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THE WORLD BANK
Washington, D.C.

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McNamara Papers

Chronological files 1972 (Sept.-Dec)

The World Bank Group
Archives



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Robert S. McNamara Personal Chronological Files - Chrons 19

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WBG Archives

490/6/102

December 28, 1972

Dear Mr. Hamilton:

Mr. McNamara is out of the city until the first of the year, and a week after his return will be leaving for ten days in West Africa. For this reason it will not be possible for him to attend the meeting on January 17.

Sincerely,

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

Mr. Walter A. Hamilton
The Conference Board
845 Third Avenue
New York, N. Y. 10022

490/6/101

December 14, 1972

Dear Antonio:

I too enjoyed very much lunching with you on October 25, and I should be delighted to meet with you again either here or in New York. Please let me know when you would find it convenient to do so.

With best wishes,

Sincerely,

Robert S. McNamara

His Excellency
Antonio Carrillo Flores
Secretary-General
World Population Conference
United Nations, N. Y. 10017

490/6100

December 6, 1972

Dear Dr. Brown:

I, too, am unclear on what can be done to assist Nadezhda Mandelstam to leave the Soviet Union. However, I should like to help her and I will try to find a way to do so.

Sincerely,

Robert S. McNamara

Dr. Clarence Brown
Program in Comparative Literature
Princeton University
East Pyne
Princeton, N. J. 08540

490/6/99

December 6, 1972

Colonel James Roberts
Mountain Travel
Maharajganj
P. O. Box 170
Kathmandu, Nepal

Dear Colonel Roberts:

You may recall that in January we discussed the possibility of Mountain Travel providing in November, 1973, leadership and logistical support for a trek in the Himalayas for a party composed of my wife and myself and one or two other couples. I am now prepared to suggest a detailed itinerary and to ask that you make the necessary plans to reserve personnel, transportation and other facilities in support of it.

Subject to changes you may recommend, we propose the following:

a. The party would consist of Mr. and Mrs. Robert S. McNamara and Dr. and Mrs. Willard Goodwin (with the possible addition of Dr. and Mrs. Joseph Murray whose decision to participate or not would be known next January). All members of the party would be in their mid-50s, with extensive hiking (and some climbing) experience in the Sierras, Rockies and Alps, but with no mountain conditioning immediately prior to the trip.

b. We would plan to arrive in Kathmandu Monday, November 5 and would hope to fly to Pokhara Tuesday, November 6 to begin on that day the trek to Jhomson. If I recall correctly, you believed it should be possible to walk to Jhomson in nine or ten days (possibly continuing one day beyond to Muktinath).

c. On Thursday, November 15 we would plan to fly from Jhomson to Pokhara and thence to Khatmandu.

d. On Friday, November 16 we would fly to Lukla (or beyond, if the planned airstrip is open) to begin a walk to the monastery at Thyangboche.

e. Between Friday, November 16 and Tuesday, November 20, we would walk to Thyangboche, return to the nearest airstrip, and on Wednesday, November 21, would fly back to Kathmandu (the party might wish to spend two days more in the Khumbu region if that decision could be made after their adaptation to the altitude and trail conditions had been determined -- would this be possible?).

In your opinion: Have we chosen the most interesting treks; are the times optimum in relation to weather conditions; and is the time schedule reasonable in relation to the distances to be covered? Although the detail in

Colonel James Roberts

- 2 -

December 6, 1972

which the itinerary has been outlined might suggest that we are firmly committed to it, we are not. We will rely on you to propose the optimum use of the time between our arrival in Kathmandu on Monday, November 5 and our departure on Friday, November 23. Finally, what would be the cost of the trip within Nepal (covering air transportation, guide and porter service, equipment rental, hotels, etc.) for a party of 4 (and also for a party of 6)?

I would be most grateful if you would accept our request for reservations. We would be prepared, of course, to send a deposit immediately upon receipt of your reply.

