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THE WORLD BANK

Washington, D.C.

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Correspondence - Volume 1

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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

CP file - UNICEF

March 28, 1989

Dear Wadi:

I refer to Mr. Mayor's letter of March 1, 1989 to Mr. Conable and enclose, as requested, a signed copy of the Minutes of the Heads of Agency meeting of February 6, 1989.

Sincerely,



Alexander Shakow
Director

Strategic Planning and Review Department

Mr. Wadi Haddad
Executive Secretary
World Conference on Education for All
UNICEF House
Three United Nations Plaza
New York, N.Y. 10017

Attachment

cc: Mrs. Hamilton

CBoucher/pp



united nations educational, scientific and cultural organization
organización de las naciones unidas para la educación, la ciencia y la cultura
organisation des nations unies pour l'éducation, la science et la culture

7, place de Fontenoy,
75700 PARIS

telephone: national (1) 45.68.10.00
international + (33.1) 45.68.10.00
cables: Unesco Paris
telex : 204461 Paris
270602 Paris

The Director-General

reference :

DG/1.3/EFD/UNF/89/B/84

- 1 MAR 1989

Dear Barber,

I am pleased to enclose the Minutes of our meeting of 6 February, concerning the Interagency initiative on the World Conference on Education for All, and recording our decisions taken at that time.

Considering that the Minutes constitute the basis of the agreement among the four agencies - UNDP, Unesco, UNICEF, the World Bank - to proceed with the initiative, in order to indicate your concurrence, I would ask you kindly to sign this document and return a copy of the signed page to Mr Wadi Haddad, Executive Secretary, at UNICEF House in New York.

I look forward to the close co-operation of our four agencies in preparing and holding this Conference, and even more so, in leading the worldwide assault on illiteracy and ignorance which it is to herald. The period ahead is one of unique challenge and opportunity for us all.

Yours sincerely,

Federico Mayor

Mr. Barber Conable
President
World Bank
1818 H Street, N.W.,
Washington, D.C. 20433
U.S.A.

cc: Mr. Wadi Haddad

World Conference on Education for All -

Meeting Basic Learning Needs

Meeting of Heads of Sponsoring Agencies

(UNDP-Unesco-UNICEF-World Bank)

6 February 1989

Location: Office of the President
World Bank
E Building
701 19th Street, N.W.,
Washington, D.C.

Time: 12:00 noon

Chairman: Mr. Federico Mayor

Present:	UNDP	Messrs. William F. Draper III and Frank Hartvelt
	Unesco	Messrs. Federico Mayor, Dieter Berstecher and Andri Isaksson
	UNICEF	Messrs. James P. Grant and Nigel Fisher
	World Bank	Messrs. Barber B. Conable, W. David Hopper, V. Rajagopalan and Wadi D. Haddad

Agenda

1. Scope of the inter-agency initiative
2. Targets by the Year 2000
3. Title of the Conference
4. Management Structure
5. Date, venue of conference
6. Budget contribution
7. Associate sponsorship
8. Events involving Heads of agencies
9. Next steps
10. Host Agency
11. Appointments and designations
 - Executive Secretary
 - Special representatives

Minutes

The meeting convened at 12:00 in the conference room of the World Bank President. It was unanimously agreed that Mr. Mayor act as chairman of the meeting.

The following minutes summarize the agreed conclusions of the assembled agency heads. Annex 1 (attached) constitutes the full text of the recommendations of the Working Group, as amended and unanimously approved by the heads of agencies.

Agenda Item and Corresponding Action Taken

1. Approved as recommended by the Working Group.
2. Targets approved as recommended by the Working Group, but with target 2.1 amended to read:

Primary education	Each country will strive to ensure that at least 80% of all 14-year-old boys and girls attain a common level of learning achievement for primary education, set by the respective national authorities.
-------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

3. Conference title selected:

World Conference on Education for All - Meeting Basic Learning Needs.

4. Management structure. Recommendations approved with the following amendments:
 - a. Reordering of text - as indicated in annex 1.
 - h. Specific amendments.

Executive Committee - paragraph added to text to read:
"Upon the request of any one agency member of the Executive Committee, and when endorsed by the head of that agency, an issue may be raised to the heads of agencies for consideration."

Executive Secretary - first sentence amended to read:
"The Executive Secretary will be responsible, through the Executive Committee, to the heads of the sponsoring organisations for the overall preparation and organisation of the conference."

Steering Group - Sentence added to read "The agenda for meetings of the Steering Group will be proposed by the Executive Secretary, and approved by the Executive Committee."

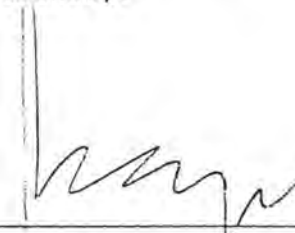
Organisation chart (page 7 of Annex 1) - adjusted to reflect line of responsibility from the Executive Secretary to the Heads of Agencies, through the Executive Committee.

5. Conference dates specified as 5-9 March 1990, location: Bangkok.
6. Approved as recommended, with the amendment that the four sponsoring agencies be designated as "Sponsors".
7. Approved as recommended, with the amendment that associate sponsors will henceforth be referred to as "Co-sponsors".
8. Endorsed as recommended.
9. Noted as presented.
10. Approved as recommended.
11. Mr. Wadi Haddad unanimously appointed as Executive Secretary of the Interagency Commission. Names of potential Special Representatives are to be proposed to heads of agencies by the Executive Secretary in due course.

At the conclusion of the meeting, the heads of agencies issued a press release marking the occasion (Annex 2 attached).


Minutes approved and dated:

William F. Draper III
Administrator
UNDP



Federico Mayor
Director-General
Unesco

James P. Grant
Executive Director
UNICEF



Barber B. Conable
President
World Bank

UNDP-Unesco-UNICEF-World Bank Interagency Initiative
(World Conference on Education for All - Meeting Basic Learning Needs)
Heads of Agencies Meeting - Washington, D.C.

6 February 1989

Proposals from Working Group of 30-31 January 1989
as amended and unanimously approved by Heads of Agencies
(paragraph numbers reflect Agenda items)

1. Scope

1.1 The conference should advocate a two-channel approach to meeting the basic learning needs for all:

a. Good quality primary education for all school-age children based on learning achievement rather than years of schooling within the framework of the following principles:

- Primary schooling can take the form of different modes of delivery - formal schools, traditional centres of learning, community centres, etc. - but should be unitary in its outcome of standards and potential for further education (No dual or dead-end systems).
- Certain programmes equivalent to primary schooling may be provided to out-of-school youth providing second chance learning for those who missed formal schooling earlier.
- Primary schooling is a minimum foundation on which countries should gradually and systematically build networks of further education and training.

b. Basic knowledge and skills that allow adults to improve their quality of life and their opportunities to participate in and benefit from social and economic development. Such education, recognising the universal aspirations for literacy, will take many forms of literacy training, skill training, and specialized packages of knowledge on topics such as health, nutrition, safe water, child rearing, etc.

1.2 Progress towards achieving basic learning goals will in many countries require mobilizing additional public and private resources. Efficiency and equity considerations suggest that primary education should have a priority claim on public resources. In the present constrained resource environment, community and other private resources and external aid will have to be mobilized to complement public funds in order to fund adequately a good quality primary education system, that reaches out to all children.

1.3 Similarly, public funding for adult education will continue to be limited. But there is significant scope for mobilizing non-governmental resources - national and international - to support adult education and training. The active involvement of communities and NGOs has been demonstrated to be particularly effective in implementing adult education programmes.

2. Targets by 2000

2.a Primary education Each country will strive to ensure that at least 80% of all 14-year-old boys and girls attain a common level of learning achievement for primary education, set by the respective national authorities.

2.b Access to basic skills and knowledge for all.

2.c Massive reduction of illiteracy

- targets . prioritised by age and sex and other criteria

- . set by each country

3. Conference Title

World Conference on Education for All

- Meeting Basic Learning Needs -

4. Management Structure - Interagency Commission

World Conference on Education for All

It is essential to streamline the management structure to allow expeditious decision making and a rapid build-up of momentum in the mobilization of support for the Conference goals. We propose therefore an Interagency Commission that would be responsible for preparing, promoting and organizing the Conference with a structure as depicted in the attached organization chart. Specific responsibilities and functions are discussed below.

Heads of Agency

The Heads of the sponsoring Agencies will:

- provide leadership to the Conference
- approve management structure, the budget framework, the overall work plan for the preparatory year and the plans for the Conference;
- approve draft Charter, draft International Plan of Action, and the Main Working Document;
- advocate and mobilize support internationally and within their agencies.

The Heads of Agencies will meet as needed, under the chairmanship of Unesco.

Executive Committee

The Executive Committee will comprise one staff member and up to two alternates from each of the sponsoring agencies, with each sponsoring agency having one vote.

The Executive Committee will approve policies, budgets, operational plans and matters that are to be presented to the Heads of Agencies.

The Executive Committee will meet about every two to three months, or as needed, during the preparation period, under alternating chairmanship.

Upon the request of any one agency member of the Executive Committee, and when endorsed by the head of that agency, an issue may be raised to the heads of agencies for consideration

Executive Secretary

The Executive Secretary will be responsible, through the Executive Committee, to the Heads of the sponsoring organizations for the overall preparation and organization of the Conference. His/her responsibilities will include, inter alia:

- ensuring proper management of the approved workplan and budget, by convening and preparing for the regular meetings of the Executive Committee, signing contracts, authorizing financial commitments and payments from the approved Conference budget;
- managing the work of the Secretariat;
- identifying the representation programme of the special representatives and providing them with the necessary background briefings;
- co-ordinating closely with the staff designated by each Agency to prepare and promote the Conference;
- presenting for approval by the Heads of the sponsoring agencies

a workplan and budget, and periodic progress reports;

- convening the Steering Group for the World Conference;
- undertaking such other assignments related to the Conference as may be decided by the Heads of Agencies.

Secretariat

The Secretariat will be headed by the Executive Secretary and be responsible for the implementation of all decisions related to the preparation, promotion and organization of the Conference. It will comprise Assistant Executive Secretaries, several support staff and consultants.

The Secretariat will also provide logistical support to the Special Representatives

Local Arrangements Group

A local group including regional and local agency staff will be constituted to carry out the implementation of local arrangements in coordination with the host country. The chairman of this group will report to the Executive Secretary.

