

**THE WORLD BANK GROUP ARCHIVES**

**PUBLIC DISCLOSURE AUTHORIZED**

**Folder Title:** President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988

**Folder ID:** 1782782

**Series:** Chronological files (outgoing)

**Dates:** 04/04/1988 - 06/20/1988

**Subfonds:** Records of President Barber B. Conable

**Fonds:** Records of the Office of the President

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

**Digitized:** 03/17/2023

To cite materials from this archival folder, please follow the following format:  
[Descriptive name of item], [Folder Title], Folder ID [Folder ID], ISAD(G) Reference Code [Reference Code], [Each Level Label as applicable], World Bank Group Archives, Washington, D.C., United States.

The records in this folder were created or received by The World Bank in the course of its business.

The records that were created by the staff of The World Bank are subject to the Bank's copyright.

Please refer to <http://www.worldbank.org/terms-of-use-earchives> for full copyright terms of use and disclaimers.



THE WORLD BANK

Washington, D.C.

© International Bank for Reconstruction and Development / International Development Association or

The World Bank

1818 H Street NW

Washington DC 20433

Telephone: 202-473-1000

Internet: [www.worldbank.org](http://www.worldbank.org)

**PUBLIC DISCLOSURE AUTHORIZED**

PRESIDENT  
B.B. CONABLE  
CHRON FILES

M-Z

Apr. 1 - June 30, 1988



**DECLASSIFIED  
WITH RESTRICTIONS**  
WBG Archives

 **Archives**  
President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z -  
April 1 - June 30, 1988  
R1992-109 Other #: 6 1782782 209563B

CHRON FILE

APRIL 1 -

JUNE 30, 1988

(M - Z)

BARBER B. CONABLE

M



# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 30 June, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Jobarah E. Suraisry From: Barber B. Conable				
<b>Subject / Title</b> Acknowledgment of a candidate				
<b>Exception(s)</b>				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			

log out - Chron

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

BARBER B. CONABLE  
President

April 22, 1988

Dear Mr. Mack:

Thank you so much for your kind letter reminding me of the standing invitation to address the World Affairs Council in Los Angeles.

As much as I would like to meet with you in June or July, I must decline. My commitments for the next few months are already quite extensive, and I do not feel I can accept any additional speaking engagements in the near future. I hope you understand the restrictions on my time.

Please accept my best wishes for a successful program.

Sincerely,

*Barber Conable*

Mr. J. Curtis Mack, II  
President  
Los Angeles World Affairs Council  
900 Wilshire Boulevard, Suite 230  
Los Angeles, CA 90017

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

BARBER B. CONABLE  
President

May 2, 1988

Dear Mr. Minister:

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

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

On a personal note, I hope to have the opportunity of greeting you in Berlin at the time of the Annual Meetings.

Sincerely,



The Honourable  
Tuilaepa S. Malielegaoi  
Minister of Finance  
Ministry of Finance  
P. O. Box 44  
Apia, Western Samoa

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

BARBER B. CONABLE  
President

May 9, 1988

Dear John:

Thank you for your April 27 letter and for your recent attempts to reach me by phone. I am sorry I missed you.

In connection with Ms. Sloane's interest in employment at The World Bank, enclosed is an application which should be completed and sent to Ms. N. Ruivivar, Recruitment Division, The World Bank, 1818 H Street, NW, Washington, D.C. 20433. The Personnel Department has better knowledge of the staff requirements of the institution and current available positions. Her application will receive consideration and if there are openings in her particular area of expertise, she will be contacted directly.

Sincerely,



Enclosure

The Honorable John J. Marchi  
New York State Senate  
Albany, New York, 12247



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

BARBER B. CONABLE  
President

April 21, 1988

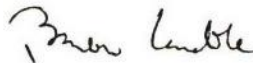
Dear Mr. Mariano:

Thank you for your letter of March 29 which Susan Lanzatella brought to the Bank while I was in Asia.

I have forwarded your letter and Susan's resume to the Personnel Department which has better knowledge of the institutions' vacancies and staff requirements. Her resume will receive consideration and she will be contacted directly about the prospects of openings in her area of expertise.

I appreciate knowing of your high regard for Ms. Lanzatella and thank you for your interest in the Bank.

Sincerely,



Mr. Robert A. Mariano  
President and Chief Executive Officer  
Chase Lincoln First  
Buffalo Divison  
295 Main Street,  
Buffalo, New York, 14203

cc: Susan Lanzatella

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

BARBER B. CONABLE  
President

June 9, 1988

Dear Mr. Marjai:

I wish to thank you for your letter of May 26, 1988 outlining the Government's medium-term program of economic stabilization and structural reform, as a basis for the Bank's Industrial Sector Adjustment Loan which will be considered by the Executive Directors on June 21, 1988.

I look forward to the effective implementation of this program, and trust that it would help to strengthen the Hungarian economy, by making it more dynamic, competitive and efficient, and would contribute to future growth with a sustainable balance of payments. I wish to reassure you of the Bank's support.

With best regards.

Sincerely,

*Barber Conable*

Mr. Jozsef Marjai  
Deputy Chairman of the Council of Ministers  
of the Hungarian People's Republic  
Kossuth Lajos Ter 1-3  
1055 Budapest, Hungary

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

BARBER B. CONABLE  
President

April 18, 1988

Dear Sir Ian:

We are still basking in the afterglow of the meeting that you so effectively helped arrange with Chief Executive Officers interested in Latin American investments. I believe such meetings can be extremely useful, and I intend to continue the initiative that you have thus far so nobly advanced.

Many thanks to you for your continued support of the World Bank, and best wishes.

Sincerely,

*Barber Conable*

cc: Ambassador Robert Keating, USED

Sir Ian MacGregor  
Limited Partner  
Lazard Freres  
One Rockefeller Plaza  
New York, New York 10020

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

BARBER B. CONABLE  
President

April 15, 1988

Dear Mr. Minister:

Just a note to thank you for the beautiful silver tray from Sri Lanka which you presented to me during our recent meeting in Washington. It was a pleasure to have met you.

Please accept my thanks and best wishes.

Sincerely,

*Barber Conable*

The Honourable  
M.H.M. Naina Marikar  
Minister of Finance and Planning  
Ministry of Finance and Planning  
P.O. Box 500  
Galle Face Secretariat  
Colombo 1, Sri Lanka

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

BARBER B. CONABLE  
President

April 4, 1988

Dear Ms. Marks:

I've just returned to my office after a two-week visit to two of the Bank's member countries in Asia to find your letter of March 15th. Thank you for inviting me to be the guest speaker at the Avon Area Chamber of Commerce Banquet which will be held on Friday, May 6.

A previous commitment in Washington that evening will make it impossible for me to accept, but I appreciate your thinking of me as I have many special friends in the Avon area. I'm pleased to know of the establishment of the Avon Chamber of Commerce and send my best wishes for the success of your Second Annual Banquet.

Sincerely,

*Barber Conable*

Ms. Mary Lou Marks  
President, Avon Area Chamber of Commerce  
c/o John's Hardware  
277 East Main Street  
Avon, New York 14414

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

BARBER B. CONABLE  
President

June 3, 1988

Ms. Katherine Marshall

Re: Committee on Outside Activities and Interests

I am pleased that you have agreed to continue to serve as the representative of the Staff at Large on the above Committee.

I would like to take this opportunity to thank you for being willing to assist with this important function.

Sincerely,



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

BARBER B. CONABLE  
President

April 4, 1988

Dear Governor Martinez:

Thank you so much for your kind invitation to be a principal speaker at your conference on the Future of the Global Trading System in Tallahassee in May 1988.

As much as I would like to join you, I must decline. Unfortunately, I will be in Europe at that time. However, given the importance of the issues which the conference will address, we would be happy to arrange for the participation of an appropriate Bank representative. I understand that Mrs. Sigrid Blobel has been in touch with Professor Donna Christie to discuss this possibility.

Please accept my best wishes for a successful meeting.

Sincerely,



The Honorable Bob Martinez  
Governor of the State of Florida  
The Capitol  
Tallahassee, FL 32399-0001

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

BARBER B. CONABLE  
President

April 4, 1988

Dear Mr. Mathewson:

Thank you for your letter inviting me to be the keynote speaker at the Monroe County Bar Association Banking, Corporation and Business Law Section's Banking Law Seminar which will be held at Nazareth College on Thursday, June 2, 1988.

My responsibilities at the World Bank require that I be in Washington during the week. The Bank's Board of Directors which I chair meets on Tuesdays and Thursdays of each week. For this reason, it will not be possible for me to participate on your program.

I appreciate your efforts to include me, and send my best wishes for the success of your Seminar.

Sincerely,

*Barber Conable*

Richard D. Mathewson, Esquire  
Harris, Beach, Wilcox, Rubin and Levey  
130 East Main Street  
Rochester, New York 14604



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

BARBER B. CONABLE  
President

April 4, 1988

Dear Mr. Mavrellis:

Thank you for your letter of February 26, 1988 informing us that you are leaving the Ministry of Finance of the Republic of Cyprus.

It has been a pleasure for us to work with you in the past and we wish you every success in your future endeavors.

We look forward to working with the new Minister of Finance and trust that the good relations between Cyprus and the World Bank will continue to grow.

Sincerely,

*Barber Conable*

The Honourable  
Christos Mavrellis  
c/o Ministry of Finance  
Ex-Secretariat Compound  
Nicosia, Cyprus

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

BARBER B. CONABLE  
President

May 12, 1988

Dear Mr. Mays,

Thank you very much for your letter of April 29.

I fully share your view that a good start to MIGA's activities, under the guidance of capable management, will be crucial to the Agency's long term success.

When the time comes early this summer for the initial management of MIGA to be appointed, your interest will receive careful consideration. I wish meanwhile to express my appreciation for your willingness to make your experience in investment insurance available to MIGA in its formative years.

With best regards,

Sincerely yours,



Mr. Marshall T. Mays  
Marshall Mays Associates  
1522 King Street  
Alexandria, Va. 22314

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

BARBER B. CONABLE  
President

June 13, 1988

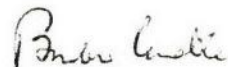
Dear Mr. Minister:

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

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

On a personal note, I hope to have the opportunity of greeting you in Berlin at the time of the Annual Meetings.

Sincerely,



Son Excellence  
Monsieur Philippe Maystadt  
Ministre des Finances  
Re de la loi, 12  
B-1000 Brussels, Belgium

WDIAL

.SPRIE

OINFO

-----  
-SUBJECT: JULY 8TH MEETING OF AGENCY HEADS

-DRAFTED BY: MCARTER/<sup>AS</sup>ASHAKOW

EXT:33307

-AUTHORIZED BY: BARBER B. CONABLE

-CC: MESSRS. HOPPER, PIDDINGTON, STANTON; MS. HAUG  
-----

842 270602 =

-UNESCO, PARIS, FRANCE

-ATTN: MR. FEDERICO MAYOR, DIRECTOR-GENERAL

963 22068 =

-UNEP, NAIROBI, KENYA

-ATTN: MR. MOSTAFA K. TOLBA, EXECUTIVE DIRECTOR

BT

WASHINGTON DC - 08 JUNE 1988

THANK YOU FOR YOUR LETTER OF APRIL 27 INVITING ME TO JOIN YOU AND  
SEVERAL OTHER AGENCY HEADS IN PARIS ON JULY 8 TO DISCUSS FUTURE  
ACTIONS IN THE ENVIRONMENTAL FIELD. I LOOK FORWARD TO SEEING YOU THE  
NEXT DAY IN OSLO BUT REGRET THAT I WILL NOT BE ABLE TO MAKE IT TO  
PARIS AS I WILL BE COMPLETING AN OFFICIAL VISIT TO SPAIN. I HAVE  
ASKED MR. W. DAVID HOPPER, SENIOR VICE PRESIDENT FOR POLICY,  
PLANNING AND RESEARCH, TO ATTEND YOUR MEETING ON MY BEHALF. WITH  
KIND REGARDS. BARBER B. CONABLE, PRESIDENT, INTBAFRAD.

BBC

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

BARBER B. CONABLE  
President

April 4, 1988

H.E. Obiang Nguema Mbasogo  
President of the Republic of  
Equatorial Guinea  
Malabo  
Equatorial Guinea

Your Excellency:

I would like to thank Your Excellency for your letter of March 9, 1988, which I received by the courtesy of H.E. the Minister of Finance, Mr. Felipe Hinestrosa Ikaka.

The mission headed by Mr. Landell-Mills to your country in February informed me of the progress that has been achieved in economic, public finances and external debt management, as well as in the implementation of the economic rehabilitation program. I welcome your Government's decision to liquidate the Guinextebank and the Banco de Credito y Desarrollo (BCD) as the first steps towards rehabilitating the national banking sector. I also welcome the decisions that your Government has taken to resolve some of the administrative and management problems which have been adversely affecting the IDA-financed Technical Assistance Project. In view of this progress I am pleased to inform you that we would be ready to release the second tranche of the Rehabilitation Import Credit (RIC) as soon as we receive confirmation that the outstanding measures concerning the public investment program, banking sector reform, and the use of the funds released under the first tranche have been taken. Mr. Serageldin reviewed these points in detail with the Minister of Finance.

Allow me to congratulate you on the decisive actions taken with regard to the banking sector. Following the liquidation of Guinextebank and BCD, I note you wish to see established a second private financial institution which would provide competition within the banking sector. In this regard, we have proposed that a study be financed under the IDA-financed Technical Assistance Project. Of course, my staff will be available to advise your Government on the conclusions of the study and I will request the IFC to look into this matter.

I would like to reassure you that the World Bank is firmly committed to cooperating closely with your Government in order to ensure sustained economic development. To this end, and in addition to our ongoing projects in the agricultural, education, and petroleum sectors, the Bank is willing to consider financing a new agricultural export project benefitting continental Equatorial Guinea and a structural adjustment

program. With regard to the latter, your Government would need to prepare a clear statement of development policies and a related action program. The IDA-financed Technical Assistance Project could be used to help the Government formulate this program. In addition, we hope that the new high-level economic adviser will prove useful to Your Excellency in this matter.

I understand that our IMF colleagues have a mission scheduled to visit Equatorial Guinea in April. I would hope that you may soon be able to negotiate a SAF credit with the IMF, and I would like to assure you that we will continue to cooperate with your Government and with the IMF to ensure consistency between the short-term stabilization program and the medium- to long-term structural adjustment program.

Sincerely,



Barber B. Conable  
President

**International Centre for Settlement of Investment Disputes**

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

Telephone: (202) 477-1234 · Cable: ICSID

April 14, 1988

Re: Maritime International Nominees Establishment (MINE)  
v.  
The Republic of Guinea (ICSID/ARB/84/4)

Dear Judge Mbaye,

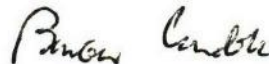
An arbitral award dated January 6, 1988 was rendered in an ICSID arbitration proceeding instituted by Maritime International Nominees Establishment (MINE) against the Republic of Guinea.

On March 30, 1988, an application for annulment was registered by the Secretary-General.

Pursuant to Rule 52(1) of the ICSID Arbitration Rules, the Secretary-General has requested me to appoint, in accordance with Article 52(3) of the Convention on the Settlement of Investment Disputes between States and Nationals of Other States, the Ad Hoc Committee which will consider this matter. I take pleasure in hereby appointing you to the said Committee.

The Secretary-General, Mr. Ibrahim F.I. Shihata, will be writing to you separately on matters concerning the constitution and working of the Committee. I would be grateful if you could confirm your acceptance of your appointment as soon as possible.

Sincerely,



Barber B. Conable

Chairman of the Administrative Council

Judge Kéba Mbaye  
Vice President  
International Court of Justice  
Peace Palace  
The Hague, The Netherlands

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

BARBER B. CONABLE  
President

June 24, 1988

Dear John,

Thank you for your letter of May 23, 1988 and the copy of the book Price Policy for Developing Countries, edited by you and Raisuddin Ahmed. I have passed the book on to our Agriculture and Rural Development Department for careful examination. I understand Mr. Vijay Vyas, Senior Adviser in the Department, is preparing a detailed review of the book for the joint Fund-Bank quarterly journal, Finance and Development.

Even a cursory look at the papers in your book suggests that you and your colleagues have taken a thoughtful, broad-based approach to the question of agricultural prices. While the importance of agricultural prices as a signal for resource allocation and a vehicle for income transfer is recognized, the contributors to this volume also have given due weight to the importance of technological change and institutional development.

Accept my congratulations for bringing out a fine volume on an important area of development policy.

Sincerely yours,



Dr. John Mellor  
IFPRI  
1776 Massachusetts Ave., N.W.  
Washington, D.C. 20036



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

BARBER B. CONABLE  
President

June 15, 1988

Dear Governor:

It is indeed good to know of your  
reappointment to the Board of Governors of The World  
Bank as Alternate Governor for the United Kingdom.

On behalf of the Executive Directors,  
Officers and Staff, I welcome your reappointment and  
look forward to your continued participation in the  
affairs of the Bank.

On a personal note, I hope to have the  
opportunity of greeting you in Berlin at the time of  
the Annual Meetings.

Sincerely,

*Barber Conable*

Sir Peter Middleton  
Permanent Secretary  
Her Majesty's Treasury  
Parliament Street  
London SW1P 3AG  
England

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

BARBER B. CONABLE  
President

April 29, 1988

Dear Sir Peter:

Thank you for agreeing to be a lead speaker at the symposium that the World Bank and OECD are organizing in Paris, May 26-27. Your experience and knowledge will be particularly valuable in ensuring a good discussion during the session which you will chair.

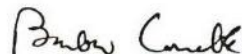
As indicated to you earlier, we are inviting parliamentarians, academicians, NGO representatives and other prominent individuals concerned with broad aspects of world economic development and related policies. In order to give them ample time to participate in the discussion, we hope to structure the length of formal interventions very tightly and look to you to guide the discussion throughout your session.

Mr. Jean-Claude Paye, Secretary General of the OECD, joins me in expressing our appreciation to you for the time you will be devoting to this symposium which we hope will further the debate on the important question of the measures industrialized nations can take to facilitate adjustment and growth in developing countries.

Your role will be crucial to a meaningful outcome of this event, and I trust you can discuss any details of the Symposium with Mr. Timothy Cullen of the European Office, 66 avenue d'Iéna, 75116 Paris (Tel. 47 23 54 21, Telex 620-628, Facsimile 47 20 19 66) on the Bank side, or Dr. Wolfgang Michalski (Tel. 45 24 80 46, Telex 620160 OCDE) on the OECD side.

A copy of the program is attached.

Sincerely,



Sir Peter Middleton  
Permanent Secretary  
H.M. Treasury  
Parliament Street  
London SW1P 3AG  
England

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

BARBER B. CONABLE  
President

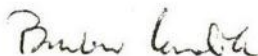
April 5, 1988

Dear Dr. Minami:

We received the two lovely cups and the pictures from the Talloires trip for which I thank you.

I am sorry not to have been able to get together with you to discuss mutual interests but I am sure something can be worked out the next time I come to Tokyo, or the next time you are in Washington. Please stay in touch.

Sincerely,



Dr. Masago Minami  
Comment and News Analysis Department  
The Yomiuri Shimbun  
1-7-1 Otemachi, Chiyoda-ku  
Tokyo 100-35  
Japan

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

BARBER B. CONABLE  
President

April 28, 1988

Dear Professor Chen:

Thank you for your letter of April 7th, expressing appreciation for the World Bank's sponsorship of the Talloires meeting of The Task Force for Child Survival. We in turn are appreciative of your endorsement in principle of the draft Talloires Declaration.

China's own record of achievement in improving child survival has set an important example for the rest of the world to emulate and, therefore, your support for the Talloires Declaration is especially significant. It is our privilege to work jointly with you for better child health globally.

With warm regards,

Sincerely,



Professor Chen Minzhang  
Minister of Public Health  
Beijing  
People's Republic of China

Chron

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

BARBER B. CONABLE  
President

June 30, 1988

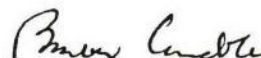
Your Excellency:

I would like to extend a personal invitation to you to a luncheon for the Ministers of the Western Summit countries and Saudi Arabia during the Annual Meetings in Berlin on Tuesday, September 27, 1988. The time and venue will be provided closer to the date.

This luncheon will provide an opportunity for an informal exchange of views on important issues facing The World Bank Group in responding to the needs of our member countries in the developing world. I am interested to receive the counsel and guidance of our largest shareholders on these issues. The Executive Directors representing the Western Summit countries and Saudi Arabia have indicated that the September 27 date is convenient for most Ministers.

I look forward to seeing you at the Annual Meetings, and hope you will be able to join us at this luncheon. Warm regards,

Sincerely,



His Excellency  
Kiichi Miyasawa  
Minister of Finance  
Ministry of Finance  
3-1-1, Kasumigaseki  
Chiyoda, Tokyo  
Japan

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

BARBER B. CONABLE  
President

June 15, 1988

Dear Mr. Minister:

The International Bank for Reconstruction and Development (the "Bank") proposes to borrow an aggregate principal amount of Yen 25,000,000,000 in the form of a loan extended by a syndicate of life insurance companies. The loan would have a final maturity of 23 years. The interest rate would be payable semi-annually and would be set at the long-term prime rate prevailing on the drawdown date.

The Government of Japan is hereby requested, in accordance with Section 1(b) of Article IV of the Bank's Articles of Agreement, to approve the proposed borrowing by the Bank in an aggregate principal amount of Yen 25,000,000,000. The Government of Japan is further requested to agree, pursuant to the same provision of the Articles of Agreement, that the proceeds of such borrowing may be exchanged for the currency of any other member of the Bank without restriction.

Sincerely,

*Barber B. Conable*

His Excellency  
Kiichi Miyazawa  
Minister of Finance  
Ministry of Finance  
Tokyo, Japan

**The World Bank**

Washington, D.C. 20433  
U.S.A.

May 18, 1988

Dear Mr. Minister:

The International Bank for Reconstruction and Development (the "Bank") proposes to borrow an aggregate principal amount of up to ¥80,000,000,000 in Japan through an issue of bonds denominated in Japanese yen. The maturity, interest rate and the issue price of the bonds have not yet been determined.

The Government of Japan is hereby requested, in accordance with Section 1(b) of Article IV of the Bank's Articles of Agreement, to approve the proposed borrowing by the Bank in an aggregate principal amount of up to ¥80,000,000,000. The Government of Japan is further requested to agree, pursuant to the same provision of the Articles of Agreement, that the proceeds of such borrowing may be exchanged for the currency of any other member of the Bank without restriction.

Sincerely,

*Barbara B. Conable*

His Excellency  
Kiichi Miyazawa  
Minister of Finance  
Ministry of Finance  
Tokyo, Japan

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

BARBER B. CONABLE  
President

April 14, 1988

Dear Mr. Minister:

The International Bank for Reconstruction and Development proposes to borrow the principal amount of Yen 15,000,000,000 from The Bank of Japan by the issuance of one Obligation denominated in Japanese yen. The borrowing would have a term of 6-1/2 years. The interest rate would be 4.76% payable semi-annually. The obligation would be issued at par.

The Government of Japan is hereby requested, in accordance with Section 1(b) of Article IV of the Articles of Agreement of the Bank, to approve the borrowing by the Bank from the Bank of Japan of Yen 15,000,000,000. The Government of Japan is further requested to agree, pursuant to the same provision of the Articles of Agreement, that the proceeds of such borrowing may be exchanged for the currency of any other member of the Bank without restriction.

Sincerely,

*Barber Conable*

His Excellency  
Kiichi Miyazawa  
Minister of Finance  
Ministry of Finance  
Tokyo, Japan



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

BARBER B. CONABLE  
President

April 8, 1988

Dear Mr. Minister:

It was a great pleasure to be your guest at dinner on Thursday, March 31.

I particularly appreciated your making so much time available to me during the Diet session when important budget discussions were underway. The occasion offered me an opportunity to discuss with you and your colleagues a wide range of mutual concerns. Your cooperation and support are essential to our efforts in meeting the objectives of our member countries.

I look forward to continuing our partnership in development in a renewed spirit of friendship.

Sincerely,



His Excellency  
Kiichi Miyazawa  
Minister of Finance  
Ministry of Finance  
1-1 Kasumigaseki, 3-Chome  
Chiyoda-ku, TOKYO, Japan 100

cc: Mr. Mitsukazu Ishikawa  
Executive Director  
The World Bank

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

BARBER B. CONABLE  
President

June 28, 1988

Dear Mr. Mizoguchi:

It gives me great pleasure to forward a photograph taken on the occasion of your farewell from the Bank.

Your efforts in support of the Bank's objectives and in representing your country have been greatly valued.

I join my colleagues in sending best wishes for your future endeavors.

Sincerely,



Enclosure

Mr. Zenbei Mizoguchi  
3-14-8-301 Koishikawa  
Bunkyo-ku, Tokyo, Japan

Must Fall Completely in Box!

