie, Deputy Division Chief, EAPEW
- A. Thys, Chief, EMPWS
- W. Cosgrove, Chief, WAPEW
- J. Buky, Senior Sanitary Engineer, EWT
- John M. Kalbermatten, Water and Wastes Adviser, EWT
- F. Lamson-Scribner, Chief, ASPEW
- A. Zavala, Chief, LCPWS

General Review:

3. In opening the meeting, Mr. Rovani reviewed briefly the history and background of the cooperative program suggesting new tasks for the CP as expressed in the "New Direction" memo of March 18, 1977, asking Dr. Dieterich to review:

- (i) progress made to date in implementing the New Direction,
- (ii) CPS role in the preparatory activities for the Drinking Water Decade.

4. In his reply, Dr. Dieterich reviewed past efforts, explained cooperative efforts underway with international and bilateral agencies, ongoing work on the Drinking Water Decade, concluding that the Bank-WHO cooperative efforts have been largely successful, have had a significant impact on the international scene, but that a review of policies by all organizations is required in order to promote water supply and sanitation services particularly to the lower income groups in developing countries. Dr. Dieterich emphasized the ongoing, albeit informal change taking place in WHO's relationships with individual countries (stronger recommendations dealing with other than health ministries etc.). Dr. Dieterich ended his general remarks by reporting on informal discussion between WHO HQ and Regions during which some Regions expressed an interest in expanding the CP.

CP Tasks:

5. Dr. Dieterich then opened the subject of CP work, stating that we started with an emphasis on sector studies, briefly mentioning some problems (lack of impact on Bank lending etc.). Dr. Dieterich proposes that future



CP project work should be more directly related to the Bank lending program but that CP should also provide resources for national programming without tying resulting projects to Bank lending. After Mr. Thys raised the problem of budget allocation (no general work - all project related) Mr. Rovani reviewed Bank policy of sector planning through project activities and provisionally accepted a possible CP expansion suggested by Dr. Dieterich provided the work program justifies such expansion and after existing resources are used more effectively, i.e. expansion now is premature and should follow Bank staff reaching critical mass in each Bank region. Further, CP growth should take place in Regions. Dr. Dieterich stated that WHO Regions are accelerating their WS and S work, believes that outposting of CP staff could have a very great catalytic impact and CP expansion should not be held back to await Bank staff expansion.

Effectiveness of CP Use:

6. Dr. Dieterich reviewed past practice of CP work planning and explained newly instituted work programming affecting CP - essentially relationship between WHO HQ and Regions and the programming of CP activities in this context. Mr. Rovani stated that regional programming is not complete until Bank and WHO regions have direct dialogue.

7. Messrs. Lamson-Scribner, Thys and Reekie explain, by quoting examples, the inherent problems of coordinating missions and work programs and the unavoidable administrative/organizational inefficiencies Mr. Rovani suggests decentralization is the answer, even if staff is located in Geneva. Dr. Dieterich stated - and the statement is accepted by all - that HQ has little, if any control over regional work programs. Mr. Cosgrove, returning to items discussed earlier, indicated that his management has accomplished technical assistance type activities even in those countries where presently no Bank lending programs exists.

8. Replying to a question by Mr. Kalbermatten, Dr. Dieterich stated that complete regionalization is not possible now because WHO regions are not ready suggesting that instead consultation between WHO and Bank regions would be possible. Mr. Rovani stated his preference for regionalized planning with possible earmarking of staff. Dr. Dieterich agrees that, to the extent this is practical, staff should be earmarked/exceptions are specialists like Mr. A. Redekopp should remain fairly available to work in various regions.

General Conclusions:

9. The meeting adjourned after the above described discussions and continued talks during lunch hosted by Mr. Rovani. While no formal conclusions or agreements were reached, the following consensus emerged:

- (i) The decentralization to AMRO should continue by assignment of one additional CP staff to AMRO, subject to acceptable regional input and work program, i.e. Dr. Dieterich feels that prior to additional outposting AMRO should add counterpart staff.
- (ii) AFRO decentralization should be attempted as soon as possible and further discussed between Messrs. Dieterich, Thalwitz, Cosgrove and Kalbermatten during their meeting on February 28 in Geneva.



