Folder Title: IPA Chronological files (outgoing) - Chrons 16
Folder ID: 1772388
ISAD(G) Reference Code: WB IBRD/IDA 03 EXC-10-5765S
Series: IPA chronological file (outgoing)
Sub-Fonds: Records of President Robert S. McNamara
Fonds: Records of the Office of the President

Digitized: September 18, 2012

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.
Dear Mr. McClelland:

Thank you for your letter and its generous comments. I appreciate having your views.

With the thought that you may find it interesting, I am enclosing a copy of a speech I gave at the bank's annual meeting which touches on some of the points you raise.

It was very good of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Arthur J. McClelland
272 Tabb Ave.
Piscataway, New Jersey

JLMaddux:mwm
December 20, 1978

3.1 McClelland, A.
Dear Mrs Norton:

I have received your letters of December 14 and 15 and the enclosed guidelines, which we have noted with interest.

I assume you have sent me this only for information, since as the head of an international institution with staff drawn from 99 nations, it would not be proper for me to comment on a document intended for Federal Agencies.

But as an American with a long time interest in these matters, and at one time considerable involvement, I hope I may send you best wishes for your vitally important work.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mrs Eleanor Holmes Norton
Chair
Equal Employment Opportunity Commission
Washington D.C. 20506

WDClark:sf
Dear Jack:

Thank you for your warm letter inviting me to the X Biennial American-German Conference in Hamburg, Germany, March 15-18, 1979.

I am grateful for your thinking of me, but in my current position as an international civil servant, heading a specialized development agency with 134 member countries, it would be inappropriate for me to participate.

I know you will understand.

With warm personal regards, I am

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Honorable
John J. McCloy
Chairman
The American Council on Germany
660 Fifth Avenue
New York, N. Y. 10019

JLMaddux:mem
December 19, 1978

1.1 Am. Council on Germany
McCloy, J.
December 19, 1978

Dear President Gray:

Thank you for your warm letter and its gracious notification that I have been selected to receive the first Albert Fick, Jr. Award for Outstanding Contributions to International Understanding.

I am grateful and honored, and very pleased to accept.

My wish is to donate the $25,000 cash prize to an appropriate development-oriented charity, which I will select prior to the ceremony.

As to a specific date, I believe any evening between May 17 and May 24 would be convenient for me — would it be for the University?

Please convey my gratitude to the Director of the Center of International Studies, to the Provost, and to the members of the Faculty Committee for the kindness they and the University have bestowed on me in this nomination, and tell them that I look forward keenly to meeting them in May.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Hanna Holborn Gray
President
The University of Chicago
5801 Ellis Avenue
Chicago, Illinois 60637

Dec. 19, 1978
Dear Mr. Malhotra:

Thank you for your letter and the copy of your background paper on the problems of industrial growth in India.

I appreciate having your views, and it was very thoughtful of you to send it along.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Rashpal Malhotra
Director
Centre for Research in Rural and Industrial Development
1037, Sector 21-B
Chandigarh 160022
India

JLMaddux:mnw
December 15, 1978

3.1 Malhotra, R.
Dear Ms. Oeth:

Thank you for your letter requesting permission to reprint excerpts from my M.I.T. speech on the population problem as they appeared in Time Magazine.

You may, of course, have my permission to do so. For your information, I am enclosing a copy of the full text.

I would appreciate your sending me a copy to the textbook when it is published.

Sincerely,

(Signed), Robert S. McNamara

Robert S. McNamara

Ms. Havis M. Oeth
Permissions Editor
W. C. Brown Company Publishers
Dubuque, Iowa 52001

JLMaddux:mem
December 15, 1978

MIT
Dear Baron von Schellenberg:

Thank you for your letter and its warm invitation to participate in the Management Institut’s panel discussion of the world financial and banking system in Frankfurt next June.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating discussion.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Axel H. W. Baron von Schellenberg
Management Institut Hohenstein
Postfach 60
6903 Dilsberg-Neuhof
Heidelberg
Federal Republic of Germany

JLMaddux:mmm
December 6, 1978

1.1 Management Institut Hohenstein
Schellenberg, A.
Dear Professor Appleton:

Thank you for your letter and its warm invitation to speak at the Ninth Annual North Carolina Accounting Education Colloquium next February.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Robert W. Appleton
Assistant Professor of Accounting
University of North Carolina at Wilmington
Department of Business and Economics
Wilmington, North Carolina 28406

JLMaddux:mmm
December 6, 1978

1 University of N. Carolina, Wilmington
Appleton, R.
Dear Rev. Hewell:

Thank you for your letter, and its enclosure, regarding the United Presbyterian Church's plans to develop a policy on development assistance to less-developed countries.

I am delighted to hear that the Church is undertaking this task, and though it is unlikely that I would be able to participate personally in the endeavor, the Bank can certainly supply background materials which the working committee may find useful.

I enclose, as an example, a copy of our World Development Report, 1978, and a catalog of our recent Bank studies.

It was very good of you to write to me, and please accept my warm good wishes for the success of this important and very worthwhile effort.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Rev. Philip R. Hewell, Jr.
Associate for Economic Justice Issues
The United Presbyterian Church
in the United States of America
Rm. 1244K
475 Riverside Drive
New York, N. Y. 10027

JLMaddux:wmw
December 6, 1978

4.14 Hewell, P.
Dear Mr. Dean:

Thank you for the copy of your letter to the New York Times.

I appreciate your thoughtfulness in sending it along to me.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. William J. Dean
Atkinson, Mueller & Dean
845 Third Avenue
New York, N. Y. 10022

JLMaddux:mem
December 6, 1978

3.1 Dean, W.
Dear Mr. De Zoysa:

Thank you for your warm message, and its generous comments. It was kind of you to write.

Mrs. McNamara joins me in wishing you and your family all the very best in the coming Holiday Season.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. B. De Zoysa
2155 N. Quebec Street
Arlington, Virginia 22207

JIMaddux:mmm
November 29, 1978

2.5 De Zoysa, B.
November 28, 1978

Dear Professor Yamanaka:

Thank you for your recent letter. Enclosed are the copies of the M.I.T. speech you requested.

Additional copies are available should you find them useful in your course.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. William Yamanaka
Associate Professor, Nutrition
University of Washington
Seattle, Washington 98195

JLMaddux:mmm
November 29, 1978

4.8 Yamanaka, W.
Dear Mr. Shaw:

Thank you for your letter requesting my views on the future of the world, the responsibilities of the multinational enterprise, and the relationship between the two.

I appreciate your writing to me about this matter, but I am afraid that it is not really feasible to deal adequately with issues of such complexity within the confines of a letter. I do hope you will understand.

I am, however, enclosing a copy of a recent address which touches on some of the points involved, particularly on the prospects over the next decade for the some two billion people in the more than one hundred countries of the developing world that the World Bank serves. I think you may find it useful as background material in your deliberations.

With my best wishes for the success of the program, I am

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Brian D. Shaw
Student Committee for a Just World Order
University of Iowa
SAC/IMU
Iowa City, Iowa

JLMaddux:mmm
November 29, 1978

4.16 Shaw, B.
Dear Mr. Amann:

Thank you for your letter, and its generous comments.

Enclosed is the picture you requested, as well as a copy of a recent address which you may find interesting. It was very kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Thomas Amann
36, rue de l'ILL
G7900 Strasbourg
France

4.11 Amann, T.

JLMaddux: nnn
November 29, 1978
Dear Professor Gurley:

Thank you for your letter and its warm invitation to address the Stanford Alumni Association next August.

I appreciate your thinking of me in this connection and regret having to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor John G. Gurley
Stanford Alumni Association
Bowman Alumni House
Stanford University
Stanford, California 94305

JLMaddux:mem
November 27, 1978

1.1 Stanford Univ - Alumni Assoc.
   Gurley, J.
Dear Mr. Gyasi-Twum:

Thank you for your kindness in forwarding to me Professor Twum-Barima's latest publication, The Genesis of Integrated Rural Development.

I have written to thank him, and enclose a copy of my letter.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Kwaku Gyasi-Twum
Alternate Executive Director
Room E1107

JLMaddux:mem
November 21, 1978

3.1 Twum-Barima, K.
Dear Professor Twum-Barima:

Thank you for sending me, through Mr. Gyasi-Twum, your latest publication, The Genesis of Integrated Rural Development.

It was very good of you to send the study along, and I am pleased to have your views on this important subject.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor K. Twum-Barima
University of Ghana
Institute of Statistical, Social and Economic Research
P.O. Box 74
Legon, Ghana

JIMaddux: mmm
November 21, 1978

3.1 Twum-Barima, K.
Dear Dean Edmunds:

Thank you for your letter and its warm invitation to speak at your Invitational Lecture Series sometime next spring.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I will, however, be glad to explore the possibility of having one of my colleagues participate in the series and have asked Mr. Paul Danquah of our Information and Public Affairs Department to get in touch with you concerning the details.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating program.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Stahrl W. Edmunds
Dean
Graduate School of Administration
University of California, Riverside
Riverside, California 92521

JLMaddux:nn
November 21, 1978

1.1 Univ. of Cal., Riverside
Edmunds, S.

cc: Mr. Danquah
Dear Mr. Meader:

Thank you for your letter and its warm invitation to meet with the students and staff sometime in January-February or April-May, 1979.

I do appreciate your thinking of me, and deeply regret that my schedule makes it so difficult for me to join you. I expect to be traveling in Latin America in January-February, and in Eastern Europe in April-May. The precise dates are uncertain as they must, of course, be scheduled at the convenience of the heads of state in the countries in question, and frequently have to be adjusted on relatively short notice.

I do hope you will understand, and I will try to get to the campus at a future time when it is mutually feasible.

It was very kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Walter W. Meader
Director
The Caltech Y
California Institute of Technology
Pasadena, California 91125

JLMaddux:mmm
November 21, 1978

1.1 Cal. Tech
Meader, W.
Dear President Goldberger:

Thank you for endorsing the warm invitation of Mr. Neefer of the Caltech Y. I have attached a copy of my reply.

The scheduling problems continue, but I do hope to get to the campus in the future.

With warm personal regards, I am

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Marvin L. Goldberger
President
California Institute of Technology
Pasadena, California 91125

JIMaddux:mmm
November 21, 1978

1.1 Cal. Tech
Goldberger, M.
Dear Professor Wilkinson:

Thank you for your letter concerning my recent annual meeting speech.

I appreciate having your views, and it was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor David Wilkinson
Department of Political Science
University of California, Los Angeles
Los Angeles, California 90024

JLMaddux:mmm
November 20, 1978

3.1 Wilkinson, D.
Dear Mrs. Barkataki:

Thank you for the copy of India's National Plan of Action for the Observance of the International Year of the Child.

It was very thoughtful of you to send it to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mrs. Renuka Devi Barkataki
Minister of State of Education and Social Welfare
Department of Social Welfare
New Delhi
India

JLaddux:mem
November 20, 1978

cc: Mr. Hopper, with attachment

3.1 Barkataki, R.
Dear Professor Hofmann:

Thank you for your letter and its warm invitation to participate in the 47th annual Borah Symposium at the University of Idaho next March.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor Catherine A. Hofmann
College of Business and Economics
Department of Economics
University of Idaho
Moscow, Idaho 83843

JLMaddux:mmm
November 14, 1978

1.1 Univ. of Idaho
Hofmann, C.
Dear Dr. Ariyapruchya:

Thank you for your letter indicating your interest in coming to the Bank, and for the copy of your translation of my book, One Hundred Countries, Two Billion People. It was very thoughtful of you to send it to me.

I have forwarded your letter to our Personnel Department and have asked them to explore the possibility of your taking a sabbatical here. You should be hearing from them shortly.

It was kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Somkiati Ariyapruchya
First Secretary
Permanent Mission of Thailand to the United Nations
28h, Chemin du Petit-Saconnex
1209 Geneva
Switzerland

JLMaddux:mmm
November 14, 1978

4.18 Ariyapruchya, S.

cc: Mr. R. A. Clarke
Dear Mr. Walbek:

Thank you for your letter and its warm invitation to give an address on world development problems at Gustavus Adolphus College next April 18th.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Norman V. Walbek
Program Director of
World Development Program
Gustavus Adolphus College
St. Peter, Minnesota 56082

JLMaddux:mmm
November 14, 1978

1.1 Gustavus Adolphus College
Walbek, N.
Dear Warren:

Thank you for your letter and the cordial invitation to speak at the conference in Seattle on the New International Economic Order at the end of March.

I appreciate your thinking of me, and genuinely regret having to decline. I am scheduled to be out of the country at that time.

I do hope you will understand, and please accept my best wishes for what is clearly going to be a stimulating meeting.

With warm personal regards, and the gratitude of all of us here at the World Bank for the support you and your committee have given to multilateral development assistance, I am

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Honorable
Warren G. Magnuson
United States Senate
Committee On Appropriations
Washington, D.C. 20510

JIMaddux:mem
November 15, 1978

1.1 NIEO Conference
Magnuson, W.
Dear Mr. Navila and Mr. Tagle:

Thank you for your letter and its warm invitation to address the Second Latin American Conference for Executives next May.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Octavio Navila Medina
Mr. Jose Tagle Bazza
Instituto Peruano de Administracion de Empresas
Jose Pardo 610
Miraflores
Apartado 4075
Lima
Peru

JLMaddux:mmm
November 15, 1978

1.1 Inst. Peruano de Admin. de Empresas
Navila, O.
November 14, 1978

Dear Mr. Demeny:

Thank you for your letter regarding the subscription drive for the Population and Development Review.

I am happy to endorse the publication. You may, if you wish, use the following statement:

"Perhaps no single problem in the international development field is more complex than determining the key linkages between fertility reduction and specific social and economic components of the development process. It is essential that we improve our understanding of those interrelationships, and the Population and Development Review is a valuable forum for that purpose."

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Paul Demeny
Vice President
Director
Center for Policy Studies
The Population Council
One Dag Hammarskjold Plaza
New York, New York 10017

JMaddux;RSMcNamara;js
Dear Ted:

Thank you for your welcome endorsement of the Davos Symposium, to be held in early February.