With best wishes,

Sincerely,

(Signed) Robert S. McNamara
Robert S. McNamara

cc: Dr. and Mrs. Goodwin
Dr. and Mrs. Murray

490/6/98

December 4, 1972

Dear Larry:

I am enclosing an article from a recent edition of the World Bank newspaper about river blindness. I hope it will answer your questions. One of our staff members is in the process of writing a book on the subject, but it will not be available for some time.

Mrs. McNamara and I, too, enjoyed the meeting at Palm Springs and will look forward to seeing you and Mrs. Williams at the next one.

Sincerely,

Robert S. McNamara

Lawrence A. Williams, M.D.
65 North Madison Avenue
Pasadena, Calif. 91101

Enclosure

490/6/97

December 4, 1972

Dear Mr. Brassell:

Mr. Robert McNamara regrets that, since he will be away from the Washington area during the last two weeks of December, it will not be possible for him to meet with you.

Yours truly,

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

Mr. Charley Barney Brassell
214 International House
University of Utah
Salt Lake City, Utah 84112

LIST OF PROJECTS

12/1/72
490/6/96

1. Financial policy questions to be studied:

a. Should we not provide for a higher percentage of medium-term issues (5-7 years) in our borrowing program:

- (1) What would be the effect on our net income and/or lending rate.
- (2) What risks would be associated with the move and how would we meet them.
- (3) What is the practice of other institutions who are financing long-term capital investments (e.g., EIB, U.S. Export-Import Bank, private companies, etc.)

b. How low could we let earnings sink, both as a return on equity and in absolute amounts, without significantly affecting the volume or cost of borrowing and what would be the effect on our lending rate or on our ability to finance a third window of such a policy.

c. Would it be desirable to establish a third window and finance it by any one or more of the following actions:

- (1) A gradual reduction in the level of IBRD net income.
- (2) A termination of the transfer of IBRD net income to IDA.
- (3) A reduction in IDA's "three-fourths percent, 50-year maturity" credits and a replacement of these with third window credits.

What volume of lending could be financed through the third window and on what terms.

d. Should IBRD make loans to India, Indonesia, Bangladesh or Pakistan to:

- (1) Offset a deferred or less than adequate Fourth Replenishment of IDA and/or
- (2) As a substitute for shorter-term or higher-cost credits which those nations would otherwise be forced to accept from other sources.

Could the risks of IBRD lending to these countries be reduced by negotiation of an agreement with both the borrowers and the other major creditors that the Bank would not be asked to participate in any future debt rescheduling.

e. Without establishing a third window, as it is normally conceived, and without changing the amount of the Bank transfer to IDA, could the Bank establish two categories of IBRD loans, one for such countries as Mexico, Brazil, and the "marginal" borrowers (e.g., at 7-1/4% and 20 years), and the other for all other "Bank" countries with terms of 5 1/2%, 10-year grace, 35-year maturity (the "blend" countries among the members of this group would no longer receive IDA credits). Using the approved '74-'78 borrowing program, examine the impact of such a move on both the net income of the Bank and the debt service obligations of our borrowers.

2. Development Policy Staff projects:

a. Develop a plan for World Bank implementation of McNamara's recommendations for achievement in the developing countries of a more equitable distribution of the benefits of economic growth. (See pages 16 and 17 of the 1972 Annual Meeting speech.)

b. Prepare a definitive statement on what, if anything, can be done to adapt technology to better meet the needs of labor surplus and capital deficit economies.

c. Arrange for the Program Review Division to present annually a commentary on the level of IBRD lending: Is the level of lending planned for each major country, each region, and the Bank as a whole for each year appropriate in view of the needs of the borrowers, the "net transfer" by the Bank, other sources of capital, and the performance of other institutions including the regional banks. (Note the relatively low level of IBRD lending to Latin America in FY '72.)

d. Semi-annually prepare a statement on the debt problem of the developing countries (including up-to-date tables of recent changes in debt service, etc., as well as projections of future trends), and state the implications of the analysis for Bank Group policies and actions.

e. With respect to the "least developed countries":

- (1) What are the needs and probable sources of supply of external capital for FY 74-78.
- (2) In relation to the needs and probable sources of supply of external capital, what should the level of IDA support be for FY 74-78 and how will this requirement affect the level and/or allocation of the Fourth Replenishment.

f. Categorize the developing countries and for each category develop a set of numerical "standards" for each of the important measures of development and important factors affecting the rate of development (life expectancy, literacy, infant mortality, rate of growth, etc., and rate of growth of agricultural exports and manufacturing exports, level of public savings, percent of GNP devoted to education, etc., etc.