PAGE

OFFICIAL DEPT/DIV ABBREVIATION

MESSAGE NUMBER

TEST NUMBER (FOR CASHIER'S USE ONLY)

1

1

OF

EXC

Grid for message number

Grid for test number

START HERE

H.E. PRESIDENT SAIDU MOMOH

C/O STATE HOUSE

FREETOWN, SIERRA LEONE

IT WAS WITH GREAT REGRET THAT I HEARD DR. SIAKA STEVENS HAD PASSED AWAY ON MAY 29TH. ALL OF US WHO DEALT WITH HIM WHEN HE WAS IN OFFICE KNOW HOW WELL HE SERVED HIS COUNTRY. HE LEFT A POLITICAL LEGACY OF A UNITED SIERRA LEONE IN WHICH ALL ITS PEOPLE ARE REPRESENTED IN GOVERNMENT. PLEASE ACCEPT MY

DEEPEST CONDOLENCES. BEST REGARDS,

BARBER B. CONABLE

PRESIDENT

INTBAFRAD

END OF TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

Form with fields: CLASS OF SERVICE, TELEX NO., DATE: 06-07-88, SUBJECT: DR. SIAKA STEVENS, DRAFTED BY: KENDALL/MCLAUGHLIN, EXTENSION: 72001, AUTHORIZED BY: B.B. CONABLE, President, DEPARTMENT: EXECUTIVE, CHECKED FOR DISPATCH

DISTRIBUTION: WHITE—File Copy

CANARY—Bill Copy

BLUE—Originator to Keep

1. Use OCR-B210 Sphere and set typewriter for DOUBLE SPACING — No other markings acceptable. 2. Align First Characters at Line Number 1.

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

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

BARBER B. CONABLE  
President

April 4, 1988

Dear Governor:

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

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

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

Sincerely,

*Barber Conable*

Dr. Adrianus Mooy  
Governor  
Bank Indonesia  
P. O. Box 35  
Jalan Moh. Husni Thamrin No. 2  
Jakarta, Indonesia

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

BARBER B. CONABLE  
President

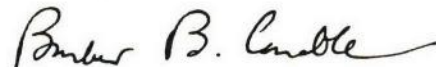
June 8, 1988

Dear Mr. Moreau:

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

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

Sincerely,



Mr. Lucien E. Moreau  
Latin America & The Caribbean  
- Country Department IV  
Country Operations Division  
Room I-6021

Attachment

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

BARBER B. CONABLE  
President

June 13, 1988

Dear Connie:

Thank you for your May 23 letter in connection with Mr. Nicholas M. Petruzzelli's interest in consulting for the Multilateral Investment Guarantee Agency.

MIGA has now been established and the first meeting of its Board of Directors will take place on June 22. The Agency's management, staffing and consulting requirements will be determined in the months to come. In the meantime, I have forwarded your letter to Mr. Shihata, the Bank's Vice President and General Counsel, with the request that Mr. Petruzzelli's qualifications and experience receive consideration at the appropriate time. Your constituent will be contacted directly.

Thank you for your interest in MIGA and for letting me know of your support for this candidate.

Sincerely,



The Honorable Constance A. Morella  
House of Representatives  
Washington D.C. 20515

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

BARBER B. CONABLE  
President

June 20, 1988

Dear Jeremy:

Thank you for your letter inviting me and my wife to dinner on Tuesday evening, September 27.

A prior commitment prevents me from being able to accept your kind invitation. My wife and I regret that we will not be able to enjoy your hospitality and have the chance to know more about the collection at the Brucke-Museum.

I hope that while I am in Berlin, we will have an opportunity to meet.

Best wishes.

Sincerely,



Sir Jeremy Morse  
Chairman  
Lloyds Bank  
Lloyds Bank Plc  
71 Lombard Street  
London, EC3P 3BS  
England

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

BARBER B. CONABLE  
President

April 6, 1988

Dear Mr. Minister:

Thank you for your Telex dated March 28, 1988, informing us of the appointment of Monsieur Diabatantou Dieudonne, Secetaire General au Plan, replacing you as Governor for the People's Republic of Congo on the Board of Governors of The World Bank. It has been a pleasure for us to work with you in the past and I wish you every success in your future endeavors.

We look forward to working closely with the Secretary-General in the coming years.

Sincerely,

*Barber Conable*

Son Excellence  
Monsieur Pierre Moussa  
Ministre du Plan et des Finances  
B. P. 64  
Brazzaville  
Republique Populaire du Congo



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

BARBER B. CONABLE  
President

Le 6 avril 1988

Monsieur le Ministre,

Nous avons l'honneur d'accuser réception de votre téléx du 28 mars 1988 nous avisant de la nomination de Monsieur Diabatantou Dieudonné, Secrétaire général au Plan, au Conseil des Gouverneurs de la Banque mondiale, où il vous remplacera en tant que Gouverneur pour la République populaire du Congo. Nous nous félicitons de notre collaboration passée avec vous et vous adressons tous nos souhaits de réussite dans ce que vous entreprendrez à l'avenir.

Nous sommes certains que nous entretiendrons avec le Secrétaire général des relations de travail étroites au cours des années à venir.

Nous vous prions d'agréer, Monsieur le Ministre, l'assurance de notre très haute considération.

Son Excellence  
Monsieur Pierre Moussa  
Ministre du Plan et des finances  
B. P. 64  
Brazzaville  
République populaire du Congo

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

BARBER B. CONABLE  
President

May 2, 1988

Dear Governor:

It is indeed good to know of your  
reappointment to the Board of Governors of The World  
Bank as Alternate Governor for Zimbabwe.

Congratulations!

On behalf of the Executive Directors,  
Officers and Staff, I welcome your reappointment and  
look forward to your continued participation in the  
affairs of the Bank.

On a personal note, I hope to have the  
opportunity of greeting you in Berlin at the time of  
the Annual Meetings.

Sincerely,



Dr. K. J. Moyana  
Governor  
Reserve Bank of Zimbabwe  
P. O. Box 1283  
76 Samora Machel Avenue  
Harare, Zimbabwe

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

BARBER B. CONABLE  
President

April 4, 1988

Dear Dick:

I've just returned to my office after a two-week visit to two of the Bank's member countries in Asia, and found your letter of March 21st. I'm glad to lend my name as a reference in your effort to obtain the position of Director of External Relations at SAIS of The Johns Hopkins University.

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

Sincerely,

*B. Conable*

Mr. Richard W. Murphy  
7301 Honeywell Lane  
Bethesda, Maryland 20814

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

BARBER B. CONABLE  
President

May 19, 1988

Dear Mr. Mustafa:

Thank you for your letter of April 16, 1988 with the enclosed monograph, "Four Decades of Commercial Banking in Pakistan". This monograph is very relevant to the work we are currently undertaking in the financial sector of Pakistan. It is certain to enhance our understanding of the commercial banking system in Pakistan. We are currently reviewing the study and may have comments on it which we will pass on to you later.

Finally, thank you for sending the beautiful calendar which is greatly appreciated.

Sincerely,

*Barber Conable*

Mr. Syed Mahdi Mustafa  
Senior Vice President  
National Bank of Pakistan (Head Office)  
I. I. Chundrigar Road  
Karachi, Pakistan

Mc

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

BARBER B. CONABLE  
President

June 20, 1988

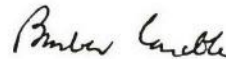
Dear Mr. McCloy:

I extend a warm personal invitation to you to attend the 1988 Annual Meetings of the Boards of Governors of the International Monetary Fund and the World Bank Group. The opening session will be held on Tuesday, September 27, and the Chairman's Reception on Sunday, September 25.

If you are able to attend, please have your office telephone Mrs. Beth Hines of our Joint Secretariat at (202) 477-3660. Her staff will make the necessary arrangements for your registration.

If I can assist you in any way, please let me know.

Sincerely,



Barber B. Conable

Mr. John J. McCloy  
c/o Milbank, Tweed, Hadley and McCloy  
One Chase Manhattan Plaza  
New York, NY 10005

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

BARBER B. CONABLE  
President

May 18, 1988

Dear Mr. McInnes:

Mr. Keating has brought to my attention your interest in having a presentation on MIGA made to the business community in Houston.

Mr. Ibrahim Shihata, the Bank's Vice President and General Counsel, who has managed the staff work on the MIGA initiative since its inception, tells me that he would be pleased to make such a presentation. I would suggest that you contact him directly (at (202) 477-4945) to arrange a mutually convenient date for the presentation.

With best wishes,

Sincerely,

*Barber Conable*

Mr. Allen T. McInnes  
Executive Vice President  
Tenneco Inc  
Tenneco Building  
P.O. Box 2511  
Houston, Texas 77252-2511

bcc: Amb. Keating

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

BARBER B. CONABLE  
President

May 16, 1988

Dear Mr. McInnes:

Thank you for your letter of April 29.

We are very happy to learn that you found the discussions here in Washington useful. We do think that there is a need for continued exchange of views between us in the World Bank and leaders of the private sector on questions of economic management and investment in developing countries.

As to your suggestion about a conference in Houston on Latin America, perhaps the initiative should be taken by you and others in the U.S. private sector to invite businessmen and policymakers in some of the Latin American countries for an exchange of views. We, in the World Bank, would be happy to support it with the participation of some of our key staff in their discussions.

Sincerely,

*Barber Conable*

Mr. Allen T. McInnes  
Executive Vice President  
Tenneco Inc.  
Tenneco Building  
P.O. Box 2511  
Houston  
Texas



Chen

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

BARBER B. CONABLE  
President

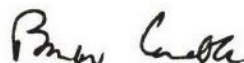
May 2, 1988

Dear Senator McLean:

Thank you very much for your letter of March 30, 1988. The three issues you raise are of great importance and I am enclosing a note which summarizes the Bank's position on them. I hope it is helpful to you.

Once again, I would like to thank you for sharing your concerns with us. With your support we hope to continue to make progress in what we consider to be our greatest challenge: the alleviation of world poverty.

Sincerely,



Senator Paul McLean  
Parliament House  
Canberra, A.C.T. 2600  
Australia

## Structural Adjustment and Poverty

Social indicators such as the infant mortality rate contain important information about the success of the development process. Indeed, the World Bank publishes such indicators annually, for all its member countries. The most recent publication, "Social Indicators of Development 1986," can be obtained from our Publications Department.

Social indicators are routinely used for the World Bank's economic and sector work. Project preparation, especially in the social sectors, is also guided by such indicators. Unfortunately, however, the quality of such indicators often leaves much to be desired. Data on infant mortality, child mortality, life expectancy, literacy, malnutrition, and so on, are usually available only for selected years, and stem from small surveys (e.g., covering only urban areas), or suffer from under-reporting and other statistical problems. Unless a country routinely collects these data nationwide, with sufficient quality control, they can be used only with the greatest of care as a monitoring device for the success or failure of development programs.

Thus, improving the reliability of social indicators is a sine qua non for their expanded use in monitoring development. The Bank is very actively involved in improving the statistical capability of developing countries, both directly and indirectly, through liaison with the United Nation's Household Survey Capability Program.

The debt burden of the poorer countries is a serious problem. During IDA-8 negotiations the terms of IDA, which had remained unchanged since its inception in the early 1960s, had to be hardened in response to a perception among some donors that these terms had become too concessional, and shorter maturities were thus recommended: from 50 years to 40 years for the least-developed IDA-only countries, and to 35 years for other IDA-eligible borrowers who, because of their better creditworthiness, receive a blend of IBRD and IDA lending. When the IDA-9 Replenishment negotiations take place, the subject of terms will undoubtedly be reviewed by the donors. At this stage, however, the Bank would caution against outright granting of IDA resources, since IDA credits, despite the recent changes in terms, are more concessional than they were at its outset and, more importantly, because the availability of repayments allows the redirection of these funds back into areas where needs are evolving. The real problem for many poorer countries lies in debts incurred on less concessional terms from export credit agencies and other government entities. The Bank has taken the lead in mobilizing additional support for the most debt-distressed poor African nations.

Although the Bank firmly believes in the imperative of structural adjustment, and Bank-supported adjustment programs are generally growth-promoting, structural adjustment loans must be analyzed for their effect on the people they are designed to help.

Special attention to the effect of adjustment on the most vulnerable groups in society is evidenced by the fact that a significant part of the Bank's research portfolio is currently devoted to improving our understanding of the social consequences of various aspects of adjustment programs. Examples of these studies include the effect on the poor of changes in agricultural prices; the employment and real wage implications of industrial realignment; the possibility of protecting real income through public employment schemes, and options for protecting the poor against the adverse effects of price increases in the social sectors or reductions in government food subsidy programs. Moreover, the Bank has initiated a Social Dimensions of Adjustment (SDA) project that explicitly focuses on the effect of adjustment policies on the poor. This project, cofinanced by UNDP and others, will include more than two dozen African countries. Each of these countries will receive technical assistance and other resources to build the statistical capability necessary to monitor the social effects of adjustment. Simultaneously, compensatory measures will be built into the adjustment programs to protect the poor against the adverse effect that may occur during the transition period. Although the SDA project is specifically designed for the Africa region, similar initiatives are underway in the other regions on a country-by-country basis.

In sum, the Bank agrees that the burden of sacrifice during adjustment should not be put on the backs of the poor. We anticipate that our initiatives, carried out in cooperation with others in the donor community, will increase our ability to design adjustment programs that protect the poor.

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

BARBER B. CONABLE  
President

June 20, 1988

Dear Bob:

I extend a warm personal invitation to you to attend the 1988 Annual Meetings of the Boards of Governors of the International Monetary Fund and the World Bank Group. The opening session will be held on Tuesday, September 27, and the Chairman's Reception on Sunday, September 25.

If you are able to attend, please have your office telephone Mrs. Beth Hines of our Joint Secretariat at 477-3660. Her staff will make the necessary arrangements for your registration.

If I can assist you in any way, please let me know.

Sincerely,



Barber B. Conable

Mr. Robert S. McNamara  
1455 Pennsylvania Avenue, N.W.  
Suite 515  
Washington, DC 20004





# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 18 April, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Xu Najiong, Executive Director for China From: Barber B. Conable, President				
<b>Subject / Title</b> Thank you letter				
<b>Exception(s)</b>				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			

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

BARBER B. CONABLE  
President

April 11, 1988

Dear Mr. Nakamura:

My wife and I valued your gesture of friendship and the beautiful bouquet of roses you sent to us when we were in Tokyo.

I enjoyed the opportunity, at lunch on April 1, to discuss the Bank's financial operations and other issues of mutual concern. The support of your institution is vital in carrying out the Bank's programs successfully. Thank you for making the time to attend this occasion.

Best wishes.

Sincerely,



Mr. Kaneo Nakamura  
President  
The Industrial Bank of Japan Limited  
3 - 3, Marunouchi 1-chome  
Chiyoda-ku, Tokyo, Japan 100

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

BARBER B. CONABLE  
President

June 30, 1988

Dear Mr. Németh:

Just a note to express my appreciation and thanks for the beautiful Herend vase which you sent me. It will be a unique addition to my office.

With best personal regards.

Sincerely,



Mr. Miklós Németh  
Secretary of the Central Committee  
Hungarian Socialist Workers' Party  
Secretariat of the Council of Ministers  
Kossuth Lajos Ter 1-3  
1055 Budapest, Hungary



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

BARBER B. CONABLE  
President

April 18, 1988

Dear Mr. Minister:

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

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

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

Sincerely,

*Barber Conable*

Son Excellence  
Monsieur Rene Ze Nguele  
Ministre du Plan et de  
l'Amenagement du Territoire  
B. P. 1922  
Yaounde, Cameroon

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

BARBER B. CONABLE  
President

April 8, 1988

Dear Don:

Many thanks for your letter of March 23 recommending Mr. Michael Curtin for the vacant position of Vice President, Financial Intermediation Services. Secretary Baker has also written to bring to my attention Mr. Curtin's interest in this position.

As you have pointed out, the vacancy in question is an important one. We are continuing an active search for an individual with a well-established record for dealing with financial intermediation issues, preferably gained through "hands on" experience in a highly-indebted developing country.

I appreciate knowing about your high regard for Mr. Curtin who is, incidentally, well known to us from his days at the Inter-American Development Bank.

Thank you for your interest in the Bank.

Sincerely,



The Honorable Don Nickles  
United States Senate  
Washington, DC 20510

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

BARBER B. CONABLE  
President

May 31, 1988

Dear Mr. Nichols:

Thank you for your letter of April 20th requesting Special Guest status for Mr. Frederick Heldring, Chairman of Philadelphia National Bank, at The World Bank/IMF Annual Meetings this September in Berlin.

We are experiencing a sharp increase in the sizes of the official Delegations for the Annual Meetings. As a result, it has become necessary to reduce the number of Special Guest invitations, and it will not be possible to issue a Special Guest invitation for Mr. Heldring.

The Joint Secretariat has arranged for Mr. Heldring to attend the Annual Meetings as a listed Visitor and, in addition, on an exceptional basis this year, for him to attend the Chairman's Reception scheduled for Sunday, September 25, 1988. I have asked Mrs. Beth Hines, our Officer for Special Guests, to contact Mr. Heldring directly regarding these arrangements.

I appreciate knowing of your Chairman's interest in the Bank/Fund Annual Meetings, and hope he will be able to attend.

Sincerely,

*Barber Conable*

Mr. Steven S. Nichols  
Senior Vice President  
Philadelphia National Bank  
International Division  
Broad and Chestnut Streets  
FC 1-2-90, P.O. Box 7618  
Philadelphia, Pennsylvania 19101-7618

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

BARBER B. CONABLE  
President

April 4, 1988

Dear Mr. Secretary:

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

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

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

Sincerely,

*Barber Conable*

Mr. Leonard Nkhata  
Permanent Secretary  
Ministry of Finance  
P. O. Box 50062  
Ridgeway, Lusaka  
Zambia

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

BARBER B. CONABLE  
President

June 3, 1988

Mr. Walter Norris

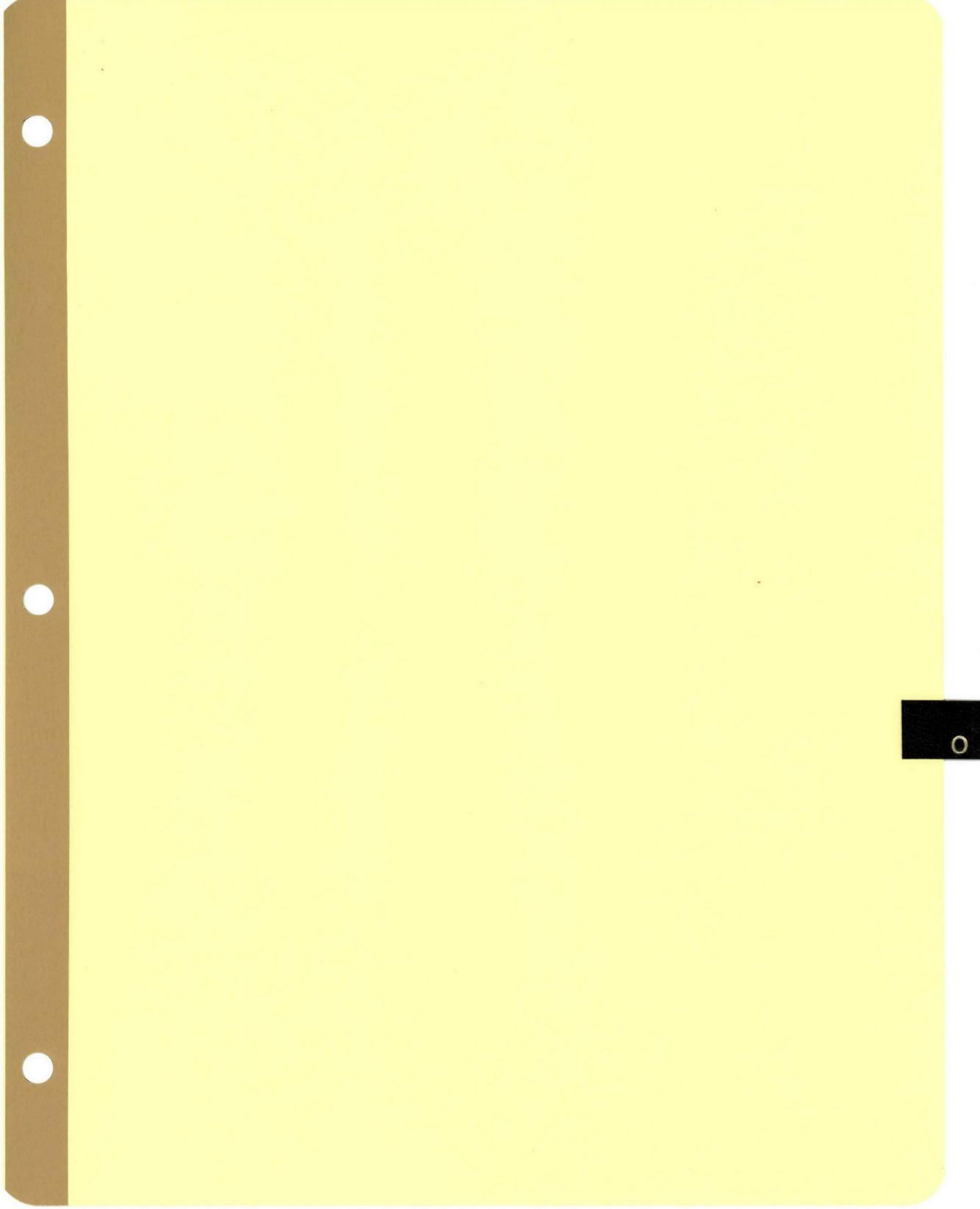
Re: Committee on Outside Activities and Interests

I am pleased that you have agreed to continue to serve as an Alternate, representing the Legal Department, on the above Committee.

I would like to take this opportunity to thank you for being willing to assist with this important function.

Sincerely,

*Barber Conable*



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

TEXTNAME: tpara

PAGE 1 OF 2

START  
HERE

WDIAL

.LAICO

OINFO

*File*

-SUBJECT: DEATH OF MINISTER OF FINANCE, PARAGUAY

-DRAFTED BY: GTNANKANI:NEV EXTENSION: 31851

-AUTHORIZED BY: BARBER B. CONABLE

-CC: MESSRS. QURESHI; HUSAIN (O/R); CHOKSI, ACTING RVPLAC;

- BOTTELIER, LA4DR

CABLE1 =

- DR. OSCAR JACINTO OBELAR

- SUBSECRETARI DE ESTADO

- MINISTERIO DE HACIENDA

- CHILE 128

- ASUNCION, PARAGUAY

CABLE2 =

- DR. CESAR ROMEO ACOSTA

- PRESIDENTE

- BANCO CENTRAL

END  
TEXT

SIGNATURES:

DRAFTED BY: GTNankani:nev

AUTHORIZED BY: Barber B. Conable

READY FOR  
TRANSMISSION:

(Inputter's Initials)

TRANSMITTED BY: \_\_\_\_\_

DATE: \_\_\_\_\_

DELIVERY NOTICES RECEIVED? \_\_\_\_\_

(Modified -- 1/85)

TEXTNAME: tpara

PAGE 2 OF 2

START  
HERE

- CASILLA DE CORREO 861
- 25 DE MAYO E INDEPENDENCIA NACIONAL
- ASUNCION, PARAGUAY

CABLE3 =

- SUA EXCELENCIA
- MARCOS MARTINEZ MENDIETA
- 2400 MASSACHUSETTS AVENUE, N.W.
- WASHINGTON, D. C. 20008

BT

WASHINGTON D.C., JUNE 17, 1988

PLEASE ACCEPT MY CONDOLENCES ON THE SAD PASSING AWAY OF HIS  
EXCELLENCY GENERAL CESAR BARRIENTOS. MY COLLEAGUES AND I ALSO  
WISH TO CONVEY OUR SYMPATHIES TO THE BEREAVED FAMILY.

SINCERELY, BARBER B. CONABLE, PRESIDENT, THE WORLD BANK,

INTBAFRAD

9 0 8  
TELE



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

BARBER B. CONABLE  
President

April 4, 1988

Dear Mr. Ogilvie:

Thank you for your letter inviting Mrs. Conable and me to attend as guests of the Association the ABA Annual Convention to be held in Honolulu, Hawaii, on October 8-12, 1988.

Your Convention is held the week after the World Bank's Annual Meetings. Mrs. Conable and I maintain an extremely hectic schedule during our Annual Meetings, and the week afterwards we spend at our home in Western New York to relax and enjoy our family.

We appreciate your efforts to include us and send our best wishes for the success of your Convention.

Sincerely,

*Barber Conable*

Mr. Donald G. Ogilvie  
Executive Vice President  
American Bankers Association  
1120 Connecticut Avenue, N.W.  
Washington, D.C. 20036

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

BARBER B. CONABLE  
President

June 3, 1988

Ms. Ngozi Okonjo-Iweala

Re: Committee on Outside Activities and Interests

I am pleased that you have agreed to serve as an Alternate, representing the Staff at Large, on the above Committee.

I would like to take this opportunity to thank you for being willing to assist with this important function.