Steering Group

The Steering Group will comprise representatives of donor agencies, scholars and officials from developing and industrialized countries, as well as the Special Representatives. It will:

- review draft technical papers and findings of specialist groups;
- review and advise on draft Charter and Plan of Action;
- assist in mobilizing the international community.

The agenda for meetings of the Steering Group will be proposed by the Executive Secretary and approved by the Executive Committee.

Special Representatives

Several Special Representatives will be appointed. They will be responsible for building an international consensus and broad based support for the goals of the Conference. Specifically, their tasks will include:

- representing the Commission in regional conferences and other major events during the pre-Conference period;
- visiting countries with a view to briefing governments about the World Conference and enlisting their support;
- participating in the meetings of the Steering Group.

Host Agency

One of the sponsoring agencies will be designated as a host agency for the processing of transactions and appointments, and for providing the physical location and the logistical structure for the Secretariat. Staff recruited from other agencies for the Secretariat will be outposted in the host agency.

Recruitment

The Executive Secretary will be a senior staff member of one of the Sponsoring Agencies. He will be appointed jointly by the Heads of Agencies with a minimum status of D2/Director.

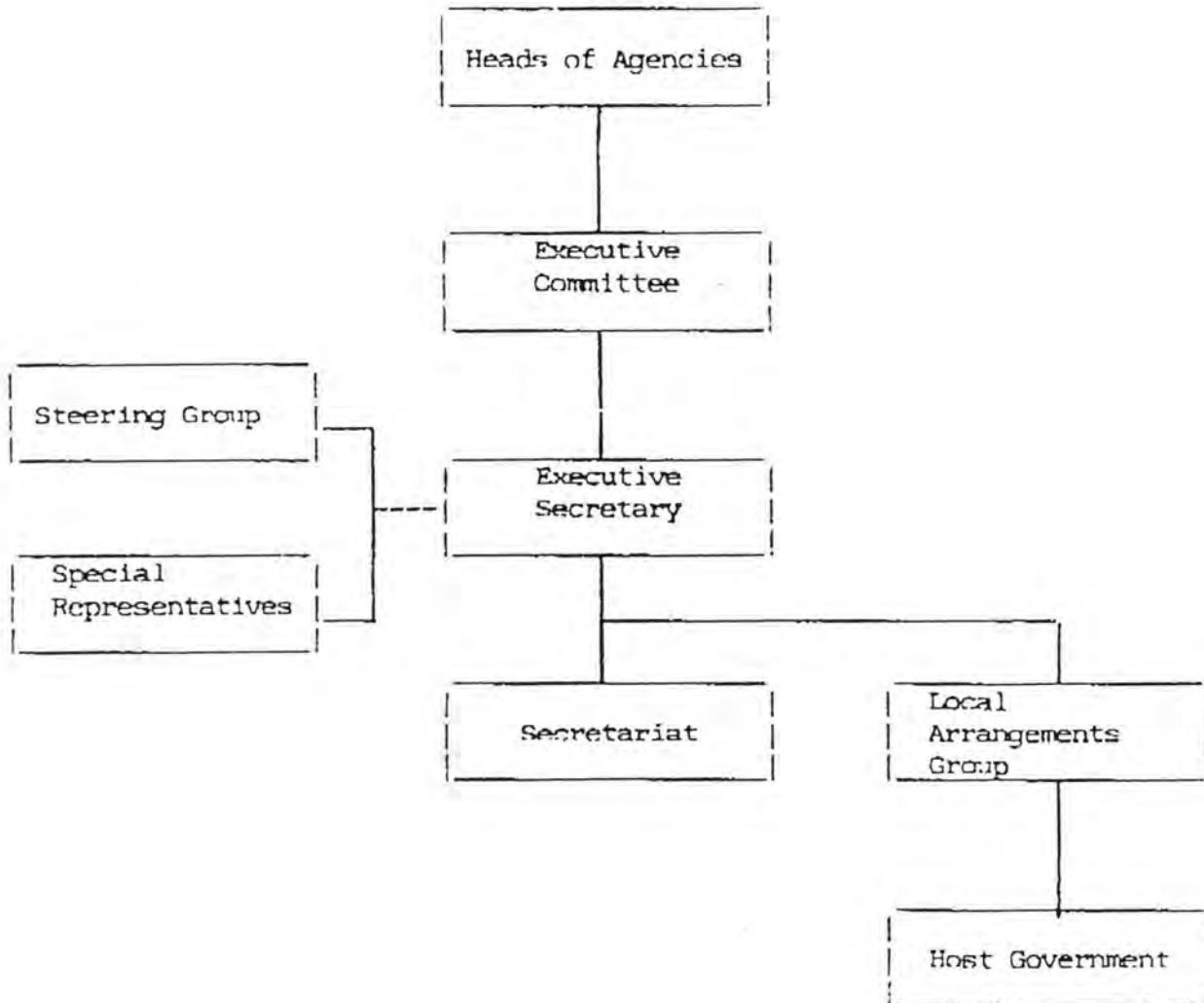
The Special Representatives and the Assistant Executive Secretariat can be recruited either from within the sponsoring Agencies or from outside.

Special Representatives will be eminent persons of international stature. They will be appointed jointly by the Heads of Agencies.

The appointment of the Assistant Executive Secretaries will be proposed by the Executive Secretary to the Executive Committee for approval.

Consultants and support staff will be recruited by the Executive Secretary in consultation with the Executive Committee as needed.

Organisation Chart - Interagency Commission



5. Date, venue of Conference

The Conference will be held in Bangkok, 5-9 March 1990 inclusive. (Dates to be finalised with Bangkok Local Arrangements Group).

6. Budget contribution

Four sponsors - \$0.5 million each

- professional staff time

Host agency provides office space.

7. Co-sponsorship

- Valued at \$250,000 per co-sponsor (allowing some flexibility on the amount according to circumstances).
- Executive Secretary to approach potential donors.
- Executive Secretary to propose the kind of "returns" that co-sponsors may expect from their co-sponsorship

8. Events involving Heads of Agencies

- Joint press release (issued 6 February)
- Co-signed invitation letter (end February)
- In-principle availability of each to address others' governing bodies and staff groups
- One to address first Steering Group meeting (May 1989)
- Advocacy: major international meetings
- Advocacy: meetings with heads of state and other government leaders
- Availability of travel schedules (for Secretariat planning).

9. Next Steps

Executive Secretary and Commission to formulate by end February:

- statement for agency heads
- invitation letter for Heads' signature
- workplan
- budget

UNICEF to submit design(s) of conference logo (to be approved by all parties) by end February.

Next Executive Committee (ex-Working Group) meeting in Paris, 13-14 March 1989.

10. Host Agency

- UNICEF will host the Commission
- Non-host agency staff "outposted" to host agency.

11. Appointments and Designations

Mr. Wadi Haddad proposed and appointed unanimously as Executive Secretary.

Mrs. Inayatullah was confirmed as one of the Special Representatives.

Names of other Special Representatives are to be proposed to heads of agencies by the Executive Secretary in due course.

WORLD BANK OTS SYSTEM
OFFICE OF THE PRESIDENT

CORRESPONDENCE DATE : 89/02/03

DUE DATE : 00/00/00

LOG NUMBER : 890203004

FROM : Mr. Hopper


SUBJECT : BRIEFING: Mr. Conable's meeting with Messrs. Mayor, Grant, Draper
on Monday, February 6, 1989 at 12 noon.

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

ACTION:

____ APPROVED
____ PLEASE HANDLE
____ FOR YOUR INFORMATION
____ FOR YOUR REVIEW AND RECOMMENDATION
____ FOR THE FILES
____ PLEASE DISCUSS WITH _____
____ PLEASE PREPARE RESPONSE FOR _____ SIGNATURE
____ AS WE DISCUSSED
____ RETURN TO _____

COMMENTS :cc: Mrs. Haug, JV

ROUTING SLIP		DATE: February 2, 1989	
NAME		ROOM NO.	
Mr. Barber B. Conable		E-1227	
APPROPRIATE DISPOSITION		NOTE AND RETURN	
APPROVAL		NOTE AND SEND ON	
CLEARANCE		PER OUR CONVERSATION	
COMMENT		PER YOUR REQUEST	
FOR ACTION		PREPARE REPLY	
INFORMATION		RECOMMENDATION	
INITIAL		SIGNATURE	
NOTE AND FILE		URGENT	
REMARKS: <p>Attached are (a) a briefing note for your meeting with Messrs. Mayor, Grant, and Draper, covering all the items of the agenda, and (b) a list of participants.</p> 			
FROM: W. David Hopper		ROOM NO.: D-1202	EXTENSION: 75678

Briefing note to Mr. Conable for meeting with
Mr. Mayor(UNESCO), Mr. Grant(UNICEF) and Mr.Draper(UNDP)

on

THE INTERAGENCY INITIATIVE FOR A
WORLD CONFERENCE ON EDUCATION FOR ALL

BACKGROUND

The purpose of the interagency tripartite initiative is to bring together government delegations from all countries, international and non-governmental organizations, researchers and eminent educators, with the aim of forging a global commitment to providing good-quality primary schooling for all children and essential knowledge for adults to cope with the demands of the modern world. This initiative encompasses, therefore, more than a conference. It involves a convergence of thinking on the diagnosis of the world situation, on possible responses, on an international plan of action, and on a charter.

Following the initial contact between Mr. Grant, Mr. Mayor and Mr. Conable on the feasibility of a joint education initiative, a Working Group of representatives of the three agencies further discussed these proposals. On October 22, 1988 Mr. Grant, Mr. Mayor and Mr. Hopper met to firm up the agreements reached by the Working Group. They instructed the Working Group to work out a detailed agreement on:

- (a) **substantive basis of the Conference**, including its scope, definition of concepts, target populations for different kinds of education services, strategic resource allocation priorities and the title of the Conference;
- (b) **organization and management of the preparatory phase**, including arrangement for the preparation, the promotion and the organization of the Conference.

Furthermore, UNDP has recently expressed interest in joining the three agencies as a Conference sponsor. Informally all three Agencies have agreed to this request.