- (iii) Future work planning should be decentralized and include, as a minimum, consultation with WHO regions by the Bank's regions. CP staff should be earmarked for regional work to the maximum extent possible to avoid present scheduling problems.
- (iv) Division chiefs are interested in input from CP into their programs but only if they can control CP staff specifically assigned to their region (work programming, mission scheduling, establishing TOR's etc.) and such staff either is not charged against their budget or at a greatly discounted coefficient.

cleared by and cc: Participants  
cc: Messrs. Sheehan (EWTDR)  
Beach (AEPEW)  
Erkmen (EAPEW)

JMKalbermatten:es

WHD  
120

Mr. Richard H. Sheehan, Assistant Director, EWTDR

March 13, 1979

John M. Kalbermatten, Water and Wastes Adviser, EWTDR

SWITZERLAND - Geneva - WHO/WB Cooperative Program Discussions  
- Back-to-Office Report

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1. Per terms of reference of February 23, 1979, I spent February 27 and 28 in Geneva to participate in the work program discussions held by Messrs. Thalwitz and Cosgrove of the West Africa Region, with representatives of WHO, Dr. Dieterich, Messrs. Novick and Stevens, and to follow-up on the general talks which were held the previous week in Washington between Dr. Dieterich and Messrs. Rovani, Cosgrove, Lamson-Scribner, Thys, Zavala, Reekie, Saravanapavan, Buky and myself (meeting notes have already been distributed to you and the participants).

2. The discussions were held in an atmosphere of goodwill and cooperation, greatly improved by -- or possibly a result of -- Mr. Thalwitz's participation. Dr. Dieterich repeatedly expressed his pleasure about the visit of a project director to Geneva and expressed the hope others might follow the example.

3. Mr. Thalwitz, in his opening remarks, expressed his hopes for an expanded CP program in West Africa and reviewed some of the problems facing the CP, suggesting the meeting devote its attention to immediate actions for the next twelve months and principals of cooperation to be followed in the long term. For most of the first day, ways and means to better align Bank and WHO objectives were explored, with Dr. Dieterich repeating the explanations he had made during the meeting in Washington and Mr. Thalwitz suggesting that WHO consider modifying its strategy sufficiently to accommodate the Bank's sector work strategy which is more project oriented in contrast to WHO's program orientation.

4. Dr. Dieterich and his staff assured us that they had no objection to increased project work and stated their belief that the obstacles to better use of the CP enumerated by Mr. Cosgrove and myself -- and the previous week by the division chief -- were somewhat exaggerated and, in any event, could be overcome.

5. In concluding the discussions on general aspects, Dr. Dieterich reiterated that there exists no conflict between the objectives of WHO and the Bank, that indeed the purpose of WHO's sector programming assistance to its member countries is to identify projects and that, although WHO as an institution wishes to emphasize programming, the CP could concentrate on project identification.. He suggested the following categories of CP activities:



<u>Category</u>	<u>% of Total Work</u>	<u>Type of Activity</u>
1	50	Project Identification and Preparation up to Appraisal
2	20	Project-Related Programming and Identification for projects or Countries, not necessarily in Bank operations program when work is initiated
3	20	CIDA/GTZ/UNDP Project Identification
4	10	Staff Development (training of national staff and WHO country engineers in sector and project work)