Sincerely,

*Barber Conable*



WDIAL  
.EM4CO  
OINFO

---

-SUBJECT: ROMANIA - Prepayment Mission  
-DRAFTED BY: PNouvel:mh Doc. No: 2600G,p#61 EXT: 32552  
-AUTHORIZED BY: Barber B. Conable  
-Cleared with and cc: Messrs. Stern, Wood, Shihata, Lari  
-cc: Messrs. Qureshi, Arlman, Dujmovic, Hoopengardner, Siegelbaum

---

864 11239 =

-HIS EXCELLENCY  
-GEORGHE PARASCHIV  
-MINISTER OF FINANCE  
-BUCHAREST, ROMANIA  
BT

WASHINGTON, D.C. 9-MAY-1988

THANK YOU FOR YOUR CABLE OF MAY 5 SUGGESTING AN IBRD MISSION TO NEGOTIATE PREPAYMENT CONDITIONS. I PROPOSE THAT A MISSION, LED BY MR. JOSEPH WOOD, VICE PRESIDENT, FINANCIAL POLICY AND RISK MANAGEMENT, VISIT BUCHAREST ON MAY 16 AND 17 FOR THAT PURPOSE. HE WILL BE ACCOMPANIED BY MR. PHILIPPE NOUVEL, CHIEF, COUNTRY OPERATIONS DIVISION, MR. THOMAS HOOPENGARDNER, CHIEF, CONTROLLERS MANAGEMENT INFORMATION, AND MR. PAUL SIEGELBAUM, LEGAL ADVISER. MISSION PLANS TO ARRIVE BUCHAREST ON SUNDAY, MAY 15. FLIGHT DETAILS WILL BE COMMUNICATED LATER. ANY AGREEMENT REACHED IN BUCHAREST WOULD BE SUBJECT TO REVIEW AND FINAL AGREEMENT BY THE IBRD BOARD OF EXECUTIVE DIRECTORS. WOULD APPRECIATE YOUR EARLY CONFIRMATION THAT DATES PROPOSED ARE CONVENIENT TO ROMANIAN AUTHORITIES. BEST REGARDS, BARBER B. CONABLE, PRESIDENT, WORLD BANK

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

BARBER B. CONABLE  
President

April 4, 1988

Dear Mr. Parris:

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

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

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

Sincerely,

*Barber Conable*

Mr. W. Haslyn Parris, C.C.H., M.P.  
Deputy Prime Minister, Planning  
Development  
State Planning Secretariat  
P. O. Box 101120  
Georgetown, Guyana

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

Typewritten  
Character  
Must Fall  
Completely in  
Box!

PAGE

1 OF 1

OFFICIAL DEPT/DIV  
ABBREVIATION

EXC

MESSAGE NUMBER

--	--	--	--	--	--	--	--

TEST NUMBER  
(FOR CASHIER'S USE ONLY)

--	--	--	--	--	--	--	--	--	--

START  
2 HERE

3 MR. CHRISTOPHER PATTEN, M.P., MINISTER FOR OVERSEAS DEVELOPMENT.

4 ELAND HOUSE, STAG PLACE, LONDON SW1E 5DH, ENGLAND.

5 I HAVE LEARNED OF THE TRAGIC AUTOMOBILE ACCIDENT IN SUDAN, WHICH

6 CLAIMED THE LIFE OF MRS. BERYL STEELE, AN ODA STAFF MEMBER

7 ACCOMPANYING A BANK MISSION PREPARING AN EDUCATION PROJECT.

8 PLEASE ACCEPT MY HEARTFELT CONDOLENCES, AND THOSE OF MY

9 COLLEAGUES AT THE WORLD BANK, ON MRS. STEELE'S UNTIMELY DEATH.

10 I AM SENDING A SEPARATE TELEX TO MRS. STEELE'S FAMILY.

11 SINCERELY, BARBER B. CONABLE, PRESIDENT, THE WORLD BANK.

21 END  
OF  
22 TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: <b>TELEX</b>		TELEX NO.: <b>263907</b>	DATE: <b>6.13.88</b>
SUBJECT: <b>SUDAN -- CAR ACCIDENT</b>		DRAFTED BY: <b>F. AGUIRRE-SACASA</b> <i>FAS</i>	EXTENSION: <b>73770</b>
CLEARANCES AND COPY DISTRIBUTION: <b>cc: Messrs. Wapenhans (SVPEA); Cassell (EDS03); Madavo (AF2DR); Lethem (AF2PH).</b>		AUTHORIZED BY (Name and Signature): <b>BARBER B. CONABLE</b> <i>Barber B. Conable</i>	
		DEPARTMENT: <b>EXC</b>	
<b>SECTION BELOW FOR USE OF CABLE SECTION</b>			
CHECKED FOR DISPATCH			

WDIAL  
.AS3CO  
OINFO

-----  
-SUBJECT: CONGRATULATORY TELEX  
-DRAFTED BY: B. MERGHOUB, CHIEF - AS3CO EXT:72489  
-FILENAME: LI PENG  
-AUTHORIZED BY: B. B. CONABLE, EXC  
-CC: MESSRS. KARAOSMANOGLU, BURKI, QURESHI (O/R)  
-----

716 22486 =  
-MINISTRY OF FINANCE  
-BEIJING, CHINA  
-FOR MR. LI PENG  
IBRDBEI  
-INTBAFRAD  
-BEIJING, CHINA  
-COPY TO ED LIM - FOR INFORMATION  
BT

WASHINGTON, DC - <16-MAY-88>

EYE WAS VERY PLEASED TO HEAR OF YOUR NEW RESPONSIBILITIES WITH THE ECONOMIC AND FINANCE COMMITTEE OF THE NATIONAL PEOPLE'S CONGRESS. PLEASE ACCEPT MY BEST WISHES, AND THOSE OF CHINA'S MANY FRIENDS AT THE BANK, FOR EVERY SUCCESS IN YOUR NEW AND CHALLENGING ASSIGNMENT.

WE ARE MOST GRATEFUL FOR YOUR EFFORTS OVER THE YEARS TO BUILD THE COOPERATIVE WORKING RELATIONSHIP BETWEEN YOUR GOVERNMENT AND THE WORLD BANK AND ARE LOOKING FORWARD TO EXPANDING FURTHER OUR COLLABORATION WITH THE PEOPLE'S REPUBLIC OF CHINA. SINCERELY,  
BARBER B. CONABLE, PRESIDENT, THE WORLD BANK

*Barber B. Conable*



# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 04 April, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Dr. Ronald M. Peters, Jr. From: Barber B. Conable, President				
<b>Subject / Title</b> Instructions on a stipend				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			



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

BARBER B. CONABLE  
President

May 19, 1988

Dear John:

I recently received at my office the New York Stock Exchange silver cufflinks, the framed resolution from the Board, and the framed sketch of the Stock Exchange. I so enjoyed my association with the Board of the New York Stock Exchange that it would seem more appropriate for me to be sending gifts to you.

In any event, these are highly treasured remembrances of my service on the N.Y.S.E. Board, and I am most grateful. Thank you, dear friend.

Best personal wishes.

Sincerely,

*Bmbr*

Mr. John J. Phelan, Jr.  
Chairman  
New York Stock Exchange, Inc.  
11 Wall Street  
New York, New York 10005

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

BARBER B. CONABLE  
President

May 3, 1988

Excellency:

Thank you for letting me know of Dr. Fantcho's interest in employment at The World Bank and for enclosing his application.

Because the Personnel Department has better knowledge of the staff requirements of the institution and current available positions, Dr. Fantcho's application has been forwarded to that office for consideration. They will contact him directly about the prospects of openings in his area of expertise.

I appreciate having received information about this individual and thank you for your interest in the Bank.

Sincerely,



His Excellency Paul Pondi  
Ambassador of the Republic of Cameroon  
2349 Massachusetts Avenue, NW  
Washington, D.C. 20008

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

BARBER B. CONABLE  
President

April 25, 1988

Dear John:

One of my purposes is to increase the understanding among key Congressmen of the activities of the International Finance Corporation, an affiliate of the World Bank. It is the agency which focuses entirely on aiding the private sector in the developing countries and, as such, should have strong support from a market-oriented country such as ours. As you know, that hasn't always been the case in Congress.

I have asked William Ryrie, the executive director of the IFC, to talk with key Members of Congress about the work of the agency. I know that you have an interest in the IFC and I am writing to ask if you would be willing to have lunch with Bill Ryrie or meet at another time to talk about IFC and to enable him to respond to your questions and suggestions. I believe it could be mutually beneficial. I will ask Harry Nicholas of our staff to follow up with your administrative assistant during the next week to learn your reply.

With all good wishes.

Sincerely yours,

*Barber Conable*

The Honorable John E. Porter  
U.S. House of Representatives  
1501 Longworth House Office Building  
Washington, D.C. 20515



# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 13 June, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Frank Potter From: Barber B. Conable, President				
<b>Subject / Title</b> Reorganization concerning Language Department				
<b>Exception(s)</b>				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			

Q

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

BARBER B. CONABLE  
President

June 30, 1988

Mr. Moeen Qureshi

Re: Colombia--Country Strategy Paper

The Country Strategy Paper is an excellent report which frankly and analytically presents the options and constraints that the Bank will face in Colombia in the coming years.

I want to reiterate the following understandings:

- (a) In the absence of industrial restructuring, trade and financial sector reforms, the lending program should be reduced to a base program of US\$2 billion in the 1988-92 period, assuming that sectoral conditionality is fulfilled and the macroeconomic environment remains stable.
- (b) It is recognized that Colombia will exceed the Bank's exposure guidelines in the foreseeable future. I expect Operations management to pursue vigorously burden-sharing possibilities to the extent feasible, both in the context of project cofinancing and debt management initiatives.

Considering the exposure situation, I wish to review the CSP on a 2-year schedule and to receive a strategy update in the event of a significant worsening of the security situation or major deterioration of macroeconomic policies.



cc: Members, President's Council  
Messrs. Dubey  
Fischer  
Husain  
Loh  
Shakow  
Vergin

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

BARBER B. CONABLE  
President

June 14, 1988

Mr. Moeen Qureshi

Moeen:

Thank you for your note on the objectives you have set regarding the better integration of the Technical Department in the new organizational structure--I look forward to receiving your proposed course of action after you have reviewed the Vice Presidential submissions later this month.

I would appreciate your also giving special thought to two other issues we discussed at the April 8 meeting:

- (a) First, we all recognize that the new structure must be supported by amended procedures. The danger of layering and too many reviews is clear to all of us. What do you plan to do to ensure "quality" while limiting excessive reviews and controls?
- (b) Second, how do you intend to deal with the related issue of accountability of managers? Has a specific approach evolved over the past year? Have we clearly communicated to staff what is expected?

*Barber Conable*

cc: Regional Vice Presidents  
Mr. Cosgrove

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

BARBER B. CONABLE  
President

June 14, 1988

Mr. Moeen Qureshi

Moeen:

I do not know whether you personally have seen the attached note which I had requested following my meeting earlier this year with Bank staff involved in Forestry Lending and Forestry Policy Work.

Forestry is an important concern. I would like to make sure that you and your managers are aware of my special interest in this area and make every effort to implement the proposed program.

*Barber Conable*



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

BARBER B. CONABLE  
President

May 18, 1988

Mr. Moeen Qureshi

Moeen:

I would like to inform the Board, in an appropriate manner, that our Lending Program will not be in the upper range of the authorized program of \$13.5-15.5 billion in this Fiscal Year.

I would like to do this as soon as possible and in a non-defensive manner, possibly by a short statement by you upon my return on June 1.

Could you please review this so that we can discuss upon my return.

*Barber Conable*

# OFFICE MEMORANDUM

DATE: May 3, 1988  
TO: Mr. Moeen A. Qureshi, SVPOP  
FROM: Barber B. Conable BBC  
EXTENSION: 72001  
SUBJECT: FY89 Budget

1. This is to advise you of my decisions regarding your FY89 Budget submission.
2. First, I would like to express my appreciation for your able leadership of the Operations complex during an extraordinarily difficult year. I would also like to thank you and the Operations staff for a thoughtful review of budget requirements. This work has added to my understanding of Operations' needs and will allow the construction of the FY89 Budget on a firmer footing.
3. I attach the highest priority to the fulfillment of lending commitment plans for FY89-91 (\$72.3 billion base case) in a way which maximizes the development impact of country assistance programs, i.e. with full protection of the Bank's high quality standards. I also attach great importance to increased efficiency: we have told our shareholders that the reorganization will change the way we do business, i.e. that we will be more efficient as well as more responsive.
4. With the above in mind and taking account of your views, I have decided that the FY89 growth budget for the Operations complex will be \$281.5 million, which is \$2.7 million above the FY89 growth guideline earlier provided to Operations. I have also decided to provide Operations with an increment of 9 higher level regular positions and 3 support level positions over and above the FY88 base of 1992 higher level regular positions and 922 support level positions. The additional positions should be reserved for programs of special emphasis, including forestry.
5. The total of \$281.5 million includes \$268.9 million for regular programs and \$12.6 million for reimbursable programs costed at the guideline level for these programs. Once the specific request for reimbursable programs has been reviewed, the FY89 budget will be adjusted to take into account any changes in the expected level of effort. This would, of course, have no impact on the Bank's overall resource requirements (or the net resources available for Operations' regular programs), since revenues for these programs must match expenses.
6. I welcome your proposals to increase the number of projects to a total of 250 approvals in FY89, 270 in FY90 and 290 in FY91. The delivery of 810 operations over the next three years would be 21 operations over the budget framework estimate.
7. The budgetary requirements for lending have been costed at 0.90 staffyear per project, underscoring the importance of achieving the efficiency projections in lending work used in estimating reorganization cost savings. This in turn should be based on improved business plans and streamlined procedures, resulting in lower

project droppage and completion costs: the new organizational structure in Operations was specifically designed to facilitate closer and more businesslike relationships with borrowers and co-financing entities.

8. The project pipeline has improved this year, and should improve even further next year. I would expect that 100% of the number of FY90 approvals could be appraised by the end of FY89, i.e. about 270 appraisals.

9. Economic and sector work requires tighter monitoring and better priority-setting. Available ESW resources should be targeted carefully, I would expect ESW in FY89 to be at about the level budgeted for the current fiscal year (about 400 staffyears). As follow up, I am requesting an assessment of ESW management and effectiveness which ought to be completed for my review by the end of the calendar year.

10. The supervision effort proposed by Operations--about 470 staffyears--appears adequate, and the notion of engaging local institutions more actively in the supervision process makes good sense. Field office strengthening and the use of local professionals should also serve to strengthen supervision. This being said, I consider it important that the 470 staffyears level of effort be maintained in FY89 and that resources for supervision not be diverted to other work programs. PCR output should be sustained and, where possible, augmented, especially for adjustment loans, with a view to completing 19 scheduled PCRs in FY89. Steps should also be taken to decrease the PCR backlog in coming years through more effective planning of borrower involvement.

11. Pressures to increase management and overhead should be resisted. Additional overhead needs should be accommodated by streamlining management functions, consolidation of smaller divisions where possible, redeployment of technical staff, and savings in administrative support functions.

12. The plans outlined for field office expansion and related redeployment are for you to evaluate. I recognize that a strengthened field presence will facilitate the delivery of aid coordination and advisory services. But as in the past, increased field office activity is to be absorbed within the Operations' budget envelope.

13. The budget allocation to Operations includes \$4.4 million to advance work on the priority initiatives. This, together with the \$7-8 million of special emphases work which Operations has programmed under the flat budget option, should allow us to move forward productively on all programs of special emphases, with PPR providing guidance as well as direct assistance through research, policy dissemination and cross support services. At this point, the critical requirement is to develop a coherent Bank-wide program that is task-specific (see attached memorandum).

14. Finally, I expect senior managers to assume full ownership of the operating, financial, policy and administrative support programs and budgets included in the FY89 Budget document. Therefore, based on the above decisions covering your output targets and resource allocations, please submit to PBD by May 10 revised estimates of your SVP/VP plans and budget allocations by service category and object of expenditures.

# OFFICE MEMORANDUM

DATE: April 20, 1988

TO: Mr. Moeen Qureshi

FROM: Barber B. Conable

EXTENSION: 72001

SUBJECT: FY88-92 Country Lending Allocations

This is a most useful document which enables me and Policy Committee members to focus on the major IBRD lending and exposure issues, considerations of inter-country equity and IDA allocation, as well as issues of sector and portfolio composition. The presentation and discussion of lending ranges for high-risk countries provide added insights and flexibility for planning and budgeting.

In the future I would appreciate if you could update the Five-Year Lending Allocation Paper through a similar cooperative process between Operations and PPR as this year. We should schedule Policy Committee review of such papers for January/February of each year.

In particular, I wish to confirm:

- (i) I agree with the use of lending ranges for the high-risk countries (Table 2). It is, of course, crucial that we proceed with lending in the upper part of these ranges only on the basis of appropriate policy adjustments and financing packages.

In cases where lending in the upper part of the range would lead to Bank exposure significantly in excess of established guidelines, I would like the Policy Committee to consider, on a country-specific basis, how to define "appropriate" policy progress and acceptable burden-sharing. This should be done on the basis of a CSP for the country concerned.

I will review large adjustment operations in these countries on a case-by-case basis, using as a point of reference the agreed country strategy.

- (ii) It is also essential that we proceed with the so-called core programs in these countries only on the basis of a careful assessment made for each country that confirms the likelihood that core program operations can achieve satisfactory returns in the absence of sectoral or macroeconomic improvements. I expect you to include such assessments in your review of CSPs in the Operations Committee.

- (iii) Preparation of CSPs should be given high priority during the coming year. The CSPs should be as explicit as possible in defining the conditions necessary for alternative lending scenarios.

I plan to continue to review CSPs for major borrowers (\$500 million IBRD or \$100 million IDA) as well as countries on the creditworthiness watchlist or special cases.

- (iv) I endorse the proposed strategy for IDA Lending for Sub-Saharan Africa including the flexible allocation of 7% of IDA-8 depending on country adjustment performance. Please let me know about any significant reallocation of this "contingency".
- (v) The proposed sectoral distribution and our discussion highlight the importance of future lending in Industry and Finance with emphasis on financial sector reform. As soon as you have completed your review of the country specific lending programs and the Private Sector Development Review Group has reported, I intend to review with you and PPR the sectoral, institutional and staffing issues involved in this major portfolio shift.

The feasibility of a special initiative to mobilize concessional cofinancing for non-African low-income countries with adjustment programs will have to be further explored.

I am concerned that the Bank maximizes and optimizes concessional resource flows for developing countries. The Finance Complex has the overall responsibility for the Bank's resource mobilization efforts and I have asked Mr. Stern to prepare a note on resource mobilization priorities, options and issues for Policy Committee consideration within the next two months.

*Ben B. Canale*

cc: Members, Policy Committee  
Messrs. Fischer  
Husain  
Jaycox  
Karaosmanoglu  
Rajagopalan  
Robless  
Shakow  
Thalwitz  
Vergin  
Wood

# OFFICE MEMORANDUM

DATE: April 18, 1988

TO: Mr. Moeen A. Qureshi, SVPOP

FROM: Barber B. Conable *ABC*

EXTENSION: 72001

SUBJECT: Brazil Country Strategy Paper

I appreciate the quality of this Country Strategy Paper which deals appropriately with a complex country in difficult circumstances.

I agree with the basic elements of the proposed graduated response strategy which includes a core program of investment projects, and adjustment lending based on clear progress on a medium-term macroeconomic framework and sectoral reforms.

I accept that the key decision variables reflecting substantial progress on a medium-term macroeconomic framework and sectoral reforms will have to be specified in the context of each individual adjustment operation. Considering the importance of Brazil and the exposure implied in the above strategy, I wish to review each Brazilian adjustment operation before appraisal.

cc: Members of the Policy Committee  
Messrs. Husain  
Dubey  
Vergin  
Choksi  
Shakow



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

BARBER B. CONABLE  
President

April 29, 1988

Dear Mr. Pennant-Rea:

Thank you for agreeing to act as a Chairman at the symposium that the World Bank and OECD are organizing in Paris, May 26-27. Your experience and knowledge will be particularly valuable in ensuring a good discussion during the session which you will chair.

As indicated to you earlier, we are inviting parliamentarians, academicians, NGO representatives and other prominent individuals concerned with broad aspects of world economic development and related policies. In order to give them ample time to participate in the discussion, we hope to structure the length of formal interventions very tightly and look to you to guide the discussion throughout your session.

Mr. Jean-Claude Paye, Secretary General of the OECD, joins me in expressing our appreciation to you for the time you will be devoting to this symposium which we hope will further the debate on the important question of the measures industrialized nations can take to facilitate adjustment and growth in developing countries.

Your role will be crucial to a meaningful outcome of this event, and I trust you can discuss any details of the Symposium with Mr. Timothy Cullen of the European Office, 66 avenue d'Iéna, 75116 Paris (Tel. 47 23 54 21, Telex 620-628, Facsimile 47 20 19 66) on the Bank side, or Dr. Wolfgang Michalski (Tel. 45 24 80 46, Telex 620160 OCDE) on the OECD side.

A copy of the program is attached.

Sincerely,

*Barber Conable*

Mr. Rupert Pennant-Rea  
Editor  
The Economist  
25 St. James Street  
London SW1A 1HG  
England



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

BARBER B. CONABLE  
President

June 30, 1988

Dear Bill:

Thank you for your letter of May 25 and for the copy of David Rockefeller's speech on Latin America that came with it. I am grateful for his recognition of the role the Bank is now playing in bringing economic and environmental factors together in its development work. I agree that it helps to have someone of his stature speaking out on the issue.

I will be traveling during July, but I have asked Mr. Kenneth Piddington, Director of the Bank's Environment Department, to meet with you to discuss debt-for-nature swaps and other environmental matters.

Sincerely,

*Barber Conable*

Mr. William K. Reilly  
President  
World Wildlife Fund  
The Conservation Foundation  
1250 Twenty-Fourth Street, N.W.  
Washington, D.C. 20037

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

BARBER B. CONABLE  
President

May 13, 1988

Dear John:

Thank you for sending Mr. Deroy's letter and application for employment.

I have forwarded this material to the Personnel Department with the request that it be given close consideration. Your neighbor will be contacted directly if there are openings in his area of expertise which may interest him.

Best wishes.

Sincerely,



The Honorable John J. Rhodes  
Hunton & Williams  
2000 Pennsylvania Avenue, NW  
Washington, D.C. 20036

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

BARBER B. CONABLE  
President

June 23, 1988

His Excellency  
Leon Febres Cordero Ribadeneyra  
President of the Republic of Ecuador  
Quito, Ecuador

Dear Mr. President:

Thank you for your letter regarding the candidacy of  
Dr. Antonio Andrade for a World Bank Graduate Scholarship.

Dr. Andrade's application was reviewed carefully in the  
final selection meeting of our Scholarship Program Steering  
Committee on June 16. He was a strong candidate and rated very  
highly. However, only 58 scholarships were awarded out of  
approximately 900 applicants and Dr. Andrade was not one of those  
finally selected. Dr. Andrade has been informed by letter of the  
decision of the Steering Committee and was also given the same  
information personally when he called the Scholarship office  
yesterday.

We very much appreciate your interest in this program  
and assure you that we shall continue to give close attention to  
candidades presented by your office. You will be interested to  
note that two other scholars from your country, Mr. Jose Samaniego  
and Mr. Mauricio Montalvo, were selected to receive awards at the  
recent scholarship selection meetings.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

May 20, 1988

Dear Mr. Roark:

Thank you for your kind invitation to participate in the third annual Trustees' Symposium in Wyoming this August.

As much as I would like to join you, I must decline. Regrettably, my duties as head of the World Bank greatly restrict the time I can devote to conferences and other meetings. I hope you understand the constraints on my time, and many thanks for thinking of me.

Please accept my best wishes for a successful symposium.

Sincerely,

*Barber Conable*

Mr. Terry P. Roark  
Office of the President  
The University of Wyoming  
Laramie, Wyoming 82071

**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

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

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

May 11, 1988

Dear Ms. Roberts:

Thank you so much for inviting me to address the 1988 annual conference of the President's Executive Exchange Program in Washington, June 9 - 11.

As much as I would like to join you, I must decline. The organizational meetings for the Multilateral Investment Guarantee Agency are scheduled for that week, and I do not feel I can accept any additional speaking engagements.

Please accept my best wishes for a successful conference.

Sincerely,



Ms. Shannon Roberts  
Executive Secretary  
The President's Executive  
Exchange Alumni Association  
P.O. Box 890  
Ben Franklin Post Office  
Washington, D.C. 20433

BARBER B. CONABLE  
1818 H Street, N.W.  
Washington, D.C. 20433

June 6, 1988


Dear Rich:

Thank you for your letter of May 4 inviting me to take part in your 30th Annual Management Seminar Series.

I regret that, once again, I must turn down this opportunity to participate in a discussion with Monroe County managers and the Rochester Institute of Technology. The situation which required that I not participate in your program last year is unchanged; the Board of Directors of the Bank which I chair as President meets at least twice a week on Tuesdays and Thursdays making it impossible for me to be in Western New York during the week.

Please accept my best wishes for a successful seminar.

Sincerely,



President M. Richard Rose  
Rochester Institute of Technology  
One Lomb Memorial Drive  
P.O.Box 9887  
Rochester, New York, 14623-0887

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

BARBER B. CONABLE  
President

June 24, 1988

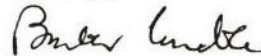
Dear Dick:

I have received your June 17 letter about  
Christina Schroder.

Her resume has already been received and because  
all recruitment matters are handled initially by the  
Personnel Department, her material was forwarded to that  
office for assessment against current openings. She has  
been contacted directly by the Personnel Department about  
the status of her application.

Thank you for bringing to my attention  
Ms. Schroder's interest to work at The World Bank.