The Working Group met in Paris in November 1988 and in New York on January 30 and 31, 1989. The New York meeting resolved all outstanding issues and the agreements reached are placed on the agenda of this meeting of the Heads of Agencies for endorsement.

AGENDA ITEMS

1. Scope of Conference

The Working Group agreed unanimously that the Conference should advocate:

- o a two-channel approach for meeting basic learning needs comprising good-quality primary education for all school-age children and basic knowledge and skills training that will allow adults to improve their quality of life and their opportunities to participate in social and economic development;
- o mobilization of additional public and private resources to accelerate progress toward these basic learning goals;
- o a priority claim of primary education on public resources allocated to the education sector;
- o the mobilization and active involvement of NGOs and communities for the financing and implementation of adult education programs.

A detailed statement on the scope of the Conference, approved by the Working Group, is attached in Annex 1.

Bank Position: The wording in the annex addresses our concerns and can be endorsed with the understanding that deviations from these agreed principles during the preparation of the charter, the plan of action and the working documents should not be acceptable.

2. Targets for All by 2000.

In UNICEF's experience specific targets are an important element in the effort to mobilize national commitment and international support for this kind of initiative. The Working Group proposes that the Conference advocate that countries consider the following planning targets to operationalize the concept "for All" by the year 2000:

- o primary education: 80%-90% of the 14-year-olds should attain a common level of learning achievement for primary education, set by the respective national authorities;
- o adult education: access to basic skills and knowledge for all;
- o literacy: massive reduction of illiteracy with targets to be set by each country and prioritized by age and sex.

Bank Position: These targets can be endorsed; they reflect our emphasis on learning rather than presence in school, the demand-driven nature of adult education and the need to set priorities for literacy programs.

3. Title of Conference.

The Working Group proposes four alternatives to be considered by the Heads of Agencies. These are -- in no particular order of preference:

- (i) World Conference on Education for All
- (ii) World Conference on Education for All
-Meeting Basic Learning Needs-
- (iii) World Conference on Basic Education for All
- (iv) World Conference on Basic Learning for All

Our understanding of the position of the other sponsoring agencies is that UNESCO and UNICEF have a preference for the third title. UNDP has not been involved in the Working Group discussions so far and its position on this issue is unknown. We have reservations about the term "basic education" in the title, since (i) it carries the historical connotations associated with the failed attempts in the 1970s to develop non-formal alternatives to primary education; and (ii) we would like to emphasize the concept of "learning" in the title, although much of the "learning" connotation gets lost in the translation. We would also prefer to drop "for All" from the title.

Bank Position: Of the above options Bank staff prefer a modified second title (dropping the "for All"):

World Conference on Education
-Meeting Basic Learning Needs-

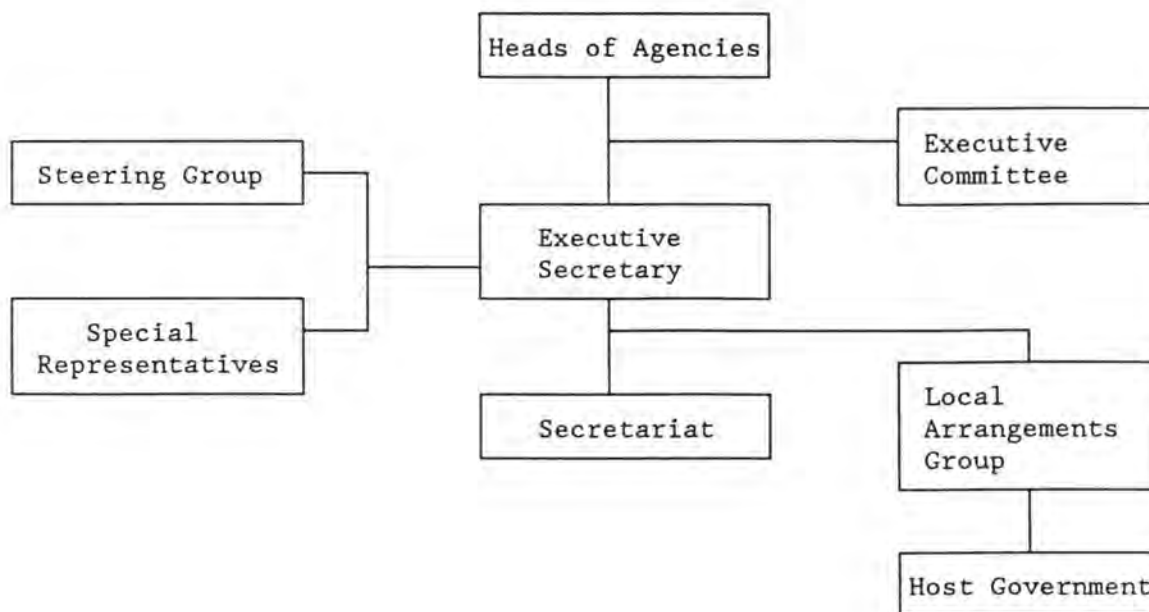
In view of the substance that has been agreed to, I do not think we should be unreasonable in pursuing our demands.

4. Management Structure.

The original three-tiered management structure for the preparation of the Conference -- Agency Heads, Steering Group, Working Group -- has turned out to be cumbersome and slowed down the progress of the preparatory work. It is essential to streamline the structure to allow expeditious decision-making and a rapid build-up of momentum in the mobilization of support for the Conference. The Working Group agreed unanimously to an integrated interagency management structure.

A detailed description of the responsibilities of constituent units of the Interagency Organizing Commission, as approved by the Working Group, is presented in annex 1. The management structure is depicted in the following organizational chart.

INTERAGENCY COMMISSION



The proposed structure implies that the Bank agrees to (i) an "assignment away from Headquarters" arrangement for professional staff assigned to the secretariat; and (ii) participation in Heads of Agencies meetings.

Bank Position: Endorse the Management structure in its totality as proposed by the Working Group.

5. Date and Venue

The Government of Thailand has agreed to host the Conference in Bangkok. The Conference would last 5 working days. Depending on hotel availability one of the weeks starting between February 26 and March 19, 1990 would be selected.

Bank Position : These dates allow very little time for preparation in view of the fact that the charter must be endorsed by as many countries as possible before the Conference. Our preference is for October/ November 1990. This may not be acceptable to the other parties, in which case we would propose that the latest possible March date is selected.

6. Budget Contribution

Each sponsoring agency would contribute \$500,000. In addition each agency would cover the salary cost associated with any professional staff outposted to the secretariat. The Host Agency (para. 10) will provide space.

Bank Position: Agree.

7. Associate Sponsors

Several other agencies, including USAID and ILO, have expressed interest in becoming Associate Sponsors of the Conference. Associate Sponsors will be expected to contribute \$250,000 towards the cost of the Conference. The Executive Secretary will approach key donors to discuss their possible participation as Associate Sponsors.

Bank Position: Agree.

8. Events Involving Heads of Agencies:

To underscore the importance of the Conference, the Heads of Agencies should demonstrate their support for the event inside and outside the agencies. Proposed events involving Heads of Agencies are:

- (a) joint statement/press conference (end February);
- (b) co-signed invitation letter (end February);
- (c) in-principle availability of each to address other's governing bodies and staff groups;
- (d) one to address first Steering Group meeting (May 1989?);
- (e) advocacy: meetings with Heads of State and other senior government leaders;
- (f) availability of travel schedule (for secretariat planning).

Bank Position: Agree.

9. Next steps

To rapidly build momentum for the Conference the following actions will be taken:

- (a) Appointment of Executive Secretary and designation of Members of Executive Committee;
- (b) Executive Secretary and secretariat to formulate by end February:
 - statement for Heads of Agencies;
 - invitation letter for Heads' signature;
 - workplan;
 - budget;
- (c) UNICEF to submit design(s) of Conference logo (to be approved by all parties) by end February;
- (d) next Executive Committee (ex-Working Group) meeting in Paris, 13-14 March 1989 at UNESCO.

Bank position: Heads of Agencies will take note of the above but action on their part is not necessary, except for the appointment of the Executive Secretary. This covered under agenda item 11.

10. Host Agency

UNICEF has offered to act as the Host Agency and make available space to house the secretariat. UNESCO has agreed to this proposal.

Bank position: Agree.

11. Appointments/Designations.

(a) Executive Secretary

Bank position: the Bank nominates Wadi Haddad, Chief, PHREE, for the position of Executive Secretary;

(b) Special Representatives

- key figures with regional reputation as education leaders
- suggested names

Bank Position: the following names should be considered for further investigation and verification of availability as Special Representatives:

<u>Africa:</u>	<u>Professor Iba Der Thiam, former Minister of Education, Senegal;</u>
	<u>Ms. Graca Machel, Minister of Education, Mozambique;</u>
<u>Asia:</u>	<u>Ms. Attiya Inayatullah, Senator and former Minister of State for Population and Welfare, Pakistan;</u>
	<u>Professor Soedjatmoko, former Rector of the UN University, Indonesia.</u>

For the EMENA and the LAC regions we are consulting with the Regional Offices to identify names of potential Representatives.

Feb. 3, 1989

INTERAGENCY INITIATIVE
ON
WORLD CONFERENCE ON EDUCATION FOR ALL

A. Scope

1. The Conference should advocate a two-channel approach to meeting the basic learning needs for all:

(a) Good quality primary education for all school-age children based on learning achievement rather than years of schooling within the framework of the following principles:

- Primary schooling can take the form of different modes of delivery -- formal schools, traditional centers of learning, community centers, etc. -- but should be unitary in its outcome of standards and potential for further education. (No dual or dead-end systems.)
- Certain programs equivalent to primary schooling may be provided to out-of-school youth providing second-chance learning for those who missed formal schooling earlier.
- Primary schooling is a minimum foundation on which countries should gradually and systematically build networks of further education and training.