6. If this classification is accepted, Category 1 could be charged to project identification, Category 2 to sector work (until identified projects are included in operations program), Category 3 would be a WHO activity and Category 4 could be charged to either project identification or sector work. An example of the last category is the manpower and training study now in progress in West Africa. I agreed to explore the possibility of charging Categories 1, 2 and 4 (50%) to the regional lending program and allocate Categories 3 and 4 (50%) to WHO, a division which would reflect the respective contributions to the CP by the Bank and WHO. I stressed, however, that the divisions will need assurance that CP input will be forthcoming at specified dates. Dr. Dieterich agreed that, to the maximum extent possible, CP staff should be earmarked for specific regions, so that the inevitable mission changes would affect one region only. I also recalled the necessity of discounting CP input to the regions to compensate for the inherent inefficiency of co-managing a decentralized resource at long distance. At the conclusion of the West Africa work program discussions, Mr. Thalwitz stressed the latter point once more, stating that the agreements reached by Messrs. Cosgrove and Stevens would only be acceptable if agreement on such a discount rate could be reached between the Bank's operating departments and the Bank's budget unit. Dr. Dieterich accepted this proviso.

7. Following the general discussions, details of the West Africa work program were reviewed. Agreements reached are reported in Mr. Cosgrove's back-to-office report (attached). The agreed-upon program for FY80 foresees a CP input to the region of 2.25 manyears.

8. Mr. Thalwitz addressed a meeting of EHE staff, organized for this purpose by Dr. Dieterich. Staff, including a member of WHO's Basic Health Unit, appeared genuinely pleased at the opportunity to both receive explanations on Bank activities by a Projects Director and exchange ideas on CP and Bank work with him. Several EHE staff members suggested during subsequent conversations that visits by Bank Water Supply Division Chiefs would contribute greatly to a spirit of cooperation, just as Mr. Thalwitz's visit had done. Clearly, EHE staff feels a lack of even occasional personal contacts indicates a lack of interest.

Attachment

cc: Messrs. Thalwitz(WAP), Rovani (EWFDR), Cosgrove(WAPEW)

JMKalbermatten:mk



Submitted by:

Dr. B.H. Dieterich, Director, EHE..... 7 March 1979  
(Name) (Div/Unit) (Date)

Visit to:

World Bank, Washington, USA

Tasks undertaken for other  
units (indicate units)

.....  
.....  
.....

Indicate clearly name and location of project(s), meeting(s), etc.

Inclusive travel dates:

20.2.79..... - 22.2.79.....  
(From) (To)

Co-traveller(s):

.....  
Name(s)/Div./Unit(s)

Reason for travel:

To discuss the WHO/IBRD Cooperative Programme.

Specify the type of work which had to be accomplished

Recommendation(s)/Action to be taken:

.....

For Meetings only

Future attendance:

Recommended

Not recommended

State reasons

Brief summary:

The World Bank implementation of the "New Directions" of the Cooperative Programme was reviewed.

Distribution:

ADG Dr. Tejada-Rivera  
Director, EHE.....  
Registry.....  
COR.....  
Manager, ETS.....  
Manager, GWS  
Manager, HCS  
TCO  
RCO  
AMRO - DEH



20 - 22 February 1979

Meetings were held relative to the Cooperative Programme with Mr Rovani and Mr Kalbermatten on the one hand, and with CPS staff and Regional Division Chiefs on the other hand.

Summary of discussions:

1. In 1977 the "new directions" of the Cooperative Programme were elaborated covering the following:

- diversification of output
- regionalized programming
- regionalization of staff
- diversification of staff

Progress has been made in respect of all four of these components. The present interest focuses on continuing efforts to regionalize programming and staff.

2. I referred to the decentralized nature of WHO, ever since its inception, and the particular mission of Headquarters in the light of the new operational policies of the Organization. For instance, the Cooperative Programme was considered as technical cooperation and as part of the Organization's country level oriented activities, applying the principle that these receive inputs not only from field staff, but also staff at Regional Offices and at Headquarters, rationally deployed and allocated, in line with the policy that WHO is one Organization and that it uses resources available at all of its levels, considering needs of individual countries and individual regions.

Principles arising out of recent resolutions of the World Health Assembly in respect of technical cooperation reinforced this policy. In regard to environmental health, substantial progress was made and the role the Cooperative Programme has played in this respect could not be over-emphasized. It was important to maintain this role and maintain the strategic use of Cooperative Programme resources in respect of optimizing their effectiveness and their catalysing and multiplying effects. In this respect, the critical mass of global level based Cooperative Programme resources was to be maintained.