Sincerely,



The Honorable Richard M. Rosenbaum  
Nixon, Hargrave, Devans & Doyle  
Lincoln First Tower  
P.O. Box 1051  
Rochester, New York, 14603

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION

## OFFICE MEMORANDUM

DATE: June 6, 1988

TO: Mr. Yves Rovani, DGO

FROM: Barber B. Conable *BBC*

EXTENSION: 72001

SUBJECT: OED's Work Program and Budget

1. Thank you for your note of June 1 on the above subject.
2. Following the Board meeting, I took another close look at the budget allocations proposed for OED and concluded that they were appropriate in the light of competing claims and overall budget constraints. The attached note from Mr. Picciotto gives details.
3. Let me stress, once again, that I consider the evaluation function to have high priority and that I am prepared to take stock of OED's work program and resources requirements at mid-year and to consider, if justified at that time, an appropriate increase.

cc: Mr. F.H. Al-Sultan  
Mr. R. Picciotto

Attachment



# OFFICE MEMORANDUM

DATE: June 6, 1988

TO: Mr. Barber B. Conable

FROM: R. Picciotto, Director, PBD

EXTENSION: 38440

SUBJECT: FY89 Budget: OED

1. As you know, Mr. Rovani brought to my attention the views expressed by Mr. Al-Sultan and other Executive Directors about OED's FY89 Budget and these concerns were promptly and carefully considered while framing the FY89 Budget document. Specifically, concern had been voiced about the provision of adequate resources to:

- (a) audit at least 40 percent of the projects processed by OED;
- (b) allow for a 100 percent audit ratio of structural adjustment operations;
- (c) avoid a cutback in the studies program;
- (d) increase rather than reduce the program for dissemination and feedback; and
- (e) speed up the Evaluation Capability Development Program.

2. Attached is a table summarizing the OED FY89 work program and Budget. With an audit rate of 100% for adjustment operations and of 40% for projects, OED should be able to carry out a dissemination program and an Evaluation Capability Development Program (ECDP) at twice the average level for these purposes in FY86-87. The number of studies delivered to the Board would increase from 8 in FY88 to 12 in FY89.

3. The budget allocations proposed for OED involve substantially higher growth than the Regular Program budget. OED's work program has been well conceived and the budget resources which are proposed to be allocated to implement it are reasonable in light of the Bank's overall resources constraints. The special trust fund arrangement with CIDA (about \$0.3 million in FY89) will complement OED's regular budget resources by deepening the evaluation program and by extending the reach of OED's dissemination efforts. This contribution is, of course, additional, i.e., its availability did not influence the recommended allocation of FY89 Budget resources to OED.

4. To take explicit account of Executive Directors' concerns, I would recommend that you advise Mr. Al-Sultan that about \$0.1 million will be approved if appropriately justified at mid-year. This is in line with the prior understandings reached with Mr. Rovani. A memorandum to Mr. Al-Sultan is attached for your signature.

Attachment

OED'S WORK PROGRAM

	FY88		Prog. FY89
	Prog.	Est.	
<b>Volume Output</b>			
Total PCRs Available	384	343	390
of which:			
PCRs carried over	158	158	175
PCRs Received	226	185	215
Projects Evaluated	210	185	224
of which:			
PPAR - Project Audits	97	72	82
PPAR - SAL Audits Completed	8	4	19
Pass-Through PCRs	105	109	123
PPAR - SAL Audits in Progress		8	20
Studies	34	34	30
of which:			
Studies to the Board	10	8	12
Studies in Progress	24	26	18
<b>Unit Costs</b>			
Staffweeks per audit	4.5	5.0	5.0
Staffweeks per SAL completed	9.0	11.9	11.9
Staffweeks per pass-thru PCR	0.6	0.7	1.0
Staffweeks per SAL in progress		5.9	5.9
Staffweeks per study	24.0	26.9	26.9
<b>Memo Item</b>			
Ratio of PPARs to Proj.Eval. (Audit ratio)	50%	41%	45%
Ratio of Proj.Eval. to Total Avail.	55%	54%	57%
<b>Applications (in staffyears)</b>			
<i>By Unit Cost:</i>			
Projects Evaluated			
Project Audits	8.4	7.0	7.9
Structural Adjustment Audits	1.4	0.9	4.3
SALs Audits in Progress		0.9	2.3
Pass through PCRs	1.2	1.5	2.4
Studies	15.7	17.6	15.5
<i>By Actual TRS or Estimate:</i>			
Dissemination b/	2.5	2.6	1.5
Annual Review & Annual Report	3.8	4.3	3.8
ECDP b/	2.0	1.1	1.5
Other Activities	2.8	2.9	2.8
Sub-Total Effective Staffyears	37.8	38.8	42.0
Management & Admin.	4.0	4.0	4.0
Training, Leave, Holiday, etc.	7.3	6.8	7.0
Total	49.1	49.6	53.0
<b>Sources</b>			
OED Paid higher-level staffyears	37.8	36.9	40.0
Consultants	11.3	12.7	13.0
% of consult. to higher-level staffyears	30%	34%	33%
<b>Discretionary Costs (FY88 \$m)</b>			
Salary	\$3.200	\$3.080	\$3.302
Consultant Fees	\$0.829	\$0.792	\$0.850
Operational Travel	\$0.590	\$0.718	\$0.658
Other	\$0.373	\$0.402	\$0.350
Total	\$4.992 a/	\$4.992	\$5.160

a/ Reflects the distributed budget. (The adjusted base budget amounted to \$5.042m.)

c/ Stafftime spent on dissemination/ECDP work in FY86 and FY87 was 1.0 staffyears and 1.8 staffyears, respectively.



# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 06 June, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Fawzi Al-Sultan, EDS11 From: Barber B. Conable, President				
<b>Subject / Title</b> Work Program and budget allocation				
<b>Exception(s)</b>				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			

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

BARBER B. CONABLE  
President

April 18, 1988

Mr. Yves Rovani

Yves:

Let me say, once again, how much I appreciate your leadership of the evaluation function. Your draft report and Work Program to the Joint Audit Committee is in excellent shape. The directions implicit in this report have my full support, including the special focus on the new initiatives.

As to the budget for next year and the finalization of your report to the Joint Audit Committee, I would like you to proceed along the following lines:

- (a) The FY89 budget for the Operations Evaluation staff in FY89 should be set at \$5.16 million, implying a 2.3% annual growth over the adjusted FY88 base.
- (b) Special emphasis should be given to the delivery of evaluations for 19 adjustment operations. Since you depend on an appropriate throughput of PCRs for this, I will make the same point to Moeen and ask PBD to help monitor progress during the year.
- (c) Regarding unit travel costs, I would appreciate it if OED would adhere to PBD's estimates.

It should be understood that I am willing to review your budget requirements at mid-year and consider, if necessary at that time, an increase of up to \$0.1 million. The review will, in particular, focus on Operations' delivery of the projected PCRs and on OED's delivery and dissemination of substantive PPARs.

*Barber Conable*

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

BARBER B. CONABLE  
President

April 5, 1988

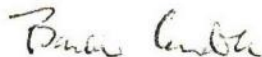
Dear Debbie:

I have received your note and I am pleased to know that we will have an opportunity to meet.

When you come to Washington, please call my office (477-2001); Jennifer Volk will arrange for a convenient time for you to come in to see me.

My greetings to all in the Johnson family.

Sincerely,



Mrs. Lyle Refior  
201 Center Street,  
Kodiak, Alaska, 99615

3-21-88

Dear Barber,

First of all - I'm Elspeth Johnson's daughter, Debbie. I will again be going to Washington, D.C. for my National DAR convention. I'll be arriving April 17<sup>th</sup> for 6 days. I will be staying at the State Plaza. If possible I would like to visit or have a meal with you. If you would have time I would enjoy that, please let me know.

I'm 31 years old and a mother of two daughters - Amanda, 7 and Katrina, 5. I work with my father & husband in our Ford/UV dealership. I'm one of the few women selling cars, and thoroughly enjoy it.

Please write back -

Best Wishes

Debbie Refior  
201 Center St.  
Kodiak, AK. 99615

DETAIL - APPLIQUÉ QUILT

Made by Emma Maria Fish for Eliza Moore, Trenton, New Jersey, 1842-1844. Roller-printed cottons on cotton ground, 101 x 104 inches. DAR Museum, Gift of Mrs. Edward Murray.



This card represents a contribution to the NSDAR "Pipes and Drum" project for the modification of existing structural building equipment.

The National Society Daughters of the American Revolution, 1776 D Street, N.W. Washington, DC 20006-5392, is a 501 (c) (3) non-profit organization.

© National Society Daughters of the American Revolution 1988





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

BARBER B. CONABLE  
President

May 6, 1988

Dear Bill:

Thank you for your letter of April 29th regarding the invitation extended to me by Dave Roderick to participate in the plenary session of the International Environment Bureau with the World Bank and other international development agency representatives. I'm pleased to know of your involvement with this group.

I have reviewed my calendar for June 15 and 16, and unfortunately it just is not possible for me to attend the IEB meeting. The inaugural meetings for the newest member of the World Bank Group, the Multilateral Investment Guarantee Agency, will be held during the middle of June, bringing to Washington members of its Governing Council from all over the world for bilateral meetings. In addition, there will be increased Board activity at the end of our fiscal year and we will be heavily involved in our FY89 budget preparations.

I'm sorry not to be able to attend the IEB meeting, Bill, but the World Bank will be well represented by top management from our Environment Department, including the newly-appointed Director.

Your kind words of support are very much appreciated. I've never worked as hard in my life as I am in this job, but it's a unique opportunity to serve on a global scale, and there's a great deal to learn.

Best personal wishes.

Sincerely,



cc: Mr. David Roderick

The Honorable William D. Ruckelshaus  
William D. Ruckelshaus Associates  
1900 Washington Building  
Seattle, Washington 98101

bcc: Mr. Hopper, Mr. Piddington

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

BARBER B. CONABLE  
President

April 22, 1988

Dear Bruce:

I want to thank you for including me at the Reuters table for the White House Correspondents Dinner.

It was like old home week for me to have the chance to see and visit with so many of my friends from my previous incarnation. I was sorry to have to leave early and miss some of the lively entertainment.

I enjoyed the company, the food, and the entertainment, and appreciate your including me. Best personal wishes.

Sincerely,



Mr. Bruce Russell  
Chief of Bureau  
Reuters Information Services Inc.  
1333 H Street, N.W.  
Suite 410  
Washington, D.C. 20005

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

BARBER B. CONABLE  
President

May 23, 1988

Sir William Ryrrie

Bill:

I saw the notice of a proposed investment in Zambia, a country in non-accrual status.

I seem to recall that we agreed that you would let me know early in the appraisal process if you wish to propose projects in countries which are in non-accrual status with the Bank. This is to reconfirm our earlier verbal understanding.

It may be useful to review, upon my return, the situation for all countries concerned.

*Barber B. Conable*

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

BARBER B. CONABLE  
President

April 7, 1988

Sir William Ryrie

Bill:

Thank you for your note of March 21 on a bonus scheme for IFC.

As you know, I basically support initiatives to encourage well designed reward-type programs but would like to start this initiative only in the context of the World Bank Group's Human Resource Strategy discussion and Kafka II.

I hope we can work something out and get Board approval as part of Kafka II.



Barber B. Conable



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

BARBER B. CONABLE  
President

April 4, 1988

Dear Mr. Minister:

Thank you for your Telex dated March 31, 1988, informing us of the appointment of Mr. Kun Kim, Governor of the Bank of Korea, as Alternate Governor for the Republic of Korea on the Board of Governors of The World Bank. Our records have been amended accordingly.

We look forward to working closely with the Governor in the coming years.

Sincerely,



His Excellency  
Il Sakong  
Minister of Finance  
Ministry of Finance  
Government Building II  
City of Kwachon  
Kyunggi-Do 171-11  
Republic of Korea

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

BARBER B. CONABLE  
President

April 27, 1988

Honorable Fernand J. St. Germain  
2108 Rayburn House Office Building  
House of Representatives  
Washington, D.C. 20515

Dear Mr. Chairman:

Thank you for your thoughtful letter of April 11. The issues you raise are of great importance, and we share your conviction that the considerable resources of the World Bank must continue to be effectively utilized in the battle against world poverty.

Poverty alleviation has long been and continues to be central to the Bank's work. In many ways the progress achieved in the last thirty years by the developing countries has been remarkable -- in incomes, health indicators, literacy and other measures of improved welfare. Nevertheless, the problems remain immense; the magnitude of poverty is enormous by any measure, and is growing. The alleviation of poverty will require a concerted, long-term effort on the part of aid donors, international agencies, the private sector and the governments of the developing countries. We expect to play an important role in this cooperative endeavor.

Social Indicators

Your letter stressed the importance of using social indicators to help monitor progress on development. As you may know, we have been using these indicators for some time; we believe they add a valuable dimension to more strictly economic measurements. The Bank's Living Standards Measurement Study -- which supports microeconomic research on the relationship between economic policies and living standards -- represents an important element in a more comprehensive attempt to further broaden the use of social indicators in evaluating the development process. Moreover, in the context of our lending operations in the social sectors (such as health, education and population), we often set as benchmarks expected future changes in key social indicators. To the extent possible, we then monitor these changes during project implementation, so as to assess the impact of our lending and as a guide in the design of follow-up operations.

However, we feel we must raise a cautionary note with regard to the immediate prospects for expanded use of social indicators. While we are sympathetic to your suggestion that we define, together with our borrowers, social indicator targets and timetables and subsequently plan Bank activities to ensure that these goals are met, we believe it would be impractical in the majority of cases to follow this approach. In this field, the relevant data is often difficult to obtain, and the evidence is frequently limited and therefore less reliable than economic measurements. Moreover, social indicators tend to be meaningful only in a longer term perspective, as they can regress or fail to progress after initial improvement. In addition, reliable information for social data is derived mostly from censuses that are typically conducted ten years apart or at even longer intervals. We cannot in all cases await the results of such censuses to guide our operations. While we believe that, at this time, there are limits on the use of social indicators, we share your view that these indicators represent a useful tool in the design and evaluation of development programs. We expect that social indicators will play an increasingly important role in our work in the years ahead.

#### Structural Adjustment

The economic difficulties experienced by most developing countries over this decade have made poverty alleviation a formidable challenge. In the 1970s, the effort to address poverty generally took place in the context of widespread economic growth; today the issue is increasingly how to address poverty in an environment of limited or no growth. Economic growth is necessary to the success of long-term efforts to reduce poverty. Experience also demonstrates, however, that growth alone is not sufficient to alleviate poverty. Growth policies must be complemented by a wide array of carefully designed programs and policies to assure that the benefits of growth reach the poor. Therefore, we welcome the DAC guidelines which, on the whole, correspond to the areas we have been gradually addressing in our adjustment programs.

The impact of stabilization and adjustment reforms on the poor are now explicitly considered in the design of adjustment programs. Measures to protect the poor can be divided into two categories. The first is the refocusing of social expenditures, particularly in health and education, toward the poor. The second involves targeted cost-effective compensatory programs, particularly in the areas of nutrition and employment. In addition to the above mentioned programs, we are also encouraging the expansion of policy-based lending in the social sectors as a means of achieving a more lasting poverty impact. While more and better social services are crucial to human

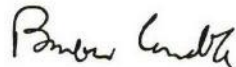


resource development, it has become clear that they must be complemented by stronger emphasis on policies and institutions. Experience has shown that increased expenditures alone are not enough to assure widespread availability of social services. Delivery systems and institutions need to be strengthened, and often reformed; targeting services on the poor needs to be given special attention, and more emphasis needs to be placed on developing innovative and cost-effective means of reaching the poor.

The Bank is dedicated to improving the living standards, economic potential and the prospects of the poor. We have no illusions about the difficulty of the task ahead. The alleviation of poverty will demand perseverance, dedication, and concerted action on the part of both donors and recipient governments. We are most grateful for your support of our programs, and look forward to working with you on this urgent undertaking.

With all best wishes.

Sincerely,



Barber B. Conable

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

BARBER B. CONABLE  
President

June 10, 1988

Dear Mr. Chancellor:

I was delightfully surprised to see you in Hamburg and was pleased that you were able to join us in the informal discussion at Die Zeit.

I enjoyed having the opportunity to discuss with you and others from Die Zeit global economic issues and the role of the World Bank.

You should have received by now the World Bank report on China which my associate, Akin Fatoyinbo, sent to you from Paris. If we can provide further information, please let me know.

Again, my thanks and warmest regards.

Sincerely,



His Excellency  
Mr. Helmut Schmidt  
Publisher  
Die Zeit  
Am Speersort 1  
2000 Hamburg 1  
Federal Republic of Germany

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

BARBER B. CONABLE  
President

June 10, 1988

Dear Dr. Schoser:

Thank you for the generous hospitality extended to my wife and me during our recent visit to the Federal Republic of Germany. We are particularly grateful for the assistance of your Association in organizing and cosponsoring the lecture at your headquarters. It was a most enjoyable and informative evening, and I was pleased to have the opportunity to meet with such a diverse group in Bonn.

Best regards.

Sincerely,



Dr. Franz Schoser  
Executive Secretary  
Association of German Chambers  
of Industry and Commerce (DIHT)  
Adenauerallee 148  
5300 Bonn 1  
Federal Republic of Germany

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

BARBER B. CONABLE  
President

June 3, 1988

Dear Professor Schwab:

Thank you very much for your letter inviting me to participate in the Informal Gathering of World Economic Leaders on January 27-29, 1989.

Unfortunately, I must decline. My schedule of engagements for the month of January is already heavily committed, and I find it impossible to schedule a trip to Switzerland at that time.

However, I would like to suggest that my colleague, Mr. W. A. Wapenhans, Senior Vice President, External Affairs and Administration, attend on behalf of the World Bank. Please let me know if this would be appropriate.

In the meantime, please accept my best wishes for the success of what I am sure will be a very interesting meeting.

Sincerely,



Professor Klaus Schwab  
President  
World Economic Forum  
53 chemin des Hauts-Crets  
CH-1223 Coligny  
Geneva, Switzerland

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

BARBER B. CONABLE  
President

April 29, 1988

Dear Dr. Sengupta:

Thank you for agreeing to be a lead speaker at the symposium that the World Bank and OECD are organizing in Paris, May 26-27. Your experience and knowledge will be particularly valuable in ensuring a good discussion during the session which you will chair.

As indicated to you earlier, we are inviting parliamentarians, academicians, NGO representatives and other prominent individuals concerned with broad aspects of world economic development and related policies. In order to give them ample time to participate in the discussion, we hope to structure the length of formal interventions very tightly and look to you to guide the discussion throughout your session.

Mr. Jean-Claude Paye, Secretary General of the OECD, joins me in expressing our appreciation to you for the time you will be devoting to this symposium which we hope will further the debate on the important question of the measures industrialized nations can take to facilitate adjustment and growth in developing countries.

Your role will be crucial to a meaningful outcome of this event, and I trust you can discuss any details of the Symposium with Mr. Timothy Cullen of the European Office, 66 avenue d'Iéna, 75116 Paris (Tel. 47 23 54 21, Telex 620-628, Facsimile 47 20 19 66) on the Bank side, or Dr. Wolfgang Michalski (Tel. 45 24 80 46, Telex 620160 OCDE) on the OECD side.

A copy of the program is attached.

Sincerely,



Dr. Arjun K. Sengupta  
Executive Director  
International Monetary Fund  
Rm. 13-304  
Washington, DC

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION

# OFFICE MEMORANDUM

DATE: June 23, 1988

TO: Members of the Senior Management Council

FROM: Barber B. Conable

EXTENSION: 72001

SUBJECT: Delegation of Authority

During my absence from the office from July 6 through July 8 to visit Spain and Norway, Mr. Wapenhans will be Acting President of the Bank. I will return to the office on Monday, July 11, 1988.

*Barber B Conable*

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

BARBER B. CONABLE  
President

June 14, 1988

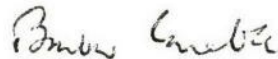
Dear Eldon,

As the date of your leaving the World Bank approaches, I want to thank you for your 17 years of dedicated service.

Your capacity for hard work, high standards and efficiency have been an inspiration to your fellow employees, and your staff, and have been greatly appreciated by your supervisors. You have been a real asset to both the operational departments in which you served and the Personnel Vice Presidency to which you have been assigned since the Reorganization. Your contributions toward making the "new Bank" adapt and function as it should have made a real difference and will be of continuing benefit for the institution.

Again, my thanks, and best wishes for good health and prosperity in the future.

Sincerely,



Mr. Eldon Senner  
3138 P Street, N.W.  
Washington, D.C. 20007

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

BARBER B. CONABLE  
President

May 3, 1988

Mr. John Sharp  
Federal Member for Gilmore  
Parliament of Australia  
Parliament House  
Canberra, A.C.T. 2600  
AUSTRALIA

Dear Mr. Sharp:

Thank you for your recent inquiry about projects financed by the World Bank that may have severe, adverse effects on people in developing nations.

Your letter points out that involuntary resettlement caused by large projects, such as occurs when power or irrigation dams are built, can have long-term, adverse effects on the rural population. The Bank shares fully your concern. Our position is that no matter how necessary a project may be to a country's development, there is no reason why one segment of the population, especially the poorest and most vulnerable one, should bear a disproportionate share of the cost of development. As you rightly note, many of the populations where large development projects are built are already poised on the precarious edge of poverty. Development projects that cause an irreversible decline in their living standards simply should not be supported.

Allow me to briefly explain to you the Bank's policies and operational procedures in projects that require involuntary resettlement, and please feel free to share this information with your constituents. The Bank's resettlement policies have been developed out of extensive project experience with diverse development situations, and are constantly being reviewed, revised, and updated in light of more knowledge. In previous years, particularly during the '70s, for a variety of causes, involuntary resettlement had not always been handled as well as it should have been. For that reason the Bank has commissioned several internal reviews of policies and project performance. These have resulted in supplementary guidelines and, where necessary, additional project supervision by Bank resettlement specialists. These actions have led to notable improvements.

The first requirement of the Bank's resettlement policy is that involuntary relocation should be avoided or minimized as much as possible. Several projects have been redesigned precisely to reduce (or eliminate) population displacement. At times, however, projects causing resettlement are unavoidable. As you can fully appreciate, irrigation projects that will provide water to marginal smallholders in arid climates are key to any



agricultural development strategy; similarly, providing basic sanitation services in squatter settlements will, at times, entail some displacement of people.

In cases where resettlement is unavoidable, the Bank's policy is clear. The core of that policy is that following resettlement people must at least regain their former standard of living and, to the extent possible, improve it. This is accomplished in two ways. First, people displaced under Bank-financed projects must be fully compensated for what they have lost: houses, lands, wells, etc. Bank policy requires that such projects include, in addition to compensation, transportation to the new sites, and subsistence assistance during the transition.

Even more basic than cash compensation, however, is, in our view, a development package designed to restore the productive base of those displaced and provide them with the opportunity to improve their living standards in culturally acceptable ways. This must be adapted to the specific needs of individual situations; some of the methods commonly used in Bank-financed projects include providing support for irrigation, access roads, vocational training, agricultural extension, clinics, marketing networks and so on. The measures that will be taken to finance, implement, and supervise the resettlement plan must be agreed upon between the Bank and the Borrower during appraisal and loan negotiations.

The broader issues concerning poverty alleviation that you have also raised are a major concern for the Bank. Clearly, the World Bank alone cannot solve the problem of world poverty. Nevertheless, for many years the World Bank has been a staunch supporter of poverty alleviation programs, a support buttressed by a substantial commitment of funds targeted towards the poorest population groups. We are currently preparing a new poverty initiative that will focus on improving the productive potential and living conditions of the world's poor by developing their considerable economic resources. This will supplement current poverty alleviation programs and components with incremental lending and other measures.

I hope that I have answered your questions. Thank you again for writing us.

Sincerely,



Barber B. Conable

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

BARBER B. CONABLE  
President

April 11, 1988

Mr. Zhang Shengman  
Deputy Division Chief  
External Finance Department  
Ministry of Finance  
Beijing  
People's Republic of China

Dear Mr. Zhang:

On behalf of Mrs. Conable and myself, I would like to convey special thanks to you for the excellent arrangements for our visit to China last month.

Through our travels to a number of the World Bank's member countries, we have developed a great appreciation for the complexity of arranging official travel. We are grateful for your careful attention to detail in preparing our program and for accompanying us throughout our stay to ensure that all went smoothly.

Both Mrs. Conable and I saw and learned a great deal and were deeply impressed by the extent of reform and development in China since our last visit in 1981. Also, the well-organized field visits to Gansu, Jiangsu, Shanghai, Guangzhou and Shenzhen helped us to form a clearer picture of how the Bank can assist in China's modernization effort.

Once again, thank you for your fine work, and I look forward to seeing you on your visits to Washington.

Sincerely,

*Barber Conable*



# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 20 April, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Murray A. Sherwin From: Barber B. Conable, President				
<b>Subject / Title</b> Sector Adjustment Lending				
<b>Exception(s)</b>				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			



# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 08 April, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Murray A. Sherwin, EDS From: Barber B. Conable, President				
<b>Subject / Title</b> Appointment of Mr. Kun Kim as Governor of the Bank of Korea				
<b>Exception(s)</b>				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"> <tr> <td><b>Withdrawn by</b> Chandra Kumar</td> <td><b>Date</b> August 07, 2014</td> </tr> </table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			



# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 18 April, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. I.F.I. Shihata, VGP From: Barber B. Conable, President				
<b>Subject / Title</b> World Bank Administrative Tribunal - Participation of ITFAD				
<b>Exception(s)</b> Corporate Administrative Matters				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			



# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 24 June, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. I.F.I. Shihata, VGP From: Barber B. Conable, President				
<b>Subject / Title</b> Note on Financial Disclosure				
<b>Exception(s)</b> Corporate Administrative Matters				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			



# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 03 May, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Ibrahim Shihata, VPLEG From: Barber B. Conable, President				
<b>Subject / Title</b> FY89 Budget				
<b>Exception(s)</b> Attorney-Client Privilege				
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			

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

BARBER B. CONABLE  
President

June 23, 1988

Dear Walter:

Thank you for your letter inviting me to join you and your colleagues for lunch on September 26.