3. Examine the "guarantee covenants" or security standing behind IBRD bonds and those of other similar institutions including the U.S. Export-Import Bank, IDB, ADB, EIB, Creditanstalt, etc.:

a. How do the "guarantees" differ from the point of view of potential investors.

b. What action is required by executive or legislative branches of governments to give IBRD bonds full faith and credit guarantees of the member governments (or their equivalent).

c. In addition to influencing such policies as participation in rescheduling agreements, how do the differences in the covenants affect the cost of borrowing.

4. Study the extent to which the LDCs have used or should in the future use the external private capital markets and indicate the ways in which IBRD can assist LDCs to greater use of such markets and the effect that the use of such markets may have on the volume of IBRD lending to individual countries in future years -- Institutionalize information in the Bank on the actions and potentials of individual LDCs in the private capital markets. (See pages 35-39 of Fried's paper.)

490/6/95

November 27, 1972

Dear Mr. Gibson:

Mr. McNamara has asked me to thank you for your invitation to attend the International Industrial Conference September 17-21, 1973. He regrets that, since the Bank's Annual Meeting in Nairobi is during the same period, it will not be possible for him to be with you.

Sincerely,

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

Mr. Weldon B. Gibson
Stanford Research Institute
Menlo Park, California 94025

490/6/94

November 27, 1972

Dean Arjay Miller
Graduate School of Business
Stanford University
Stanford, California 94305

Dear Arjay:

You have asked for my evaluation of Dr. Alain Enthoven whom I understand you are considering for appointment as a senior faculty member to "help solidify the faculty base for the new academic and research program in Public Management."

In January of this year, when responding to a similar request for my evaluation of Mr. Henry Rowen, I wrote to you as follows:

"My appraisal of Mr. Rowen is based upon close association with him in the Department of Defense over a period of nearly five years. Based on that association, I consider him superior to all other individuals whom I might consider qualified for such a post, with the possible exceptions of Mr. Richard Neustadt and Mr. Alain Enthoven. He would bring to Stanford a first-class mind, long experience in and with government, and a deep understanding of the national and international scenes."

Based on seven years of the closest association with Alain Enthoven, I should like to say of him everything I did of Henry Rowen -- if you are as successful in attracting Alain as you were in obtaining Henry, you will then have on your faculty two of the three men whom I would consider best qualified for directing academic and research work in Public Management.

W

With best wishes,

Sincerely,

Robert S. McNamara

490/6/93

November 22, 1972

Dear Mr. President:

On returning home, after a most interesting and enjoyable trip, I want to send you, on behalf of my wife and colleagues, my warmest thanks for your hospitality and my very best wishes for the future of your country which already owes so much to your leadership.

The real highlight of my visit was our talk together on Thursday evening when I found how deeply I agreed with your profound thinking on the problems that face a country such as Zambia, which mirrors the worldwide gap between a progressive, modern, industrial sector and a stagnant, traditional, rural sector. I only wish to reassure you that we at the World Bank stand ready to help you as much as we possibly can to implement any soundly based plans to remedy this situation and build a Zambia whose prosperity spreads to all its citizens.

Again I would like to thank you for the opportunity to visit your lovely country and, above all, to meet you and learn about your thoughts, with which I find myself in such sincere sympathy.