3. The catalysing and multiplying effects of the Cooperative Programme were discussed with Regional Division Chiefs. These effects were intimately related to the use of the WHO field resources in extension of the Cooperative Programme's resources proper. There was considerable discussion on this aspect and it appeared that better communication is required in respect of this potential. It was also apparent that, within WHO, more efforts must be made to actually ensure these catalysing and multiplying effects. At Headquarters, this involved the Regional Cooperation Officers and Director, EHE, rather than Manager, ETS, though it is important that all Cooperative Programme staff are fully informed, subscribe to the principle, and promote these effects when on mission and when visiting Regional Offices.



4. With respect to programming and using Cooperative Programme resources, the Bank's Regional Division Chiefs expressed disappointment over the frequent non-availability of staff, delays and difficulties in communication. Some of the Bank's regions have therefore made little use of these resources. Obviously, there was no simple solution in the light of the small number of posts, and the specialization of individual staff, but it was important that both the Bank and WHO make efforts to reduce the number of sudden changes in agreed programmes and be reasonable in their expectations if such sudden changes cannot be avoided. The allocation of individual staff or of a specified number of man-months to specific regions was seen as an improvement, but practical consideration must not be overlooked, such as the specialization of staff and the need to maintain flexibility to cope with programme changes between regions. But I felt that the principle of allocating a specified number of man-months to individual regions could be agreed upon if the practical aspects and flexibility required were maintained. Based on such allocations, regions of the Bank and WHO regions would cooperate in implementing programmes and in adjusting agreed programmes to change. The Regional Cooperation Officers would have to take on an important role.

5. With respect to outposting additional staff, the following was discussed:

(a) to proceed with locating one financial analyst to the African Region in the first instance. The Bank preferred to concentrate this resource on their West African Region, though WHO wanted to maintain some flexibility. The duty station would be Brazzaville if effective utilization was ensured. The proposed creation of a task force for the Water Supply and Sanitation Decade at AFRO was considered an important development in this respect. The Bank preferred to outpost a second financial analyst to the African Region, should this be possible, and it was important to anticipate this in recruiting additional financial analysts for the Cooperative Programme and fully discuss this possibility with the candidates being considered.

(b) Outposting of a financial analyst to EURO was discussed. I felt that this may not be practical in the light of the limited number of countries involved, the frequent and drastic changes experienced in the recent years which would make the full utilization of a staff member questionable, and the much greater need in other regions. However, earmarking of, say, one man-year to EMENA should be considered.

(c) Outposting of a second financial analyst to AMRO was proposed by the Bank. In AMRO, the Cooperative Programme was used extensively for planning and programming and, therefore, I felt the strengthening of it was desirable. The matter would be kept under review. As a next step, AMRO might create an additional post to match the financial analyst already outposted and make arrangements for matching any additional post stationed in the Regional Office.

(d) As regards SEARO, there was general agreement that the outposting of Mr Heyland should be extended, however, it was important that an evaluation of this work and of the methods of working be undertaken before the end of 1979.



6. I provided briefing on the International Drinking Water Supply and Sanitation Decade and the particular need for national planning, programming and the identification of projects. Some Regional Division Chiefs perceived the utilization of Cooperative Programme resources in a more limited sense and raised questions in respect of the Cooperative Programme usefulness or their purposes. This matter relates to the diversification of output discussed under item 7 below. I advocated the extension of the Cooperative Programme, i.e., the increase of the number of Cooperative Programme posts in Regional Offices with the financial participation of WHO regions (some of which have already agreed to do so). On the other hand, the Bank's Regional Division Chiefs favoured the addition of staff to their own resources. This matter required further discussion and perhaps should be the subject of a special meeting between the two institutions.