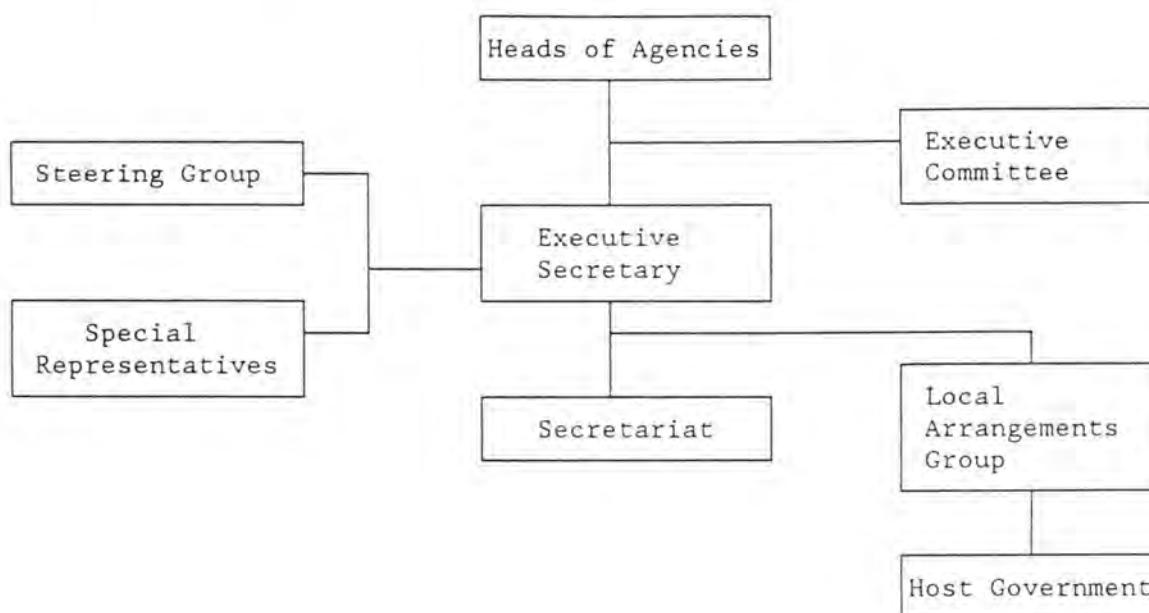
(b) Basic knowledge and skills that allow adults to improve their quality of life and their opportunities to participate in and benefit from social and economic development. Such education, recognizing the universal aspirations for literacy, will take many forms of literacy training, skill training, and specialized packages of knowledge on topics such as health, nutrition, safe water, child rearing, etc.

2. Progress towards achieving basic learning goals will, in many countries, require mobilizing additional public and private resources. Efficiency and equity considerations suggest that primary education should have a priority claim on public resources. In the present constrained resource environment, community and other private resources and external aid will have to be mobilized to complement public funds in order to fund adequately a good quality primary education system, that reaches out to all children.

3. Similarly, public funding for adult education will continue to be limited. But there is significant scope for mobilizing non-governmental resources - national and international - to support adult education and training. The active involvement of communities and NGOs has been demonstrated to be particularly effective in implementing adult education programs.

MANAGEMENT STRUCTURE - INTERAGENCY COMMISSION
WORLD CONFERENCE ON EDUCATION FOR ALL

1. It is essential to streamline the management structure to allow expeditious decision-making and a rapid build-up of momentum in the mobilization of support for the Conference goals. We propose, therefore, an Interagency Commission that would be responsible for preparing, promoting and organizing the Conference with a structure as depicted in the organization chart. Specific responsibilities and functions are discussed below.



Heads of Agency

2. The Heads of the sponsoring Agencies will:
- (a) provide leadership to the Conference;
 - (b) approve management structure, the budget framework, the overall work plan for the preparatory year and the plans for the Conference;
 - (c) approve draft Charter, draft International Plan of Action, and the Main Working Document;
 - (d) advocate and mobilize support internationally and within their agencies.

The Heads of Agencies will meet as needed, under the chairmanship of UNESCO.

Special Representatives

3. Several Special Representatives will be appointed. They will be responsible for building an international consensus and broad-based support for the goals of the Conference. Specifically, their tasks will include:

- (a) representing the Commission in regional conferences and other major events during the pre-Conference period;
- (b) visiting countries with a view to briefing governments about the World Conference and enlisting their support;
- (c) participating in the meetings of the Steering Group.

Executive Secretary

4. The Executive Secretary will be responsible to the Heads of the sponsoring organizations for the overall preparation and organization of the Conference. His/her responsibilities will include, inter-alia:

- (a) ensuring proper management of the approved workplan and budget, by convening and preparing for the regular meetings of the Executive Committee, signing contracts, authorizing financial commitments and payments from the approved Conference budget;
- (b) managing the work of the Secretariat;
- (c) identifying the representation program of the special representatives and providing them with the necessary background briefings;
- (d) coordinating closely with the staff designated by each Agency to prepare and promote the Conference;
- (e) presenting for approval by the Heads of the sponsoring agencies a workplan and budget, and periodic progress reports;
- (f) convening the Steering Group for the World Conference;
- (g) undertaking such other assignment related to the Conference as may be decided by the Heads of Agencies.

Executive Committee

5. The Executive Committee will comprise one staff member and up to two alternates from each of the sponsoring agencies, with each sponsoring Agency having one vote.

6. The Executive Committee will approve policies, budgets, operational plans and matters that are to be presented to the Heads of Agencies.

7. The Executive Committee will meet about every two to three months, or as needed, during the preparation period, under alternating chairmanship.

Steering Group

8. The Steering Group will comprise representatives of donor agencies, scholars and officials from developing and industrialized countries, as well as the Special Representatives. It will:

- (a) review draft technical papers and findings of specialist groups;
- (b) review and advise on draft Charter and Plan of Action;
- (c) assist in mobilizing the international community.

Secretariat

9. The Secretariat will be headed by an Executive Secretary and be responsible for the implementation of all decisions related to the preparation, promotion, and organization of the Conference. It will comprise Assistant Executive Secretaries, several support staff and consultants. The Secretariat will also provide logistical support to the Special Representatives.

Local Arrangements Groups

10. A local group including regional and local agency staff will be constituted to carry out the implementation of local arrangements in coordination with the host country. The chairman of this group will report to the Executive Secretary.

Recruitment

11. The Executive Secretary will be a senior staff member of one of the Sponsoring Agencies. He will be appointed jointly by the Heads of Agencies with a minimum status of D2/Director.

12. The Special Representatives and the Assistant Executive Secretaries can be recruited either from within the sponsoring Agencies or from outside. Special Representatives will be eminent persons of international stature. They will be appointed jointly by the Heads of Agencies.

13. The appointment of the Assistant Executive Secretaries will be proposed by the Executive Secretary to the Executive Committee for approval.

14. Consultants and support staff will be recruited by the Executive Secretary in consultation with the Executive Committee as needed.

Host Agency

15. One of the sponsoring agencies will be designated as a host agency for the processing of transactions and appointments, and provide the physical location and the logistical structure for the Secretariat. Staff recruited from other agencies for the Secretariat will be outposted in the host agency.

Participants in the Interagency Meeting with Mr. Conable

February 6, 1989

UNESCO

Mr. Federico Mayor-Zaragoza	Director-General
Mr. Dieter Berstecher	Chief, Unit of Cooperation with UNICEF and WFP
Mr. Andri Isaksson	Director, UNESCO Liaison Officer, New York

UNICEF

Mr. James P. Grant	Executive Director
Mr. Nigel Fisher	Assistant Executive Secretary

UNDP

Mr. William H. Draper III	Administrator
Mr. Frank Hartvelt	Senior Program Officer, Division of Global and Interregional Programs

World Bank

Mr. Barber Conable	President
Mr. W. David Hopper	Senior Vice President
Mr. Wadi D. Haddad	Chief, Education and Employment Division
Mrs. Marianne Haug	Assistant to the President

(wh disk 4 agency)

DRAFT

1 February 1989

368

3/4

Agenda for Heads of Agencies briefing
6 February 1989

Location: Office of the President
World Bank
E Building
701-19th Street N.W.
Washington, D. C.

Time: 12:00 Noon

Agenda

1. Scope of the inter-agency initiative
2. Targets for All by the Year 2000
3. Title of the Conference
4. Management structure

Note: (items 1-4 based on the record of the Working Group that you already have on these items)

5. Date, venue of conference
 - Bangkok, proposed five (3 + 2) days, in one week (Monday-Friday) of period 26 February to 23 March 1990 (Fisher to confirm with UNICEF Bangkok)
6. Budget contribution
 - Four co-sponsors: - \$0.5 million each
 - Staff time (professional staff)
 - host agency provides office space
7. Associate Sponsorship
 - Key donors to be approached by Executive Secretary
 - Valued at \$250,000 per associate sponsor
8. Events Involving Heads of Agencies
 - joint statement/press conference (end-February)
 - co-signed invitation letter (end February)
 - in-principle availability of each to address others' governing bodies and staff groups
 - one to address first Steering Group meeting (May 1989?)
 - advocacy: major international meetings
 - advocacy: meetings with heads of state and other senior government leaders
 - availability of travel schedules (for Secretariat planning)

9. Next Steps

- Executive Secretary and Secretariat to formulate by end-February:
 - statement for agency heads
 - invitation letter for Heads' signature
 - workplan
 - budget
- UNICEF to submit design(s) of conference logo (to be approved by all parties) by end-February
- next Executive Committee (ex-Working Group) meeting in Paris, 13-14 March 1989.

10. Host Agency

11. Appointments and designations

- Executive Secretary
- Special representatives
 - key figures with "zones of influence"
 - part time, as required
 - suggested names

Participants in the Interagency Meeting with Mr. Conable

February 6, 1989

UNESCO

Mr. Federico Mayor-Zaragoza	Director-General
Mr. Dieter Berstecher	Chief, Unit of Cooperation with UNICEF and WFP

UNICEF

Mr. James P. Grant	Executive Director
Mr. Nigel Fisher	Assistant Executive Secretary

UNDP

Mr. William H. Draper III	Administrator
Mr. Frank Hartvelt	Director, Division of Global and Interregional Programs

World Bank

Mr. W. David Hopper	Senior Vice President
Mr. Wadi D. Haddad	Chief

(wh disk 4 agency)

AGENCY HEADS MEET TO PLAN WORLD-WIDE ASSAULT ON ILLITERACY, IGNORANCE

1. The heads of four international agencies --UNDP, UNESCO, UNICEF and the World Bank-- met at World Bank headquarters in Washington today to discuss the launching of a world-wide education initiative. Messrs William H. Draper (Administrator of UNDP), Federico Mayor (Director General of UNESCO) and James P. Grant (Executive Director of UNICEF) met with Barber B. Conable, World Bank President, to lay the groundwork for a conference which would forge a global commitment to providing (i) high quality primary schooling for children around the world; and (ii) access to essential knowledge for adults to cope with the demands of the modern world. In the words of Mr. Conable, "human resource development is at the very heart of the development process and the meeting of the four agency heads underscores the priority which UNDP, UNESCO, UNICEF and the World Bank attach to this task."