I'm confident it will be a good meeting, and the prospect of seeing you there is particularly inviting. But unhappily I do have previous commitments for that period, and I have had to decline Professor Schwab's cordial invitation.

It was very good of you to write, and please do let me know when you plan to be here in Washington again.

With warm regards,

(Signed) Robert S. McNamara

Robert S. McNamara

House of Commons
Westminster
London
England

JLMaddux:mms
November 13, 1978

1.1 European Management Forum
Heath. E.
Dear Mr. Freire:

Thank you for your warm invitation, which has just reached me, to address the National Confederation of Commerce sometime during early 1979.

I appreciate your thinking of me in this connection, and regret that a heavy schedule of previous commitments during that general period will not make it possible for me to join you.

I do hope you will understand. It was very kind of you to write to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Jesse Pinto Freire
President
Confederacao Nacional Do Comercio
Rio de Janeiro
Brazil

JLMaddux:mmm
November 13, 1978

1.1 Confederacao Nacional Do Comercio
Freire, J.
Dear General Went:

Thank you for your letter graciously inviting me to address the American Society of Military Comptrollers next February 16th.

Unhappily, I will again have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand. It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Brigadier General J. J. Went, USMC
President
American Society of Military Comptrollers
P.O. Box 91
Mt. Vernon, Virginia 22121

JJMaddux:mem
November 9, 1978

1.1 Am. Society of Military Comptrollers
Went, J.
Dear Mr. President:

Thank you for your warm letter, and the copy of the very stirring statement you made to the nation on the occasion of the birthday of Mahatma Gandhi. It was very kind of you to send it to me.

I regret that constraints on my schedule did not make it possible for me to get to Madras on my recent trip to India. The next time I am in that lovely city I would be very pleased to see you, and have a good discussion.

In the event you may not yet have seen it, I am enclosing a copy of my address at the World Bank's Annual Meeting this year. It touches on some of the same points you have raised.

With my very warm personal regards, I am

Yours sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

V. V. Giri
'Malathi'
4, Giri Road, T. Nagar,
Madras-600017
India

JLMaddux:mmm
November 10, 1978

2.5 Giri, V.
Dear Mr. Mulla:

Thank you for your letter and its warm invitation to address a conference on hunger at the Riverside campus of the University of California next March.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. David J. Mulla
Riverside Council on World Hunger
7200 Magnolia Avenue
Riverside, California 92504

JLMaddux:mmm
November 9, 1978

1.1 Riverside Council on World Hunger
Mulla, D.
Dear Ms. Brown:

Thank you for your letter and its warm invitation to contribute one of my favorite Biblical passages, together with my personal comments on it, for your forthcoming book.

I appreciate your thinking of me in this connection and regret that pressures on my schedule here, compounded by frequent travel to our developing member countries, just do not make it possible for me to devote the time that such a contribution would merit.

I do hope you will understand, and please accept my best wishes for the success of your book.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Ms. Barbara B. Brown
Box 172
Manomet, Massachusetts 02345

JLMaddux:mmm
November 9, 1978

4.16 Brown, B.
Dear Professor Muechterlein:

Thank you for your kindness in sending me a copy of your new book, *National Interests and Presidential Leadership: The Setting of Priorities*.

I look forward with interest to reading it, and am pleased to know that you are continuing your public service by teaching at the Federal Executive Institute.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor Donald E. Muechterlein
U.S. Civil Service Commission
Federal Executive Institute
Route 29 North
Charlottesville, Virginia 22903

JLMaddux:mmm
November 9, 1978

3.1 Muechterlein, D.
Dear Professor Catudal:

Thank you for your letter requesting my comments on your study of the 1961 Berlin Wall Crisis.

While I appreciate the importance of your research, in my present position as an international civil servant, heading a U.S. development agency with 132 member countries, it would be inappropriate for me to comment on past or present military policies of any of these countries, including my own. I am therefore returning your draft chapter.

I do hope you will understand. It was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor H. Marc Catudal
c/o Tod Becker
Political Section
U.S. Mission, Berlin
APO 90742 New York

JLMaddux:mmm
November 7, 1978

4.16 Catudal, H.
Dear Mr. Pradhan:

Thank you for your warm and generous note.

My colleagues and I are grateful for the unfailing support you have given to the cause of international development, and to the mandate of the Bank. Both the specific countries you have represented, and the developing world as a whole, have had in you a strong and able advocate, and we will miss your solid contribution to the work of the Board.

Mrs. McNamara joins me in wishing you the very best in your new responsibilities, and we look forward to an opportunity to revisit the gracious people and magnificent mountains of your lovely country.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Bharat Pradhan
Alternate Executive Director
Room E-1330

JLMaddux:mmm
November 7, 1978

2.5 Pradhan, D.
Dear Father Brooks:

Thank you for your letter and its warm invitation to present the Hanify-Howland Lecture sometime this coming March or April at the College of the Holy Cross.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating event.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Reverend John E. Brooks, S.J.
President
College of the Holy Cross
Worcester, Massachusetts 01610

JLMaddux:mmm
November 3, 1978

1.1 College of the Holy Cross
Brooks, J.
Dear Dr. Haskell:

Thank you for your letter and its warm invitation to speak at Albright College's 25th anniversary Convocation next February or March.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Ellery B. Haskell
515 North 26th Street
Pennside, Reading
Pennsylvania 19606

JIMaddux:mmm
October 31, 1978

1.1 Albright College
Haskell, E.
Dear Professor Schwab:

Thank you for your letter and its cordial invitation to be the keynote speaker at the major plenary session during the 9th European Management Symposium in Davos, Switzerland, in early February.

It is kind of you and Mr. Heath to think of me in this matter, and I regret that previous commitments for that period will not make it possible for me to join you.

Please accept my warm best wishes for a very lively and valuable conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor Klaus Schwab
Université de Genève
Président de la Fondation
European Management Forum
1223 Cologny/Genève
19, chemin des Hauts-Crets
Switzerland

JLMaddux:mmm
October 31, 1978

1.1 European Management Forum
Schwab, K.
Dear Professor McKeil:

Thank you for your letter and its warm invitation to give an address at the University of Southern Maine next March on the subject of world hunger.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating program.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor Richard L. McKeil
School of Business, Economics & Management
University of Southern Maine
96 Falmouth Street
Portland, Maine 04103

JIMaddux:mmm
October 31, 1978

1.1 Univ. of S. Maine
McKeil, R.
Dear Mr. Knapp:

Thank you for your letter and its warm invitation to deliver the keynote address at the Conference on the New International Economic Order, at the Columbia School of Law, in late March or early April.

I appreciate your thinking of me in this connection, and regret the previous commitments for that period will not make it possible for me to join you.

It was kind of you to write, and please accept my warm best wishes for what is clearly going to be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Charles Knapp
Chairman
The Friedmann Conference
School of Law, Columbia University
Box 8
New York, N.Y. 10027

JLMaddux/mk-
October 27, 1978
Dear Mr. Foltz:

Thank you for your warm letter, and its renewed invitation to speak to the Institute.

It is good of you to keep thinking of me, and I both regret and am embarrassed to have to decline. The inescapable problem is my travel schedule. The Bank has well over a hundred developing member countries now, and the scheduling of official visits is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible for me to accept outside engagements. I do hope you will understand.

I am delighted to hear that you plan to invite Jacques de Larosière, and would suggest that you have Ed Berstein introduce him.

With my warmest wishes for the continuing success of the Institute's program, I am

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Charles Foltz
Program Chairman
The Washington Institute of Foreign Affairs
613 Fifteenth Street NW
Washington, D.C. 20005

JLMaddux/mk-
October 27, 1978
Dear Ted:

Thank you for your note about the conference on Pharmaceuticals for Developing Countries, sponsored by the Institute of Medicine of the National Academy of Sciences.

Though I am not going to be able to attend personally, we are examining the question of appropriate representation by the Bank.

It was good of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Edward M. Kennedy
United States Senate
Committee on Human Resources
Washington, D.C. 20510

JLMaddux/mk-
October 27, 1978
Dear Mr. Lacey:

Thank you for your letter, and its enclosures, regarding the application of Mr. Lloyd Norman for a fellowship at the Wilson Center. These papers have just reached me now on my return from a trip in Asia.

I knew Mr. Norman as a reporter covering the Pentagon in the years that I was there, and regarded him as a hard-working and thoughtful member of the press corps.

With respect to the proposed study project, however, Secretary Harold Brown would be better qualified than I to judge its uniqueness and value.

With my warmest wishes for the ongoing work of the Center, I am

Yours sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Michael J. Lacey
Assistant Director
The Wilson Center
Smithsonian Institution Building
Washington, D.C. 20560

JLMaddux/mk-
October 24, 1978
Dear Ms. Takahashi:

Thank you for your letter and its gracious invitation to speak to the students of Stanford University sometime during winter quarter of this school year.

I appreciate your thinking of me in this connection, and regret that I have to decline. My problem is that the pressures on my schedule here, compounded by necessary travel to our developing member countries abroad, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand. It was very kind of you to write to me, and please accept my warm best wishes for a stimulating series of programs.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Ms. Nancy Takahashi
ASSU Speakers Bureau
205 Tresidder Memorial Union
Stanford, California 94305

JLMaddux/sk-
October 24, 1978
Dear Mr. Karner:

Thank you for your letter indicating that you wish to publish my recent address to the Annual Meeting of the World Bank in the West-Ost-Journal.

In accord with your request, please find enclosed copies, in both German and English, of the text of the address.

It was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Otto Karner
Editor in Chief
West-Ost-Journal
Robertgasse 2
A-1021 Wien, Postfach 86
Austria

JLMaddux/mk-
October 24, 1973
Dear Mr. MacDonald:

Thank you for your letter and its warm invitation to be the Keynote Speaker at the 1978 Annual Meeting of the Council of Energy Resource Tribes, in Denver on November 16.

I appreciate your thinking of me in this connection, and regret that a previous commitment will not make it possible for me to join you.

I do hope you will understand, and please accept my best wishes for what will clearly be an interesting meeting.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Peter MacDonald
Chairman
Council of Energy Resource Tribes
1000 Connecticut Avenue N.W.
Suite 610
Washington, D.C. 20036

JLMaddux/sm-
October 24, 1978
Dear Mr. Tejero:

Thank you for your letter, its enclosures, and the copy of your book, Instituciones Bancarias y de Ahorro, which arrived here while I was on an overseas trip.

It was very kind of you to send a copy of your study to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Jose M. Tejero
Apartado 89
Huelva, Spain

JLMaddux/nk–
October 24, 1978
Dear Mr. Ames:

Thank you for your letter, and its warm invitation to speak at the symposium, "High Technology and its International Impact: An Examination of Current Issues and Considerations for the Future," to be held at the University of Santa Clara, February 7-8, 1979.

Your letter arrived here while I was on an overseas trip. I appreciate your thinking of me in connection with these issues, and regret that I will not be able to join you. The heavy pressures on my schedule here, compounded by frequent travel to our developing member countries abroad, have unfortunately made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings. I do hope you will understand.

It is an important subject, and I am confident that it will be a very stimulating symposium.

It was good of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. John S. Ames, Director
International Technical Management Program
The University of Santa Clara
Santa Clara, California 95053

JLMaddux/mk-
October 24, 1978
Dear Chancellor Eggers:

Thank you for your letter of October 4, which arrived here while I was on a trip in Asia.

I appreciate your warm invitation to visit the University in the next year or so to meet with the faculty and students, and to deliver perhaps a formal address.

The problem, as you can guess, is the pressure on my schedule here, compounded by frequent travel to our developing member countries abroad. The result is that I have had to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I will, however, keep your gracious invitation in mind, and should a possibility of accepting it arise, I will get in touch with you in ample time.

It was very kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Chancellor Melvin A. Eggers
Syracuse University
Syracuse, New York 13210

JLMaddux/mk-
Dear Mr. Mahrer:

Thank you for your letter, which arrived here in Washington while I was on an overseas trip.

I appreciate your warm invitation to participate in the OCV's North-South Forum in Salzburg on November 12, and regret that due to previous commitments for that period I will not be able to join you.

I do hope you will understand, and please accept my warm best wishes for the success of what is sure to be a stimulating program.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Fritz Mahrer
First Vice President
Austrian Confederation of Student Organizations
1080 Wien, Lerchenfelderstrasse 14
Austria

JLMaddux/mk-
Dear Mr. Arceo:

Thank you for your letter regarding your project in history class on the policy issue of detente between the United States and the Soviet Union.

I appreciate your asking for my views, but in my current position as an international civil servant, heading a U.N. development agency with 132 member countries, it would be inappropriate for me to comment on an internal political policy of this kind in any of these countries, including my own.

I do hope you will understand. It was very good of you to write, and please accept my best wishes for the success of your class project.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Andrew Arceo
426 Tocotona Avenue
San Francisco, Ca. 94134

JLMaddux/mk--
OCT 19 1978

Dear Mrs. George:

Thank you for your warm letter and its generous comments. A copy of my recent address to the Board of Governors is enclosed.

With best wishes and warm regards,

I am

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mrs. Clayborne George
Shaker Towers, Apt. 308
13800 Shaker Boulevard
Cleveland, Ohio 44120

mk-
Dear Professor Christman:

Thank you for your letter inquiring about the disposition of my papers.

Due to the press of work here at the Bank, I have not yet had the opportunity to organize my papers, nor is it likely that I will be able to do so very soon. As a consequence, I have not made a decision on their ultimate disposition.

It was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor Calvin L. Christman
Cedar Valley College
3030 N. Dallas Avenue
Lancaster, Texas 75134

JLMaddux: mwa
September 29, 1978

2.5 Christman, C.
Dear Mr. Simson:

Thank you for your letter requesting that I contribute an article to your new journal, Biography.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, just do not make it possible for me to accept.