Sincerely,

Robert S. McNamara

His Excellency
Kenneth D. Kaunda
President of Zambia
State House
Lusaka, Zambia

WDC:RMcN:mss

490/6/92



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

OFFICE OF THE PRESIDENT

November 9, 1972

Mr. Ken McCormick
Doubleday & Company, Inc.
277 Park Avenue
New York, New York 10017

Dear Mr. McCormick:

The manuscript of Anne Simon's book arrived after Mr. McNamara's departure on a trip to East Africa. I will, of course, bring it to his attention when he returns. However, since he will not be back until after November 15, it evidently will not be possible for him to incorporate on the jacket any comments he might have.

Sincerely,

A handwritten signature in cursive script, reading "Polly Yates", is written over the typed name.

(Miss) Polly Yates
Secretary to
Mr. McNamara

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

OFFICE OF THE PRESIDENT

8.15
Henry, when
how to proceed for us
contact with Japan
ADB.
US Aid

Draw up a plan of how to
proceed - what are the next
steps: procedurally
how quickly can they then
aid -
Fri night -
Economics -

490/6/91

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
ASSOCIATION

INTERNATIONAL FINANCE
CORPORATION

OFFICE OF THE PRESIDENT

11/1/72

To Dr. Kessinger

Henry, attached is a note on "An
Approach to the Reconstruction of North Vietnam".

I am delivering it at noon today
instead of Friday evening since I
must leave for California this afternoon.
I shall return to Washington Sunday
evening.

You can reach me Thursday evening
at the residence of Arjay Miller
(dean of the Stanford Business School)
415-851-1417 and Friday morning through
his office 415-371-7300. Saturday
morning after 9 AM EST I shall be
in Aspen Colorado at 303-923-3597.

Let me know if you would like
further work done on this problem.

Bob

November 2, 1972

AN APPROACH TO THE RECONSTRUCTION OF NORTH VIETNAM

In a note submitted October 15, it was estimated that the reconstruction of North Vietnam would require, in the first five years, external aid averaging between \$570 million and \$630 million per year (the import program would be directed to emergency aid in the first instance, then to medium-term reconstruction, and finally to the start of the development program). It was suggested that the major portion of such aid might be financed by the United States and Japan, but that significant contributions could come as well from eight or ten other nations and from several international institutions. The purpose of this memorandum is to outline how such a multilateral effort might be organized and to suggest a time schedule which might be followed.

The manageable size of the population of the country (perhaps 22 million), its heavy concentration (perhaps 90% in the Red River Delta), the country's previous industrial experience, and a recent history of highly effective government administration all support the hypothesis that a timely and well-organized rehabilitation effort can yield prompt and rewarding results. Assuming that the U.S. and North Vietnam would wish to establish a joint commission to direct the flow of U.S. aid, the size of North Vietnam's import requirements and the substantial number of potential contributors suggest that some kind of multilateral coordinating arrangement would be needed -- it is unlikely that North Vietnam could manage effectively the large number of bilateral aid programs that would otherwise be established. 1/

The countries most likely to join the consortium would include the United States, the United Kingdom, Canada, Japan, Germany, France, the Netherlands, Norway, Sweden, Denmark, and possibly Austria, Belgium, Australia and New Zealand. The staff work for this group could be done by the World Bank and the Asian Development Bank (Japan will no doubt be anxious that the Asian Development Bank play a prominent role in this exercise but its staff resources are limited; in Bangladesh the World Bank provided 10 of the 15 experts on the UN team, and within two weeks after the three-week field mission, the team was able to produce an outline of the requirements which has stood up well under the test of time).

The chairmanship of the consortium should be decided early. It is a time-consuming task requiring constant visits and personal contacts by the chairman with governments at both ministerial and official levels. Most of the existing consortia and consultative groups are chaired by the World Bank, but other arrangements are possible (in any event, it will probably be necessary to rely on the Bank for staff work). The UN might be called upon to organize the consortium so that Russia and China could be members. However, the UN has not had great experience in matters of this kind and in other situations it has not proved difficult to insure an adequate degree of coordination with China and Russia through the recipient countries.

1/ The same problem would be posed by aid for South Vietnam, Cambodia and Laos and the same consortium could be used to coordinate multilateral aid programs required by these countries.