I regret that I will not be able to enjoy your hospitality on this occasion. A full day of Development Committee meetings prevents me from being able to accept your invitation.

Please accept my best wishes for a successful trip to Berlin in September.

Sincerely,

*Barber Conable*

Mr. Walter V. Shipley  
Chemical Bank  
277 Park Avenue  
New York, NY., 10172





# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 04 April, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: The Honorable George P. Shultz, Secretary of State From: Barber B. Conable, President				
<b>Subject / Title</b> State Department Consideration for giving Visa to ED for Libya				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			

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

BARBER B. CONABLE  
President

April 29, 1988

Dear Dr. Siebert:

Thank you for agreeing to be a lead speaker at the symposium that the World Bank and OECD are organizing in Paris, May 26-27. Your experience and knowledge will be particularly valuable in ensuring a good discussion during the session which you will chair.

As indicated to you earlier, we are inviting parliamentarians, academicians, NGO representatives and other prominent individuals concerned with broad aspects of world economic development and related policies. In order to give them ample time to participate in the discussion, we hope to structure the length of formal interventions very tightly and look to you to guide the discussion throughout your session.

Mr. Jean-Claude Paye, Secretary General of the OECD, joins me in expressing our appreciation to you for the time you will be devoting to this symposium which we hope will further the debate on the important question of the measures industrialized nations can take to facilitate adjustment and growth in developing countries.

Your role will be crucial to a meaningful outcome of this event, and I trust you can discuss any details of the Symposium with Mr. Timothy Cullen of the European Office, 66 avenue d'Iéna, 75116 Paris (Tel. 47 23 54 21, Telex 620-628, Facsimile 47 20 19 66) on the Bank side, or Dr. Wolfgang Michalski (Tel. 45 24 80 46, Telex 620160 OCDE) on the OECD side.

A copy of the program is attached.

Sincerely,



Dr. Horst Siebert  
Lehrstuhl  
Internationale Wirtschaftswissenschaften  
Universität Konstanz  
Postfach 5560  
D-7750 Konstanz  
Federal Republic of Germany

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

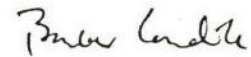
JARBER B. CONABLE  
President

June 1, 1988

Dear Paul:

I would like to thank you personally for your outstanding contribution to the Romanian agreement. While the benefits of this agreement will depend on its implementation, negotiating the agreement was an important step in dealing with an extremely difficult problem, which has been hanging over us for more than a year. I understand that the final negotiations were arduous, and I appreciate the professional skill, long hours and creativity you contributed to the process.

Sincerely,



Mr. Paul J. Siegelbaum  
Legal Adviser, Finance  
The World Bank  
Room F-7063  
Washington, D.C. 20433

cc: Mr. Shihata

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

BARBER B. CONABLE  
President

May 2, 1988

Dear Mr. Managing Director:

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

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

On a personal note, I hope to have the opportunity of greeting you in Berlin at the time of the Annual Meetings.

Sincerely,



Mr. Sujitno Siswoidagdo  
Managing Director  
Bank Indonesia  
P. O. Box 35  
Jalan Moh. Husni Thamrin No. 2  
Jakarta, Indonesia

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

BARBER B. CONABLE  
President

April 21, 1988

Dear Henry:

Thank you for your letter inviting my participation in your OECD Constitution Development Project, either as a member of the Drafting Committee or on the Advisory Council.

It would be inappropriate for me to participate in this project at this time. My responsibilities as head of this institution require my full attention and leave little time for involvement in other projects. During the first two years of my term here, I gradually have withdrawn from other activities because of my inability to devote appropriate attention to them.

I appreciate your thinking of me, dear friend, and send my best personal wishes.

Sincerely,



The Honorable Henry P. Smith, III  
Chairman and CEO  
Association to Unite the Democracies  
1506 Pennsylvania Avenue, S.E.  
Washington, D.C. 20003

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

BARBER B. CONABLE  
President

June 16, 1988

Dear Mr. Soglo,

Thank you for your letter of May 19, 1988 on the subject of attempts by certain businessmen from the developed countries to get Sub-Saharan African countries in financial difficulties to accept industrial waste to be buried in their countries in return for financial assistance. We agree fully that this is a serious danger which all well-meaning people must fight energetically, and we are taking steps to alert all member countries to the dangers posed by these proposals.

We are heartened that the Organization of African Unity took up the matter at its Twenty-Fourth Summit Meeting in Addis Ababa, issuing the Resolution CM/RES 1153 (XLVIII) calling on all members to reject such a menace. It is equally gratifying to note that His Excellency Mathieu Kérékou also endorsed the resolution and we hope that lays to rest any fears that the SESCO G contract will be implemented. Nevertheless, we intend to help Benin, and indeed all our member countries, to include environmental protection as a key element in their general development policy.

Once again, thank you for alerting us to this issue.

Sincerely,

*Barber Conable*

Mr. Nicéphore Soglo  
Inspector General of Finance  
P.O. Box 1197  
Cotonou, Benin

*Nice to hear from you, Nicéphore.  
Your new job is imposing in title -  
I hope it is interesting in substance -  
B.C.*



# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 04 April, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Jobarah E. Suraisry From: Barber B. Conable				
<b>Subject / Title</b> Thank you letter				
<b>Exception(s)</b>				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			



# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 04 April, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Tan Soon-Ann, Advisor to the Executive Director From: Barber B. Conable				
<b>Subject / Title</b> Thanking the ED for a book				
<b>Exception(s)</b>				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			



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

BARBER B. CONABLE  
President

June 10, 1988

Dear Dr. Sommer:

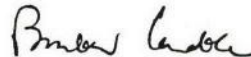
I would like to thank you and your colleagues for your hospitality and friendship during my visit to Die Zeit.

Your newspaper has long shown a strong interest in the broad array of subjects of concern to the World Bank. Let me encourage you and your colleagues to view us as an open institution concerned to provide information and assistance to journalists interested to write about development. The Bank and Die Zeit have had good contacts and I hope these can be strengthened.

Our discussion over lunch was very stimulating, and I look forward to continuing it sometime in the near future.

Again, my thanks and best regards.

Sincerely,



Dr. Theo Sommer  
Editor-in-Chief  
Die Zeit  
Am Speersort 1  
2000 Hamburg 1  
Federal Republic of Germany

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

BARBER B. CONABLE  
President

May 4, 1988

Dear Gus:

Thank you for your letter of April 22 informing me of the merger of WRI and IIED-North America, and of the appointment of Thomas Fox. I wish you every success with this venture, and trust that the excellent working relationships we have had with the two separate institutions in the past will become even more fruitful in the future as a result of the merger.

Sincerely,



Mr. Gus Speth  
President  
World Resources Institute  
1735 New York Avenue, N.W.  
Washington, D.C. 20006

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

BARBER B. CONABLE  
President

June 23, 1988

Dear Beryl:

Thank you for writing to me about Margot Machol.

The first official meeting of MIGA's Board of Directors took place yesterday. To lay the groundwork for a strong organization, much work must be done in the months to come to determine staffing requirements, fill vacancies and, most important, select a top-notch management team. I have forwarded your letter to the Bank's Vice President and General Counsel, Mr. Shihata, with the request that it receive consideration at the appropriate time. In the meantime, perhaps you would ask Ms. Machol to send her resume to Mr. Shihata. She will be kept informed directly concerning the status of her candidacy.

I appreciate Ms. Machol's interest in MIGA and I am pleased to know about your personal support for her.

Sincerely,

*Barber Conable*

The Honorable Beryl W. Sprinkel  
Chairman  
Council of Economic Advisers  
Old Executive Office Building  
Washington, D.C. 20500

cc: Amb. Robert Keating  
United States Executive Director  
The World Bank.

bcc: Messrs. Cosgrove and Poats

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

BARBER B. CONABLE  
President

April 4, 1988

Dear Beryl:

Thank you for sending me a copy of the 1988 Economic Report of the President. I do recognize the approach, and congratulate you on your success.

Since I got into this international trouble, it has been increasingly difficult to keep up with everything on the domestic front, although I have been able to maintain contact with some of my friends from congressional days. I appreciate your thinking of me, dear friend, and send my very best personal wishes.

Sincerely,

*Brew Linder*

The Honorable Beryl W. Sprinkel  
Chairman  
Council of Economic Advisers  
Executive Office Building  
Washington, D.C. 20506

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

BARBER B. CONABLE  
President

April 21, 1988

Dear Elmer:

Thank you for letting me know of Mr. Martin's interest in a position as Principal Auditor at The World Bank.

The position is currently vacant and a search is underway to find a suitable candidate. I have forwarded your letter to Mr. Chatterjee, Acting Director, Internal Auditing Department, who has informed me that he will shortly be interviewing Mr. Martin.

I appreciate knowing of your high regard for Mr. Martin and thank you for your interest in the Bank.

Sincerely,



Mr. Elmer B. Staats  
5011 Overlook Road, NW  
Washington, D.C. 20016

Typewritten  
Character  
Must Fall  
Completely in  
Box!

PAGE  
OF

OFFICIAL DEPT/DIV  
ABBREVIATION  
EXC

MESSAGE NUMBER

TEST NUMBER  
(FOR CASHIER'S USE ONLY)

1 → 1 OF 1

--	--	--	--	--	--	--	--

--	--	--	--	--	--	--	--	--	--

START  
HERE

3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
15  
16  
17  
18  
19  
20  
21  
22

MR. WILLIAM STEELE, 34 LITCHFIELD WAY, ONSLOW VILLAGE,  
GUILDEFORD, SURREY GU2 5QH, ENGLAND.  
I EXTEND TO YOU, AND YOURS, MY DEEPEST CONDOLENCES, AND THOSE OF  
WORLD BANK STAFF, FOR THE TRAGIC AND UNTIMELY DEATH OF MRS. STEELE  
WHILST ACCOMPANYING A WORLD BANK EDUCATION MISSION TO SUDAN.  
MRS. STEELE WAS A WIDELY RESPECTED EXPERT IN THE EDUCATION  
FIELD. SHE WILL BE SORELY MISSED. SINCERELY, BARBER B. CONABLE,  
PRESIDENT, THE WORLD BANK.

END  
OF  
TEXT

PINK AREA TO BE LEFT BLANK AT ALL TIMES

INFORMATION BELOW NOT TO BE TRANSMITTED

CLASS OF SERVICE: <b>CABLE</b>		TELEX NO.:	DATE: <b>6.14.88</b>
SUBJECT: <b>SUDAN -- CAR ACCIDENT</b>		DRAFTED BY: <i>FAS</i> <b>F. AGUIRRE-SACASA</b>	EXTENSION: <b>73770</b>
CLEARANCES AND COPY DISTRIBUTION: <b>cc: Messrs. Wapenhans (SVPEA); Cassell (EDS03); Madavo (AF2DR); Lethem (AF2PH).</b>		AUTHORIZED BY (Name and Signature): <b>BARBER B. CONABLE</b> <i>Barber B. Conable</i>	
		DEPARTMENT: <b>EXC</b>	
SECTION BELOW FOR USE OF CABLE SECTION			
CHECKED FOR DISPATCH			

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

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

JARBER B. CONABLE  
President

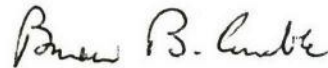
May 23, 1988

Dear Mr. Stern:

Pursuant to Section 7.9 of the Staff Retirement Plan, I should like to reappoint you, as Chairman of the Pension Finance Committee and an ex-officio member of the Pension Benefits Administration Committee. The appointment would be for a term of two years.

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

Sincerely,



Mr. Ernest Stern  
Senior Vice President, Finance  
Room E-1227

Attachment

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

BARBER B. CONABLE  
President

May 10, 1988

Mr. Ernest Stern

Ernie:

Last month, we reviewed issues of reorganization follow-up with you and your staff as well as with the other Complexes.

As you know, I have been concerned about a transparent policy-making process within the Bank where policy issues and proposals are discussed among Complexes at the Vice Presidential level and below before being presented to me and Policy Committee members.

I have decided to establish a Finance Committee under your Chairmanship. Parallel to the Operations Committee and the AAC, the Finance Committee should provide a forum for an inter-Complex review of financial policy matters prior to Policy Committee review.

I would appreciate your drafting terms of reference and proposing membership composition for my review as soon as possible.

*Barber B. Conable*

cc: Members, Policy Committee  
Messrs. Shakow, Vergin & Wood



# OFFICE MEMORANDUM

DATE: May 3, 1988

TO: Mr. Ernest Stern, SVPFI

FROM: Barber B. Conable *BB*

EXTENSION: 72001

SUBJECT: FY89 Budget

1. This is to advise you of my decisions regarding the remaining issues on the FY89 Budget submission of the Finance complex.
2. First of all, I would like to express my appreciation to FINCOM managers and staff for the remarkable job they are doing under your leadership in an extraordinarily difficult year. The Bank Group is highly dependent on strong management of its financial programs as we move towards the expansion of lending, borrowing and investment operations made possible by the GCI and IDA-8.
3. In the area of Treasury Operations, I support the emphasis which the Finance complex accords to implementation of the New Investment Authority. As you know, I am sympathetic to your efforts in securing an 'off-budget' option for investment operations, but would like you to follow as smooth and transparent a process as possible in securing its acceptance. I would also like you to ensure that the FY89 Business Plan which you envisage for INV—whether off-budget or not—is appropriately documented and monitored against relevant benchmarks. If endorsed by the Board, the 'off-budget' option should provide Finance the full growth requirement in the investment area for FY89 (which you have estimated at about \$2.1 million), as well as increased funding flexibility in future years.
4. In the eventuality that the off-budget move does not materialize, I have decided that the FY89 budget for the Finance complex will be \$38.47 million, i.e. \$2.75 million (about 7.7%) above the FY88 base budget and about \$0.45 million above the original growth guideline provided to Finance for FY89. This includes a \$1.4 million allocation for growth for investment operations as envisaged under the growth guidelines.
5. If the 'off-budget' option is accepted, I would expect that the extra resources of \$1.4 million (representing the removal of this increment from the Bank's budget base) would accrue to the institution. A summary of the dollar budgets and the corresponding numbers of authorized positions are shown in the table attached.
6. I expect the growth budget allocations I have made to cover the resource needs for Financial Technical Assistance, the Treasury Fellowship Program, strengthening the Tokyo Office and the desired expansion of Financial Policy work including the follow-up work necessary on the GCI, the preparatory work for IDA-9 and timely support to the new Board Committees. In the area of Financial Support, I would expect Finance to implement the decentralization of transaction processing and related institutional budget information systems needs, and aim at efficiency savings in

Controller's and in Cashier's broadly along the lines envisaged in the budget framework.

7. Should it become necessary to revert to the flat-budget option as a result of Board action, I would expect FINCOM to live within the flat-budget guidelines originally issued (total dollar budget: \$36.8 million less \$4.9 million for the above INV budget if moved off-budget). If, however, the off-budget option for the Investment Department is not approved, I would consider allocating an additional budget allocation of up to \$0.5 million to supplement the \$0.4 million included in the flat-budget option for strengthening investment operations.

8. With regard to the point you raised regarding the recapture of internal computing budgets corresponding to ITF rate reductions, I have asked PBD to complete a final and expeditious review of this issue to see if any change in the current proposal is justified. I am confirming to PBD that any solution should ensure budget neutrality for the institution.

9. PBD is also in the process of reviewing the levels of reimbursable and special programs. Adjustments, if any, needed for the incremental work in Finance would be made upon completion of the review. For these programs, the Finance guidelines currently include funds at the FY88 adjusted budget level.

10. Finally, I expect senior managers to assume full ownership of the operating, financial, policy and administrative support programs and budgets included in the FY89 Budget document. Therefore, based on the above decisions covering your output targets and resource allocations, please submit to PBD by May 10 revised estimates of your SVP/VP plans and budget allocations by service category and object of expenditures.

**FY89 BUDGET FORMULATION  
FINANCIAL COMPLEX**

	FY88		FY89 Budget			
	Base Budget		Flat Option		Growth Option	
	Incl. INV	Excl. INV	Incl. INV	Excl. INV	Incl. INV	Excl. INV
<b>A. Dollar Budget</b>						
Total (FY88 \$m) a /	35.723	31.268	36.823	31.968	38.473	32.168
<b>B. Authorized Positions</b>						
<b>Regular Budget</b>						
Higher Level	331	b / 287	331	287	339	c / 336
Support Level	197	b / 187	197	187	201	199
<b>Reimbursable Programs Budget (Special Positions)</b>						
Higher Level	13	13	13	13	13	13
Support Level	3	3	3	3	3	3
<b>Pension INV.Unit Budget (Special Positions)</b>						
Higher Level	8	8	5	5	5	5
Support Level	5	5	4	4	4	4

a / Including budgets for Reimbursable Programs. Budgets for Pension Investment Unit are included in Retirement Overhead Account.

b / FY88 base budget adjusted for 1 higher level and 1 support level positions previously assigned to the Office of VP, Pension Fund.

c / Including 3 higher level positions for Financial Technical Assistance Program, allocation of which may be reduced if the request from Operations is less than 3 staffyears during FY89. Also excludes up to 4 higher level 'T' positions which would be assigned to Finance as the Treasury Fellowship Program gets implemented.

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

BARBER B. CONABLE  
President

April 28, 1988

Mr. Stern:

re: Investment Department

Ernie, could you let me know how far you are in exploring the "off budget" issue for the Investment Department with selected Board Members.

I would like to review the matter in the Policy Committee on May 4, if at all possible.

*Barber Conable*

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

BARBER B. CONABLE  
President

April 15, 1988

Dear Mrs. Stokes:

I have had many contacts with Sam Giansante during our respective careers in public service.

Sam's dedication to education and to the lives of young people has made him a role model for both teachers and students. His questing mind, his articulate voice and his firmness of character mark him as a whole human being.

Please add my voice to those paying him tribute as he retires from a superb career in education at Elba Central School.

I am sorry I cannot be with you, but like all Sam's friends, I want to add my respect to this appropriate outpouring in his behalf.

Sincerely,

*Barber Conable*

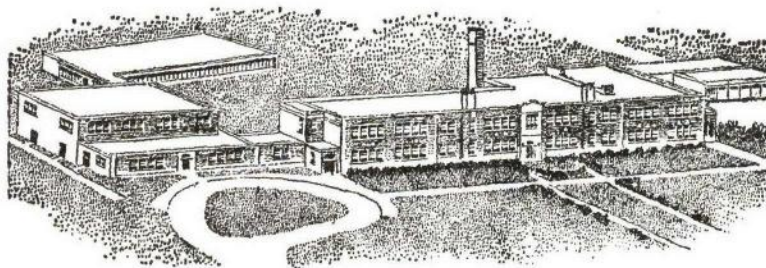
Mrs. Vi Stokes  
c/o Elba Central School  
Elba, New York 14058

# ELBA CENTRAL SCHOOL

ELBA, N. Y. 14058

Phone (716) 757-9967

SAMUEL F. GIANSANTE, Supt.  
ROBERT J. CREME, Elem, Principal  
ROBERT W. SMITH, H.S. Principal  
RENATE E. BUTZBACH, Clerk  
VIOLA M. STOKES, Treasurer



## BOARD OF EDUCATION—

GERALD A. ERION, President  
DONALD F. AMES, Vice Pres.  
DANIEL A. JACHIMOWICZ  
JOYCE A. KIELBASA  
JOHN H. MIKOLAJCZYK  
STUART H. REDFIELD  
CHARLES E. TORREY

March 23, 1988

Barber Conable  
10532 Alexander Road  
Alexander, NY 14005

Dear Mr. Conable:

Mr. Samuel F. Giansante has recently announced his retirement after 38 years of dedicated service as a teacher, high school principal, and presently as superintendent at Elba Central School.

The years 1950 to 1988 are very special to our friend and colleague as they mark the many milestones in a career devoted to the education of our students. As such they are full of wonderful memories. We would like to compile these memories in the form of a career scrapbook.

This memory book is impossible without your help. Please take a few moments to express some form of written appreciation for the dedicated service Samuel Giansante has given to the students of our school district. Photographs would also be a welcome addition as we prepare this book. With your help we will be able to provide him with a lasting book of memories he will cherish always.

A dinner to honor Mr. Giansante will be held Saturday, May 14, 1988 at 6 p.m. at the Firemen's Recreation Hall in Elba. Tickets, which include dinner, gratuities, and gift are \$15.00 per person. We would be honored to have you attend.

Please forward your contribution for this "memory book" and/or requests for tickets by May 5, 1988 to:

Mrs. Vi Stokes  
c/o Elba Central School  
Elba, NY 14058  
(Phone: 716-757-9967)

Sincerely,

Jean Ianni  
Public Relations Chairperson

P.S. The attached biographical sketch is for your convenience in composing a response.



# Record Removal Notice



<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 15 April, 1988	<b>Document Type</b> Bio Data			
<b>Correspondents / Participants</b>				
<b>Subject / Title</b> Bio Data of Mr. Giansante (Mr. Conable's friend from New York)				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			

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

BARBER B. CONABLE  
President

May 19, 1988

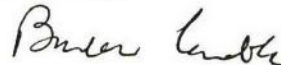
Dear Frank:

Thank you for your letter suggesting that I, as a Director of Pfizer, meet with Dr. Douglas Lawson of the American Health Foundation.

When I accepted the position of President of The World Bank, my contract stipulated that I withdraw from all outside activities so that I could devote my full energies to running this international development institution. Therefore, in July of 1986, I resigned as a Director of Pfizer, as well as my other directorships.

It was good to hear from you and to know you remain actively involved. Best personal wishes.

Sincerely,



Mr. Frank P. Strong, Jr.  
Group Vice President and General Manager  
Diversified Technologies  
Eastman Kodak Company  
Rochester, New York 14650



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

BARBER B. CONABLE  
President

April 7, 1988

Dear Mr. Deputy Minister:

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

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

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

Sincerely,

*Barber Conable*

The Honourable  
G. Pewu Subah  
Deputy Minister of Finance  
for Expenditure and Debt Management  
Ministry of Finance  
P. O. Box 9013  
Broad Street  
Monrovia, Liberia

**International Centre for Settlement of Investment Disputes**

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

Telephone: (202) 477-1234 · Cable: ICSID

April 14, 1988

Re: Maritime International Nominees Establishment (MINE)  
v.  
The Republic of Guinea (ICSID/ARB/84/4)

Dear Professor Sucharitkul,

An arbitral award dated January 6, 1988 was rendered in an ICSID arbitration proceeding instituted by Maritime International Nominees Establishment (MINE) against the Republic of Guinea.

On March 30, 1988, an application for annulment was registered by the Secretary-General.

Pursuant to Rule 52(1) of the ICSID Arbitration Rules, the Secretary-General has requested me to appoint, in accordance with Article 52(3) of the Convention on the Settlement of Investment Disputes between States and Nationals of Other States, the Ad Hoc Committee which will consider this matter. I take pleasure in hereby appointing you to the said Committee.

The Secretary-General, Mr. Ibrahim F.I. Shihata, will be writing to you separately on matters concerning the constitution and working of the Committee. I would be grateful if you could confirm your acceptance of your appointment as soon as possible.

Sincerely,



Barber B. Conable

Chairman of the Administrative Council

Professor Sompong Sucharitkul  
Robert Short Professor of Law  
Notre Dame Law School  
Notre Dame, Indiana 46556

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

BARBER B. CONABLE  
President

May 2, 1988

Dear Governor:

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

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

On a personal note, I hope to have the opportunity of greeting you in Berlin at the time of the Annual Meetings.

Sincerely,



His Excellency  
J. B. Sumarlin  
Minister of Finance  
Ministry of Finance  
Jl. Lapangan Banteng Timur No. 4  
Jakarta, Indonesia

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

BARBER B. CONABLE  
President

April 8, 1988

Dear Mr. Sumita:

It was a great pleasure to meet with you on Friday, April 1. I am especially grateful for the time you gave me despite your busy schedule. I benefitted from listening to your views on the current economic situation.

On behalf of The World Bank, I appreciate the support and cooperation that we have received from you and your staff on the financial operations of the World Bank. Your continued support of our programs are vital as we strive to meet the needs of developing economies in very difficult and trying times.

Thank you for the opportunity to meet with you.

Sincerely,



Mr. Satoshi Sumita  
Governor  
The Bank of Japan  
1-1, Nihonbashi Hongoku-cho 2-chome  
Chuo-ko, TOKYO, Japan 103

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

BARBER B. CONABLE  
President

April 4, 1988

Dear Mr. Minister:

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

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

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

Sincerely,

*Barber Conable*

The Honourable  
George Syrimis  
Minister of Finance  
Ministry of Finance  
Ex-Secretariat Compound  
Nicosia, Cyprus

log out - Chron

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

BARBER B. CONABLE  
President

May 25, 1988

Dear Keith:

I understand you are being honored today for reaching the pinnacle of Scouting. I am sorry not to be able to attend your Court of Honor to congratulate you in person on your becoming an Eagle Scout.

As a former Eagle Scout myself and as a former member of the National Board of the Boy Scouts, I am aware of the hard work involved in achieving this rank and of the impact this will have on your life. Very few Scouts become Eagles, and the diligence and perseverance you have demonstrated mark you as one from whom much can and will be expected. In this sense, being an Eagle Scout is a great responsibility.