2. The heads of the four agencies agreed that the conference should consider fixing the following educational goals for the year 2000:

- a common basic level of learning achievement ^{at least} for 80 ~~to~~ 90 percent of all 14 year old ~~youngsters~~;
- access to basic knowledge and skills training for all adults so as to allow them to improve their quality of life; and
- massive reductions in the rate of illiteracy, with specific targets to be set by each country and to be prioritized by age and sex.

3. ^{Bangkok} The agency heads concurred that the conference should be held in ~~the~~ and each agreed to ~~co~~-sponsor the conference. They further noted that the conference would be just the first step in a world-wide assault on ignorance and illiteracy. The conference would result in the drawing up of a world-wide plan of action to insure that the goals set forth above would be met.

4. The conference would bring together not only delegations from countries but also from international organizations and non-governmental organizations (NGOs). Researchers and prominent educators would also be invited to attend.

UNICEF

WORLD BANK/INTERNATIONAL FINANCE CORPORATION
OFFICE MEMORANDUM

Date: December 15, 1988

To: Mr. W. David Hopper, Senior Vice President, PPR

Thru: Mrs. Ann O. Hamilton, Director, PHR

From: Anthony R. Measham, Chief, PHRHN

Extension: 33226

Subject: Briefing Note for Mr. Conable's Meeting with Mr. James Grant, Executive Director, UNICEF, December 15, 1988

1. We are not aware of which topics Mr. Grant may wish to discuss with Mr. Conable but make some educated guesses below and note briefly, current areas of collaboration and mutual interest between UNICEF and the Bank.
2. Mr. Grant is in Washington to attend the Third International Conference on Oral Rehydration Therapy (ICORT III). He shared the platform yesterday during the opening session with Mr. Rajagopalan, among others, who made a very well received presentation on behalf of the Bank. The essence of Mr. Rajagopalan's remarks was that the Bank assigns priority to oral rehydration therapy, as well as other key interventions, in the context of a broad approach to health sector development. Mr. Rajagopalan's emphasis on the need for a broad approach received strong support from other key speakers, notably Dr. Bengzon, the Secretary of Health from the Philippines, who gave the keynote address.
3. One topic that Mr. Grant is almost certain to raise is Mr. Conable's attendance at "Bellagio IV", the fourth meeting of the Task Force for Child Survival, of which the Bank is a co-sponsor, scheduled to take place in Beijing in late 1989. (My back-to-office report of October 6, 1988 to you and copied to Mr. Conable refers.) As you know, Mr. Conable attended "Bellagio III" in Talloires, France, in March 1988. We believe it would be very useful for him to attend "Bellagio IV", as a way of demonstrating the Bank's commitment to human resource development by his presence at an important meeting that will be attended by other agency heads, including Mr. Grant and Dr. Nakajima, Director General of WHO.
4. Mr. Grant is also very likely to talk about UNICEF's The State of the World's Children 1989, which is hot off the press, and a copy of which accompanied his letter to Mr. Conable of December 12, 1988. The letter refers to two quotations from Mr. Conable's Berlin Annual Meetings speech, on page 60 about "realities [which] would deny our children a peaceful, decent and livable world"; and on pages 68-69 about the "moral outrage" of poverty. The letter also mentions the maternal mortality goal set at "Bellagio III" in the Talloires Declaration, which relates to the Bank's efforts in Safe Motherhood and is shown in Panel 12 on page 64.

5. Another topic which Mr. Grant may raise is "Adjustment with a Human Face", the title of the Jolly/Cornea book which UNICEF produced on the relationship of economic adjustment to the social sectors. I understand that UNICEF has been pleased to note a heightened concern at the Bank and the Fund with cushioning the negative impact of adjustment programs on the poorest and most vulnerable population groups, especially women and children. Mr. Cornea came to see me a couple of weeks ago after attending a Fund seminar on poverty. He said that such a seminar would have been hard to imagine at the Fund three or four years ago. Mr. Grant may wish to congratulate Mr. Conable on the heightened awareness and concern about such issues now evident at the Bank.

6. Mr. Grant may raise additional topics. As you know, he is a man of ideas and constantly seeks endorsement of those ideas by other agency heads.

cc: Mr. Rajagopalan
Mrs. Haug

ARMeasham/am

OFFICE MEMORANDUM

11/29
5:30

OP1C

DATE: November 22, 1988

TO: Mr. Barber Conable
Mr. Moeen A. Qureshi, SVPOP
FROM: Edward V. K. Jaycox, AFRVP

OK
[Signature]
11/22

EXTENSION: 3-4000

SUBJECT: Your Meeting With Mr. Ouattara, New Governor of BCEAO,
On November 29, 1988

1. Mr. Alassane Ouattara, an Ivoirian national, 46, was elected Governor of BCEAO (Banque Centrale des Etats d'Afrique de l'Ouest) on October 28, 1988 by the Council of the Presidents. He was Director of the IMF African Department since November 1984. From 1973 through 1984, he was successively Director of the Research Department, Advisor to the Governor and Vice Governor of BCEAO. From 1968 through 1973 he was economist in the IMF. He holds a Ph.D. from Pennsylvania University. He succeeds Mr. Abdoulaye Fadiga who died of cancer on October 11, 1988.

2. As you know, the Senior Management of the African Region has had excellent relations with Mr. Ouattara, who understands very well the objectives of the Bank and has greatly facilitated working relations between IMF staff and Bank staff, particularly for the preparation of Policy Framework Papers and in supporting Structural Adjustment Programs in African countries.

3. We understand that Mr. Ouattara would like to discuss with you the crisis of the West African Monetary Union (UMOA) banking sector, his plans for reforms of the monetary and credit policies of the Union and possible Bank support to the restructuring of banking sectors in the concerned countries.

4. In UMOA countries ¹ twenty primary banks are technically bankrupt with non-performing credits exceeding capital, reserves and provisions by some CFAF 600 billion, equivalent to some US\$2 billion. One quarter of bank credit in the UMOA as a whole is seriously compromised, of which only a small fraction is recoverable. For these twenty banks refinancing by the Central Bank of the Union (BCEAO) amount to some CFAF 350 billion. The countries most affected by the crisis are Benin, Senegal, Cote D'Ivoire, and Mali.

5. The Bank was approached by the Governments concerned and is prepared to provide financial support for the restructuring of the UMOA banking sector through SALs or SECALs. It, nevertheless, believes that a simple bail-out of the banking system would be counterproductive if external assistance is not associated with a series of reforms touching all aspects of UMOA policies to ensure that the errors of the past will not be repeated and to make more efficient the process of mobilizing and

¹ Benin, Burkina-Faso, Cote D'Ivoire, Mali, Niger, Senegal and Togo

allocating financial savings. While developing a dialogue country by country during FY88, the Africa Region has elaborated a series of proposals outlining a possible reform program and possible work-outs by country and has initiated a dialogue with the IMF, the French authorities and the BCEAO.

6. The BCEAO and the French would like to maximize the World Bank's contribution to paying off the bad debts of the banking system although they now understand our statutory limitation on directly financing bad debts. They maintain that the central bank has offered as much as can be expected to consolidate the debts of member governments and banks (rescheduling over 15 years, 5 years grace and 4.5 percent interest) and that external financing is required. They now recognize that it is necessary to undertake certain reforms to avoid a repetition of the errors of the past. As they are anxious to come quickly to a solution, however, they would like us to delink our support to the restructuring of individual banks from the necessary UMOA-BCEAO wide policy reforms.

7. With respect to the decision of the BCEAO to extend the rescheduling terms from 10 to 15 years with 5 years grace at 4.5 percent interest, we believe that this would not be sufficient in certain countries, particularly Senegal and Benin. We should discuss with the BCEAO the possibilities of extending the terms of the rescheduling up to 25 years, with 5 years grace and 3.5 percent interest, which we believe is feasible without jeopardizing its financial position. More importantly, the BCEAO in our view should consolidate the bulk of the governments' and banks' debts and not just the frozen credits and overdrafts it now holds as it currently proposes.

8. We do not know Mr. Ouattara's position on the size and terms of the contribution of BCEAO through rescheduling governments' and banks' debts. He has demonstrated, however, a strong awareness of the need for reforms of the UMOA monetary and credit policies and bank supervision system and indicated his determination to act quickly on these issues. But he stressed that it would be counterproductive for the Bank to hold its support to individual country banking sector restructuring dependent upon UMOA wide reforms. We expect Mr. Ouattara to emphasize this point during his meeting with you.