It would appear desirable to organize a preliminary meeting of countries and agencies interested in participating in a multilateral coordinated effort within a few days of any firm indication of a desire for assistance by the Government of North Vietnam. The meeting should consider:

- (a) Formation of the multilateral consortium
- (b) Immediate action required including:
 - clearance of the port of Haiphong and provision of emergency port equipment
 - provision of immediate food and other emergency requirements
- (c) The fielding of a mission to make a quick inventory of the most urgent relief and economic reconstruction needs.

If, for example, the Bank were to be entrusted with the initial arrangements, it should be possible to call the preliminary meeting within about ten days. In addition to interested Bank member countries, invitations could be extended to the UNDP, ADB and FAO (world food program). During this interval:

- a two-man team could visit Hanoi to ascertain
 - (a) the views of the North Vietnam government (including whether they would want to be represented at the preliminary meeting);
 - (b) the current position as regards the port of Haiphong (including potential capacity over the next few months and possible needs for transshipment, e.g., in Hong Kong), food and fuel supplies (including prospects of supplies from or via China).
- an exploratory mission to determine needs in great detail could be organized to go to North Vietnam immediately following the preliminary meeting.
- contacts could be made with interested countries and agencies to determine
 - (a) availability of emergency supplies, and help for port clearance and equipment and
 - (b) views on the organization of the consortium.

Following the organization of the consortium, clearance of the port of Haiphong should be begun immediately. In the case of Bangladesh, Chittagong Harbor was made operational very quickly by Russia once it started work. The delay in starting these operations, which several countries were willing to undertake, was due to the cumbersome procedures of the UN who had assumed responsibility for the action. In the case of North Vietnam, the chairman of the consortium should as early as possible make a direct approach to one of the countries having competence in mine-sweeping and salvaging. These include the United States, the U.K. and Russia. All other programs will be dependent upon the quick restoration of these port facilities; in the second phase, consideration will have to be given to an expansion of the facilities to accommodate a huge inflow of imports.

Emergency food imports are likely to have a high priority in the next few months. It must be assumed that South Vietnam, which has traditionally exported food to the north, will not be doing so for at least the next few years. At least part of the aid would have to be untied and in the first stage the overriding consideration would have to be delivery times not price; therefore conventional bidding procedures would have to be avoided. The exploratory mission to go out should include experts able to make assessment of the short term food requirements, and the potential for its distribution. Once preliminary estimates are available, it will be necessary to establish the extent to which China is prepared to help meet these needs. Emergency requirements for medical supplies and shelter (e.g., galvanized sheeting, cement) should also be established at this time, although the capacity for improvisation of the local population should be taken fully into account so as not to divert any resources unnecessarily into these fields.

The exploratory mission that is sent out should have competence in the following fields:

- transportation, including railways, roads, bridges and inland and coastal shipping
- power
- telecommunications
- civil works construction (dikes, bunds, etc.)
- agriculture

The mission could also develop with the North Vietnam Government the organizational structure for receipt of the first emergency aid, including possibly the establishment of a small liaison office in Hanoi (perhaps 3 or 4 men).

The task of this mission is unlikely to be very complicated. So much will need to be done that there will be plenty of time later for more accurate assessments of requirements. In the first instance minimum needs to restore a small percentage of service can easily be calculated and the time between ordering and delivery will be such that more precise estimates can be made over a longer period without any fear that misinvestment or overinvestment will take place. In particular in the transportation, power and telecommunications sections the initial work can proceed very rapidly. In Bangladesh a restoration of the telecommunications system to 10 percent of its original capacity was sufficient to cope with the more serious constraints in administering the aid program.