I do hope you will understand, and please accept my best wishes for the success of your venture.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. George Simson
Editor
Biography
P.O. Box 11123 Mailiili Station
Honolulu, Hawaii 96823

JLMaddux:mmm
September 29, 1978

4.12 Simson, G.
Dear Mr. President:

As the Annual Meetings have come to a close, I am just about to depart on a trip to India. Before I leave, however, I want to express my thanks for the strong leadership you provided in assuring passage of foreign assistance legislation this year. Your timely and persuasive encouragement to members of Congress led to substantial funding for multilateral aid, especially the International Development Association.

I know that those who were present to hear you speak so eloquently at the Sheraton Park Hotel last Monday share my opinion that the United States is providing crucial support for these programs. For this we are most grateful.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The President
The White House
Washington, D.C. 20500

PR: apz
Dear Senator Schweiker:

I have followed with interest the recent debate on the FY 1979 Foreign Aid Appropriations Bill.

Your efforts in Committee and on the Floor to assure substantial funding for the International Development Association are greatly appreciated.

I also wish to extend our gratitude to your staff assistant James Bond.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

The Honorable
Richard S. Schweiker
253 Russell Building
United States Senate
Washington, D.C. 20510

PBRiddleberger:pam
September 29, 1970

Dear Mr. Doermann:

I would be very happy to see you, but unfortunately I will be in Asia on October 5.

If you will call my office the next time you plan to visit Washington, Miss Moore or Mrs. Sanders will be glad to arrange an appointment.

It was very thoughtful of you to write — I look forward to meeting you.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Humphrey Doermann
President, The Bush Foundation
E-900 First National Bank Building
Saint Paul, Minnesota 55101

RmCN:bmm
Dear Alton:

You wrote to me on August 10 and asked for nominations to the International Affairs Fellowship 1979-80.

I asked some of my associates to consider your request and regret that we do not have nominations to make. I suspect the reason may be, in part, that our concentration is so very largely on the problems of peoples of the Third World, and that our American staff members in the age group you mention cannot be spared for a period of reflection and writing.

I hope you will be able to find first class candidates.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Alton Frye
Director
International Affairs Fellowships
Council on Foreign Relations, Inc.
The Harold Pratt House
58 East 68th Street
New York, N. Y. 10021

cc: Mr. McNamara's Office (2)

LPChatenay/WDClark:mmh
September 21, 1978
Dear Dr. Hass-Hürni:

Thank you for your note, and the draft synopsis of your study on the lending policy of the Bank in the 1970s.

While I appreciate your suggestion that I might write a foreword to your book, I unfortunately must decline. It is kind of you to think of me in this matter, but the pressures on my schedule, and a heavy program of travel, just do not provide me with the time that such a task would merit.

With every best wish, I am

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Bettina S. Hass-Hürni
4277 E South 35th St., Apt. Bl
Arlington, Virginia 22206

September 22, 1978

2.5 Hass-Hürni, B.
Dear Dr. Merani:

Thank you for your two letters of September 19, the first one co-signed with Mr. E. B. Christensen, and the second one a personal note, together with a copy of your Statement made in Geneva in 1962.

I appreciate your invitation to contribute to your forthcoming book on the United Nations, and regret having to decline. The pressures on my schedule, compounded by frequent travel to our developing member countries, just do not provide me with the time that such a contribution would merit.

It is kind of you to suggest a personal appointment, but unhappily my commitments in the months immediately ahead will not make it possible for me to arrange that. I do hope you will understand.

It was good of you to write to me, and please convey my regrets and good wishes to your colleague, Mr. Christensen.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. S. T. Merani
31 Chemin Noire Diboule
Petit Saconnex
CH Geneva 1209
Switzerland

JLMaddux:mmm
September 22, 1978

4.12 Merani, S.
SEP 22 1978

Dear Mr. Dix:

Thank you for your letter and its warm invitation to present a paper to the 32nd session of the International Banking Summer School next August.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating session.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Geoffrey Dix
Secretary-General
The Institute of Bankers
10 Lombard Street
London EC3V 9AS
England

JLMaddux:wmw
September 20, 1978

1.1 The Institute of Bankers
Dix. G.
SEP 22, 1978

Dear Mr. Cook:

Thank you for your letter and its warm invitation to address the Association of Professional Economists' 8th annual Economic Conference in Vancouver on November 21st.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating session.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Peter A. Cook
Registrar
Association of Professional Economists
of British Columbia
c/o B.C. Central Credit Union
P.O. Box 2038
Vancouver, British Columbia V6B 3R9
Canada

JLMaddux:mmm
September 20, 1978

1.1 Assn. of Professional Economists of British Columbia
Cook, P.
Dear Mr. Smith:

Thank you for your letter of September 5, 1978 concerning the Annual United Nations Concert and Dinner on October 21.

I have asked Mr. William Clark, Vice President, External Relations, to make the arrangements for the World Bank to participate in this event in view of the fact that I will be unable to attend.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. J. Lucian Smith
General Chairman
18th Annual UN Concert and Dinner
The Coca-Cola Company
P.O. Drawer 1734
Atlanta, Ga. 30301

cc: Mr. McNamara's Office (2)  
Mr. William Clark

WDClark:mmh
September 19, 1978
Dear Bill:

Thank you for your letter and Mr. Elgie's proposal for improving students' understanding of corporate America. I think it is an excellent idea, and I agree with your comments on it.

Personally, however, I am going to have to decline. It is good of both of you to think of me, but the truth is that I have been away from the corporate world too long, and at too great a distance, to be a genuinely effective representative of it today. What you really need are executives who are currently in the thick of corporate affairs.

I do hope you will understand, and please congratulate Mr. Elgie for me on his very imaginative project.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. William F. Miller
Vice President and Provost
Stanford University
Stanford, California 94305

JLMaddux: mwa
Sept. 20, 1978
1.1 Stanford Univ.
Miller, Wm.
Dear Mr. Dormann:

Thank you for your letter requesting an article for your magazine, LEADERS.

While the pressures on my schedule do not make it possible for me to write a special article, I am enclosing a copy of a recent address I gave on the population problem, which you may quote or reprint as you wish.

In the event that you do make use of the address, I would appreciate receiving a copy of the issue in which it appears.

Sincerely,

(Signed), Robert S. McNamara

Robert S. McNamara

Mr. Henry O. Dormann
President & Editor in Chief
Leaders Magazine, Inc.
59 East 54th Street
New York, N. Y. 10022

JLMaddux:mmm
September 20, 1978

Mit
Dear Senator Sparkman:

Thank you for your letter inviting me to contribute an essay on "Soviet Conduct in Multilateral Institutions."

I appreciate your thinking of me in this connection, but as the USSR is not a member of the World Bank I have no special qualifications to comment on that question.

I do hope you will understand, and please accept my warm gratitude, and that of all of us here in the World Bank, for the strong and continuing support you have given over the years to the cause of international development. We will deeply miss your presence in the Senate.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Honorable
John Sparkman
United States Senate
Committee on Foreign Relations
Washington, D.C. 20510

JLMaddux:mmm
September 13, 1978

2.5 Sparkman, J.
Dear Dr. Hitch:

Thank you for your letter graciously renewing your invitation to visit Hawaii in the fall of 1980.

Unhappily, I will again have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

But, I do appreciate your suggesting another date. It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Thomas K. Hitch
Senior Vice President
Research Division
First Hawaiian Bank
P.O. Box 3200
Honolulu, Hawaii 96847

JLMaddux:mmm
September 13, 1978

1.1 First Hawaiian Bank
Hitch, T.
Dear Mr. Winchell:

Thank you for your letter, which arrived while I was out of the city, and its warm invitation to address the Stanford Graduate School of Business next November 3rd.

Unhappily, I will have to decline. Due to pressures on my schedule, I am not certain yet that I will be able to attend the Fall Advisory Council meeting.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating program.

Sincerely,

Robert S. McNamara

Mr. Blake Winchell
Bain & Company, Inc.
3 Faneuil Hall Marketplace
Boston, Massachusetts 02109
Dear Mr. Hellmann:

Thank you for your letter and its warm invitation to participate in a seminar on American foreign policy to be held in Washington in January.

I appreciate the importance of these discussions, and regret having to decline. In my present position as an international civil servant, heading a specialized U.N. agency with 132 member governments, it would be inappropriate for me to comment directly on past or present foreign policy issues affecting any of these governments, including my own.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating seminar.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Donald C. Hellmann
Director, Foreign Policy Project
American Enterprise Institute
1150 Seventeenth Street, N.W.
Washington, D.C. 20036

JLMaddux:mmm
September 5, 1978

1.1 Am. Enterprise Inst.
Hellmann, D.
Dear Ms. Davis:

Thank you for your letter and the brochure describing your proposal for the New Mind Trust.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my activities almost exclusively to official United Nations and World Bank work. I am therefore returning your brochure.

I do hope you will understand, and please accept my best wishes for the success of your project.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Ms. Serena Davis
1311 Delaware Avenue, S.W. #839
Washington, D.C. 20024

JLMaddux:mmm
September 1, 1978

2.5 Davis, S.
Dear Mr. Shahinian:

Thank you for your letter, which arrived while I was out of the city, and its warm invitation to address the Sloan School of Management sometime during the coming academic year.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating series of seminars.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Dean V. Shahinian
Executive Director
"Visions in Management"
Sloan School of Management
Massachusetts Institute of Technology
50 Memorial Drive
Cambridge, Massachusetts 02139

JLMaddux:mmm
August 25, 1978

1.1 MIT - Sloan School
Shahinian, D.
Dear Mr. Moses:

Thank you for your letter, which arrived while I was out of the city, and its warm invitation to address the first annual U.S. International Economic Conference and to receive an award, next November.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed), Robert S. McNamara

Robert S. McNamara

Mr. Robert Moses
Robert Moses & Associates
323 Grove Street
Oakland, California 94607

JI Maddux: MMM
August 28, 1978

1.1 U.S. Int'l Eco. Conf.
Moses, R.
Dear Mr. Meister:

Thank you for your letter and its warm invitation to deliver the keynote address at the All Membership Congress of the American Footwear Industries Association next March in Key Biscayne.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. F. A. Meister
President
American Footwear Industries Association
1611 North Kent Street
Arlington, Virginia 22209

JIMaddux:mmm
August 14, 1978

1.1 Am. Footwear Industries Assoc.
Meister, F.
Dear Dr. Vege:

Thank you for your letter requesting permission to reprint the preface from my book, One Hundred Countries, Two Billion People.

You may, of course, do so. I would, however, appreciate receiving a copy of your book when it is published.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. N. R. Vege
6516 Cugnasco – Ti
Switzerland

JLNaddux:mmm
August 15, 1978

4.17 Vege, N.
Dear Mr. Miner:

Thank you for your letter graciously renewing the invitation to address the Mid-America Committee.

Unfortunately, there has been a misunderstanding in the Chicago Sun-Times announcement. Senior World Bank colleagues of mine will be conducting a seminar in Chicago on September 13th, but due to the press of business here, I will not be able to participate.

It was, however, good of you to think of me again.

Sincerely,

(Signed) Robert S. McNamara

Mr. Thomas H. Miner
President
The Mid-America Committee
135 South LaSalle Street
Chicago, Illinois 60603

JLMaddux:mmm
August 11, 1978

1.1 Mid-America Committee
Miner, T.
Dear Dr. Hamburg:

Thank you for your gracious invitation to participate in the Institute of Medicine’s conference next November 28th and 30th.

Unfortunately, previous commitments for that period will not make it possible for me to join you. I do hope you will understand.

If you would like to have a Bank representative present, I would be happy to explore the possibility of one of my senior colleagues attending the conference.

It was very kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. David A. Hamburg
President
Institute of Medicine
National Academy of Sciences
2101 Constitution Avenue
Washington, D.C. 20418

JLMaddux:mmm
August 11, 1978

1.1 Nat’l Academy of Sciences
Hamburg, D.
Dear Messrs. Eden and O'Quinn:

Thank you for your letter graciously inviting me to address the Cordell Hull Speakers Forum at Samford University next October or November.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside engagements.

I do hope you will understand. It was kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Thomas H. Eden
Mr. Robert E. O'Quinn, Jr.
Student Bar Association
Cumberland School of Law
Samford University
800 Lakeshore Drive
Birmingham, Alabama 35209

JLMaddux:amm
August 9, 1978

11 Samford Univ.
Eden, T.
Dear Dr. Zachariah:

Thank you for your letter graciously seconding Dr. Eggertsen’s invitation to address the Comparative and International Education Society in Ann Arbor next March.

I have written to Dr. Eggertsen that pressures on my schedule here, compounded by travel to our developing member countries, will not make it possible to join you.

I do hope you will understand. It was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Mathew Zachariah
President
Comparative and International Education Society
Faculty of Education
University of Calgary
2920 24th Avenue, N.W.
Calgary, Canada T2N 1N4

JLMaddux:man
August 3, 1978

1.1 Comp. & Int'l Education Society Zachariah, M.
Dear Bud:

Thank you for your note and the warm invitation to attend your breakfast on October 24th during the American Bankers Association Convention in Honolulu.

I appreciate your thinking of me and regret that previous commitments for that period will not make it possible for me to attend the convention.

I hope you will understand. It was good of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. E. Norman Staub
Chairman of the Board
The Northern Trust Company
Fifty South LaSalle Street
Chicago, Illinois 60675

JLMaddux:mmm
August 3, 1978
Dear Mr. Heldring:

Thank you for your gracious invitation to participate in discussions of global interdependence conducted by the World Affairs Council and the University of Pennsylvania.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside engagements.

I do hope you will understand. It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Frederick Heldring
President
The Philadelphia National Bank
Philadelphia, Pennsylvania 19101

JLMaddux:Mem
July 31, 1978

1.1 Philadelphia World Affairs Council
Heldring, F.
Dear Mr. Wright:

Thank you for your letter and its warm invitation to speak to the Palm Beach Round Table on the population problem sometime next year.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating series of meetings.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Frank Wright
Executive Director
Palm Beach Round Table
P.O. Box 2701
Palm Beach, Florida 33480

JLMaddux:mmm
July 31, 1978

1.1 Palm Beach Round Table
Wright, F.
Dear Russ:

Thank you for your letter and its warm invitation to speak at one of the dinner seminars that the Office of Technology Assessment sponsors.