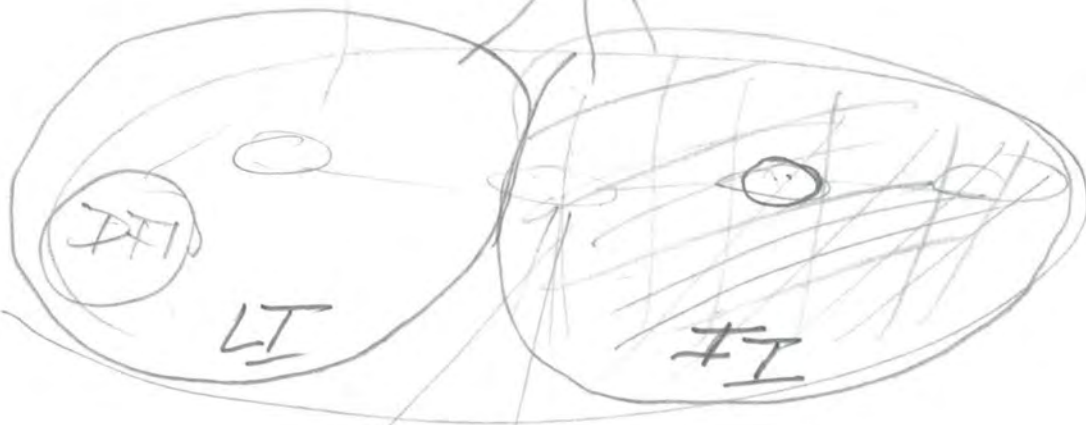
9. We do not know the direction that Mr. Ouattara wants to give to the reforms of UMOA monetary and credit policies. You may wish to question Mr. Ouattara on the nature and scope of the reforms he is contemplating. In this respect, the French authorities endorsed our suggestion of establishing a working party with representatives of the BCEAO, France, the IMF and the Bank. Without referring to our discussions with the French authorities, you may wish to ask Mr. Ouattara if he welcomes this proposal and how and when it could materialize. Concerning the linkage between our support to individual country banking sector restructuring and UMOA wide reforms, we recognize the need to continue to be pragmatic. We could consider going ahead with bank restructuring operations in individual countries without making a program

of UMOA reforms an explicit conditionality of our support, provided there is an agreed program, which we can refer to when we present individual country operations (SALs or SECALs) to our Board.

cc: Messrs. Serageldin, Gillette (o/r), Laporte, Bauer, Poortman,
Hinkle, Landell-Mills, Westebbe (o/r)

FL/paf/mh
a:summary

3CEOA



OFFICE MEMORANDUM

① MIT
② BBC dr
③ CP

DATE: September 1, 1987

TO: Vice Presidents, Directors, Chief Economists (Operations and PPR complex)

FROM: *Alex Shul*
Alexander Shakow, Director, SPR

EXT.: 34697

SUBJECT: Meeting with UNICEF on Adjustment Issues

You might find of interest the attached summary of a May 28 meeting between the Bank and UNICEF on poverty and adjustment. The Bank and UNICEF are now closer together in our thinking about adjustment than we have been over the last couple years, and this meeting explored possibilities for collaboration on the poverty aspects of adjustment.

cc: Messrs. Conable, Hopper, Stanton o/r, Ms. Haug
Participants in Bank/UNICEF Meeting

Attachment

DBeckmann:ljf

World Bank/UNICEF Collaboration on Adjustment Issues
May 28 Meeting Between Bank and UNICEF Staff

1. This meeting was a follow-up to a March meeting between James Grant and Barber Conable, at which they agreed to expand collaboration between UNICEF and the World Bank.
2. A list of participants in the May 28 meeting is attached. The background reading for the meeting was UNICEF's book, Adjustment with a Human Face, and the Bank's recent paper for the Development Committee, Protecting the Poor During Periods of Adjustment.

Poverty and Adjustment: The State of the Debate

3. The concerns that UNICEF has raised about the poverty impact of adjustment are shared by the Bank's management. The challenge has become, as Richard Jolly (Deputy Director, UNICEF) put it, "to turn declarations and the beginning of a program into specific action." He said that "it is more important for UNICEF to act with others on implementing the 60-70% on which we now agree than to debate the 30-40% on which we still disagree."
4. In a brief general discussion of the state of the debate, Bank and UNICEF staff agreed that most of the deterioration in social conditions in the developing world has been due to adverse external conditions, not to internationally supported adjustment programs. We also agreed on the importance and difficulty of urging that (a) developing-country governments give higher priority to the protection of poor people and (b) industrial-country governments provide more resources in support of adjustment. Finally, we agreed that we are all still low on the learning curve in efforts to integrate poverty concerns into adjustment programs.
5. Francis Stewart (consultant to UNICEF) argued that stabilization, growth, and poverty concerns should all be addressed from the beginning of an adjustment program. Yukon Huang (who drafted Protecting the Poor During Periods of Adjustment for the Bank) agreed, but noted that governments may not have resources or administrative capacity to do everything at once. He also suggested that stabilization may be a prerequisite for growth-oriented adjustment, so that some initial contraction may be difficult to avoid.
6. Andrea Cornia (UNICEF) suggested policy-based lending in the social sectors. The Bank is, in fact, beginning this type of lending, notably a proposed \$500 million loan to Brazil in support of reforms

in the social sectors. Schlomo Reutlinger (Bank) expressed some pessimism about the likelihood of reallocating social expenditures from the middle-class to the poor and highlighted the possibilities of more focused uses of food aid.

7. Yukon Huang reported that a recent Bank review of experience in trade liberalization indicated that rapid and substantive programs of policy change have tended to work best. What is crucial to success, he said, is that a government's intentions and ability to implement a reform program not be in doubt.

8. Richard Jolly urged that the Bank somehow bring agencies that are preoccupied with social issues more fully into the discussion of adjustment programs. He acknowledged that there are valid arguments for limiting the discussion of adjustment programs to core ministries and international agencies which can provide substantial support. But he suggested that sectoral ministries (health, for example, or agriculture) and the international agencies that work with them be at least allowed to comment on the macro-aspects of sectoral policy. Consultative Groups might, in some instances, set up follow-up meetings to deal with social-sector issues and the social implications of the adjustment program as a whole.

Country Case Study in Collaboration: Ghana

9. The Bank and UNICEF have worked together on the social aspect of Ghana's adjustment program, but there has been some tension in the process.

10. After many years of postponed adjustment and economic decline, the Government launched its adjustment effort in 1983. Sarwar Lateef (the Bank's country economist for Ghana) characterized 1983-85 as the "stabilization phase" of adjustment, marked by massive devaluation and a substantial tightening of fiscal and monetary policy. Lateef noted several problems with the adjustment program during this period: stop-go policies as the Government labored to meet IMF targets, inadequate financial support from international donors, and further social deterioration. But the program and good weather resulted in rapid and widely shared economic growth, combined with a dramatic drop in inflation. In 1986-87 the Government has been able to move to pro-growth policies, including expansion of public expenditure, notably in the social sectors.

11. Denis Caillaux (UNICEF's Ghana representative) described the severe social costs of Ghana's economic problems. He cited, as an example, 1983 data which suggested that 55% of 1-5 year-old children were suffering some degree of malnutrition. Caillaux also described the virtual paralysis of the Government's health and educational programs during the first years of the adjustment program.

12. The Bank and UNICEF have collaborated on a primary health care program and, more recently, in far-reaching joint work on educational

reform. UNICEF has, with Government participation, proposed a report and offered advice on the social aspects of the adjustment program more generally, but the Bank and Finance Ministry officials have sometimes urged UNICEF to confine itself to social-sector issues. A turning point was a one-day meeting on the social aspect of adjustment during the July 1986 appraisal of the Bank's structural adjustment loan. The issue was pursued further through a subsequent sectoral meeting of Ghana's principal aid donors, which UNICEF and the Bank co-chaired.

13. Government follow-up on the social issues in adjustment was initially less active, partly because the few people in charge of the adjustment program were preoccupied to assure its overall success and continuing support from the IMF. Caillaux noted that Bank/UNICEF cooperation stimulated increased interaction -- and mutual education -- between Ghana's Finance Ministry and its social-sector ministries.

14. The Bank, UNICEF, IFAD, ILO, U.K. ODA, UNDP, WHO, and the World Food Programme sent a joint mission to Ghana in July 1987. This mission reviewed issues in the social sectors generally and also recommended quick, high-impact programs to assist vulnerable groups. Lateef stressed that the upcoming mission would be pursuing several of the types of actions that UNICEF has been recommending. He also noted that improved living-standards data should become available during the course of 1988.

15. In drawing lessons from the Ghana case, Lateef said that work on the social aspect of adjustment should have started earlier. Socially minded donor agencies should have been brought into the "Ghana fold," and the program to monitor social conditions should have been launched even before agreement was reached on the structural adjustment loan. The differences of opinion and emphasis between the Bank and UNICEF were also complicated by some confusion regarding each other's procedures. Bank officials expected to be able to coordinate through UNICEF's New York office, but UNICEF delegates authority for its country programs to its field offices. Similarly, UNICEF officials were sometimes "mystified" when the Bank invited them to participate in some missions and meetings, but not others. UNICEF pointed out that action to protect vulnerable groups has to embrace macro-policy and the productive sectors, not just health and education.

Sector Case Study of Collaboration: The Water Supply Decade

16. Joseph Christmas of UNICEF and Edward Quicke of the Bank reported on successful collaboration among the Bank, UNICEF, WHO, and the World Food Programme on the Water Supply Decade. Their combined efforts have resulted in increased attention to the "software" aspects of water supply and sanitation systems (maintenance, human resources, and community participation) and in the widespread dissemination of appropriate technologies.

17. The only issue raised in the discussion was the use of UNICEF funds to purchase drill rigs. Christmas said that UNICEF's investment in hardware has contributed to the spread of appropriate technologies. Quicke urged that UNICEF devote its grant funds mainly to technical assistance, since governments are normally willing to borrow from the Bank for hardware but not for equally essential technical assistance.

Future Collaboration

18. Recommendations from the working group on Africa:

- > The Ghana case study should be written up and disseminated, perhaps initially at a high-level policy seminar in Ghana for officials from other African countries. David Beckmann will check with the Bank's Economic Development Institute whether this would be of interest to them.
- > UNICEF and the Bank should together agree on a few other African countries where collaboration on the social aspect of adjustment might be fruitful. Richard Jolly will take the next steps on this with Ismail Serageldin and Paul Isenman.

19. Recommendations from the working group on Latin America:

- > There are opportunities for collaboration in Bolivia. UNICEF might advise an upcoming Bank mission on the population, health, and nutrition sectors, and could also help in developing the activities of the Social Emergency Fund which the Bank has begun to support. UNICEF might also contribute to the dialog on macro policies. Andrea Cornia will follow up with Katherine Marshall.
- > There are also promising possibilities in Brazil. The Bank is beginning work on a social-sector adjustment loan, just as UNICEF is expanding its work on broad policy issues. Andrea Cornia will follow up with the Bank's Brazil staff.

20. The working group on Population, Health, and Nutrition noted that there are already several mechanisms for Bank-UNICEF collaboration in these sectors: the Task Force on Child Survival, the Safe Motherhood Working Group, and periodic meetings between UNICEF staff and the Bank's Population, Health and Nutrition Department. The group suggested:

- > New arrangements within the reorganized Bank for information exchange and general coordination. Within UNICEF, Paul Altesman will continue to be responsible for coordination with the Bank. Within the Bank, the new Population and Human Resources Department will continue the sector-level collaboration which the current PHN department has begun, and the International Economic Relations Division of the Strategic

Planning and Review Department will continue the general policy coordination work that the International Relations Department was doing.