As an Eagle many doors will be open to you, but only if you continue to pursue the same high standards of citizenship, education and performance in your life's work. Remember this for the many people -- family, Scouts, teachers and community -- who have helped you along the way.

Congratulations and proud best wishes.

Sincerely,



Mr. Keith S. Szczepanski  
Boy Scout Troop #452  
Rochester, New York

\* Linda

WORLD BANK OTS SYSTEM  
OFFICE OF THE PRESIDENT

CORRESPONDANCE DATE : 88/03/30

DUE DATE : 00/00/00

LOG NUMBER : 880405002           

FROM : Carol Balsley

SUBJECT : Informing BBC that Keith Szczepanski earned the rank of Eagle Scout.

OFFICE ASSIGNED TO FOR ACTION : Mr. B. Conable (E-1227)

*(he has seen)*

ACTION:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

APPROVED

PLEASE HANDLE

FOR YOUR INFORMATION

FOR YOUR REVIEW AND RECOMMENDATION

FOR THE FILES

PLEASE DISCUSS WITH \_\_\_\_\_

PLEASE PREPARE RESPONSE FOR \_\_\_\_\_

*BBC'S*

SIGNATURE

AS WE DISCUSSED

RETURN TO \_\_\_\_\_

COMMENTS : BBC - personal

23 Avanti Drive  
Rochester, New York 14606  
March 30, 1988

The Honorable Barber Conable  
P. O. Box 155  
Alexander, New York 14005

Dear Mr. Conable:

Keith S. Szczepanski, a member of Boy Scout Troop #452, Rochester, New York, has recently earned the rank of Eagle Scout. This distinguished award will be presented to Keith at an Eagle Court of Honor to be held on the evening of Wednesday, May 25, 1988. I would like to ask you to help make this a memorable occasion for him.

Therefore, would you please recognize Keith's accomplishment by sending him a congratulatory letter or certificate.

If you would like to present your letter to Keith personally, please let me know so that your presence is indicated on the program. The ceremony will be held at the Eagles' Club, 1200 Buffalo Road, Rochester, at 7:00 p.m. We would be very proud to welcome you.

We do, however realize that your busy schedule may prevent you from attending. If so, please send your letter to me at the above address and I will see that it is presented to Keith at his Eagle Court of Honor on May 25th.

I have included some information about Keith and his Scouting career on the next page.

Thank you Mr. Conable for your time and consideration.

Very Truly Yours,

Carol A. Balsley  
Advancement Chairman,  
Troop #452  
Phone (716) 235-2226





# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782
<b>Document Date</b> 30 March, 1988	<b>Document Type</b> Bio Data	
<b>Correspondents / Participants</b>		
<b>Subject / Title</b> Bio Data of Mr. Keith S. Szczepanski		
<b>Exception(s)</b> Personal Information		
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.
		<b>Withdrawn by</b> Chandra Kumar
		<b>Date</b> August 07, 2014



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

BARBER B. CONABLE  
President

April 8, 1988

Dear Mr. Prime Minister:

It was a great pleasure to meet with you on Friday morning, April 1. I realize the heavy demands placed upon you and I know how difficult it was for you to set aside the time during the Diet session and the important budget discussions. It would be difficult, if not impossible, to carry out our current and future programs without your political and financial support. We look forward to continued close collaboration with you and your government so that we can meet the needs and objectives of our members.

Best wishes for your continued success in the future.

Sincerely,



Prime Minister Noboru Takeshita  
Prime Minister's Residence  
2-3-1 Nagati-cho  
Chiyoda-ku, TOKYO 100

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

BARBER B. CONABLE  
President

August 3, 1988

Dear Mr. Tenaille:

On the occasion of your retirement, I wish to express my appreciation for your eleven years of dedicated service to the Bank. You must feel proud of the many important contributions you have made to the Bank's operations in the Water Supply and Sanitation sector and in the Treatment of Sewerage and Solid Wastes in Africa.

The high respect and admiration others have for your expertise and your technical competence are well deserved. Through your dedication and commitment to development work, including particularly in the implementation of the Madagascar Cyclone Projects, you have earned the respect of your colleagues and friends in the Bank and in the borrowing countries.

Thank you for your years of service in the Bank and best wishes for good health and happiness in the years ahead.

Sincerely,

*Barber B. Conable*

Mr. Gerard R.L. Tenaille  
c/o The World Bank  
Washington, D.C.



# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 22 June, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Yoshio Terasawa From: Barber B. Conable				
<b>Subject / Title</b> Contract Details				
<b>Exception(s)</b> Personal Information				
<b>Additional Comments</b>		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.		
		<table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			

# OFFICE MEMORANDUM

DATE:

TO: Mr. Timothy T. Thahane, SECGE

FROM: Barber Conable

EXT: 72001

SUBJECT: Report on the Application of the  
1985 Changes to Expatriate Benefits

1. Attached please find the above referenced memorandum entitled "Report on the Application of the 1985 Changes to Expatriate Benefits."

2. It would be appreciated if this memorandum could be circulated to Board Members on a no objection basis. Any questions on the issues raised in the document should be referred to Mr. James Jones, Chief, Employment Programs and Benefits Division (ext. 72661).

Attachment

*Barber B. Conable*

cc: Mr. J. Jones, PEREB

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

BARBER B. CONABLE  
President

MEMORANDUM TO THE EXECUTIVE DIRECTORS

SUBJECT: Report on the Application of the  
1985 Changes to Expatriate Benefits

Background

1. On January 22, and 29, 1985 (XM 85-4 and XM85-5/1), the Executive Directors considered a paper entitled "Review of Expatriate Benefits" (R84-307, dated November 14, 1984) which contained proposals for changes in the rules regarding expatriate benefits.<sup>1</sup> The proposals were accepted by the Executive Directors, and decisions were taken regarding the following six aspects:

- (a) New eligibility criteria for expatriate benefits.
- (b) A new provision for home leave travel on points.
- (c) The introduction of the concept of travel by a reasonable cost effective route.
- (d) The elimination of the excess baggage allowance where "piece rates" apply.
- (e) Modified education travel provisions.
- (f) A provision for special exceptions from the normal age limit for education allowance benefits.

The Executive Directors were informed on January 29, 1985 that the Bank "would, in line with the Fund, carry out a review in three years of the effects of the various changes". The suggestion of a review was made in the context of concerns expressed about the possible effect of the new eligibility rules on the Bank's recruitment endeavors and nationality distribution. Accordingly, this paper provides, for the information of the Executive Directors, a brief review of the experience with the changes introduced in 1985, based on administrative records.

---

<sup>1</sup>/ There are only two benefits that are available exclusively to expatriate staff (as defined by the decision): assistance with education of children and home leave. All other benefits are available equally to U.S. and non-U.S. staff.

Eligibility Criteria for Expatriate Benefits

2. The following decision was taken in 1985:

- "(a) New staff who have held permanent resident status at any time in the 12 months prior to appointment will be ineligible for expatriate benefits irrespective of any change in their visa status unless required by the Bank to take out G(IV) visa status.
- (b) Subject to (c) below, existing expatriate staff, irrespective of visa status, will continue to be eligible for existing benefits and any updating thereof. Entitlement to any new benefits will be decided at the time they are introduced.
- (c) New or existing staff in G(IV) visa status will lose eligibility for expatriate benefits on taking out permanent resident status, except that existing staff who have already formally applied for permanent resident status, or who may do so in the 12 months immediately following the implementation of the new policy, will not lose their eligibility.
- (d) Subject to (a) above, staff in G(IV) visa status at any level will be free to apply for permanent resident status at any time but, with the exception noted in (c) above, will lose eligibility for expatriate benefits at the time they take out permanent resident status."

3. The main concern regarding the new eligibility criteria was the potentially negative effect on the recruitment of staff. It appears, however, that the effect has been negligible. While some candidates for employment may have been surprised to find that their permanent resident status barred them from eligibility for expatriate benefits, there is no indication that the ineligibility for such benefits was a major factor when an offer of employment was declined.

4. Another concern was that staff members who had previously been barred from obtaining permanent resident visas would, after obtaining such status under the new rules, proceed to apply for U.S. citizenship thus changing the nationality distribution of the staff. In this respect, the experience since 1985 is the same as that of earlier years: staff members who have obtained permanent resident visas do not appear to have taken the further step of seeking a change in citizenship; those staff members who obtained resident visas since January 1, 1985 have not yet had an opportunity to seek U.S. citizenship because of the required five-year waiting period.

5. As regards the "grandfathering" provision, the Board's decision provided a one-year grace period starting on January 1, 1985, during which existing staff members could apply for resident status without losing benefits eligibility. Staff members who became eligible to apply for



permanent resident status shortly after the one-year grace period expired would naturally have preferred that the grace period had been longer or that exceptions should be allowed. However, the policy has been administered consistently and no exceptions to the one-year period have been granted, in line with the finding of the Board that permanent resident status was, in principle, incompatible with eligibility for expatriate benefits.

#### Home Leave Travel on Points

6. In the review leading up to the Board decision of January 22, 1985, consideration was given to a number of alternatives for a modification of the home leave policy. Most took the form of increased frequency, such as home leave every 12 months or every 18 months instead of every 24 months. It was felt that such an increase in the frequency could be justified on grounds of the need for expatriates to remain in close contact with their home countries. It was recognized that an outright change in the frequency would be the simplest approach, but such a change was ruled out for cost reasons. Instead, a points system was developed, through which staff members could receive credits toward additional travel by downgrading the class of travel of their normal entitlements. It was understood that this new provision would not lead to any increase in cost to the Bank. Indeed, it was even anticipated that some savings would result.

7. Three years is too short a period on which to base any firm conclusions. So far, since the provision has been introduced, 50 percent of the 15,900 home leave tickets requested under the two-year option have involved downgrading to restricted (19 percent) or unrestricted (31 percent) economy class for the purpose of earning points. Up to now, about 750 tickets (of which 600 were in restricted economy class) have been issued against accumulated points. On the basis of the apparent strong interest in accruing points, it would seem that the system is serving the stated purpose of increasing the frequency of home leave travel. It is too early to assess whether cost savings to the institution will occur over the long term as it appears that some staff are waiting until they have sufficient points for the whole family to travel at one time.

#### Education Travel

8. The purpose of the 1985 Board decision was to provide increased opportunities for family reunions without additional cost to the Bank. The new provision replaced four round-trip tickets in business class per two-year period with two round-trip tickets in full economy class and three round-trip tickets in restricted economy class per two-year period. There were concerns that restricted economy class fares might not be available for all destinations, and the variations in school schedules and travel arrangements handled by young travelers might not be compatible with effective use of restricted fares. These concerns remain to some extent, but the overall assessment is that the new arrangements are working effectively although there are many staff members who do not utilize the

full number of trips and who would prefer the previous system of two business class trips per year. There are sometimes problems of meeting the advance ticketing dates required for less than full fare tickets, especially if a staff member is involved in operational travel at the time the travel request should be processed.

#### Education Allowance

9. The change introduced in January 1985 was a very limited one. Education allowances are normally provided through the academic year during which the child reaches his 24th birthday. It was decided in 1985 to allow this limit to be extended by one academic year for children whose studies had been interrupted by obligatory military service, but otherwise to maintain the age limit of 24. No such case has occurred during the period under review.

#### Staff Association Views

10. Insofar as this report is limited to the administrative aspects of the application of expatriate benefit changes, the Staff Association has no comment at this time on these aspects. However, the Association finds disparate treatment with respect of eligibility for expatriate benefits is, in many cases, having a significant adverse effect on staff morale and warrants a full review. The Association further proposes the experience with home leave, the education travel, and education allowance be more thoroughly examined in the context of the forthcoming management review of the Bank's benefits policies and programs.

#### Conclusion

11. The changes in expatriate benefits, introduced in 1985, are functioning satisfactorily and are not giving rise to difficulties in interpretation. The administration of the new home leave policy, as well as the changes to the education travel benefits have substantially increased the administrative workload, as compared to the previous arrangements. These issues, together with those raised by the Staff Association, will be addressed in the context of a forthcoming management review of the Bank's benefits policies and programs. In the meantime, we will continue to monitor the home leave points system.

*Robert B. Lumb*



# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 03 May, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Timothy T. Thahane, VPS From: Barber B. Conable				
<b>Subject / Title</b> Example of FY89 Budget				
<b>Exception(s)</b> Corporate Administrative Matters				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			

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

BARBER B. CONABLE  
President

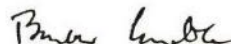
June 29, 1988

Dear Bruce:

I want to thank you for sending me a copy of the Merrill Lynch ad in support of the World Bank. I was aware of Gene Rotberg's positive testimony, and I personally, as well as on behalf of the Bank, am most grateful for this unsolicited support by Merrill Lynch of the Bank's work.

Best personal wishes.

Sincerely,



Mr. Bruce E. Thompson, Jr.  
Vice President  
Director of Government Relations  
Merrill Lynch  
1828 L Street, N.W.  
Suite 906  
Washington, D.C. 20036

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

BARBER B. CONABLE  
President

June 15, 1988

Dear Mr. Thordarson:

I was glad to receive your conclusions from COPAC's meeting here at the Bank on April 7.

We are delighted that COPAC is willing to place someone in Washington to analyze and promote cooperative involvement in Bank-financed projects. Please send Mr. Cernea, in our Agriculture Department, a more detailed proposal. This would include the curriculum vitae of the proposed consultant, the proposed timing of his work here, and outline terms of reference (what specifically he would do for COPAC while in Washington and what you would expect him to bring back to COPAC for your ongoing work).

Cooperatives are clearly important to many aspects of the Bank's work, and we appreciate COPAC's collaboration.

Sincerely yours,



Mr. Bruce Thordarson  
COPAC  
Via delle Terme di Caracalla  
00100 Rome  
ITALY

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

BARBER B. CONABLE  
President

April 21, 1988

Dear Governor Thornburgh:

I have received the notebooks for the last two meetings of the Senior Advisory Committee of the Kennedy Institute of Politics, for which I thank you.

I feel it is time for me to face one of the realities of my current employment -- that the pressures on me in this job will keep me from participating in Senior Advisory Committee meetings in the future, as they have during the past two years. Under the circumstances, and with great appreciation for the forbearance of my colleagues on the Committee and for the honor of having served so long, I feel it is appropriate for me to resign.

The members of the Committee have been extremely friendly, and I regret taking this action. Senator Kennedy himself has been gracious in the extreme.

Please give everyone my sincere thanks for the privilege of serving with them on the Committee and my best personal wishes.

Sincerely,

*Barber Conable*

cc: The Honorable Edward M. Kennedy

The Honorable Dick Thornburgh  
Director  
John F. Kennedy School of Government  
Institute of Politics  
79 John F. Kennedy Street  
Cambridge, Massachusetts 02138

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

BARBER B. CONABLE  
President

June 10, 1988

Dear Dr. Timm:

Mrs. Conable and I want to thank you once again for your generous hospitality during our visit to Bonn. We appreciate particularly the assistance of the German Society for the United Nations in organizing and cosponsoring the lecture and reception at the DIHT. It was indeed a very enjoyable evening.

I hope that we can continue to count on your support, and look forward to even closer cooperation between our organizations in our efforts to promote international development.

Best regards.

Sincerely,



Dr. Helga Timm MdB  
Chairman  
German Society for the  
United Nations (DGVN)  
Poppelsdorfer Alles 55  
5300 Bonn 1  
Federal Republic of Germany

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

BARBER B. CONABLE  
President

May 10, 1988

Dear Vince:

Thank you for your letter and enclosed resume. As far as the World Bank is concerned, the Personnel Department has better knowledge of the skills requirements of the institution and current available positions. I have forwarded your resume to them for consideration and you will be contacted directly if there are openings in your area of expertise.

In my new position, my contacts are more limited and nothing comes to mind at the moment. Nevertheless, I will keep your material in case I hear of an opportunity which might interest you.

Best wishes.

Sincerely,



The Honorable Vincent L. Tofany  
2619 Kingston Point  
Fort Wayne, IN, 46815



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

BARBER B. CONABLE  
President

June 14, 1988

Dear Mr. Tolba:

Thank you for your letter of May 26 enclosing a draft proposal for a joint UN project on sustainable development in a few selected countries. Mr. Warford of our Environment Department will have the opportunity to discuss this proposal with Mr. Mansfield, UNEP's Deputy Executive Director, at the Committee of International Development Institutions on the Environment (CIDIE) meeting next week. We are pleased to collaborate with you in this important initiative.

Sincerely,

*Barber Conable*

Mr. Mostafa K. Tolba  
Executive Director  
United Nations Environment Programme  
P. O. Box 30552  
Nairobi, Kenya

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

BARBER B. CONABLE  
President

June 10, 1988

Dear Mr. Tonkin:

Thank you for your letter of May 23, 1988 concerning the use of sections of the World Bank's World Development Report 1988, at the Commonwealth Parliamentary Conference this September. We are happy to oblige.

I am enclosing the advance copy of WDR 1988 you requested. I ask that you respect the Press Embargo which holds until July 7, 1988. Because you had specifically asked to receive this by June 30, when the embargo still applies, we ask in turn that the volume be used exclusively within the department that will be excerpting it for use in the September conference. In relation to these excerpts, you have our non-exclusive permission to reproduce those sections relevant to the preparation for the upcoming meeting. Please acknowledge the authorship of the World Bank and note that Oxford University Press is the publisher of record.

You might want to refer as well to WDR 1987 (enclosed) because the topic of the GATT, to be discussed by the Commonwealth Ministers, was particularly well covered that year.

In the expectation that the Commonwealth Parliamentary Conference would find a number of copies of the WDR88 useful at its September meeting, I am having an additional shipment sent later.

Sincerely,

*Barber Conable*

Mr. David Tonkin  
Secretary-General  
Commonwealth Parliamentary Association  
7 Old Palace Yard  
Westminster, London  
SW1P3JY

Enclosures

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

BARBER B. CONABLE  
President

April 15, 1988

Dear Mr. Minister:

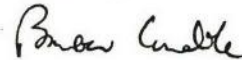
It is indeed good to know that you have been appointed Governor for Sao Tome and Principe on the Board of Governors of The World Bank.

Congratulations!

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

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

Sincerely,



Son Excellence  
Monsieur Teatonio Angelo d'Alva Torres  
Ministre de l'economie et des finances  
B. P. 13  
Avenida 12 de Julho  
Sao Tome, Sao Tome et Principe

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

BARBER B. CONABLE  
President

August 3, 1988

Dear Mr. Tran-Luu:

On the occasion of your retirement, I wish to express my appreciation for your years of dedicated service to the Bank. You must feel proud of the many important contributions you have made to the Bank's operations in the education, training and institutional development sectors.

The high respect and admiration others have for your expertise, your technical competence, your sense of diplomacy and your creativity are well deserved. Your hard work and steadfast commitment to development work will be missed by your colleagues and friends in the Bank and in the borrowing countries, particularly Cameroon, Zaire and Madagascar. Fortunately, I understand that you will be working with the Africa Technical Department for a while as a long-term consultant so that we will continue to benefit from your services.

Thank you for your years of service in the Bank and best wishes for good health and happiness in the years ahead.

Sincerely,

*Barber B. Conable*

Mr. Tran-Luu Cung  
c/o The World Bank  
Washington, D.C.





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

BARBER B. CONABLE  
President

June 1, 1988

Dear Ms. Valentine:

Thank you for letting me know of your desire to apply your talent and experience to the important work of the Bank. Your uncle, Marty Cullen, has also written to tell me of your interest in employment at The World Bank.

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

I appreciate your giving me and the Bank an opportunity to review your application.

Sincerely



cc: Mr. Martin R. Cullen, Jr.

Ms. Jeanne Valentine  
1702 P Street, NW  
Washington, D.C., 20036

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

BARBER B. CONABLE  
President

June 28, 1988

Dear Mr. Minister:

Thank you so much for extending President-elect Borja's gracious invitation to participate in his inauguration. Although I am unable to attend, I have asked our Vice President for Latin America and the Caribbean, S. Shahid Husain, to represent the World Bank at the ceremonies.

Please convey my assurances of respect and esteem and my desire for continued cooperation to Dr. Borja.

Sincerely,



Dr. Rafael Garcia Velasco  
Minister of Foreign Relations  
Avenida 10 de Agosto y Carrion  
Quito, Ecuador

cc: His Excellency  
Ambassador Gustavo Cordovez  
Director General of Protocol  
Ministry of Foreign Relations  
Quito, Ecuador

His Excellency  
Ambassador Mario Ribadeneira  
Embassy of Ecuador  
Washington, D.C. 20009



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

BARBER B. CONABLE  
President

June 10, 1988

Dear Dr. von Dohnanyi:

Thank you for the hospitality extended to Mrs. Conable and me during our recent visit to Hamburg. I was glad that, despite the heavy workload of your last days in office, we were able to meet.

As I mentioned to you, my wife and I were visiting Hamburg for the first time. We were very impressed, not only by the beauty of the city, but also by the warmth and friendliness of the people.

Mrs. Conable and I wish you the very best for the future.

Sincerely,



Dr. Klaus von Dohnanyi  
President of the Senate  
and First Mayor of Hamburg  
Rathaus  
2000 Hamburg 1  
Federal Republic of Germany



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

BARBER B. CONABLE  
President

April 4, 1988

Dear Ron:

I've just returned to my office after two weeks in Asia on Bank business to find your letter of March 18th.

Although I have maintained many of my congressional associations, since joining the Bank my concentration has been on international contacts. For this reason, I am not able to offer any suggestions for a new President and Chief Executive Officer of the U.S. League of Savings Institutions. I'm sorry not to be able to be helpful in your candidate search.

Best personal wishes.

Sincerely,

*Barber Conable*

Mr. Ronald H. Walker  
Managing Director  
Korn/Ferry International  
900 - 19th Street, N.W.  
Washington, D.C. 20006

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

BARBER B. CONABLE  
President

May 16, 1988

Dear Ms. Walsh:

Thank you for your letter following up on our recent meeting.

At my request, Bill Stanton contacted Morgan Guaranty to speak about Elizabeth Littlefield's one-year assignment to work in Africa with your organization. Dennis Weatherstone confirmed that a one-year leave of absence had been granted, that her long-term benefits will be maintained and, on returning from Africa, Ms. Littlefield's reentry rights will be assured. Mr. Weatherstone said that Ms. Littlefield is an outstanding employee and his organization is pleased that she has taken the opportunity to work on this assignment.

I share your confidence that, by providing Banking know-how to entrepreneurial businesses run by women, your company can make a significant contribution to women's work in development.

Sincerely,



Ms. Michaela Walsh  
President  
Women's World Banking  
104 East 40th Street  
New York, NY, 10016

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

BARBER B. CONABLE  
President

April 11, 1988

Mr. Wang Bingqian  
Minister of Finance  
Ministry of Finance  
Beijing  
People's Republic of China

Dear Minister Wang:

I would first like to thank you for your kind invitation to visit China last month. My wife and I greatly appreciated the excellent arrangements made and the hospitality we received in Beijing and elsewhere. We were impressed by the enormous progress in reform and development since our last visit several years ago.

I found our meeting together on March 24 very informative and useful, in particular your comprehensive account of China's economic performance last year and your preview of the 1988 budget and development plan. I was also interested in your description of the Government's proposed fiscal and tax reforms, as well as the planned strengthening of the Ministry of Finance itself. This is a challenging agenda but of fundamental importance to China's overall development and reform efforts.

Turning to Bank/China cooperation specifically, I would like to confirm our agreement that, during the next few months, our respective staffs will start work on the size, content and objectives of a rolling three-year lending program. In addition to establishing an overall financial framework, this program would include understandings covering inter alia: the Government's sectoral priorities for Bank/IDA lending; an appropriate balance between central and provincial government operations covering lending Bank/IDA blend. In this connection, I have asked Mr. Burki to prepare a first draft of this program as a basis for discussion with you and your colleagues. If you agree, Mr. Burki will plan to visit Beijing in October or November for this purpose.

Meanwhile, I expect Bank/IDA lending to China this year (FY1988) to approach \$1.8 billion and to exceed \$2 billion next year (FY1989). We have agreed in this context that the allocation of IDA resources to China will increase to about 15% of the total available worldwide by 1990 and that the Bank/IDA blend will be hardened gradually during this period from 60/40 hitherto. I believe this approach strikes an appropriate balance between China's needs for concessionary financing and those of other member countries, particularly the poorest ones, mainly in Africa, who are unable to borrow on Bank terms.

Finally, I would like to say how impressed I was, on this first visit to China as the Bank's President, by the quality and extent of our relationship. I understand it is you and your colleagues in the Ministry of Finance who were mainly responsible for this excellent state of affairs, and I look forward to working with you in further strengthening Bank/China relations.

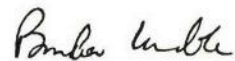
Mr. Wang Bingqian

- 2 -

April 11, 1988

I enclose copies of my letters to Secretary-General Zhao, Premier Li Peng, Vice-Premier Yao and Minister Li Tieying for your information.

Sincerely,



Barber B. Conable  
President

Attachments

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

BARBER B. CONABLE  
President

April 11, 1988

Mr. Wang Liansheng  
Director  
External Finance Department  
Ministry of Finance  
Beijing  
People's Republic of China

Dear Mr. Wang:

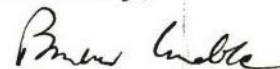
On behalf of Mrs. Conable and myself, I would like to express sincere thanks to you and your staff for the excellent organization of our visit to China last month. We also very much appreciated that you took the time to accompany us on the field trip.