Unhappily, I will have to decline. As you know, my schedule involves a good deal of travel to our developing member countries. The complexities of scheduling that travel along with my responsibilities at the Bank make it virtually impossible for me to accept outside speaking engagements.

I do hope you will understand, and please accept my best wishes for much success in your new position.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Russell W. Peterson
Director
Office of Technology Assessment
Congress of the United States
Washington, D.C. 20510

Carol Stitt; pam
Dear Sr. Flores:

Thank you for your letter and its warm invitation to attend the I.U.A. Congress in Mexico City from October 23 - 27.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my activities almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Sr. Antonio Fuentes Flores
Arquitectura y Desarrollo Nacional
XIII Congreso Mundial de la UIA
Melchor Ocampo 463-104
Mexico 5, D.F.

JLMaddux:mwm
July 26, 1978

I.U.A. Congress
Flores, A.
Dear Dr. McBeath:

Thank you for your letter and its warm invitation to address the annual meeting of the American Public Health Association in Los Angeles next October 16th.

I appreciate your thinking of me in this connection and regret that previous commitments for that period will not make it possible for me to join you.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. William H. McBeath
Executive Director
American Public Health Association
1015 Eighteenth Street, N.W.
Washington, D.C. 20036

JLMaddux:mmm
July 26, 1978

1.1 Am. Public Health Assn.
McBeath, W.
JUL 27 1978

Dear Mr. Vogel:

Thank you for your letter outlining your proposal for future development goals.

It was very thoughtful of you to write and I appreciate having your views.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Raimund W. Vogel
Emil Vogel- Gesellschaft Mit
Beschränkter Haftung
8000 München 19
Lierstrasse 25
West Germany

JLMaddux:mmm
July 26, 1978

3.1 Vogel, R.
Dear Irving:

Thank you for your warm note. It was very kind of you to endorse Mr. McIntyre's invitation to address the Population Resource Center's meeting in Chicago.

Unfortunately, my schedule here will not make it possible for me to do so, and I have written to Mr. McIntyre explaining the situation.

I hope you will understand, and I do appreciate your thoughtfulness in writing.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Irving S. Friedman
Senior Vice President
Citibank
399 Park Avenue
New York, N.Y. 10022

Jim Maddux:mmm
July 19, 1978

1.1 Pop. Resource Center
Friedman, I.
Dear Dr. Long and Mr. Swank:

Thank you for your letter and its warm invitation to address jointly Case Western Reserve University and the Cleveland Council on World Affairs next October or November.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. T. Dixon Long, Provost
Western Reserve College
Mr. Emory C. Swank, President
Cleveland Council on World Affairs
601 Rockwell Avenue
Cleveland, Ohio 44114

JLMaddux:mmm
July 20, 1978

1.1 Case Western Reserve Univ.
Long, T.
Dear Professor Eggertsen:

Thank you for your letter and its warm invitation to speak at the annual meeting of the Comparative and International Education Society in Ann Arbor next March.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Claude A. Eggertsen
Professor of Education
The University of Michigan
School of Education
Corner East and South University Avenues
Ann Arbor, Michigan 48109

JIMaddux:nnn
July 20, 1978

1.1 Univ. Michigan
Eggertsen, C.
Dear Ms. Berwitz:

Through a mystifying and unfortunate delay, your kind letter of September 26, 1977 -- sent to me in care of the MacNeil-Lehrer Report in New York -- has just arrived here at the World Bank. Please accept a very belated thank you for your generous comments.

It was kind of you to write to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Ms. Sylvia Berwitz
175 East 74th Street
New York, New York 10021

JLMaddux:mm
July 17, 1978

3.1 Berwitz, S.
Dear Mr. Graham:

Through a mystifying and unfortunate delay, your kind letter of October 1, 1977 — sent to me in care of the MacNeil-Lehrer Report in New York — has just arrived here at the World Bank. Please accept a very belated thank you for your generous comments.

It was kind of you to write to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Brian Graham
114 Norwood Drive
Statesboro, Georgia 30458

JLMaddux:mmm
July 17, 1978

3.1 Graham, B.
Dear Mr. Buchanan:

Thank you for your gracious invitation to address the International Business Club at Harvard sometime during the coming academic year.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside engagements.

But I do appreciate your thoughtfulness in renewing the club's invitation.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Robin W. T. Buchanan
President
The International Business Club
Harvard University
Graduate School of Business Administration
Soldiers Field
Boston, Massachusetts 02163

JLMaddux:mmm
July 7, 1978

1.1 Harvard Bus. School - Int'l Business Club
Buchanan, R.

bc: Mr. Robin W.T. Buchanan
McKinsey & Co., Inc.
74 St. James's Street
London SW1A 1PS
Dear Ms. Trainer:

Thank you for your letter requesting permission to reprint excerpts from my M.I.T. speech on the population problem as they appeared in Time Magazine.

You may, of course, have my permission to do so. For your information, I am enclosing a copy of the full text.

I would appreciate your sending me a copy of your textbook when it is published next March.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Ms. Pamela G. Trainer
Permissions Editor
Mayfield Publishing Company
285 Hamilton Avenue
Palo Alto, California 94301

JLMaddux:mmw
July 7, 1978

4.17 Trainer, P.
Dear Mr. Tufty:

Thank you for your letter, and its interesting enclosures, and the warm invitation to participate in the May 1979 conference of the Society of American Value Engineers.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed), Robert S. McNamara

Robert S. McNamara

Mr. Harold G. Tufty
National Director, Federal Liaison
Society of American Value Engineers, Inc.
906 National Press Building
Washington, D.C. 20045

JLMaddux:mmm
July 7, 1978

1.1 Society of Am. Value Engineers
Tufty, H.
Dear Mr. Schwoebel:

Thank you for your letter bringing me up to date on the progress you are making with your project for a worldwide newspaper supplement on international economic affairs. As we discussed last spring, I feel this is a very worthwhile project and hope that the U.N. system will be able to undertake it. As I indicated at that time the Bank is willing to consider financial participation along with other U.N. agencies once there is full agreement to proceed. I very much hope that a workable solution can be found.

With best regards,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Jean Schwoebel
Le Monde
Service Etranger
5 rue des Italiens
75427 Paris Cedex 09
France

JEMerriam:rgw

bcc: Mr. Wm. Clark
     Mrs. Boskey
Dear Mr. Ambassador:

Thank you for your letter forwarding the invitation of Dr. Julio Cesar Turbay Ayala, President elect of Colombia, to attend his inauguration on August 7, 1978 as an official guest of honor of the Colombian Government.

Would you kindly convey to His Excellency my deep appreciation for his kindness in inviting me, and my most sincere regret that unavoidable circumstances here do not make it possible for me to be in Bogota at that time.

Please add my very warm congratulations on his taking office, and my best wishes for the success of the new Administration.

In gratitude to His Excellency -- and to you -- I am,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
Virgilio Barco
Ambassador of Colombia
Embassy of Colombia
2118 Leroy Place, N.W.
Washington, D.C. 20008

JLMaddux:mmm
July 6, 1978

2.5 Barco, V.
Dear Sterling:

Thank you for sending me an advance copy of "To Feed This World: The Challenge And The Strategy".

I have not yet had time to read it properly but I intend to do so because I completely agree with your stress on the importance and urgency of the subject.

However, I am afraid that I do feel it is not quite appropriate for me in my capacity as an international civil servant to write a public commentary for any book, except those published for the Bank itself.

I wish you all good fortune with this project and I hope the book has the impact it deserves, and we all need.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Sterling Wortman
Vice-President
The Rockefeller Foundation
1133 Avenue of the Americas
New York, N.Y. 10036

WDClark:sf
Dear Mr. Simons:

Thank you for your letter about natural family planning.

I appreciate having your views, and it was thoughtful of you to write to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Paul L. Simons
1428 Queen Anne Avenue North
Seattle, Washington 98109

JLMaddux:mmm
June 30, 1978

3.1 Simons, P.
Dear Mr. Young:

Thank you for your letter of June 11, 1978 requesting permission to attend, as an observer, the July 19th meeting of the Executive Directors.

I appreciate the desire of legislators to be kept fully apprised of the activities of the Bank. To that end the Bank has constantly tried to furnish to legislative bodies, through the Executive Directors, as full a record of its activities as is possible.

The question of attendance of observers at meetings of the Executive Directors of the Bank is regulated by the Executive Directors themselves (representing 132 member governments) pursuant to the Rules of Procedure for Meetings of the Executive Directors. Accordingly, the appropriate procedure in a case of this kind is for the request to be dealt with by the United States Executive Director, Mr. Edward Fried, and I am passing your letter over to Mr. Fried to handle.

Sincerely,

Robert S. McNamara

The Honorable
C.W. Bill Young
U.S. House of Representatives
Washington, D.C. 20515
Dear John:

Thank you for your gracious invitation to address the Netherlands Economic Institute in Rotterdam on September 3, 1979.

Unhappily, I will have to decline. As you mentioned, the Bank’s own annual meeting will take place at the end of the month and it just will not be possible for me to take on other commitments at that time.

I do hope you will understand. It was very thoughtful of you and Mary to invite us to stay with you, and Margie joins me in sending you both our warm regards.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. J. H. Loudon
48, Lange Voorhout
The Hague
Netherlands

JLMaddux: mm
June 28, 1978

1.1 Netherlands Economic Inst.
Loudon, J. H.
Dear Wendy:

Thank you for your warm note. It was very kind of you to endorse Mr. McIntyre's invitation to address the Population Resource Center's meeting in Chicago.

Unfortunately, the pressures on my schedule here, compounded by frequent travel to our developing member countries abroad, have made it necessary for me to decline, and I have written to Mr. McIntyre explaining the situation.

I hope you will understand, and I do appreciate your thoughtfulness in writing.

Sincerely, (Bob)

(Signed) Robert S. McNamara

Robert S. McNamara

Mrs. Edward F. Morgan
4507 Crest Lane
McLean, Virginia 22101

JLMaddux:mmm
June 29, 1978

1.1 Population Resource Center
Morgan, W.
JUN 29 1978

Dear Dr. Jagdish:

Thank you for your note, and the copy of your letter to Congressman Long.

It was very thoughtful of you to write to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. V. Jagdish
The Johns Hopkins University
School of Hygiene and Public Health
615 North Wolfe Street
Baltimore, Maryland 21205

JLMaddux: mwm
June 29, 1978

3.1 Jagdish, V.
Dear Reverend Harding:

Thank you for your letter requesting a very brief statement of the principal achievements of the World Bank Group over the past decade.

It is, of course, very difficult to compress our technically complex operations into the total space of 100 words, but perhaps the following formulation will be of some small use for your project.

1. In the past ten years the World Bank Group* has very substantially expanded lending to its developing member countries from an annual rate of $1.0 billion in FY1968 to about $8.7 billion in FY1978. Among many other operations, this has included:

2. The initiation of integrated, multi-sector rural development projects calculated to double the incomes of some 40 million individuals in the countryside trapped in absolute poverty;

3. The design of a comparable urban development strategy directed to assisting the urban poor to become more productive;

4. An accelerated emphasis on lending for agriculture, which has made it now the largest sector in the Bank's operations;

5. And the establishment of a program to assist developing countries to moderate rampant population growth.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Reverend David J. Harding
Director
United Nations Association of
Great Britain and Northern Ireland
3 Whitehall Court
London SW1
England

*International Bank for Reconstruction and Development
International Development Association
International Finance Corporation
Dear Professor Kamrany:

Thank you for your letter graciously renewing your invitation to deliver a lecture at the University of Southern California during the fall semester.

Unhappily, I will have to decline again. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

It was kind of you to write.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Professor Mahir M. Kamrany
Department of Economics
University of Southern California
University Park
Los Angeles, California 90007

JLMaddux:mmm
June 23, 1978

1-1 Univ. Southern Calif.
Kamrany, N.
Dear Dr. Hitch:

Thank you for your letter and its warm invitation to give a talk at your business outlook forum on October 31.

I appreciate your thinking of me in this connection and regret that previous commitments for that general period will not make it possible for me to join you.

I do hope you will understand and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

DR. Thomas K. Hitch
Senior Vice President
Research Division
First Hawaiian Bank
P.O. Box 3200
Honolulu, Hawaii 96847

JLMaddux@mmm
June 23, 1978

1.1 First Hawaiian Bank
Hitch, T.
Dear Mr. Shoraka:

Thank you for your letter and its warm invitation to participate in the Golden Anniversary celebrations of the Bank Melli Iran from September 9th to 15th.

I appreciate your thinking of me in this connection and regret having to decline. The World Bank's own annual meeting will be taking place at about that same time, and it will not be possible for me to be away from Washington then.

I do hope you will understand and please accept my best wishes on this important occasion.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. J. Shoraka
President
Bank Melli Iran
Tehran
Iran

JLMaddux:mmm
July 16, 1978

1.1 Bank Melli Iran
Shoraka, J.
Dear Mr. Mehta:

Thank you for your letter and its generous comments.

It was very kind of you to write to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. J. D. Mehta
c/o Mr. Jatin J. Mehta
71 Merrimac Drive
Trumbull, Connecticut 06611

JIMaddux:mmm
June 16, 1978

3.1 Mehta, J. D.
Dear Mr. Morris:

Thank you for your letter and its warm invitation to give an address at American University next fall.

I appreciate your thinking of me in this connection and regret that pressures on my schedule here, compounded by travel to our developing member countries, have made it virtually impossible for me to accept outside speaking engagements.

But it was kind of you to renew the invitation.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Patrick G. Morris
Director
Kennedy Political Union
American University
Room 317 Mary Graydon Center
Washington, D.C. 20016

JLMaddux:mmm
June 16, 1978

l.1 American Univ.
   Morris, P.
Dear Mr. McIntyre:

Thank you for your letter and its warm invitation to address the Population Resource Center's meeting in Chicago in late October or early November.