- > UNICEF field staff might more often visit the Bank when they periodically return to UNICEF headquarters, especially if they are engaged in work that is likely to be of interest to the Bank. Paul Altesman will follow up.
- > The Bank is expanding its efforts to work with NGOs, and UNICEF field offices might, in some countries, serve as intermediaries between the Bank and NGOs. David Beckmann will follow up with Allegra Morelli, who has overall responsibility for UNICEF's work with NGOs.

21. In their closing remarks, Alexander Shakow (director of the Bank's new Strategic Planning and Review Department) and Richard Jolly also agreed that it might be helpful, at some future date, to meet again to discuss general issues and review another country case study.

DBeckmann/db

Participants in the May 28 World Bank-UNICEF Meeting

UNICEF

1. Richard Jolly, Deputy Executive Director, Programmes
2. James Hines, Director, Planning Office
3. Samir Basta, Chief, Programming Evaluation Section
4. Kul Gautam, Chief, Americas Section
5. Denis Caillaux, UNICEF Representative, Accra, Ghana
6. Paul Altesman, Special Assistant & Coordinator for UN Affairs
7. Samuel Ofosu-Amaah, Sr. Adviser, Primary Health Care
8. Joseph Christmas, Sr. Programme Officer, Water Section
9. Isaac Gomez, Sr. Programme Officer
10. Andrea Cornia, Sr. Planning Officer
11. Dereje Asrat, Social-Economic Adviser, Programme Division
12. Stephanie Griffith-Jones, Consultant
13. Frances Stewart, Consultant

World Bank

1. Alexander Shakow, Chief, International Economic Affairs Division,
International Relations Department (IRD)
2. Vinod Dubey, Director, Country Policy Department (CPD)
3. Yukon Huang, Chief, Bank Assistance Policy Division, CPD
4. Peter Nicholas, Consultant, CPD
5. Guy Pfeffermann, Chief Economist, Office of the Vice President,
Latin Am. & Caribbean
6. Katherine Marshall, Chief, River Plate and Bolivia Division
7. Gobindram Nankani, Sr. Economist, Latin Am. Country Programs
8. Peter Knight, Sr. Economist, Brazil Division
9. Paul Isenman, Chief Economist, Office of the Vice President,
Eastern & Southern Africa (ESA)
10. Oey Meesook, Sr. Economist, ESA Office of the Vice President
11. Roger Grawe, Sr. Economist, ESA
12. Ismail Serageldin, Director, West Africa Country Programs
Department (WA)
13. Christiaan Grootaert, Sr. Economist, WA
14. Anthony Pellegrini, Chief, Water Supply & Urban Development
Division, WA
15. Sarwar Lateef, Sr. Economist, WA
16. Alan Berg, Sr. Nutrition Adviser, Population, Health & Nutrition
Department (PHN)
17. Anthony Measham, Health Adviser, PHN
18. Frederick Sai, Sr. Population Adviser, PHN
19. Edward Quicke, Sr. Economist, Applied Research & Technology Unit
20. Barbara Herz, Chief, Women in Development Unit, Projects Policy
Department
21. Shlomo Reutlinger, Sr. Economist, Agriculture & Rural Development
Department, Research Unit
22. Antoine Schwartz, Sr. Economist, Education & Training Department
23. H. Martin Koelle, Chief, International Organizations Division,
International Relations Department (IRD)
24. David Beckmann, International Relations Officer, International
Organizations Division, IRD

Mr. Conable

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

BARBER B. CONABLE
President

August 22, 1988

Dear Jim:

Thank you for your letter of August 3, 1988, and the attached copy of "Adjustment with a Human Face, Vol. II: Ten country case studies." This volume is a useful reference source of adjustment experience in a number of our borrowing-member countries and will be of special interest to concerned Bank staff. I commend UNICEF for this important study aimed at improving understanding of the adjustment process.

With kind regards.

Sincerely,

(Signed) Barber B. Conable

Mr. James P. Grant
Executive Director
UNICEF
UNICEF House
Three United Nations Plaza
New York, New York 10017

CBoucher/pp

WORLD BANK OTS SYSTEM
Office of the SVPPR

1 AS
2. ~~me~~/CB

CORRESPONDANCE DATE : 88/08/03 DUE DATE : 88/08/26
LOG NUMBER : 880815013 FROM : GRANT, UNICE, NY
SUBJECT : L-ENC 'PUBLICATION OF ADJUSTMENT WITH AHUMAN FACE, VOL II: TEN
COUNTRY CASE STUDIES'
OFFICE ASSIGNED TO FOR ACTION : Mr. Alex Shakow

ACTION:

☒ APPROVED
PLEASE HANDLE
FOR YOUR INFORMATION
FOR YOUR REVIEW AND RECOMMENDATION
FOR THE FILES
PLEASE DISCUSS WITH _____
PLEASE PREPARE RESPONSE FOR _____ SIGNATURE
AS WE DISCUSSED
RETURN TO _____

COMMENTS : PLEASE PREPARE A RESPONSE FOR BBC'S SIGNATURE

WORLD BANK OTS SYSTEM
OFFICE OF THE PRESIDENT

78
9
-013

CORRESPONDENCE DATE : 88/08/03 DUE DATE : 88/08/26
LOG NUMBER : 880812010 FROM : James Grant
SUBJECT : Encls. publication of "Adjustment with a Human Face, Vol. II: Ten
country case studies."
OFFICE ASSIGNED TO FOR ACTION : Mr. Hopper (D-1202)

ACTION:

____ APPROVED
____ PLEASE HANDLE
____ FOR YOUR INFORMATION
____ FOR YOUR REVIEW AND RECOMMENDATION
____ FOR THE FILES
____ PLEASE DISCUSS WITH _____
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COMMENTS :

3 August 1988

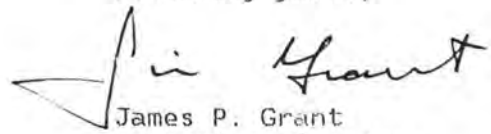

Dear Mr. Conable,

I am pleased to present to you the enclosed publication Adjustment with a Human Face, Vol. II: Ten country case studies, published by Oxford University Press. The ten case studies form the back bone of the adjustment study, as you may have seen from Volume I.

You may find this work particularly useful as a reference source, rather than as a book to be read in its entirety. (The general approach and policy as described in Volume I).

The April 1988 Session of UNICEF's Executive Board was marked by strong support for UNICEF's 'human face' approach expressed almost unanimously by delegations - which were also most supportive of further work by UNICEF in this field. We have also been very encouraged by the studies undertaken by other UN agencies and other partners in the international development community.

Sincerely yours,


James P. Grant
Executive Director

Mr. B. Conable
President
World Bank
1818 H. Street N.W.
Washington, DC 20433

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

Mr. Conable

UNICEF

BARBER B. CONABLE
President

July 29, 1988

Dear Jim:

Thank you for your letter of July 12, 1988, containing your proposal for a Global Conference on Basic Education in 1989. You know that I share your interest in placing higher priority on education so I welcome your suggestion that we work with UNICEF and UNESCO in considering new initiatives in this area. Ann Hamilton, Director of the Bank's Population and Human Resources Department, will be our contact point in this initiative. She would be happy to discuss further details with your people.

It was good to see you in Oslo. I hope to see you again soon.

Sincerely,

(Signed) Barber B. Conable

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

Cleared with and cc: Ms. Hamilton

CBoucher/bg

WORLD BANK OTS SYSTEM
Office of the SVPPR

CB

~~AC~~ MBI

CC AS

Anne Hamilton

CORRESPONDANCE DATE : 88/07/12 DUE DATE : 00/00/00
LOG NUMBER : 880721007 FROM : GRANT, UNICEF, NY
SUBJECT : L - BASIC EDUCATION FOR ALL BY 2000

OFFICE ASSIGNED TO FOR ACTION : ☒ Mr. Alex Shakow

ACTION:

<input type="checkbox"/>	APPROVED
<input checked="" type="checkbox"/>	PLEASE HANDLE
<input type="checkbox"/>	FOR YOUR INFORMATION
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COMMENTS : SHAKOW FOR DISCUSSION WITH RAJAGOPALAN-WDH-7/21/88

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OFFICE OF THE PRESIDENT

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CORRESPONDANCE DATE : 88/07/12 DUE DATE : 00/00/00
LOG NUMBER : 880719027 FROM : James Grant
SUBJECT : Basic Education for all by 2000

OFFICE ASSIGNED TO FOR ACTION : Mr. Hopper (D-1202)

ACTION:

✓ APPROVED

✓ PLEASE HANDLE

FOR YOUR INFORMATION

✓ FOR YOUR REVIEW AND RECOMMENDATION

FOR THE FILES

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RETURN TO _____

COMMENTS :cc: Mr. Shakow (J-3073)

Note.: Dr. Nynyani of Unicef has already called EXC office
7/19/88.

Wyl Nyl



12 July, 1988

Ref: PD/NN/307-88

Dear Barber,

Basic Education for All by 2000

It was good to see you again in the Brundtland Meeting and to have had the opportunity to exchange views with you.

I am happy to know that you also share the view that ultimately it is education in its broadest sense which will determine the success or failure of many development programmes and their sustainability afterwards. In this context both Federico Mayor and I felt that a global awareness of this issue should be raised again, leading to a global commitment to achieve Basic Education for All by 2000.

In order to carry it forward further, UNESCO and UNICEF are organising a global Conference on "Basic Education for All by 2000" around September 1989 and we would both value having the World Bank as the third principal co-sponsor. We hope it will be the education equivalent of an Alma-Ata for basic health which institutionalised primary health care as a level of care every country must have as a minimum. We hope it will arrest the erosion in investment in education and lead to a significant revival of interest in education in the 1990s.

We perceive Basic Education as a minimum package of skills and learning everybody must have. Each country may of course define any package as a minimum beyond this basic package. We feel it should be universally available, at least to 85% of the population, and with particular attention to women. Primary schools, literacy and other non-formal education would constitute means to achieving this goal. There are of course several hurdles we will still need to cross including clarity on understanding of basic minimum learning package, improving learning environment and development of new learning avenues, restoring teachers' morale and motivation, reaching the deprived sections of the society, broad understanding of the language of learning, especially in multi-ethnic societies, and also the need for external inputs to revive education, etc., etc.