The program arranged for us was extremely useful. I was especially pleased to have the opportunity to meet with Secretary General Zhao Ziyang and Premier Li Peng, given the already pressing demands on their time for activities in the National People's Congress. I was gratified to hear from government leaders expressions of satisfaction with the Bank's activities in China, which we in the Bank share, and also welcomed the frank discussions of China's development priorities and suggestions for how our cooperation might be strengthened.

In my view, one of the most significant outcomes of my visit was the reaffirmation of our mutual effort toward a concrete medium-term program of IBRD/IDA lending. To this end, I have asked the China Department to prepare a paper detailing possible areas for Bank assistance over the next few years in response to develop plan priorities and China's overall external capital requirements. I expect this work to be the basis for a three-year rolling program of lending, which can be reviewed and adjusted periodically by the Bank and the Government. I hope you and your colleagues will attach high priority to this work, as we do, and will undertake preparations for a first discussion of the three-year program later this year.

Finally, let me convey how much we value the Bank's relationship with China, and in particular the good working relations developed over the years with the Ministry of Finance. My colleagues and I are committed to further development of our cooperation.

Sincerely,



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

BARBER B. CONABLE  
President

June 30, 1988

Mr. Willi A. Wapenhans

Willi:

As I mentioned to you during our meeting last week, I support the major principles underlying the retrofit proposals, i.e.:

- the need to resolve health and safety issues;
- increasing the proportion of owned to leased space in downtown Washington and consolidation of Bank facilities within a few blocks;
- the urgency to proceed within the near future; and
- assuming there will be a moderate staff growth over time.

The retrofiting project is one of the most visible decisions to be taken by Bank management this year. It is vital that the documentation prepared for management and for the Board discussion will stand up to expert/shareholder scrutiny. Thus, I wish to proceed with the retrofit proposal to the Board along the following lines:

- (a) ITF and its consultants should explore alternative options spanning the present cost gap between \$75 and \$230 million and submit such alternatives to me and President's Council members as soon as possible. (This should also include the assessment of a limited transfer of support facilities to the suburbs.);
- (b) To ensure that the Board will act on the required budget authorization before the end of this calendar year, the Administration Complex and PBD should present to me and President's Council members an agreed recommendation and a Draft Board Paper in November 1988.



In addition, and considering staff and shareholder sensitivity to this matter, I have asked Bill Stanton to head a review committee which includes representatives from ADM/ITF, PBD and other parts of the Bank. He will employ independent outside experts to:

- (a) determine whether the proposed set of schemes adequately covers the range of alternatives which should be considered;
- (b) review the financial evaluation of the proposed schemes including cost, design and occupancy assumptions;
- (c) assess the proposed phasing of activities and the resulting implementation timetable;
- (d) review the effects on staff resulting from relocation, service disruption, and construction.

Bill Stanton will work very closely with you and your staff and I would appreciate your collaboration. He will be in touch with you and the other members of the review committee shortly to finalize Terms of Reference for the outside experts and a shortlist of firms to be contacted.

*Banker C. Cable*

cc: Members, President's Council

THE WORLD BANK

Office of the President

June 17, 1988

Mr. William Wapenhans

Willi:

I understand you have no support staff on the Support Staff Working Group. Please ensure that this situation is corrected.

*Bamber Cusack*

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

BARBER B. CONABLE  
President

June 7, 1988

Mr. W. A. Wapenhans

Willi:

1. The proposed draft constitutes a good basis of discussion with the Board on the human resource strategy. When finalizing the report, I would appreciate your taking into account the following:

- (a) the report must be more specific about the systems we wish to adopt to meet institutional objectives and manage career development of staff. There clearly is a need for a more systematic approach and close collaboration between the central personnel function and the complexes beyond the principles established in the present draft;
- (b) secondment should be mentioned briefly, restating present Bank policy to employ individuals who meet specific skill requirements on fixed term contracts;
- (c) the report does not warrant a differentiation of IFC or MIGA personnel requirement;
- (d) the report should disclose to the Board the situation of long term contractual staff and state what steps will be taken over the next months to examine and regularize the situation in the next budget cycle;
- (e) you should also consider editing the section on "Resource Implication and Feasibility" to present a balanced assessment of what can be done by the various Departments involved considering the resources available. In addition, a new forward-looking concluding section should be drafted focusing on an implementation plan.

2. The paper is for discussion with the Board. I do not envisage a regular annual update but periodic revisions as circumstances and management objectives evolve.

3. The revised paper should be circulated for comments to the members of the President's Council and my approval before distribution to the Board.

*Barber B. Conable*

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

BARBER B. CONABLE  
President

May 23, 1988

Mr. Willi A. Wapenhans

Willi:

I appreciated the presentation your staff made last week on retrofitting options.

I believe we are not yet ready to go to the Board with a management recommendation, but should proceed with informing the Board members and consulting them about the options currently being studied. As soon as possible, could your staff:

- arrange for an "information" briefing for Board members making it clear that no management recommendation has yet been formulated and other options are still to be costed out;
- reassess the cost assumptions and estimates, if necessary, through independent outside experts. I want to ensure that costs presented under the various options are truly comparable;
- develop the lower cost "D" option (basic retrofit of "D" and "E" Buildings); and
- reassess the disruption of the proposed schemes for staff.

Before the Board seminar, I would like you to review with me once more your strategy for the presentation, i.e., the emphasis put on health and safety, concentration within one city block, ways of minimizing staff dislocation and discomfort, manner of phasing change, etc. Please, give some special thought to the public relations aspect of any recommendations made. I believe "the way we do it" and "when we do it" may be more important than the ultimate recommendation.

*Barber B. Conable*

cc: Members, President's Council  
Messrs. Aguirre-Sacasa, Kohli

**The World Bank**

Washington, D.C. 20433  
U.S.A.

May 23, 1988

Dear Mr. Wapenhans:

Pursuant to Section 7.9 of the Staff Retirement Plan, I should like to reappoint you, as Chairman of the Pension Benefits Administration Committee and an ex-officio member of the Pension Finance Committee. The appointment would be for a term of two years.

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

Sincerely,



Mr. Willi A. Wapenhans  
Senior Vice President, Administration  
Room D-1250

Attachment

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

BARBER B. CONABLE  
President

May 13, 1988

Mr. Willi A. Wapenhans

Willi:

I would like to proceed immediately with the proposed travel cost reduction measures, in particular, negotiations with airlines and improved management guidelines.

Please let me know by c.o.b. Thursday, May 19, what timetable appears to be feasible.

*Barber B. Conable*

cc: Members, Policy Committee

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

BARBER B. CONABLE  
President

May 11, 1988

Mr. Willi A. Wapenhans

Willi:

Following our meeting on reorganization issues, I would like to reconfirm a few points:

- (a) There is an urgent need within the next 1-2 months to come to a decision on the Institution's management information priorities, systems and implementation arrangements. I hope the IMTPC can debate options and advise me on viable alternatives as soon as possible.
- (b) Doubts have been expressed by most Complexes about the usefulness of the decentralized External Affairs function. The Department's new management must be given sufficient time to assess and redress any coordination problems, i.e. any adjustment at this time would be premature. I will review the situation and your recommendations in December 1988.
- (c) I agree in principle that there is a need for an "Organizational Planning and Review" function within the Bank. However, I am not yet sure whether such function should be located in ADM or Personnel. Could you clarify the scope and responsibilities you have in mind.
- (d) I do not plan to request additional funds for reorganization packages unless contracting-out studies show 2-3 year payback periods or similar returns. Accordingly, contracting-out studies should be completed or cut short and more cost-effective actions, such as attrition, etc., should be pursued.

I am very pleased with the support by all Complexes for the decentralized Personnel teams, despite initial controversy. Managers and staff should be congratulated for this success.

The challenge for the ADM/PER Complex, however, remains great. It must be your and Mr. Cosgrove's highest priority to back up the decentralized Personnel Teams with a set of unbureaucratic, fair and responsive institutional policies which reflect the international and intellectual character of the Bank. I expect you to focus with particular urgency on building a credible and effective support system for the Bank's Human Resource function.

*Barber B. Conable*

cc: Members, Policy Committee  
Mr. Cosgrove



# Record Removal Notice

<b>File Title</b> President Barber Conable Chronological Records - Outgoing - Correspondence - M-Z - April 1 - June 30, 1988		<b>Barcode No.</b>  1782782		
<b>Document Date</b> 03 May, 1988	<b>Document Type</b> Memorandum			
<b>Correspondents / Participants</b> To: Mr. Willi A. Wapenhans, SVPEA From: Barber B. Conable				
<b>Subject / Title</b> FY89 Budget				
<b>Exception(s)</b> Corporate Administrative Matters				
<b>Additional Comments</b> Declassification review of this record may be initiated upon request.		<p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b> Chandra Kumar</td><td><b>Date</b> August 07, 2014</td></tr></table>	<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014
<b>Withdrawn by</b> Chandra Kumar	<b>Date</b> August 07, 2014			



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

BARBER B. CONABLE  
President

April 28, 1988

Mr. Wapenhans:

re: Retrofitting Options Paper

Willi, after receiving the budget details I have become aware that it is more urgent than ever to review the paper on the retrofitting options at the Policy Committee and make a decision to proceed.

I understand much preparatory work has been undertaken. Could you circulate a paper to the Policy Committee Members by Monday, May 2, for PC review next Wednesday.



cc: Messrs. Lynn and Kohli

file

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION

# OFFICE MEMORANDUM

DATE: April 22, 1988

TO: Mr. Willi A. Wapenhans, SVPEA

FROM: Barber B. Conable

EXTENSION: 72001

SUBJECT: Human Resource Strategy

The Human Resource Strategy paper has provided a good overview for management consideration. The next step requires management agreement on the priority human resource and personnel management actions and the Board paper.

I request that an outline of the Board paper be prepared and submitted to the Policy Committee by May 3, 1988. This paper should clearly specify the objectives to be pursued by the strategy, define the types of actions considered to pursue the objectives, and indicate priority measures. Within the articulation of a medium-term strategic framework, the paper should address specifically the following Board concerns:

- (i) personnel administration system in decentralized environment as it affects manpower planning, recruitment, career development and training;
- (ii) impact of new system on internal staff mobility; and
- (iii) management efficiency.

The implementation of the human resource strategy requires the commitment of the Board, management and staff of the institution. It is now urgent that a responsive, credible paper be prepared and the action program disseminated and implemented. I would appreciate your mobilizing the necessary staff immediately.

I appreciate your and Mr. Cosgrove's important contribution in this difficult endeavor.

*Barber B. Conable*

cc: Members, Policy Committee  
Mr. Cosgrove

# OFFICE MEMORANDUM

DATE: April 20, 1988

TO: Files

FROM: Josue Tanaka, EXC

EXTENSION: 72101

SUBJECT: Minutes of the Policy Committee of April 20, 1988 (partial)

## Members Present

Messrs. Conable, Hopper, Qureshi, Ryrie, Shihata, Stern, Thahane,

## Acting Member

Mr. Cosgrove

## Other Staff Members

Messrs. Donnelly, Grilli, Hume, Stanton, Tanaka  
Mrs. Haug

## Human Resource Strategy

Mr. Conable noted that the paper was appropriate for the Policy Committee but not for the Board. Within this context, Mr. Conable requested Mr. Cosgrove to answer the questions included in the agenda.

Mr. Cosgrove described briefly the major human resource management issues raised in the paper. Lack of both upward and downward communication was perceived as a basic issue. Management practices and behavior had been identified as a significant issue in terms of the provision of clear signals to evaluate managers according to institutional values. Mr. Cosgrove also considered that there was a need to formulate policies and rules appropriate within the new decentralized environment, to improve manpower planning by linking macro planning at the institutional level with micro planning at the PPR (Personnel Performance Review) level, to establish an integrated approach to recruitment, and to improve career planning and development. Mr. Cosgrove noted that there was a rare opportunity to review and bring change to the Bank/Fund compensation system. Information systems improvements were also necessary to link personnel files with payroll and to improve recruitment sourcing and application tracking. Mr. Cosgrove pointed out that the core/non-core distinction seeks to provide a better definition of staff categories and increased flexibility for managers. According to Mr. Cosgrove, such distinction would allow to deal with the large number of non-regular staff who have been working at the Bank on a continuous basis.

Mr. Conable suggested that the discussion follow in two parts. The first part should deal with the general expectation of Policy Committee members and the Board with regard to the human resource strategy. The

second part should focus on the proposed action program which includes a broad range of detailed measures. Mr. Conable emphasized that managers' commitment was necessary, and that the discussion should focus on measures which will receive support.

General Assessment. Mr. Qureshi welcomed the paper as a broad and well articulated first step. In terms of presentation to the Board, Mr. Qureshi felt that the paper should not give the impression that a new world is being created. The paper should rather describe the existing situation, and indicate clearly the current base which would be strengthened and modified. As an example, Mr. Qureshi mentioned that the issue with the PPR (Personnel Performance Review) was not to change it, but rather to better implement it.

Mr. Stern expressed disappointment at the paper which he considered to be unclear, too broad and unstructured. Mr. Stern warned against the danger of overmanaging and overintellectualizing, and pointed out that the paper seemed to ignore that time is at a premium. Mr. Hopper agreed that the action program would represent a significant burden on managers. While good managers are important, Mr. Stern recommended that the focus of the strategy should be on staff, who represent the bulk of the organization, and not on management.

Mr. Shihata pointed out that the linkages between the proposed actions and objectives, which are intrinsic to the articulation of a strategy, were not clearly established, and that many of the proposed actions were not monitorable. Mr. Shihata emphasized that coordination between the central and decentralized units of personnel needed to be focused up on in order to ensure implementation. Generally, Mr. Shihata noted that the style of the paper had taken away its substance. Mr. Hopper noted the craftsmanship of the paper, but considered that its action-orientation was unclear. Mr. Hopper perceived that the Board did not want a list of broad problems, but was interested in a strategy composed of a coherent set of actionable plans. In his opinion, the document did not constitute a strategy.

Board Paper. Mr. Qureshi considered that the following topics should be covered in the Board paper: manpower planning, recruitment, career development, management accountability and efficiency. In response to the Board expectations, Mr. Stern suggested that the paper should focus on the career stream of staff, including recruitment, training and career development. Mr. Shihata considered that the expectations of the Board had been built up over time, and that some broader strategic statement may be necessary.

According to Mr. Thahane, the Board is expecting the human resource paper to deal with three main issues. First, the paper should describe how personnel administration is currently performed in the decentralized Bank. In particular, Executive Directors are concerned about how institutional objectives are enforced within the new environment. Second, the paper should cover the issues of training and career development. Third, it should address the concern with staff internal mobility following the decentralization of the personnel function. Mr. Ryrie considered that the paper was not adequate for Board

presentation, and that it should cover the points mentioned by Mr. Thahane. The paper did not have material appropriate for Board discussion and mostly represented an agenda.

Employment Policy. Mr. Qureshi warned that the concept of core/non-core staff would create deep concern at the staff level and be perceived as an attempt to create an elite group. Seventy percent of operational staff is currently on regular appointment, and Mr. Qureshi considered that this share should not be significantly diminished given the need to build a stable knowledge base at the Country Department level. Mr. Qureshi recommended that any proposal in this direction should be carefully studied and presented. Mr. Stern recommended that the proposed split of staff into core and non-core categories, as well as the suggested change in pension policy should not be mentioned to the Board at this point.

Mr. Shihata considered that the key distinction in terms of staff category resided in the difference between staff under contract and staff unilaterally and administratively appointed. The core/non-core distinction did not appear relevant as fixed-term staff could be considered as core staff. According to Mr. Shihata, the main concern was to avoid the continuing cover-up of staff with an undefined work status in relation to the Bank. Mr. Shihata also warned that the mention of changes in the compensation system could be interpreted as a compensation system different from that under preparation under Kafka II.

Mr. Hopper mentioned that the concept of core staff had failed in several organizations, and that this topic should be dealt as a separate item of discussion. Mr. Ryrie felt that more work was necessary in relation to the recruitment issue and that the distinction between core and non core staff was artificial. In this respect, Mr. Ryrie stressed that flexibility and compensation were the key elements which could allow the Bank to be more competitive within specific markets.

Accountability. Mr. Stern considered that the faith placed on the notion of accountability represented a basic flaw of the paper. It assumes in particular that the PPR system works and that accountability can be measured for a manager operating with a wide range of objectives. Mr. Cosgrove perceived that the Board is doubting that managers can be held accountable. Mr. Stern perceived that the concept of accountability is too simple and cannot reflect the complex array of objectives and constraints confronting a manager. End year evaluations are based on a composite judgment, and measurement of accountability is very difficult since the Bank is not a bottom line organization.

Mr. Conable stated that Board concerns were more specific than those treated in the paper, and that the strategy would therefore have to be developed in stages. Mr. Conable concluded that a new outline should be prepared to specifically address PC members objectives and Board concerns. Mr. Thahane suggested that an announcement be made to the Board on the timing of the upcoming paper. Mr. Stern noted that a new paper which balances staff and management issues, and focuses on personnel systems would take time to be completed. The paper should consequently be rescheduled for mid-July, and a schedule of papers on specific measures

should be prepared. Mr. Qureshi suggested that an annotated outline be circulated which includes a clear actionable program within an overall strategic framework. Mr. Qureshi recommended that specific measures should be discussed carefully based on more elaborate proposals. Considering the tight time constraint, Mr. Stern considered that strategic considerations should be limited to a short introduction in the Board paper and the focus should be placed on selected personnel policy issues. Mr. Shihata proposed that a consultation process could be established with the Board on the broader strategic directions.

Mr. Conable concluded that an announcement would be made to the Board regarding the preparation of a paper focused on its current concerns. The outline of the report to be presented to the Board, should be prepared for PC consideration as soon as possible using the existing report as a starting point.

Cleared with M. Haug

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

BARBER B. CONABLE  
President

April 12, 1988

Mr. Willi A. Wapenhans

Willi:

Re: 1988 Compensation Review

This is to confirm that I agree that:

- (i) the compensation proposals be based on the existing Kafka I compensation policy and system. Accordingly, the overall salary increases for Bank staff would be 6% for higher level staff and 3.9% for support staff. These increases include a merit element of 2.4%.
- (ii) the presentation of the Bank compensation proposal should follow the discussion of the Fund compensation proposal at the Fund Board.

Please let me have the report to be submitted to the Board Committee on Staff Compensation Issues as soon as available. I plan to see Messrs. Rao Sahib and Keating on this matter next week and would like to coordinate closely with you the upcoming consultation with Board members.

*Barber B. Conable*

cc: Members, Policy Committee

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

*Review*

BARBER B. CONABLE  
President

July 25, 1988

Bowen Wells, Esq., M.P.  
House of Commons  
London SW1A 0AA  
ENGLAND

Dear <sup>*Bruce*</sup> Mr. Wells:

Thank you for your thoughtful letter. The issues you raise are of great importance, and we share your conviction that The World Bank must continue to be at the forefront of the battle against world poverty.

Poverty alleviation has long been and continues to be central to the Bank's work. In many ways the progress achieved in the last forty years by developing countries has been remarkable -- in incomes, health indicators, literacy and other measures of improved welfare. Nevertheless, the problems remain immense; with Third World population pressures, the magnitude of poverty is enormous by any measure, and is growing. The alleviation of poverty will require a concerted, long-term effort by aid donors, international agencies, the private sector and the governments of the developing countries. The World Bank is committed to playing an important role in this cooperative endeavor.

Social Indicators

Your letter stressed the importance of using social indicators to help monitor progress on development. We have been using such indicators for some time in our economic and sector work; we believe they add a valuable dimension to more strictly economic measurements. Moreover, in the context of our lending operations in the social sectors (such as health, education and population), we often set as benchmarks expected future changes in key social indicators. To the extent possible, we then monitor these changes during project implementation, so as to assess the impact of our lending and as a guide in the design of follow-up operations. The Bank is also actively involved in many programs to improve the statistical capability of developing countries, an essential element if greater use is to be made of social indicators in evaluating development progress.

However, a cautionary note is required with regard to the immediate prospects for greatly expanded use of social indicators. While we are sympathetic to the suggestion that we define, together



with our borrowers, social indicator targets and timetables and subsequently plan Bank activities to ensure that these goals are met, a number of difficult issues must still be addressed. Relevant data is often difficult to obtain, and the evidence is frequently limited and unreliable. Moreover, social indicators tend to be meaningful only in a long-term perspective. In addition, the best social data is usually derived mostly from censuses that are typically conducted ten years apart or at even longer intervals. We cannot always await the results of such censuses to guide our operations. Whenever such data can be collected as part of a Bank-supported government program, we shall of course utilize it in our work. We will also do our utmost to advance the capacity of developing countries to design and use effective indicators. We believe that this issue must be given special attention, and we expect that social indicators will play an increasingly important role in our work in the years ahead.

#### IDA Lending

We share your concern about the debt burden of the poorest countries, particularly those in sub-Saharan Africa. For the past several years the Bank has supported an international program of assistance to those low-income, debt-distressed countries undertaking significant adjustment programs. We are pleased that many of the creditor governments have increasingly realized the severity of the situation, and have pledged to take further action. We are working with them, and with others, on a wide range of programs in this area.

As you know, IDA is the largest single multilateral source of concessional assistance for the low-income countries. About 50 percent of the \$12.4 billion in IDA-8 resources is being directed to sub-Saharan Africa. Moreover, the Bank has taken the lead in the past year in mobilizing over \$6 billion in additional cofinancing support for these African countries. The major debt problems faced by these countries are derived from non-concessional loans -- export credits, loans from private financial sources and loans from non-aid sources. We shall continue to encourage flexible approaches by creditors for countries undertaking necessary policy changes.

The terms, conditions and size of IDA are determined by the donor countries in the course of replenishment negotiations. IDA is by no means a static institution. It must constantly adapt to changing perceptions of the types of policies and projects that will produce the most effective forms of development. It must direct its resources to countries where the problems of poverty are the greatest and where resources can be used most efficiently. It must also adapt to the budgetary constraints in the donor countries that influence the availability of resources to the Association. All of these issues are discussed, and ultimately resolved, within the replenishment negotiations.

During the IDA-8 negotiations two years ago, the donors agreed that IDA terms (which had remained unchanged since its inception in the early 1960s) should be hardened, provided that this would enhance the size of the replenishment. Hardening terms, they felt, would lead to a more rapid recycling of IDA resources, thus enhancing the Association's ability to redirect its funds to areas of greatest need. Relatively wealthy countries successfully graduated from IDA status still owed substantial concessional money to IDA because of the great length of IDA loans. Loan maturities thus were shortened from 50 years to 40 years for the least developed IDA-only countries, and to 35 years for other IDA eligible borrowers who, because of their better creditworthiness, receive a blend of IBRD and IDA lending. This was not an easy decision for the donors, but an agreement was reached which significantly expanded IDA resources. I cannot predict the course of the IDA-9 negotiations, but we will be working with the donors to ensure that these negotiations result in an agreement which is in the best long-term interests of the recipient countries.

#### Structural Adjustment

The economic difficulties experienced by most developing countries over this decade have made poverty alleviation a more formidable challenge and a more urgent priority. In the 1970s, the effort to address poverty generally took place in the context of widespread economic growth; today the issue is increasingly how to address poverty in an environment of limited or no growth.

There is broad consensus that the difficult economic conditions of the 1980s require all countries -- developed and developing -- to adjust to new realities. The World Bank has played a critical role in fostering an orderly adjustment process through our advice to borrowers on policy reform. This advice has been supported by substantial lending for adjustment programs and by the mobilization of significant resources from other donors. This two-pronged approach is designed to help put these countries back on the growth path. Economic growth is necessary to the success of long-term efforts to reduce poverty. Experience also demonstrates, however, that growth alone is not sufficient to alleviate poverty. Growth policies must be complemented by a wide array of carefully designed programs and policies which assure that the poor share in the benefits of growth. We contributed to the development of the OECD guidelines for structural adjustment programs, and support their implementation.

The impact of stabilization and adjustment reforms on the poor is now explicitly considered in the design of adjustment programs. Each report to our Board on an adjustment program is required to comment specifically on the program's social impact on the poor. Special measures to protect the poor are increasingly being included in these programs. Social expenditures, particularly in health and education, are being refocused toward the poor. Targeted

cost-effective compensatory programs, particularly in the areas of nutrition and employment, are being designed. We are also encouraging the expansion of policy-based lending in the social sectors as a means of achieving a more lasting poverty impact. Experience has shown that increased expenditures alone are not enough to assure widespread availability of social services. Delivery systems and institutions need to be strengthened, and often reformed; targeting services on the poor must be given special attention, and more emphasis is required on developing innovative and cost-effective means of reaching the poor.

Moreover, the Bank has initiated a Social Dimensions of Adjustment project that explicitly focuses on the effect of adjustment policies on the poor. This project, cofinanced by UNDP, the African Development Bank and others, will include more than two dozen African countries. Each of these countries will receive technical assistance and other resources to build the analytical and statistical capability necessary to improve the design of adjustment operations and to monitor the social effects of adjustment. Compensatory measures will be built into the adjustment programs to benefit and protect the poor during the transition period. Although this project is specifically designed for the Africa region, similar initiatives are underway in other regions on a country-by-country basis.

A significant part of the Bank's research portfolio is currently devoted to improving our understanding of the social consequences of various aspects of adjustment programs. These studies include: the effect on the poor of changes in agricultural prices; the employment and real wage implications of industrial realignment; the possibility of protecting real income through public employment schemes; and options for protecting the poor against the adverse effects of price increases in the social sectors or reductions in government food subsidy programs.