Unhappily I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be an important and stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Henry L. McIntyre
Chairman, Board of Directors
Population Resource Center
622 Third Avenue
New York, New York 10017

JLMaddux:mmm
June 16, 1978

1.1 Population Resource Center
McIntyre, H.
Dear Mr. Lamb:

Thank you for your warm note regarding the proposed loan to Vietnam.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Edward Lamb
Chairman of the Board
Nevada National Bancorporation
One West Liberty Street
Reno, Nevada 89510

JLMaddux:mmm
June 16, 1978

3.1 Lamb, E.
Dear Dr. Caldwell:

Thank you for your letter requesting my comments on the Cuban blockade of 1962.

While I appreciate the importance of your research, in my present position as an international civil servant, heading a development agency of 131 member countries, it would be inappropriate for me to comment on the military policies of any of these countries, including my own. I do hope you will understand.

If you have not done so already, you might find it helpful to contact Dr. Rudolph Winnacker, former historian of the Office of the Secretary of Defense. Although he is now retired, I understand he still works part time in OSD.

It was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Dan Caldwell
Program Fellow
Building 160
Arms Control and Disarmament Program
Stanford University
Stanford, California 94305

JL Maddrux: mw.
June 12, 1978

4.16 Caldwell, D.
Dear Sir Eric:

Thank you for your warm letter and the copy of the Commonwealth Development Corporation's Annual Report.

It was very thoughtful of you to send it along.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Sir Eric Griffith-Jones
Chairman
Commonwealth Development Corporation
33 Hill Street
London W1A 3AR
England

JLMaddux:mmm
June 12, 1978

3.1 Griffith-Jones, E.
JUN 1 4 1978

Dear Mr. Brassington:

Thank you for your letter and its warm invitation to address the Commonwealth Club of California at some future date.

I appreciate your thinking of me in this connection and regret that pressures on my schedule for the coming year, compounded by necessary travel to our developing member countries will not make it possible for me to join you.

I do hope you will understand and please accept my best wishes for a successful program this year.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Michael J. Brassington
Executive Director
Commonwealth Club of California
681 Market Street
San Francisco, California 94105

JLMDudley:mmm
June 9, 1978

1.1 Commonwealth Club of Cal.
Brassington, M.
Dear Mr. Deuss:

Thank you for your letter reiterating your request for an article for CHIEF EXECUTIVE Magazine to appear sometime next year.

I appreciate your thoughtfulness in extending the invitation to next year, but unfortunately the constraints on my schedule make it virtually impossible for me to accept such outside commitments.

It was very kind of you to write again.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. John Deuss
Chairman of the Board
Chief Executive Magazine, Inc.
645 Fifth Avenue
New York, New York 10022

JIMaddux:mmm
June 9, 1978

4.12 Deuss, J.
Dear Mr. Rose:

Thank you for your letter and its warm invitation, which arrived while I was out of the country, to address Stockton State College sometime during the 1978-79 academic year.

I appreciate your thinking of me in this connection and regret that I must decline. Pressures on my schedule here, compounded by trips to our developing member countries have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating lecture series.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Michael J. Rose
Director, Performing Arts Center
Stockton State College
Pomona, New Jersey 08240

JLMaddux:wmm
June 9, 1978

1.1 Stockton St. College
Rose, M.
Dear Dr. van der Reis:

Thank you for your letter regarding the Bank's activities in the health care field.

I appreciate having your views and it was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Leo van der Reis
Medical Care Systems Development
70 San Pablo Avenue
San Francisco, California 94127

JLMaddux:mmm
June 2, 1978

3.1 Reis, L.
May 20, 1976

Dear Mr. Henry:

Thank you for your letter renewing the gracious invitation of the Comstock Club to speak in Sacramento.

Unhappily, the pressures on my schedule have not relented, but I do appreciate your thoughtfulness in writing again, and I will certainly be in touch with you should an opportunity arise to visit Sacramento sometime later in the year.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Paul W. Henry
President
The Comstock Club Inc.
2206 K Street
Sacramento, California 95816

JIMaddux:mmm
May 25, 1976

1.1 Comstock Club
Henry, P.
Dear Dr. Saad:

Thank you for your letter and the copy of your Ph.D. dissertation.

It was thoughtful of you to send it along.

Sincerely,

Robert S. McNamara

Dr. Adnan A. Saad, P.E.
Chief Hydrologist
John J. Harte Associates, Inc.
3290 Cumberland Club Drive
Atlanta, Georgia 30339

JLMaddux:mmm
May 25, 1978

3.1 Saad, A.
MAY 25 1978

Dear Mrs. Critchell:

Thank you for your warm note and the copy of your booklet on nuclear deterrence.

I appreciate having your views, and it was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mrs. Mary Critchell
400 Wesley
Ann Arbor, Michigan 48103

JLMaddux:mmm
May 24, 1978

3.1 Critchell, M.
Dear Mr. Potter:

Thank you for your letter and its warm invitation to attend the United Nations Association's Annual Dinner Meeting on June 7th here in Washington.

I appreciate your thinking of me in this connection, and regret that I will not be able to join you. I will be out of the country at that time.

It was very thoughtful of you to write, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Neal Potter
Chairman, Annual Dinner Meeting
United Nations Association
3141 N Street, N.W.
Washington, D.C. 20007

JLMaddux:mmm
May 24, 1978

1.1 UNA
Potter, N.
Dear Dr. Bock:

Thank you for your gracious invitation, on behalf of the Organization for International Economic Relations, and the Peutinger Collegium, to deliver a lecture on monetary issues in Munich sometime in March or April of next year.

Dr. Goppel has very kindly written to me as well, but as I have indicated to him I must, unhappily, decline. The problem is my schedule, which involves a great deal of travel to our developing member countries. The result is that it is virtually impossible for me to accept outside speaking engagements, even those as attractive and enjoyable as the one you have in mind.

I do hope that you will understand, and will convey to your colleagues both my gratitude for their invitation, and my regret that I am unable to join you in Munich.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Fritz Bock
Vice-Chancellor ret.
Organisation for International Economic Relations
A-1010 Wien 1
Hoher Markt 12
Austria

JLMaddux:mmm
May 19, 1978

1.1 Org. for Int'l Eco. Relations
   Bock, F.

[Handwritten note: 4/26 re to Amb. Scholten of Austria]
Dear Bill:

Thank you for your letter and its warm invitation to address The Circumnavigators Club on June 9th or at a later date.

Unhappily, I will have to decline. I will be in Asia on the 9th, and quite honestly, the pressures on my schedule here, compounded by these trips to our developing member countries, makes it virtually impossible for me to accept outside engagements.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating Washington meeting.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. William E. Berchtold
2 Sutton Place South
New York, N. Y.

JLMaddux:mem
May 19, 1978

1.1 Circumnavigators Club
Berchtold, W.
Dear Mr. Gaffney:

Thank you for your gracious letter and the copy of Libra Bank's annual report.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Thomas F. Gaffney
Managing Director
Libra Bank Limited
140 London Wall
London EC2Y 5DN
England

JLMaddux:mmm
May 22, 1978

3.1 Gaffney, T.
Dear Mr. Deuss:

I have received a letter, and a list of questions on monetary issues, from Ms. Camille Festa requesting, on your behalf, that I grant you an interview, or submit an article, dealing with the subject matter of the questions, for the next issue of CHIEF EXECUTIVE Magazine.

I appreciate your thinking of me, but unhappily the pressures on my schedule here, compounded by frequent travel abroad, just do not make it feasible for me to comply with your request.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating issue of the magazine.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. John Deuss
Chairman of the Board
Chief Executive Magazine, Inc.
645 Fifth Avenue
New York, New York 10022

JLMaddux:mmw
May 22, 1978

4.12 Deuss, J.
Dear Mr. White:

Thank you for your kind letter.

Though I am not familiar with your book, it was very thoughtful of you to write to me. I am taking the liberty of enclosing a recent address on population which I delivered at the Massachusetts Institute of Technology, which you may find interesting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Stanhope White
47, Severn Drive
Guisborough
Cleveland TS14 8AT
ENGLAND

JLMaddux:mmm
May 11, 1978
Dear Mr. Savage:

Thank you for your letter and its generous comments, and the copy of your letter to the Washington Post.

I appreciate having your views, and it was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Steven A. Savage
3905 North Stevens Street
Alexandria, Virginia 22311

JLMaddux:mmmm
May 16, 1978

3.1 Savage, S.
Dear Mr. Swaney:

Thank you for your letter and its warm invitation to address The Economic Club of Detroit next October 23rd.

I appreciate your thinking of me in this connection and regret that I must decline. Pressures on my schedule here, compounded by trips to our developing member countries have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Russel A. Swaney
President
The Economic Club of Detroit
920 Free Press Building
Detroit, Michigan 48226

JMaddux:mmm
May 15, 1978

1.1 Eco. Club of Det.
Swaney, R.
Dear Professor Fujii:

Thank you for your recent letter and the 10 copies of your book titled "Economic Policy Cooperation" which have just arrived.

It was very thoughtful of you to write, and I and my colleagues appreciate having your views on these important issues.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor Dr. Takashi Fujii
Executive Director for Plan and Coordination of
The Japan Association for Planning Administration
Faculty of Economics
Nagoya University
Furoh-cho, Chikusa-ku
Nagoya, Japan

JIMaddux:mmm
May 15, 1978

cc: Mr. Hawkins
Dear Mr. Lerner:

Thank you for your letter and its warm invitation to be a guest on YOUTHPOINT in the fall.

I appreciate your thinking of me in this connection, and regret having to decline. Pressures on my schedule, compounded by necessary travel to our developing member countries, have made it virtually impossible for me to accept outside engagements. I do hope you will understand.

With regard to your request for assistance from the Ford Foundation, I suggest you apply directly to the Foundation as any decision about funding your project would have to come from them.

It was very kind of you to write, and please accept my best wishes for the success of your program.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Seth Lerner
Executive Producer
YOUTHPOINT
University of Pennsylvania
3905 Spruce Street
Philadelphia, Pennsylvania 19104

JIMaddux:mmm
May 15, 1978

1.1 YOUTHPOINT
Lerner, S.
Dear Mr. Enloe:

Thank you for your letter and its warm invitation to speak at the UN Ambassadors Dinner in New York on September 28th.

I appreciate your thinking of me and very much regret that I must decline. As you have surmised, events connected with the opening of the Bank's annual meeting just do not make it possible for me to be out of Washington at that time.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating evening.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Roger Enloe
President
UN WE BELIEVE
33 East 43rd Street
New York, N. Y. 10017

JLMaddux:mmm
May 8, 1978

1.1 UN We Believe
Enloe, R.
Dear Mr. Orr:

Thank you for your letter and its warm invitation to address the Michigan International Awards Dinner on October 22nd at Michigan State University.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating evening.

Sincerely,

Robert S. McNamara

Mr. Edgar Orr
President
Michigan International Council
3 Kellogg Center for Continuing Education
Michigan State University
East Lansing, Michigan 48824

JIMaddux:mmm
May 8, 1978

Orr, H.
May 8, 1978

Dear Father Mike:

Thank you for your letter about Korea.

I appreciate having your views, and it was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Reverend Michael J. McFadden, S.S.C.
Chairman-Board of Governors
St. Peter's Rural Development Association, Inc.
Yongsan Post Office Box 93
Seoul, Korea 140

JLMaddux:mmm
May 8, 1978

3.1 McFadden, M.
Dear Mr. Knecht:

Thank you for your letter and its generous comments about the work of the World Bank.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Luke Knecht
Investment Officer
Colorado National Bank
P.O. Box 5168 T.A.
Denver, Colorado 80217

JLMaddux:mm
May 4, 1978

3.1 Knecht, L.
Dear Ms. Appleby:

Thank you for your letter, and its warm and generous comments on the work of the World Bank.

In the end, the solution to the global food problem — as with other major development issues — depends in great part on public understanding and support for the necessary policy changes and actions.

I am confident that what you and the faculty and students at St. Norbert College are doing will make a significant contribution to this effort, and I very much hope that other segments of the community will take the same serious look at these questions.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Ms. Beatrice D. Appleby
St. Norbert College
De Pere, Wisconsin 54115

JLMaddux:mmn
May 3, 1978

3.1 Appleby, B.
Dear Mr. Franklin:

Thank you for your letter and its warm invitation to address the Company Directors Association of Australia's National Conference in Canberra late in 1979.

I appreciate your thinking of me in this connection and regret that I must decline. Pressures on my schedule here, compounded by trips to our developing member countries have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Richard Franklin  
Chairman of Activities  
The Company Directors Association of Australia  
c/o Opie, Allmand & Co.  
350 Latrobe Street  
Melbourne, 3000  
Australia

JLMaddux:mmm
May 2, 1978

1.1 Company Directors Assoc. of Australia  
Franklin, R.
Dear Mr. Reimann:

Thank you for your gracious invitation to address a conference on International Lending At A Time Of World Monetary Turmoil next October 16th.

Unhappily I will have to decline as I am likely to be out of the country at that time.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Guenter Reimann
Editor and Publisher
International Reports
200 Park Avenue South
New York, N. Y. 10003

JLMaddux:mmm
May 4, 1978

1.1 Int'l Reports
Reimann, G.
Dear Tun Mohamed Suffian:

Thank you for your warm letter of April 14.

This is to confirm that I will come in person to Malaysia to receive the award on Saturday, June 10, 1978. Mrs. McNamara will accompany me.

I have discussed the program with Ambassador Zain. It is generous of the Foundation to offer to pay our travel expenses, but that will not be necessary, as they will be handled by the Bank.

I look forward keenly to visiting Malaysia again, and to meeting your colleagues in the Foundation.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Tun Mohamed Suffian
Chairman, Board of Trustees
Tun Abdul Razak Foundation
Lord President's Chambers
Federal Court
Kuala Lumpur 01-02
Malaysia

JLMaddux:mm
May 1, 1978
Dear Carl:

Thank you for your letter, and its enclosure.

It was thoughtful of you to write, and I appreciate having your views.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Carl R. Williams
325 Flores St.
San Antonio, Texas

JLMaddux:mmw
April 27, 1978

3.1 Williams, C.
Dear Johannes:

Thank you for sending me the translation of Mr. Dirkzwager's invitation to speak at the Royal Plant Propagation Enterprise's Centennial in June 1979.