7. In regard to the International Decade and the requirements for planning, programming and project identification (see above), a case was made for using Cooperative Programme resources irrespective of whether or not the Bank has an active lending programme in the specific country, however, provided that there is a potential for the identification of projects. In this respect, it was recognized that the Bank's regions must account for the use of Cooperative Programme resources as part of their general accounting procedure, taking into account effectiveness coefficients and that, therefore, the Bank's regions may be reluctant to agree to the utilization of these resources for certain types of activity. I felt that the two institutions might agree that a part of the Cooperative Programme resources be accounted in a different manner, recognizing that in this way the Bank would make a general contribution to the preparation of the International Decade.

At the same time, I proposed that in respect of project activities, utilization of Cooperative Programme resources be directed more strictly than in the past to projects of direct Bank's interest so as to enable the Bank's regions to use the Cooperative Programme in line with their accounting procedure.

I proposed further that the use of the Cooperative Programme resources in executing other cooperative projects (such as those with UNDP, SIDA and the Federal Republic of Germany) be limited and made dependent on achieving, in this manner, a multiplying effect of interest to the Bank and/or consistency in preparing for the International Sanitation Decade.

Tentatively, I suggested that the two institutions might agree to use, say, 50% of the Cooperative Programme resources for strictly Bank-oriented project activities; some 20% for planning, programming and project identification in relation to the Water Supply and Sanitation Decade in general; some 20% for participation in other cooperative projects as qualified above; and some 10% for staff training.

Conclusions:

There is need to review our priorities and management, and accounting procedure, and the possible extension of the programme.



WORLD HEALTH  
ORGANIZATION



ORGANISATION MONDIALE  
DE LA SANTÉ

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Bureau régional de l'Asie du Sud-Est

WORLD HEALTH HOUSE  
NEW DELHI 110.001, INDE  
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In reply please refer to :

Prière de rappeler la référence **W2/76/4-Gen.**

12 March 1979

Dear Mr Lamson-Scribner,

Subject: WHO/IBRD Cooperative Programme, SEARO - Work Plan  
for 1979

Please find enclosed a draft work plan chart for CP activities in SEARO for 1979. Up to middle of March the chart shows the activities actually carried out and from mid-March to mid-April the programme has been confirmed. Beyond mid-April the activities planned are tentative, subject to the confirmation of the World Bank and the recipient Governments.

We would very much appreciate receiving your comments if any on the work plan and particularly whether the World Bank would like CP SEARO staff to join any of their missions in SEAR during the remaining part of the year so that we could include such information also in the chart.

With best regards,

Yours sincerely,

S. Unakul  
Chief, Environmental Health  
for Regional Director

Mr F.H. Lamson-Scribner  
Chief, Energy & Water Supply Division  
South Asia Projects Department  
The World Bank, 1818 H Street, N.W.  
Washington, D.C. 20433  
USA

cc: with a copy of the draft work plan:

→ Mr John Kalbermatten, Water & Wastes Adviser, The World Bank,  
Washington, D.C.

Mr Jack Beach, Chief, East Asia & Pacific Projects Department,  
The World Bank, Washington, D.C.



WHO/IBRD COOPERATIVE PROGRAMME, SEARO  
Tentative Work Plan: Jan - Jun 1979

	Jan					Feb				Mar				Apr					May				Jun				
	1	8	15	22	29	5	12	19	26	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	
HQ																	WHO/GTZ BUR   THA   INO										
SEARO	TN SR			1	2		THA PI			GUJ & RAJ SF			ASM SR	BIH SR	3	WHO/GTZ BUR   THA   INO			INO RUR PP	Home Leave of Mr Heyland							
Mr Finley	Expected to be in position from April 1979. Although inputs are not shown in this chart, it is presumed that his inputs will be identical to those of Mr Heyland.																										
Mr Heyland	TN SR			1	2		THA PI			GUJ & RAJ SF			ASM SR	BIH SR	3	WHO/GTZ BUR   THA   INO			INO RUR PP	Home leave							
Mr Roy				INO RUR & URB						GUJ & RAJ SF			ASM SR	BIH SR	3												