As I see it, besides the three sponsors - UNESCO, the World Bank and UNICEF, there could be associate sponsors comprising other multilateral agencies (e.g. ILO (Blanchard) and WFP (Ingram) have expressed interest of joining in), bilateral agencies, foundations and NGO's. After the development of broad elements of a Charter, we shall need regional meetings to build up consensus.

- 2 -

We are thinking of a three-tier management structure:

- a) Heads of Agencies - with UNESCO in the lead role;
- b) Steering committee - with the World Bank providing leadership; and the
- c) Working Group - with UNICEF playing a focal function.

All agencies will be naturally participating at different levels and groups in developing the workplan, formulating the Charter and involved in mobilisation.

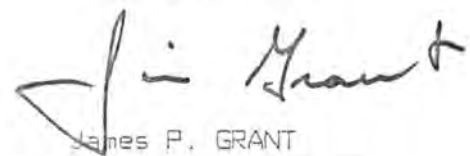
I believe staff work will be done during Summer and early Fall, and the draft work plan and programme of action will be available by the October meeting of ACC.

I can assure you that UNICEF will do its utmost to assure a Conference that will have significant positive impact in the 1990s. Having said that, I should also stress that Federico and I believe that active World Bank participation will contribute greatly to the substance and ultimate effectiveness of the Conference in advancing Basic Education for all as a major strategy.

Dr. Richard Jolly, Deputy Executive Director (Programmes) and Dr. Nyi Nyi, UNICEF's Director for Programme Division will be deeply involved in this effort as well.

With kindest regards,

Yours sincerely,



James P. GRANT
Executive Director

Mr. Barber CONABLE
President
The World Bank
1818 "H" Street, N.W.
Washington, D.C. 20433.

① UNICEF

DUE DATE : 00/00/00

SUBJECT : (ASHakow) Memo on: Bank-UNICEF meeting on Friday,
Feb. 27 (9:30-10:45). (For BBC)

OFFICE ASSIGNED TO FOR ACTION : (2) Mr. Barber Conable E1227

ACTION:

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COMMENTS :

OFFICE MEMORANDUM

DATE: February 25, 1987

TO: Mr. Barber B. Conable

FROM: Alexander Shakow, Acting Director, International Relations

THROUGH: Mr. Jose Botafogo Goncalves, VPE

EXT.: 78812

SUBJECT: Bank-UNICEF meeting on February 27 (9:30 - 10:45)

1. James Grant, UNICEF's Executive Director, will be accompanied by Richard Jolly (Deputy Director for Programs), Paul Altesman (Special Assistant for International Relations), and Andrea Cornia (Socioeconomic Advisor). On the Bank's side, you will be joined by Messrs. Stanton, Husain, Botafogo, de la Renaudiere, Burki, and Shakow.

2. Mr. Grant, who asked for this meeting, will no doubt wish to brief you on UNICEF's program. UNICEF has a good reputation for its efforts to reduce the suffering which poverty entails for children. Their work is administered by country-level offices, supported by a relatively small staff in New York. UNICEF's resources total about \$300 million a year.

3. James Grant is an exceptionally articulate advocate for his agency and for international development generally. He has had great success over the last few years in promoting the "Child Health Revolution." Developing countries (with UNICEF help) have mounted mass campaigns to immunize all their children and to promote inexpensive self-care practices (oral rehydration therapy, for example). Grant argues that appropriate technologies and modern means of social mobilization make it feasible for even low-income countries to achieve, within a decade or two, virtually universal coverage in the provision of basic needs such as health services and drinking water.

4. UNICEF has criticized the IMF and, to some extent, the Bank for not paying sufficient attention to the impact of adjustment programs on poverty and, more specifically, on nutrition among young children and pregnant women. Richard Jolly has taken the lead in UNICEF's advocacy of "adjustment with a human face." The Bank is increasingly making special efforts to reduce the adverse impact of recession and adjustment on the poor, and the Bank's paper on poverty and adjustment for the Development Committee moves further in the direction that UNICEF has advocated. UNICEF has seen the paper in draft and commented quite favorably. At one point, the paper mentions that the Bank will cooperate with UNICEF on compensatory programs for poor people who are adversely affected by adjustment reforms.

5. You may want to reemphasize the Bank's commitment to reducing poverty and, more specifically, to integrating poverty concerns into

its support for adjustment. UNICEF has convinced a lot of people that the Bank and Fund have not been doing enough to protect poor people. It would certainly help to have UNICEF, and especially James Grant, now tell the U.S. Congress and concerned NGOs that IDA 8 is important for progress against poverty.

5. There is some concern among the Bank's operational staff about UNICEF's criticism of adjustment programs in particular developing countries. UNICEF concentrated some of its early country-specific work on Ghana; Bank-UNICEF relations there were strained for a while, but the Bank and UNICEF are now working together fairly well in Ghana. UNICEF is planning to do country-specific analysis on poverty and adjustment in a handful of additional countries (Somalia, Peru, Sierra Leone, and others), but Bank staff are concerned that UNICEF's work may be analytically weak and unduly critical of adjustment programs.

6. Mr. Stern has sent you a note about this matter. The point of contention is UNICEF's proposal that "adjustment with a human face" be an agenda item at Consultative Group and Roundtable meetings, with UNICEF or some other U.N. agency critiquing adjustment policies from the perspective of the poor. We do not consider this a realistic proposal. The Bank's position is that UNICEF should instead involve itself in follow-up meetings on social-sector issues.

7. Friday's discussion should also cover less problematic areas of Bank-UNICEF collaboration. There are tentative plans for a follow-up staff-level meeting on operational collaboration in May. The Bank and UNICEF have been collaborating quite successfully on low-cost water and sanitation technologies, and our fast-growing program of lending for Population, Health, and Nutrition offers expanding opportunities for collaboration. You may want to recruit UNICEF's support for the Bank's expanding work on women-in-development, especially the Safe Motherhood Initiative. Finally, UNICEF has repeatedly suggested that our two institutions could learn from each other through a temporary trade of a staff person from the Bank for a staff person from UNICEF.

cc: Messrs. Stanton, Stern, Husain, de la Renaudiere, Burki

Beckmann/Shakow: db

P. O. Box 218
Alexander
New York 14005

April 24, 1986

*appt over
lunch
w. Shihata
after 20th of Aug.*

talk Shihata

Mr. Craig A. Nalen
Overseas Private Investment
Corporation
1615 M Street, N.W.
Washington, D.C. 20527

Dear Craig:

Many thanks for your recent letter of congratulations.
I sincerely appreciated your thoughtfulness.

NR *||* As you know, I do not come aboard until July 1.
After that time, I look forward to discussing with you
in more detail some of your thoughts concerning the
Bank.

I can see where MIGA and OPIC should have a close
working relationship and I am delighted to find that you
feel the same way too.

Sincerely,

Barber B. Conable

Sept. 10 @ 1



OVERSEAS PRIVATE INVESTMENT CORPORATION Washington, D. C. 20527

CRAIG A. NALEN
President and
Chief Executive Officer

April 3, 1986

The Honorable Barber H. Conable, Jr.
President-Designate
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433

Dear Barber:

Congratulations on your nomination as President of The World Bank. OPIC looks forward to continuing its good working relationship with the Bank, particularly with the IFC. In the past, OPIC and the IFC have cofinanced several projects in the developing world and have found our programs quite complementary. We have also been working closely with the Bank and the State Department on MIGA. OPIC is very supportive of MIGA and believes it will play an important role in encouraging investment in the developing world.

Once you have had an opportunity to settle in, I hope we can arrange to meet and discuss in more detail how OPIC and the Bank can work together on the challenges that lie ahead. In the meantime, please don't hesitate to call if there is anything OPIC can do for you or your staff.

Sincerely,

A handwritten signature in blue ink, which appears to read "C. Nalen", is written over the typed name.

Craig A. Nalen

John is his secretary

9/16

Lunch on Sept. 22 is for Craig Nalen, President of OPIC, and Ibrahim Shihata. I thought it might be best to have it in the private dining room since the last time BBC lunched with Shihata in the main dining room he said he had trouble hearing him. What we have done in the past for small groups, is to have lunch served at the glass table in the reception area of the private dining room. It is smaller than the bigger table (so 3 won't feel lost), but is big enough to accommodate 2-3 people. Do you think BBC would want to try this?

MH

12

Front

Conable

100

3

APPETIZERS

Chilled Gazpacho	-	Cream of Chicken	\$1.05
Fruit Juices \$0.95	-	Tropical Fruit Cup	\$1.05
Hearts of Palm Vinaigrette			\$2.35
Smoked Salmon \$3.75	-	Melon and Prosciutto	\$2.00

ENTREES

EGGS BENEDICT \$5.10

SAUTE DE VEAU A LA PRINTANIERE \$7.75
(Veal Stew)

TRUITE DE MER MELNIERE \$7.50
(Sea trout Filet)

FROM THE GRILL - COOKED TO ORDER R() M() W()

RIBEYE STEAK \$8.45

LOW CALORIE: TWO BROILED LAMB CHOPS \$8.35

CHOPPED SIRLOIN STEAK W/MUSHROOM SAUCE \$5.90

•• FILET MIGNON, SAUCE BEARNAISE \$9.75 ••

CHOICE OF TWO

Parsley Potatoes

Salad

Leaf Spinach

COLD PLATES AND SANDWICHES

FLORENTINE SALAD \$5.45	FRUIT PLATE W/COTTAGE CHEESE \$5.45
CORNED BEEF & SWISS SANDWICH \$4.95	

DESSERTS

Strawberries with Whipped Cream \$2.75	-	Ice Cream or Sherbet \$1.15
Chocolate Mousse \$2.75	-	Pear Belle Helene \$1.45
Assorted Pastries - Cakes - Tartlets		\$1.75

APERITIFS - BEVERAGES

Sherry Sweet or Dry \$1.00		Dubonnet \$1.00
Coke \$0.75	Ginger Ale \$0.75	Milk \$0.55
Perrier \$1.25	Tea \$0.55	
Coffee \$0.55	Decaffeinated Coffee \$0.55	Espresso \$0.75

Monday
2

September 22, 1986