Would you be kind enough to convey to Mr. Dirkzwager my warm appreciation for their thinking of me in this connection, and my regret that I must decline.

The problem is that the heavy schedule of Board meetings in June, at the end of the fiscal year, makes it virtually impossible for me to accept outside engagements during that period.

I do hope they will understand. It was very thoughtful of you to send the invitation along.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. H. Johannes Witteveen
Managing Director
International Monetary Fund
Washington, D.C. 20431

JRMaddux:mmm
April 27, 1978

1.1 Royal Plant Propagation Enterprise
Dirkwager, A.
Dear Hart:

Thank you for your letter and its warm invitation to be the Commencement Speaker and receive an Honorary Degree at Bard College on June 3rd.

I am honored and appreciative of the Board's selecting me and deeply regret having to decline. Marg and I will be on our way to Japan and Malaysia on June 3rd.

Please do convey to the Board my gratitude for their thoughtfulness, and my disappointment that we cannot join you.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Hart Perry
President
Sogen-Swiss
245 Park Avenue
New York, N. Y. 10017

JIMaddux:mmm
April 26, 1978

1.1 Bard College,
Perry, H.
Dear Mr. MacFarlaine:

Thank you for your letter and its generous comments.

It was very thoughtful of you to write to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. C. Larry MacFarlaine
Executive Director
International Centre For Agricultural Research in The Dry Areas
Post Box 1653
Teheran
Iran

JLMaddux:mmm
April 21, 1978

3.1 MacFarlaine, C.
Dear Professor Rahim:

Thank you for your letter and its warm invitation to address the Malaysian Economic Association during my visit in June.

I appreciate your thinking of me in this connection and regret that because my stay will be so brief, it will not be possible for me to join you.

I do hope you will understand. It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor Datuk Mokhzani A. Rahim
President
Persatuan Ekonomi Malaysia
c/o Faculty of Economics and Administration
University of Malaya
Kuala Lumpur
Malaysia

JLMaddux:mmm
April 21, 1968

1.1 Persatuan Ekonomi Malaysia
Rahim, D.
Dear Mr. Ambassador:

Thank you for your letter of March 13 -- which unfortunately appears to have gone astray in the mail -- regarding the 1978 Wilderness Conferences of the Executive Council on Foreign Diplomats in America. Mr. Stoutenberg has now sent me a copy of the letter.

I appreciate your thinking of the Bank in this connection, and my colleague, Mr. Maddux, will be in touch with Mr. Stoutenberg regarding the feasibility of the Bank's participation in one of the Conferences.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Honorable
Kenneth Rush
Chairman of the Board
Executive Council on Foreign Diplomats in America
Department of State
Main Post Office, Box 2100
Washington, D. C. 20013

JIMaddux:mm
April 20, 1978

1.1 Wilderness Conf.
   Rush, K.
Dear Dean Foster:

Thank you for your letter requesting my comments on your proposed model for reorganizing several agencies into a new Department of Resource Conservation.

I appreciate your thinking of me in this connection, but quite frankly, I do not feel qualified to evaluate programs in the environmental and natural resource fields.

With respect to management of the Defense Department, shortly before leaving the Pentagon I wrote a book titled, *The Essence of Security*. In Chapter Six I discussed the management systems and organizational changes that we had made in order to improve the operation of the Department. I continue to believe that these basic approaches were, and are sound, and it may be that you would find that analysis of some interest.

In any event, please accept my warmest wishes for the success of your project.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Charles H. W. Foster
Dean
School of Forestry and Environmental Studies
Yale University
205 Prospect Street
New Haven, Connecticut 06511

JLMaddux:mmm
April 18, 1978

2.5 Foster, C.
Dear Dr. Goppel:

Thank you for your warm letter endorsing an invitation to me from the European Danube Institute and the Peutinger Council to give a lecture on monetary problems.

Although I have not yet received the original invitation, I regret that pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand. It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. h.c. Goppel
Der Bayerische Ministerpräsident
8 München 22
Prinzregentenstrasse 7
Federal Republic of Germany

JIMaddux:mm
April 18, 1978

1.1 European Danube Institute
Goppel,
Dear Mr. Hayden:

Thank you for your warm and generous comments, which have reached me just now on my return from a trip abroad.

It was very kind of you to write.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Luke S. Hayden
President
City Savings Bank of Pittsfield
Pittsfield, Massachusetts 01201

JLMaddux:mmm
April 13, 1978
Dear Mr. Springsteen:

Thank you for your letter, which arrived while I was out of the city, and its warm invitation to address the eighth session of the Foreign Affairs Interdepartmental Seminar on May 2nd or next August 22nd.

I appreciate your thinking of me in this connection, and regret that because of a heavy schedule here in Washington, compounded by necessary travel to our developing member countries, it is virtually impossible for me to accept such outside engagements.

I do hope you will understand. It was very kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. George S. Springsteen
Director
Foreign Service Institute
Department of State
Washington, D.C. 20520

JLMaddux:mmm
April 13, 1978

1.1 Foreign Service Inst.
Springsteen, G.
Dear Mr. Minister:

Thank you for your letter and its warm invitation to participate in a conference on "Employment and Human Resources Development" in Tunis from April 24 to 27.

I appreciate your thinking of me in this connection and regret that previous commitments for that period will not make it possible for me to join you.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
Mohamed Jomaa
Le Ministre des Affaires Sociales
Ministère Des Affaires Sociales
République Tunisienne

JIMaddux:mmm
April 13, 1978
Dear Mr. Jahr:

Thank you for your letter, which reached me shortly before I had to leave the city on an overseas trip.

I am grateful for your candor, and the evident sincerity of your views. The points you raise are important ones, and I appreciate the sense of concern that you and others on the staff feel in the face of some of these issues.

There are, of course, no easy and obvious and all-purpose solutions to matters of this kind. The problems arise out of complicated circumstances, many of which reflect not so much Bank policies themselves as disputes within and between governments of the international community at large.

To a degree it is a measure of the growing role of the Bank in the international field that it attracts more controversy. I think we have to expect that. Such criticism is not pleasant -- and it is often misinformed -- but up to a point it is inevitable. If the Bank were an unimportant factor in international development, it would clearly be much less noticed and argued about.

In the end, the point you make about the Bank's working "towards one of the most important goals in history" is, I think, the key issue. I believe we are doing that, and in the long perspective of history the degree of consensus that our 131 member governments bring to that mandate is unique. It is imperfect. It needs to be strengthened. And it is clearly essential. But despite the imperfections of that consensus, I know of no other institution anywhere -- either extant or in history -- in which so many governments have agreed effectively to do so much to assist so many disadvantaged peoples of the world improve their quality of life.

That fact does not excuse -- much less remove -- the frustrations all of us experience from time to time. But it does help keep them in some sort of realistic and larger perspective.

Thank you for writing to me. I can appreciate that the decision may have prompted some hesitation. But I am very glad you did so.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Karl Guenther Jahr
Room 9-1056
Dear Dr. Grub:

Thank you for your letter and its warm invitation to address a conference of the American Assembly of Collegiate Schools of Business at the Marvin Center on May 24th.

I appreciate your thinking of me in this connection and regret that previous commitments for that period will not make it possible for me to join you. I do hope you will understand.

However, I would be delighted to have one of my senior colleagues represent the Bank. Mr. Paul Danquah of the Information and Public Affairs Department will be in touch with you shortly to explore that possibility further.

It was very thoughtful of you to write, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Phillip D. Grub
Aryanah Professor and
Special Assistant to the President
The George Washington University
Washington, D.C. 20052

cc: Mr. Danquah

JIMaddux:mmm
April 3, 1978

1.1 Geo. Wash. Univ.
Grub, P.
Dear Mr. Mahoney:

Thank you for your letter requesting an interview in connection with your doctoral dissertation.

I appreciate the importance of your research and regret having to decline. In my present position as an international civil servant heading a specialized U.N. agency with 131 member governments, it would be inappropriate for me to comment directly on past or present foreign policy issues affecting any of these governments, including my own.

I do hope you will understand, and please accept my best wishes for the success of your research.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Richard D. Mahoney
School of Advanced International Studies
The Johns Hopkins University
1740 Massachusetts Avenue, N.W.
Washington, D.C. 20036

JLMaddux:mmm
April 3, 1978

4.14 Mahoney, R.
Dear Professor Singham:

    Thank you for your letter and its gracious invitation to lead a seminar on "the World Bank and Development Strategies" at Howard University on April 21st.

    I appreciate your thinking of me in this connection and regret that a previous commitment for that day will not make it possible for me to join you.

    I do hope you will understand, and please accept my best wishes for what is clearly going to be a stimulating seminar.

    Sincerely,

    (Signed) Robert S. McNamara

Robert S. McNamara

Professor A. W. Singham
Department of Political Science
Howard University
Washington, D.C. 20059

JLMaddux:mm
April 3, 1978

1.1 Howard Univ.
    Singham, A.
Dear Dr. Muller:

Thank you for your letter and its warm invitation to attend the 100th anniversary celebration of the founding of The Johns Hopkins University Press on April 27th in Baltimore.

I appreciate your thinking of me in this connection and regret that a previous commitment for that day will not make it possible for me to join you. However, one of my senior colleagues, Mr. William Clark, will be there to represent the Bank.

May I take this opportunity to express my appreciation for the invaluable contribution the press has made over the past twenty-five years to the World Bank's publishing program.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Steven Muller
President
The Johns Hopkins University
Garland Hall
Baltimore, Maryland 21218

cc: Mr. Wm. Clark

JLMaddux:mmm
March 29, 1978
Dear Mr. Bivans:

Thank you for your letter and its generous comments.

I appreciate your recommending me as an advisor to Mr. Garvin and regret that I will have to decline. As an international civil servant, heading a specialized agency of the United Nations with 131 member governments, it would be inappropriate for me to accept such a position.

I do hope you will understand. It was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Radford Bivans
President
Bivans Corporation
2431 Dallas Street
Los Angeles, California 90031

JLMaddux: mw
March 29, 1978

2.5 Bivans, R.
MAR 27 1978

Dear Dr. Candau:

Thank you for your letter and your report on the Onchocerciasis Control Programme's Joint Coordinating Committee meeting last December.

It was very thoughtful of you to send me a copy.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. M. G. Candau  
Independent Chairman  
Joint Coordinating Committee  
Onchocerciasis Control Programme  
c/o World Health Organization  
1211 Geneva 27  
Switzerland

JIMaddux:mmm  
March 24, 1978

3.1 Candau, M.
Dear Mr. Ferber:

Thank you for your letter requesting an interview in connection with your Masters thesis.

I appreciate the importance of your research and regret having to decline. In my present position as an international civil servant heading a specialized U.N. agency with 131 member governments, it would be inappropriate for me to comment directly on national issues affecting any of these governments, including my own.

I do hope you will understand, and please accept my best wishes for the success of your research.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Mark S. Ferber
1461 V.F.W. Parkway
West Roxbury, Massachusetts 02132

JIMaddux:mm
March 23, 1978

4.14 Ferber, M.
Dear Mr. Tankersley:

Thank you for your letter and its warm invitation to address the Council of Better Business Bureaus at a dinner in Washington on June 1st.

I appreciate your thinking of me in this connection and regret that previous commitments for that time will not make it possible for me to join you.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. W. H. Tankersley  
President  
Council of Better Business Bureaus, Inc.  
1150 17th Street, N.W.  
Washington, D.C. 20036

cc: Mr. Clark

JIMaddux:mem  
March 23, 1978

1.1 Council of Better Business Bureaus  
Tankersley, W.
Dear Mr. Curtin:

Thank you for your letter and its generous comments.

The autographed picture you requested is enclosed. It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Timothy A. Curtin
206 West Zimmerman Street
Forest, Ohio 45843

JIMaddux:mm
March 23, 1978

4.11 Curtin, T.
MAR 21 1978

Dear Mr. Turnbull:

Thank you for your letter and the signed copy of your book, New Money Sources and Profit Motives.

It was very thoughtful of you to send it to me. I do appreciate having your views and will give them careful consideration.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Shann Turnbull
MAI Limited
G.P.O. Box 4359
Sydney, N.S.W. 2001
Australia

JLMaddux:man
March 17, 1978

3.1 Turnbull, S.
Dear Mr. Waggoner:

Thank you for your letter in connection with President McGill's invitation to participate in the Hugh O'Brian Youth Foundation's seminar in New York from April 19th to 22nd.

I have written to President McGill that pressures on my schedule here, compounded by necessary travel to our developing member countries, will not make it possible for me to join you.

But I do appreciate your thinking of me. It was kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Glen A. Waggoner
Assistant Vice President
Columbia University
New York, New York 10027

JLMaddux:mem
March 16, 1978

1.1 Columbia Univ.
Waggoner, G.
Dear Mr. Lesher:

Thank you for your letter and its warm invitation to speak at a dinner sponsored by the U.S. - Arab Chamber of Commerce on April 20th here in Washington.

I appreciate your thinking of me in this connection and regret that a previous commitment for that time will not make it possible for me to join you.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating series of meetings.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Richard L. Lesher
President
Chamber of Commerce of the United States of America
1615 H Street, N.W.
Washington, D. C. 20062

JIMaddux:mem
March 15, 1978

1.1 U.S. Chamber of Commerce
Lesher, R.
Dear Mr. Larre:

Thank you for your letter and the collection of central bankers' speeches.

It was very thoughtful of you to send it to me.

With best wishes,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. René Larre
General Manager
Bank For International Settlements
CH-4002 Basle
Switzerland

JLMaddux:mmm
March 15, 1978

2.5 Larre, R.
Dear Mr. Diamond:

Thank you for your letter and its generous comments.

It was very thoughtful of you to write to me.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Mike Diamond
205 4th Avenue
Venice, California 90201

JLMaddux:man
March 14, 1978

3.1 Diamond, M.
Dear Mr. Aarons:

Thank you for your letter requesting an interview in connection with a profile of my career for People Magazine.