1 = Punjab Project Guidance    2 = Rajasthan Project Guidance    3=Low Cost Water & Sanitation Techniques, Lucknow  
 Raj=Rajasthan    ASM=Assam    BIH=Bihar    BUR=Burma    INO=Indonesia    RUR=Rural    URB=Urban    PP=Project Preparation  
 PI=Project Identification    SF=Sector follow-up    SR=Sector Review    TN=Tamil Nadu    THA=Thailand    GUJ=Gujarat

WHO/IBRD COOPERATIVE PROGRAMM SEARO  
 Tentative Work Plan: Jul - Dec 1979

	Jul					Aug				Sep				Oct					Nov				Dec			
	2	9	16	23	30	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24
HQ																										
SEARO			HP SR		HAR SR			INO PP	MAH SR			KAR SR				THA PP	WB SR				INO PP				J&K SR	KER SR
MR Finley	Although inputs are not shown in this chart, it is presumed that his inputs will be identical to those of Mr Heyland.																									
Mr Heyland			HP SR		HAR SR			INO PP	MAH SR			KAR SR				THA PP	WB SR				INO PP				J&K SR	KER SR
Mr Roy																										

HP = Himachal Pradesh HAR=Haryana KAR=Karnataka WB=West Bengal J&K= Jammu & Kashmir KER=Kerala



WORLD HEALTH ORGANIZATION



ORGANISATION MONDIALE DE LA SANTÉ

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Tél. 34 60 61 Téléx. 27821

6 March 1979

*12-9 with Kalk. files*  
*Recd 3/13 at 4:45*

In reply please refer to:

Prière de rappeler la référence: EHE

Dear Yves,

... I do appreciate the time which you gave me on 20 and 22 February in spite of the problems created by snow and the consequent disturbance in your normal programme of work during these days. I am enclosing a short summary of a note which I have prepared on these discussions and, therefore, I tried not to go into unnecessary details but rather record the important points which have been made.

As I said, it would be useful in my view if you could pass through Geneva on your forthcoming visit to Europe around mid March but, please, let us be in touch in due time so that I am certain I will be in Geneva. You may note that, at this stage, I am planning to be absent on Friday, 16 and Monday, 19 March but, otherwise, no travel has been scheduled yet.

With best regards and thanks for your hospitality.

Yours sincerely,

Dr B.H. Dieterich  
Director  
Division of Environmental Health

Mr Y. Rovani  
Director  
Public Utilities Department  
World Bank  
1818 H. Street, N.W.  
Washington, D.C. 20433

*TELL MARGARET ✓*  
*ROVANI WILL NOT GO. WILL BE IN EUROPE AGAIN IN JUNE.*  
*Xeroxed copies for JMKY PP*

... ENCL: As mentioned

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*03/14/79*

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MONTREUIL D.C. 30433  
1818 N. STREET N.W.  
MONTREUIL  
PARIS 18th DISTRICT  
FRANCE  
DR. D. KOLAK

*[Handwritten notes in French]*  
L'avis de décès de M. KOLAK est parvenu à l'Organisation Mondiale de la Santé le 13/3/79.

DIRECTOR OF EVALUATION HEALTH  
DIRECTOR  
DR. B.N. DUTTOUR

*[Handwritten signature]*

LONG DISTANCE

MIRI BEAR REGISTERED AND THANKS FOR YOUR INFORMATION.

To the Director: In March 1979, information was received that you had been informed that I was planning to be present in Geneva. It is now possible that you will be in Geneva in March 1979. I would be pleased to meet you if possible.

Bojica Miri has been made. I am pleased to be in contact with you and the WHO staff in Geneva. I am enclosing a copy of the program for the March 1979 meeting in Geneva.

Best regards

Handwritten date and initials: 2/13/79

Please refer to reference: in copy dated 1979

EHE

9 March 1979

1211 GENEVA 21 - SWITZERLAND

100 24 80 01 1919 21851

1211 GENEVE 21 - SUISSE

ORGANIZATION  
WORLD HEALTH



DE LA SANTE  
ORGANISATION MONDIALE

*[Handwritten signature]*