In conclusion and to reiterate, the Bank is dedicated to improving the living standards, economic potential and the prospects of the poor. We have no illusions about the difficulty of the task ahead. Perseverance, dedication, and concerted action by both donors and recipient governments are required. In view of your concern, we look forward to working with you on this urgent undertaking.

With all best wishes.

Sincerely,



Barber B. Conable

Log No. 880628010

JMaguire:dl

bcc: Mr. F. Cassell (EDS)

Mmes. Perera (EXC), Wilcox (EXTDR)

The following 5 M.P.s from England were sent the preceding letter:

The Right Honourable The Lord Oram  
House of Commons  
London SW1A 0AA  
England

Jim Letter, Esq., M.P.  
House of Commons  
London SW1A 0AA  
England

Andrew Smith, Esq., M.P.  
House of Commons  
London SW1A 0AA  
England

Bowen Wells, Esq., M.P.  
House of Commons  
London SW1A 0AA  
England

Tom Clarke, Esq., M.P.  
House of Commons  
London SW1A 0AA  
England

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

BARBER B. CONABLE  
President

June 23, 1988

Dr. Hugo E. F. Werneck  
President  
Centro para a Conservacao da Natureza em  
Minas Gerais  
Rua da Bahia No. 1.148  
Sala 631  
Belo Horizonte, MG

Dear Dr. Werneck,

Thank you for your letter of May 23, 1988 informing us of your organization's interest in expanding the areas of parks and reserves in Minas Gerais using loan funds from the Minas Gerais Forestry Development Project. The project coordinating agency, SEPLAN/MG, informed us of the passage and publication of Resolution No. 4.279 (of July 1, 1987) by the Legislative Assembly of Minas Gerais. This resolution, which approved the subject project, included the clause you have referred to, which called for the "implantation of new areas of reserves for conservation of fauna, flora and scenic areas". SEPLAN/MG has interpreted, and we agree, "implantation" to mean the development of infrastructure for protecting and administering new reserves on land already owned by the State. While we appreciate the value of adding to the relatively small areas of parks and reserves in Minas Gerais, you correctly note that Bank policy does not permit the use of loan funds for that purpose. There is no possibility that we could make an exception to this rule for this project at this time, even for the highly desirable purpose of establishing conservation reserves.

We are aware of the fact that the State of Minas Gerais has lost much of its natural forest areas over the past few decades. It was, in fact, precisely this situation which prompted the Government of Minas Gerais to request Bank assistance in financing a forestry development project for the State. During the nearly two years of preparation and appraisal efforts for this project, the State of Minas Gerais and the Bank made special efforts to assure that the project would contain elements to guarantee a positive environmental impact. As you are probably aware, the project will finance the largest ecological research program in the State's history, including funds for numerous subprojects for the study of species of flora and fauna threatened with extinction. Also, as noted above, the project includes funds for the strengthening of administrative and protective infrastructure for the state parks and reserves of Minas Gerais. Finally, we believe that the reforestation to be financed by the project will help take pressure off the remaining natural forest reserves. These


June 23, 1988

reserves, as you know, have been severely depleted over the past few decades to provide raw material for the charcoal-based steel industry which is so vital in generating employment and income in the State. As the reforestation will be carried out largely on degraded, marginal agricultural lands, it is also expected to reduce erosion significantly. I would suggest that you enter into direct contact with the State Forestry Institute (IEF) which is responsible for the implementation of this conservation component, in order to discuss it in more detail.

Should your group and other Non-governmental groups in Minas Gerais, or indeed other states of Brazil, have specific suggestions for the establishment and administration of state or national parks and other ecologically important reserves, we would be pleased to discuss them with you. May we suggest, however, that you first discuss these ideas with the government institutions responsible for these activities in Minas Gerais and Brazil (i.e., the IEF, IBDF and SEMA). You may be aware that the Bank is working with the federal government (i.e., SEMA) on the preparation of a National Environmental Project which could possibly benefit from your suggestions.

Thank you again for your letter. I hope that this response explains our position and we hope that the project can count on your support. Because of their interest in these matters, I am taking the opportunity to send copies of this letter to Dr. Daniel de Oliveira, Secretario Adjunto, Secretaria de Assuntos Internacionais, SAIN/MINIFAZ, Roberto Messias Franco, Secretario, Secretaria Especial do Meio Ambiente, Dr. Alipio Pires Castelo Branco, Secretary of Planning and General Coordination of Minas Gerais, and Dr. Egidio de Padua Correia, Director General of IEF.

Sincerely,



Barber B. Conable  
President

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

BARBER B. CONABLE  
President

April 29, 1988

Dear Mr. Wheeler:

Thank you for agreeing to act as a Chairman at the symposium that the World Bank and OECD are organizing in Paris, May 26-27. Your experience and knowledge will be particularly valuable in ensuring a good discussion during the session which you will chair.

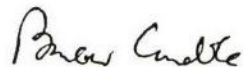
As indicated to you earlier, we are inviting parliamentarians, academicians, NGO representatives and other prominent individuals concerned with broad aspects of world economic development and related policies. In order to give them ample time to participate in the discussion, we hope to structure the length of formal interventions very tightly and look to you to guide the discussion throughout your session.

Mr. Jean-Claude Paye, Secretary General of the OECD, joins me in expressing our appreciation to you for the time you will be devoting to this symposium which we hope will further the debate on the important question of the measures industrialized nations can take to facilitate adjustment and growth in developing countries.

Your role will be crucial to a meaningful outcome of this event, and I trust you can discuss any details of the Symposium with Mr. Timothy Cullen of the European Office, 66 avenue d'Iéna, 75116 Paris (Tel. 47 23 54 21, Telex 620-628, Facsimile 47 20 19 66) on the Bank side, or Dr. Wolfgang Michalski (Tel. 45 24 80 46, Telex 620160 OCDE) on the OECD side.

A copy of the program is attached.

Sincerely,



Mr. Joseph Wheeler  
Chairman  
Development Assistance Committee  
OECD  
Chateau de la Muette  
2, rue André Pascal  
75016 Paris  
France

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

BARBER B. CONABLE  
President

April 21, 1988

Dear Bill:

It was great to hear from you and to learn more about your current activities.

As much as I would like to have the chance to spend some time with you at Old Dominion University and would enjoy the opportunity to participate in your lecture series on foreign policy, my current assignment requires that I remain in Washington during the week. I don't know if it's just that I'm getting older and slower, or whether I've forgotten how hard I worked in Congress, but it seems to me that I've never worked as hard in my life as I am in this job. It's a wonderful opportunity and I'm enjoying it, but it leaves little time for any outside activities.

I'm really sorry not to be able to accept your kind offer, dear friend. It would be great to see you and Janie again, and I hope you will let me know if you ever get back to Washington.

Best personal wishes.

Sincerely,

*Barber Conable*

The Honorable G. William Whitehurst  
401 College Place, Apt. 26  
Norfolk, Virginia 23510



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

BARBER B. CONABLE  
President

June 30, 1988

Dear Dean Wiley:

Thank you so much for your kind invitation to be the keynote speaker at this year's 41st Annual Institute in Los Angeles in January 1989.

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

Please accept my best wishes for a successful meeting.

Sincerely,



Mr. Jerry Wiley  
Vice Dean  
The Law Center  
University of Southern California  
University Park  
Los Angeles, CA 90089-0071

*Chron*

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

BARBER B. CONABLE  
President

June 30, 1988

Dear Mike:

I would like to extend a personal invitation to you to a luncheon for the Ministers of the Western Summit countries and Saudi Arabia during the Annual Meetings in Berlin on Tuesday, September 27, 1988. The time and venue will be provided closer to the date.

This luncheon will provide an opportunity for an informal exchange of views on important issues facing The World Bank Group in responding to the needs of our member countries in the developing world. I am interested to receive the counsel and guidance of our largest shareholders on these issues. The Executive Directors representing the Western Summit countries and Saudi Arabia have indicated that the September 27 date is convenient for most Ministers.

I look forward to seeing you at the Annual Meetings, and hope you will be able to join us at this luncheon. Warm regards,

Sincerely,

*Barber Conable*

The Honourable  
Michael H. Wilson  
Minister of Finance  
Department of Finance  
L'Esplanade Laurier  
14th Floor, East Tower  
140 O'Connor Street  
Ottawa, Ontario K1A 0G5  
Canada

cc: Mr. Frank N. Potter  
Executive Director  
The World Bank

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

BARBER B. CONABLE  
President

May 6, 1988

Dear Alan:

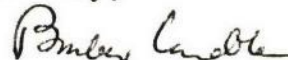
Thank you for sending me a copy of "Privatization & Development". I, too, was sorry to have to miss your reception on March 8th to mark its publication.

This book will be a valuable resource for the World Bank and others involved in development, and the Agency for International Development is to be commended for its active role in promoting the discussion of privatization and other development strategies.

I look forward to reading "Privatization & Development" and will share it with others here at the Bank, as well.

My thanks, and personal best wishes.

Sincerely,



The Honorable Alan Woods  
Administrator  
U.S. Agency for International Development  
Washington, D.C. 20523

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

BARBER B. CONABLE  
President

April 11, 1988

Mr. Zhang Wucong  
Vice-Governor  
Gansu Provincial Government  
Lanzhou, Gansu  
People's Republic of China

Dear Vice-Governor:

I wish to thank you and your colleagues for the excellent arrangements made for my recent visit to Gansu Province as well as the kind hospitality extended to my wife, my colleagues and me. I was especially grateful that you and Vice Governor Lui Shu took time from your very busy schedule to accompany us on our visit to Dingxi County.

Our trip to Dingxi was certainly one of the highlights of our visit to China and left a very strong impression on all of us. It reminds us that despite the remarkable progress that has been made in recent years, very serious problems of poverty and backwardness remain in some parts of China. More important, I was very impressed by the work that the provincial and local authorities are doing to provide a minimum level of subsistence to the population and to overcome some aspects of the harsh natural conditions under which they live and work. I am very pleased that the World Bank is an active partner in your effort, through its support for the Yindarnqin irrigation project and the Loess Plateau rehabilitation project.

It is obvious however that given the limited natural potential, the problem of poverty in Dingxi County cannot be solved there alone. I believe your plan to develop the Hexi corridor for resettlement of population from Dingxi and other poverty areas makes a great deal of sense. If the Government chooses to propose this project for Bank financing, we shall certainly study it with great interest. Whether through the possible Hexi or other projects, it is my hope that our cooperation with Gansu will continue and extend beyond those projects already approved.

Please convey my thanks also to Party Secretary Li Zhiqi, who hosted the dinner for me, and all the other officials of the provincial government who made our visit such a pleasant and fruitful experience.

Sincerely,

*Barber Conable*



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

*Ms. Perera*

BARBER B. CONABLE  
President

July 21, 1988

Senator Olive Zakharov  
Parliament of Australia  
Parliament House  
Canberra A.C.T. 2600  
AUSTRALIA

Dear Madam:

Thank you for your thoughtful letter. The issues you raise are of great importance, and we share your conviction that The World Bank must continue to be at the forefront of the battle against world poverty.

Poverty alleviation has long been and continues to be central to the Bank's work. In many ways the progress achieved in the last forty years by developing countries has been remarkable -- in incomes, health indicators, literacy and other measures of improved welfare. Nevertheless, the problems remain immense; with Third World population pressures, the magnitude of poverty is enormous by any measure, and is growing. The alleviation of poverty will require a concerted, long-term effort by aid donors, international agencies, the private sector and the governments of the developing countries. The World Bank is committed to playing an important role in this cooperative endeavor.

Social Indicators

Your letter stressed the importance of using social indicators to help monitor progress on development. We have been using such indicators for some time in our economic and sector work; we believe they add a valuable dimension to more strictly economic measurements. Moreover, in the context of our lending operations in the social sectors (such as health, education and population), we often set as benchmarks expected future changes in key social indicators. To the extent possible, we then monitor these changes during project implementation, so as to assess the impact of our lending and as a guide in the design of follow-up operations. The Bank is also actively involved in many programs to improve the statistical capability of developing countries, an essential element if greater use is to be made of social indicators in evaluating development progress.

However, a cautionary note is required with regard to the immediate prospects for greatly expanded use of social indicators. While we are sympathetic to the suggestion that we define, together

with our borrowers, social indicator targets and timetables and subsequently plan Bank activities to ensure that these goals are met, a number of difficult issues must still be addressed. Relevant data is often difficult to obtain, and the evidence is frequently limited and unreliable. Moreover, social indicators tend to be meaningful only in a long-term perspective. In addition, the best social data is usually derived mostly from censuses that are typically conducted ten years apart or at even longer intervals. We cannot always await the results of such censuses to guide our operations. Whenever such data can be collected as part of a Bank-supported government program, we shall of course utilize it in our work. We will also do our utmost to advance the capacity of developing countries to design and use effective indicators. We believe that this issue must be given special attention, and we expect that social indicators will play an increasingly important role in our work in the years ahead.

#### IDA Lending

We share your concern about the debt burden of the poorest countries, particularly those in sub-Saharan Africa. For the past several years the Bank has supported an international program of assistance to those low-income, debt-distressed countries undertaking significant adjustment programs. We are pleased that many of the creditor governments have increasingly realized the severity of the situation, and have pledged to take further action. We are working with them, and with others, on a wide range of programs in this area.

As you know, IDA is the largest single multilateral source of concessional assistance for the low-income countries. About 50 percent of the \$12.4 billion in IDA-8 resources is being directed to sub-Saharan Africa. Moreover, the Bank has taken the lead in the past year in mobilizing over \$6 billion in additional cofinancing support for these African countries. The major debt problems faced by these countries are derived from non-concessional loans -- export credits, loans from private financial sources and loans from non-aid sources. We shall continue to encourage flexible approaches by creditors for countries undertaking necessary policy changes.

The terms, conditions and size of IDA are determined by the donor countries in the course of replenishment negotiations. IDA is by no means a static institution. It must constantly adapt to changing perceptions of the types of policies and projects that will produce the most effective forms of development. It must direct its resources to countries where the problems of poverty are the greatest and where resources can be used most efficiently. It must also adapt to the budgetary constraints in the donor countries that influence the availability of resources to the Association. All of these issues are discussed, and ultimately resolved, within the replenishment negotiations.

During the IDA-8 negotiations two years ago, the donors agreed that IDA terms (which had remained unchanged since its inception in the early 1960s) should be hardened, provided that this would enhance the size of the replenishment. Hardening terms, they felt, would lead to a more rapid recycling of IDA resources, thus enhancing the Association's ability to redirect its funds to areas of greatest need. Relatively wealthy countries successfully graduated from IDA status still owed substantial concessional money to IDA because of the great length of IDA loans. Loan maturities thus were shortened from 50 years to 40 years for the least developed IDA-only countries, and to 35 years for other IDA eligible borrowers who, because of their better creditworthiness, receive a blend of IBRD and IDA lending. This was not an easy decision for the donors, but an agreement was reached which significantly expanded IDA resources. I cannot predict the course of the IDA-9 negotiations, but we will be working with the donors to ensure that these negotiations result in an agreement which is in the best long-term interests of the recipient countries.

#### Structural Adjustment

The economic difficulties experienced by most developing countries over this decade have made poverty alleviation a more formidable challenge and a more urgent priority. In the 1970s, the effort to address poverty generally took place in the context of widespread economic growth; today the issue is increasingly how to address poverty in an environment of limited or no growth.

There is broad consensus that the difficult economic conditions of the 1980s require all countries -- developed and developing -- to adjust to new realities. The World Bank has played a critical role in fostering an orderly adjustment process through our advice to borrowers on policy reform. This advice has been supported by substantial lending for adjustment programs and by the mobilization of significant resources from other donors. This two-pronged approach is designed to help put these countries back on the growth path. Economic growth is necessary to the success of long-term efforts to reduce poverty. Experience also demonstrates, however, that growth alone is not sufficient to alleviate poverty. Growth policies must be complemented by a wide array of carefully designed programs and policies which assure that the poor share in the benefits of growth. We contributed to the development of the OECD guidelines for structural adjustment programs, and support their implementation.

The impact of stabilization and adjustment reforms on the poor is now explicitly considered in the design of adjustment programs. Each report to our Board on an adjustment program is required to comment specifically on the program's social impact on the poor. Special measures to protect the poor are increasingly being included in these programs. Social expenditures, particularly in health and education, are being refocused toward the poor. Targeted



cost-effective compensatory programs, particularly in the areas of nutrition and employment, are being designed. We are also encouraging the expansion of policy-based lending in the social sectors as a means of achieving a more lasting poverty impact. Experience has shown that increased expenditures alone are not enough to assure widespread availability of social services. Delivery systems and institutions need to be strengthened, and often reformed; targeting services on the poor must be given special attention, and more emphasis is required on developing innovative and cost-effective means of reaching the poor.

Moreover, the Bank has initiated a Social Dimensions of Adjustment project that explicitly focuses on the effect of adjustment policies on the poor. This project, cofinanced by UNDP, the African Development Bank and others, will include more than two dozen African countries. Each of these countries will receive technical assistance and other resources to build the analytical and statistical capability necessary to improve the design of adjustment operations and to monitor the social effects of adjustment. Compensatory measures will be built into the adjustment programs to benefit and protect the poor during the transition period. Although this project is specifically designed for the Africa region, similar initiatives are underway in other regions on a country-by-country basis.

A significant part of the Bank's research portfolio is currently devoted to improving our understanding of the social consequences of various aspects of adjustment programs. These studies include: the effect on the poor of changes in agricultural prices; the employment and real wage implications of industrial realignment; the possibility of protecting real income through public employment schemes; and options for protecting the poor against the adverse effects of price increases in the social sectors or reductions in government food subsidy programs.

In conclusion and to reiterate, the Bank is dedicated to improving the living standards, economic potential and the prospects of the poor. We have no illusions about the difficulty of the task ahead. Perseverance, dedication, and concerted action by both donors and recipient governments are required. In view of your concern, we look forward to working with you on this urgent undertaking.

With all best wishes.

Sincerely,



Barber B. Conable

Log No. 880624016

JMaguire:dl

bcc: Mr. M. A. Sherwin (EDS)

Mmes. Perera (EXC), Wilcox (EXTDR)

In addition to Senator Zakharov, the following MPs were sent the preceding letter:

Mr. Philip Maxwell Ruddock, M.P.  
Parliament of Australia  
Parliament House  
Canberra A.C.T. 2600  
Australia

Mr. Gordon Neil Bilney, M.P.  
Parliament of Australia  
Parliament House  
Canberra A.C.T. 2600  
Australia

Mr. Ralph Hunt, M.P.  
Parliament of Australia  
Parliament House  
Canberra A.C.T. 2600  
Australia

The Honorable John Langmore, P.C., M.P.  
Parliament of Australia  
Parliament House  
Canberra A.C.T. 2600  
Australia

Mr. John Randall Sharp  
Parliament of Australia  
Parliament House  
Canberra A.C.T. 2600  
Australia

Mr. Robert E. Tickner, M.P.  
Parliament of Australia  
Parliament House  
Canberra A.C.T. 2600  
Australia

Senator Robert Hill  
Parliament of Australia  
Parliament House  
Canberra A.C.T. 2600  
Australia

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

BARBER B. CONABLE  
President

April 11, 1988

Ms. Hua Xiaofeng  
World Bank Resident Mission  
Beijing  
People's Republic of China

Dear Ms. Hua:

Both of us would like to express our sincere thanks to you for accompanying us during our visit to China last month.

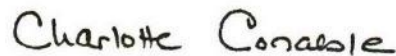
We felt fortunate to have your guidance on the many activities in which we participated. Your excellent skills in interpreting facilitated efficient and clear communication during our meetings, and we valued the background information and answers to our many questions, which you provided throughout the visit.

Indeed, you are a strong asset to Mr. Lim's team, and we are pleased to have you associated with the Bank's work in China. We both hope very much there will be opportunity for us to meet again.

Sincerely,



Barber B. Conable



Charlotte Conable

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

BARBER B. CONABLE  
President

April 11, 1988

Dear Mr. Yamaguchi:

My wife and I valued your gesture of friendship and the beautiful bouquet of roses you sent to us when we were in Tokyo.

I enjoyed the opportunity, at lunch on April 1, to discuss the Bank's financial operations and other issues of mutual concern. The support of your institution is vital in carrying out the Bank's programs successfully. Thank you for making the time to attend this occasion.

Best wishes.

Sincerely,



Mr. Yoshio Yamaguchi  
Chairman  
The Yasuda Trust and  
Banking Company Limited  
2 - 1, Yaesu 1-chome  
Chuo-ku, Tokyo, Japan 103

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

BARBER B. CONABLE  
President

April 11, 1988

Vice-Premier Yao Yilin  
Chairman  
State Planning Commission  
Beijing  
People's Republic of China

Dear Vice-Premier Yao:

I was grateful for the opportunity to meet with you in Beijing last month to exchange views on recent economic developments in China and, in particular, on the Bank's role in the country's modernization and reform efforts.

I appreciated your comments about the excellent state of Bank/China relations and I agree with you that we must continue to strengthen them further.

In this context, I was pleased that we have agreed specifically to prepare together during the next few months a concrete medium-term program for Bank/IDA lending. This program, in addition to providing a more systematic framework for the improved coordination and management of our lending relationship, will permit China's planning authorities to prepare their annual capital investment programs, and the 8th Five Year Plan (1991-95) specifically, on the basis of a known and stable source of foreign capital. It will also enable the Bank's management to plan better the financial, as well as the substantial internal budget and staff resources required for its activities in China, one of its largest borrowers.

In this latter connection, I understand that Bank/IDA lending to China will probably reach about \$1.8 billion this year (FY1988) and exceed \$2 billion next year (FY1989). Regarding IDA, and following Mr. Qureshi's discussions with you and your colleagues last September, we have agreed that China's allocation will be increased to about 15% of the total IDA resources available world-wide by 1990, on the understanding that the Bank/IDA blend will also be hardened from the current 60/40 ratio in effect hitherto. Given the limited resources available overall, I believe, and hope you agree, that these arrangements strike an appropriate balance between China's needs for concessionary financing and those of other member countries, particularly the poorest ones, mainly in Africa, who are unable to borrow on the Bank terms.

I look forward to the further strengthening of Bank/IDA relations in support of China's economic and social development efforts.

Sincerely,



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

BARBER B. CONABLE  
President

April 11, 1988

Mr. Zhu Yuezhi  
Vice-Mayor  
Shenzhen Special Economic Zone  
Shenzhen, Guangdong  
People's Republic of China

Dear Vice-Mayor:

I am grateful for the arrangements you and your colleagues made for my recent brief visit to Shenzhen. My short tour of the city left me with a strong impression of a dynamic and rapidly changing city.

I am glad that we have initiated our cooperation with Shenzhen with the recent IFC loan to the Shenzhen bicycle plant. Given Shenzhen's leading role in attracting direct foreign investment, I am sure there will be more opportunities for such cooperation. As part of a collaborative study with the System Reform Commission, a World Bank team will also be visiting Shenzhen shortly to study your pioneering attempts at enterprise reform.

I wish you all the best in your important task of managing this very interesting experiment of Shenzhen.

Sincerely,

*Barber Conable*

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

BARBER B. CONABLE  
President

April 11, 1988

Mr. Zhao Ziyang  
Secretary-General  
Chinese Communist Party  
Beijing  
People's Republic of China

Dear Secretary-General Zhao:

I was extremely grateful for the opportunity to meet with you in Beijing last month. The fact that you also made the time available--on the opening day of the 7th National People's Congress--to accept our invitation to dinner symbolized your personal interest in, and support for the Bank's activities in China, which we greatly appreciate.

I was especially interested in your analysis of both the prospects and the problems of current economic development and reform efforts. Economic growth and system reform are inextricably linked in any large country and in China, at this crucial stage, an appropriate balance between the two will be very difficult to strike. However, I am confident that, with your wise counsel, the leadership and Government of China will be equal to the task.

Regarding the Bank's activities in China, we in the Bank share your satisfaction, and that of the Government with the excellent progress of our relations to date. We attach great importance to the economic and sector studies already undertaken and those planned during the next three years; and we, particularly value the participation of the cooperating agencies concerned. As before, our economic studies will be focussed on issues of relevance to policymakers in China and we hope they will find our work helpful in their consideration of the most urgent issues, such as the relationship between economic growth and inflation which you mentioned at our meeting.

Regarding our financial cooperation, we intend during the next few months to prepare a three-year rolling program. This program will incorporate mutual understandings inter alia with respect to the Government's sectoral priorities for Bank/IDA assistance, an appropriate balance between central and provincial government operations covering sector as well as individual investment projects lending. If requested, your interest in a policy-based loan to support China's export promotion and development strategy could be considered in this context.

Finally, let me say how impressed I was, during my brief visits to Gansu, Jiangsu, Shanghai, Guangzhou and Shenzhen, with the enormous progress in reform and development since my last visit (in a different capacity) several years ago. I was also reminded of China's enormous regional diversity and the remaining poverty and backwardness in areas such as Gansu. I wish to assure you that the Bank would be fully committed to working with the Government in efforts to alleviate poverty in such areas.

Mr. Zhao Ziyang

- 2 -

April 11, 1988

We in the Bank have appreciated your support of our modest contribution to China's development efforts and hope it will continue in your new capacity.

Sincerely,



Barber B. Conable  
President