Unhappily, I will have to decline. Pressures on my schedule here in Washington, compounded by necessary travel to our developing member countries, just do not make it possible for me to devote the time your article would require.

But I appreciate your thinking of me. It was kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Leroy F. Aarons
2303 Washington Avenue
Chevy Chase, Maryland 20015

JLMaddux:mmm
March 14, 1973

4.14 Aarons, L.
Dear Mr. Poindexter:

Thank you for your letter and its generous comments about my population address at MIT.

You may, of course, reprint the enclosed excerpt in your Study/Action Guide on Population. In that event, I would appreciate receiving a copy of the Guide when it is published.

The full text of the speech is available without charge from the Bank, and a suggested reference for the listing of resources has been added at the bottom of your excerpt.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. David O. Poindexter
The Population Institute
777 United Nations Plaza
New York, New York 10017

JIMaddux:mm
March 10, 1978
Dear President McGill:

Thank you for your warm invitation to participate in the Hugh O'Brian Youth Foundation's International Leadership Seminar in New York from April 15th to 22nd.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating seminar.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. William J. McGill
President
Columbia University
New York, New York 10027

JLMaddux:mmm
March 8, 1978

1.1 Columbia Univ.
McGill, W.
Dear Mrs. Moore:

Thank you for your letter and its warm invitation to participate in the Goldsmiths' College Public Lecture series sometime in the next academic year or two.

I appreciate your thinking of me in this connection and regret having to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside speaking engagements.

I do hope you will understand, and please accept my best wishes for the continued success of the series.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mrs. P. N. Moore
Senior Lecturer in Education
University of London
Goldsmiths' College
New Cross, London, SE14 6NW
England

JIMaddux:wmw
March 9, 1978

1.1 Univ. London
Moore, P.
Dear Mr. O'Neill:

Thank you for your invitation to address the Young Presidents' Organization at the United Nations on June 13th.

Unhappily, I will have to decline. June is the final month in our fiscal year, and due to a heavy schedule of board meetings, it will not be possible for me to join you.

But I appreciate your thinking of me. It was thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Mr. Henry M. O'Neill, Jr.
International Chairman
YPO Individual Action Program 1978-79
Young Presidents' Organization, Inc.
201 East 42nd Street
New York, N. Y. 10017

JLAddux:mm
March 9, 1978

1.1 Young Presidents' Organization
O'Neill, H.
Dear Mr. Nadadur and Dean Epstein:

Thank you for your letter and its warm invitation to address the "First International Students Conference on World Resources, Interdependence and Development," at UCLA from May 18th to 20th.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Kumar S. Nadadur
Dean Maxwell D. Epstein
Office of International Students
and Scholars
University of California, Los Angeles
Los Angeles, California 90024

JLMaddux:mm
March 8, 1978

1.1 UCLA
Nadadur, K.
Dear Mr. Sergieh:

Thank you for your letter and its warm invitation to speak at the opening of the scientific conference sponsored by the Centre for Research on the Middle-North of the University of Quebec next October.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. F. Moussally Sergieh
Université du Québec à Chicoutimi
930 est, rue Jacques-Cartier
Chicoutimi, Québec
Canada G7H 2B1

JLMaddux: mom
March 8, 1978

1.1 Univ. Quebec
Sergieh, F.
Dear Sir Edward:

Thank you for your letter and its gracious invitation to address the Commonwealth Press Union in Toronto on September 15th or 16th.

I appreciate your thinking of me in this connection and regret having to decline. The World Bank's own annual meeting will take place the following week, and it just will not be possible for me to be away from Washington at that time.

I do hope you will understand, and please accept my warm best wishes for what will clearly be an important and stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Sir Edward Pickering
Chairman of Council
Commonwealth Press Union
Studio House
Men and Chickens Court
184 Fleet Street
London EC4A 2DU
England

JLHaddux:mm
March 2, 1978

1.1 Commonwealth Press Union
Pickering, E.
Dear Mr. Bradley:

Thank you for your warm invitation to serve as a guest author for the next issue of Top Management Report, which will deal with the theme: "Government-Business Cooperation in Meeting the North-South Challenge."

I appreciate your thinking of me in this connection, and regret having to decline. Pressures on my schedule over the next several months, including travel commitments, just do not make it possible for me to dedicate the time that such an article would clearly deserve.

I do hope you will understand, and please accept my best wishes for what is obviously going to be a stimulating issue.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Gene Bradley
President
International Management and Development Institute
Watergate Office Building, Suite 905
2600 Virginia Avenue, N.W.
Washington, D.C. 20037

JIMaddux:mmm
March 2, 1978

4.12 Int'l Mgmt. and Dev. Inst.
Bradley, G.
Dear Bob:

Thank you for your letter requesting that I talk to Colonel Fiana about the 1963 decision to sell F-4 Phantoms to Israel.

I very much appreciate your thinking of me in this connection and applaud your undertaking this research. But frankly, I think it would be inappropriate for me in my present position as an international civil servant, heading a specialized agency of the United Nations, to comment on a matter of this kind.

And quite apart from that, since the decision was made 10 years ago, my memory of the details is not reliable, and I have no files at hand with which to refresh it.

If you haven't done so already, I'd suggest you talk with Dr. Winnacker. I understand he still works part-time in OSD.

I do hope you will understand. It was very good to hear from you.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Lt. Gen. R. A. Gard, Jr., USA
President
National Defense University
Department of Defense
Washington, D.C. 20319

JIMaddux:man
March 3, 1978

4.14 Gard, R.A.
Dear Dr. Wallis:

Thank you for your letter which arrived while I was out of the city.

I appreciate your, and your Board of Trustees', generous offer to award me an honorary Doctor of Laws degree at Commencement on Sunday, May 21, 1978, and deeply regret having to decline. Unfortunately, I am likely to be abroad during the period.

I do hope you will understand, and please convey to your Board my sincere gratitude for their thoughtfulness.

In connection with the broader question of eye care -- which is, of course, a serious problem in many of the developing countries -- may I suggest that you get in touch with my colleague, Dr. James A. Lee, who serves as our adviser on environmental and public health matters. He will be delighted to discuss the issue with you.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Norman E. Wallis
President
Pennsylvania College of Optometry
1200 West Godfrey Avenue
Philadelphia, Pennsylvania 19141

JLMaddux:mmm
March 1, 1978

2.5 Wallis, N.

cc: Dr. Lee
Dear Mr. Jaffe:

Thank you for your letter and its warm invitation to participate in the American Whig-Cliosophic Society's PROJECT UPDATE here in Washington from March 20 through 24.

I appreciate your thinking of me in this connection and regret that previous commitments for that time will not make it possible for me to join you.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating seminar.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Brian H. Jaffe
Director, Project Update
The American Whig-Cliosophic Society
Whig Hall
Princeton University
Princeton, New Jersey 08540

JIMaddux:mm
March 1, 1978

1.1 American Whig-Cliosophic Soc.
Jaffe, B.
Dear Sheri:

Thank you for your letter asking how I think young people can prepare to be good citizens.

I believe one of the most important qualities of good citizenship is a strong sense of social responsibility. That means being sensitive to the problems of everyone in the community: the poor, the sick, the uneducated, the very young, the very old.

Think of all the organizations in your own town that help the community: your school, for one; or the public library, the volunteer fire department, your scout troop, and the various churches. You will be able to think of many more such groups.

But, of course, much more needs to be done, both here at home, and throughout the world. We who live in such a wealthy country should especially remember that there are still hundreds of millions of people in the poor countries who do not have enough to eat; who cannot read or write; who are so often ill; and whose circumstances are so much less fortunate than ours.

You and your classmates can contribute a great deal to your country by supporting the community activities in your town. And through your studies in school, you can enlarge your understanding of the problems of those in the developing societies.

It was kind of you to write to me, and please accept my best wishes for the success of your class project.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Miss Sheri Day
Locust Street School
365 W. Locust Street
Wilmington, Ohio 45117

JIMaddux:mmm
March 1, 1976
Dear Dr. Fleming:

Thank you for your letter commenting on my speech to the American College of Surgeons. I appreciate having your views.

With the thought that you may find it interesting, I am enclosing a copy of my address to the 1977 Annual Meeting of the World Bank.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Arthur W. Fleming
Medical and Surgical Eye Associates
2400 Ardmore Boulevard, Suite 202
Pittsburgh, Pennsylvania 15221

JIMaddux:mmm
February 24, 1978

3.1 Fleming, A.
Dear Messrs. Trainor and Milner:

Thank you for your letter and its warm invitation to participate in the Invitation Lecture Series during the Spring Quarter.

Unfortunately I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

It was kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. John Trainor
Mr. Cobb Milner, III
Co-Chairman
The Invitation Lecture Series
Graduate School of Business
University of Chicago
5836 S. Greenwood Avenue
Chicago, Illinois 60637

JLMaddux:mmm
February 24, 1973

1.1 Univ. of Chicago
Trainor, J.
Dear Mr. Ambassador:

Thank you for your letter informing me that the Tun Razak Foundation proposes June 10 as the date of presentation of the Award.

I would be grateful if you would assure the Foundation that I will make every effort to be personally present at the ceremonies, but indicating that it will, unhappily, be a particularly difficult time for me to be away from headquarters. June is the final month in our fiscal year, and there is always an extraordinarily heavy schedule of meetings of our Board of Directors during that period.

Should it prove impossible for me to come to Malaysia in June, I will try to arrange — as they suggest — that a member of my family attend in order to represent me.

Please convey my deep appreciation for the Foundation’s understanding in this matter.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
SAIN Aumai
Ambassador
Embassy of Malaysia
2401 Massachusetts Avenue, N.W.
Washington, D.C. 20008

JIMaddux:mem
March 1, 1973

cc: Mr. William Clark
    Mr. S. Rusain
Dear Commendatore Gallo:

Thank you for your letter, and its very generous invitation on behalf of the International Presidential Committee that I accept the Gold Mercury International Award "Ad Personam."

I am honored and appreciative of the Committee's selecting me, and deeply regret that I must decline. World Bank regulations specifically prohibit the President of the Bank from accepting personal awards of this nature. I do hope you will understand.

Please convey to the Committee my gratitude for their kindness, and my disappointment that I will not be able to join you in Mexico City.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Commendatore Lorenzo M. Gallo
General Secretary
Gold Mercury International Award
491, Via Flaminia
00191 Rome
Italy

JLMaddux:mm
March 1, 1978
Dear Mrs. Hoffman:

My colleague, Bill Bennett, has informed me of your kind invitation to address the Bankers' Club sometime in the near future.

I am grateful for your thinking of me in this connection, and I think you know how much I enjoy returning to San Francisco. But, unhappily, I am unlikely to have a chance to do that over the next several months.

The truth is that my schedule here, compounded by frequent visits to our developing member countries abroad, makes it very difficult for me to accept speaking engagements -- even those as immensely attractive as this one.

I do hope you will understand. It was very good of you to invite me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mrs. Claire Giannini Hoffman
Suite 2830
At P. Giannini Plaza
555 California Street
San Francisco, California 94104

JLMaddux:mmm
March 1, 1978

1.1 San Francisco Banker's Club
Hoffman, C.
Dear Dr. Varma:

Thank you for your letter and its gracious invitation to write an article for the Journal of the National Environmental Health Association.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule, compounded by frequent travel to our developing member countries, just do not make it possible for me to devote the time that such an article would clearly merit.

I do hope you will understand, and please accept my best wishes for the success of the special issue.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. M. M. Varma
Chairman of the Engergy Committee
National Environmental Health Association
1200 Lincoln St., Suite 704
Denver, Colorado 80203

JIMaddux:mmm
February 17, 1978

4.12 Nat'l Environmental Health Assoc.
 Varma, M.
Dear Dean Yavitz:

Thank you for your gracious letter inviting me to participate in the third Annual Arden House Conference on American-Soviet Relations.

I do appreciate your thinking of me in this connection and regret that pressures on my schedule will not make it possible for me to join you.

It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Boris Yavitz
Dean
Graduate School of Business
807 Uris Hall
Columbia University
New York, New York 10027

JIMaddux:mmm
February 16, 1978

1.1 Columbia Univ.
   Yavitz, B.
FEB 27 1978

Dear Mr. Benedict:

Thank you for your letter and its warm invitation to address the Worcester Health Department's Centennial Meeting on April 3.

Unhappily, I must decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Joseph T. Benedict
President and Chairman
Freedom Federal Savings and Loan Association
22 Pearl-Elm Street
Worcester, Massachusetts 01603

JLMaddux:mm
February 16, 1978

1. Worcester Health Dept.
   Benedict, J.
Dear Ms. Allison:

Thank you for your letter and your request to inspect my papers on the subject of the Arab-Israeli war of June 1967.

Due to the press of work since leaving the Defense Department, I have not yet had the opportunity to organize my own papers, nor is it likely that I will be able to do so very soon. As a consequence, they are not yet available for outside use.

I appreciate your research problem, and regret that I cannot be more helpful. On the question of unpublished materials other than my own, you might find it useful to contact Dr. Rudolph Winnacker, formerly historian of the Office of Secretary of Defense, now retired, but still working as a consultant to the Pentagon. I understand he can be reached at (202) 695-6700.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Ms. Lynn A. Allison
2900 North Calvert Street
Baltimore, Maryland

JLMaddux:mmm
February 14, 1978

4.14 Allison, L.
Dear Professor Dumas:

Thank you for your letter and your papers on international security.

I appreciate having your views and it was thoughtful of you to send them along.

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

Dr. Lloyd J. Dumas
Associate Professor
Department of Industrial and Management Engineering
Columbia University
Seeley W. Mudd Building
New York, N. Y. 10027

JIMaddux:nnm
February 9, 1978

3.1 Dumas, L.
Dear Professor Saul:

Thank you for your letter and its warm invitation to deliver the 1978 Encyclopaedia Britannica Lecture at the University of Edinburgh later this year or early next year.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do hope you will understand, and please accept my best wishes for what I am confident will be a stimulating lecture.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Professor S. B. Saul
Acting Principal
University of Edinburgh
Old College
South Bridge
Edinburgh EH8 9YL
Scotland

JLMaddux:mmm
February 8, 1978

1.1 Univ. of Edinburgh
Saul, S.
Dear Mr. Ambassador:

Thank you for your letter informing me that the Board of Trustees of the Tun Abdul Razak Foundation has selected me for an International Award.

I am very deeply touched over the Foundation's decision, and I believe that the great honor and distinction that the Award represents really belongs to the staff of the World Bank, over whom I have the good fortune to serve as President.

On behalf, then, of the staff I would be pleased to accept the Award, and to donate the grant of 30,000 Malaysian dollars to a charity in Malaysia.

Unfortunately, I cannot personally be in Malaysia on March 11, but if it is acceptable to the Foundation, I will ask my Vice President, Mr. S. Shahid Husain, to represent me and to have the honor of receiving the Award from the hands of the widow of the late Tun A. Razak.

Please convey my warmest gratitude to His Lordship Tun Mohamed Suffian, and through him to the Foundation's Board of Trustees, for their kindness and consideration in this matter.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
2AIN Azaai
Ambassador
Embassy of Malaysia
2401 Massachusetts Avenue, N.W.
Washington, D.C. 20008

cc: Mr. Husain

JIMaddux:mmm
February 9, 1978
Dear Sr. Erana:

Thank you for your gracious invitation to attend the General Assembly meeting of the Association of Mexican Bankers from March 13-15 in Guadalajara.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do appreciate your thinking of me. It was kind of you and the Association to renew the invitation.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Sr. Eugenio Erana
Presidente
Asociacion de Bancareros de Mexico
Torre Latinoamericana 9o, Piso,
Nadero y San Juan de Letran
Mexico 1, D. F.

JIMaddux:mm
February 8, 1978

1.1 Asociacion de Bancareros de Mexico
Erana, E.
Dear Chancellor Bowker:

Thank you for your letter graciously inviting me to present the first of the Ruth L. Bernoulli Lectures at Berkeley.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

It was very kind of you to invite me again to Berkeley.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Albert H. Bowker
Chancellor
University of California, Berkeley
Berkeley, California 94720

JLMaddux:mmm
Feb. 7, 1978

1.1 Univ. of California, Berkeley
Bowker, A.
Dear Mr. Plys:

Thank you for your letter and its warm invitation to address the Philomathian Society sometime in March or April.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating lecture.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. O. Julian Plys
Second Censor
Philomathian Society
College Hall
University of Pennsylvania
Philadelphia, Pennsylvania 19104

JIMaddux:mmm
February 7, 1978

1.1 Univ. Penn.
    Plys, O.
Dear Mr. Schneider:

Thank you for your letter and its warm invitation to address the World Conference on Future Sources of Organic Raw Materials in Toronto next July.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. W. G. Schneider
General Chairman
Organizing Committee
World Conference on Future Sources of Organic Raw Materials
National Research Council of Canada
Montreal Road
Ottawa, Ontario K1A 0R6
Canada

JLMaddux:mem
February 6, 1978

1.1 World Conf. Future Sources of Organic Raw Materials
Schneider, W.
Dear Messrs. Abshire, Laqueur and Leedan:

Thank you for your letter and its warm invitation to comment on three major issues facing the U.S. at the present time for the July 1973 issue of The Washington Review.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule, compounded by frequent travel to our developing member countries, just do not make it possible for me to devote the time that such an article would clearly merit.

I do hope you will understand, and please accept my best wishes for what I'm confident will be a stimulating symposium.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. David M. Abshire
Mr. Walter Laqueur
Mr. Michael A. Leedan
The Washington Review
CSIS
1300 K Street, N.W.
Washington, D.C. 20006

JLMaddux:mm
February 6, 1973

4.16 The Washington Review
Abshire, D.
Dear Mr. Ambassador:

Thank you for your letter, and its warm invitation on behalf of Mrs. Wiig, Chairman of the Norwegian Council for Women, to address the special conference to be held in Oslo on June 16th, in connection with the 90th anniversary of the International Council for Women, on the topic: participation of women in the third world in the development process of their countries.

I appreciate Mrs. Wiig's thinking of me in this connection, and very much regret having to decline. June is a particularly crowded month here, as our fiscal year draws to a close, and involves a heavy schedule of meetings of our Board of Executive Directors. It is, unfortunately, not possible for me to be away from Washington at that time.

I do, however, have a suggestion. As it happens, one of my senior colleagues, Mrs. Shirley Boskey, Director of our International Relations Department, will be attending a U.N. meeting in Geneva the following week, and hence would be available. Mrs. Boskey was the World Bank's representative at the World Conference of the International Women's Year in Mexico City, and could address the important subject the Council will be considering.

Should Mrs. Wiig, and the Norwegian Council for Women, be interested in this possibility, may I suggest that they get in touch with Mrs. Boskey here, and work out the details.

It was very thoughtful of you to write to me, and please convey to Mrs. Wiig my warm best wishes for the success of what is clearly going to be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

His Excellency
Ole Algard
Permanent Representative of
Norway to the United Nations
825 Third Avenue
New York, N. Y. 10022

JMaddux:swm
January 30, 1978
Dear Mr. Kegan:

Thank you for your letter, and its gracious invitation to attend, at the head table, the dinner on February 7th marking the 25th Anniversary of the International Development Conference.

I deeply appreciate your thinking of me in this connection and regret that a previous engagement for that evening will not make it possible for me to join you.

Please accept my warm congratulations on IDC's Anniversary, and my best wishes for what is clearly going to be a stimulating evening.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Lawrence R. Kegan
President
International Development Conference
Suite 550
1120 19th Street, N.W.
Washington, D.C. 20036

JLMaddux:mmm
January 25, 1978

1.1 Int'l Dev. Conf
Kegan, L.
Dear Ms. Meredith:

Thank you for your letter, which arrived while I was out of the country, and its warm invitation to speak at the Columbia University Lecture Series on International Economics.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by travel to our developing member countries, have made it necessary for me to restrict my speaking almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating series.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Ms. Regina Meredith
195 Claremont Avenue
Apartment 33
New York, New York 10027

JLMaddux:mem
January 18, 1978

1.1 Columbia Univ.
Meredith, R.
Dear Mr. Evans:

Thank you for your letter inquiring as to the World Bank's policies and strategies directed towards meeting the basic human needs of the world's poor.

For the last several years we have been moving further in this direction, both in our project work and in our advice to member governments, as our understanding of this very complex matter has improved.

There are, unfortunately, no simple all-purpose formulas that can guarantee uniform success in the immensely varied conditions both in and among the roughly 100 developing countries that we are working in, but it is clear that any effective solution to absolute poverty must involve assisting the poor to become more productive.

That is a feasible goal. In the last three years alone, for example, the Bank has financed projects which we believe will double the incomes of some 40 million of the poorest people in the developing world.

I have touched upon these issues in two recent major addresses, and in the event that you may not have seen them, I am enclosing copies for your perusal.

It was very thoughtful of you to write to me.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Cecil R. Evans
General Secretary
Friends Peace and International Relations Committee
Friends House
Euston Road
London NW1 2BJ
England

JIMaddux:mm
January 25, 1978
Dear President Henry:

Thank you for your warm invitation to be the commencement speaker at Saint Michael's College next May 28th.

Unhappily, I will have to decline. The problem is my schedule, which involves a good deal of travel to our developing member countries. The scheduling of these trips is complicated, and must be coordinated with the senior officials of the governments involved. There are often changes as the dates draw near, and this makes it virtually impossible to accept outside commitments.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating occasion.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Rev. Edward L. Henry
President
Saint Michael's College
Winooski, Vermont 05404

JLaddux:mmm
January 25, 1978

1.1 Saint Michael's College
Henry, E.
Jan 30 1978

Dear Bill:

Thank you for your query about the phrase "bargaining chip." I am afraid I draw a complete blank about its origin. And I had someone call Rudy Nimrod, who was for years the historian of OSD, and he doesn't know either.

Intrinsic textual evidence, as the etymologists like to say, might suggest that the putative phrasemaker was an aficionado of poker. A card-sharking speechwriter, perhaps? Are there such? Do you know any? Have you ever lost money to one?

As you can see, I'm not able to be very helpful in all this. But I do look forward to your dictionary of political language. That ought to be fascinating.

With warm regards,
(Signed) Robert S. McNamara

Robert S. McNamara

Mr. William Safire
The New York Times
Washington Bureau
1520 L Street, N.W.
Washington, D.C. 20036

JIMaddux:mm
January 26, 1978

2.5 Safire, W.
Dear Professor Lamb:

Thank you for your letter and its request for suggestions regarding your new journal, as well as the warm invitation to serve on the board of editors.

I appreciate your thinking of me in this connection and regret having to decline. Heavy pressures on my schedule here, compounded by frequent travel to our developing member countries, have made it necessary for me to restrict my activities almost exclusively to World Bank business.

I do hope you will understand, and please accept my best wishes for the success of your new project.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Robert Lamb
Associate Professor of Management
New York University
Graduate School of Business Administration
100 Trinity Place
New York, N. Y. 10006

JL Maddux
January 17, 1977

4.16 Lamb, R.
Dear Mr. Vice President:

On behalf of the entire staff of the World Bank I want to extend our deep condolences over the loss of one of international development's most loyal friends.

No one in this century has assisted the cause of the poor and disadvantaged more persistently than Hubert Humphrey. He has been an example for us all, and his support for the international development task was unfailingly generous.

His courageous struggle to rectify injustices and broaden opportunities for the less privileged within his own country is well known. His efforts to assist the international development community to achieve the same on a global basis were no less determined. We in the World Bank, and the hundreds of millions of men and women throughout the developing world who have benefitted from his concern and compassion for human deprivation, have lost a great champion.

We feel that loss keenly, and we ask that you convey our feelings, in an appropriate manner, to your colleagues in the Senate, and to the Humphrey family.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Honorable
Walter F. Mondale
Vice President of The United States
President of The Senate
United States Senate
Washington, D.C. 20510

JLMaddux:mmm
January 16, 1977
Dear Mr. Vice President:

On behalf of the entire staff of the World Bank I want to extend our deep condolences over the loss of one of international development's most loyal friends.

No one in this century has assisted the cause of the poor and disadvantaged more persistently than Hubert Humphrey. He has been an example for us all, and his support for the international development task was unfailingly generous.

His courageous struggle to rectify injustices and broaden opportunities for the less privileged within his own country is well known. His efforts to assist the international development community to achieve the same on a global basis were no less determined. We in the World Bank, and the hundreds of millions of men and women throughout the developing world who have benefitted from his concern and compassion for human deprivation, have lost a great champion.

We feel that loss keenly, and we ask that you convey our feelings, in an appropriate manner, to your colleagues in the Senate, and to the Humphrey family.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

The Honorable
Walter F. Mondale
Vice President of The United States
President of The Senate
United States Senate
Washington, D.C. 20510

JIMaddux:mem
January 16, 1977
Dear Miss Boerma:

Thank you for your letter, and its warm invitation to speak to the Oxford University Politics and Economics Society sometime during the current academic year.

I appreciate your thinking of me in this connection, but I have no plans at the moment to be in London during the periods you suggest. However, one of my senior colleagues, Mr. William Clark, our Vice President for External Relations, will be there a number of times this year, and he has told me that he would be delighted to speak to your society. He will be getting in touch with you directly regarding a suitable date as his schedule becomes more firm.

It was very thoughtful of you to write, and Mr. Clark joins me in sending warm regards to your father.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Miss Pauline Boerma

c/o St. Anne's College

Oxford University

Oxford

England

JIMaddux:mmmm

January 12, 1977

cc: Mr. William Clark

1.1 Oxford Univ. Politics & Economics Society

Boerma, P.
Dear Dean Carroll and Mr. Carr:

Thank you for your gracious letter inviting me to speak at the Whitney Young, Jr. Memorial Lecture Series on March 31.

Unhappily, I will have to decline. Pressures on my schedule here in Washington, compounded by necessary travel to our developing member countries have made it virtually impossible for me to accept outside speaking engagements.

I do hope you will understand. It was very thoughtful of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dean Donald C. Carroll
Mr. Gregory Carr
Office of Student Services
Wharton Graduate
University of Pennsylvania
107 Vance Hall
Philadelphia, Pennsylvania 19104

JIMaddux:mmm
January 9, 1977

1.1 Wharton School
Carroll, D.
Dear Dr. Rahman:

Thank you for your letter and its generous comments on my recent address.

I am grateful, too, for your thoughtful remarks on the need for greater understanding on the part of foreign experts of the social and cultural problems of developing countries.

I appreciate having your views and it was kind of you to write.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Dr. Hawluder Rahman
Associate Professor
Institute of Business Administration
University of Dacca
Dacca, Bangladesh

JIMaddux:mm
January 3, 1978

3.1 Rahman, M.
Dear M. Taurignan:

Thank you for your letter and its warm invitation to participate in a conference on "les droits humains et l'alimentation" next February in Montreal.

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule here, compounded by trips to our developing member countries, have made it necessary for me to restrict my activities almost exclusively to official United Nations and World Bank meetings.

I do hope you will understand, and please accept my best wishes for what will clearly be a stimulating conference.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

M. Jean Taurignan
Développement Et Paix
8 est, boul.
St.-Joseph
Montreal, Quebec
Canada

JIMaddux:mm
December 30, 1977

1.1 Développement Et Paix
Taurignan, M.
Dear Mr. Ferroux:

Thank you for your letter, and the invitation to write an article for your economic encyclopedia, "L'économie de ce temps," on the general topic, "L'homme, origine et terme."

I appreciate your thinking of me in this connection and regret having to decline. Pressures on my schedule, compounded by frequent travel to our developing member countries, just do not make it possible for me to devote the time that such an article would clearly merit.

I do hope you will understand, and please accept my best wishes for the success of your project.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

M. François Ferroux
Professeur honoraire au Collège de France
Président de l'ISEEA
Economica
49 rue Héricart
75015 Paris
France

JIMaddux:wmw
Dec. 30, 1977

4.12 Perroux, F.