It should be possible to assemble a mission within two weeks of getting the go-ahead. This exploratory mission should spend a maximum of four weeks in the field and should be able to complete a draft report within two weeks after its return which could be circulated to the aid group. Preliminary notes on most urgent minimum requirements could be prepared and circulated within roughly half this time span. In this situation the first meeting of an aid consortium set up on lines determined at the preliminary meeting could be held within three or four weeks of the arrival of the mission in Hanoi to consider initial emergency aid, and a second meeting within two or three weeks

of delivery of the mission report. Thus, it would not be unreasonable to expect formal indications of assistance within about two months of a peace settlement. If, for example, some sort of request of assistance were made by end-November a moderately optimistic forecast would have a substantial volume of aid beginning to flow by the end of January or early February arriving in time to utilize three or four months of the construction season.

490/6/90

October 30, 1972

District Superintendent
Interstate Commerce Commission
Washington, D. C.

Dear Sir:

Charles W. Tate, who is applying for a charter bus licence, was my driver during the last year of my service as Secretary of Defense.

Tate is an excellent and safe driver, and to the best of my knowledge his moral character is above reproach. He is completely reliable and I am sure he would do an excellent job in the work for which he is applying.

Sincerely,

Robert S. McNamara

Chen

490/6/89

October 25, 1972

Dear Miss Simon:

Mr. McNamara has asked me to tell you
that you may send the manuscript of your book
to him at the Bank, 1818 H Street, N. W.,
Washington, D. C. 20433, so that he may make
appropriate comment.

Sincerely,

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

Miss Anne W. Simon
322 East 57th Street
New York, N. Y. 10022

490 / 6 / 88

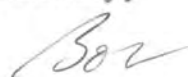
October 24, 1972

Dear Vivian:

Thank you for your note regarding my speech to the Annual Meeting of the Bank and Fund, a copy of which I enclose.

I look forward to seeing you at the next Foundation meeting.

Sincerely,



Robert S. McNamara

Dr. Vivian W. Henderson
President
Clark College
Atlanta, Georgia 30314

Enclosure

490 / 6 / 87

October 20, 1972

Dear Hugh:

I received on October 17 a letter from Mr. Hoyt P. Steele, Vice President of General Electric Company, protesting the action of Thailand in the procurement of locomotives. I immediately asked that we delay any action with respect to that procurement until we had time to review the basis of the protest. We are doing so now and we will not give our approval to the award of the contract until we are convinced that Bank procurement procedures have been followed. Yesterday we so advised General Electric.

I am most grateful for the temperate tone of your note. It is true that "locomotive problems are nothing new." But it is new to me to receive a thoughtful, temperate comment from anyone concerned with such problems. I assure you that both I and Burke Knapp, our Senior Vice President for Operations, will personally review the facts of this case.

With best wishes.

Sincerely,



Robert S. McNamara

Honorable Hugh Scott
United States Senate
Washington, D. C. 20510

RMcN:mss

490/6 186

October 16, 1972

Dear Mr. Morrissey:

In answer to your letter of October 11, Mr. McNamara suggests that his interview for the Ford Foundation Oral History Project be recorded on Wednesday, December 6, from 11:30 to 12:30.

Sincerely,

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

Mr. Charles T. Morrissey
Director, Oral History Project
The Ford Foundation
320 East 43rd Street
New York, N. Y. 10017

490 / 6 / 85

October 12, 1972

Dear Mr. Odt:

At long last Mr. McNamara is about to act on your recommendations regarding transfer of the stock of his children, as you outlined in your letter to him of April 20, 1971.

However, in your letter you mentioned certain stock certificates which he should send to you. He does not seem to have these on file and wonders if they might be on file at Stein Roe & Farnham. Can you help, please?

Sincerely,

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

Mr. Alden L. Odt
Stein Roe & Farnham
150 South Wacker Drive
Chicago, Illinois 60606

490/6/84

October 11, 1972

Dear Mrs. Corcoran:

Mr. McNamara has asked me to tell you that, travel schedule permitting, he will plan to attend the ICED annual meeting in Elsinore in May of next year.

We will confirm his plans to you by the first of March, 1973.

Sincerely,

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

Mrs. Ebba Corcoran
Secretary
International Council for
Educational Development
522 Fifth Avenue
New York, N. Y. 10036

490/6/83

October 9, 1972

Dear John:

I have noted on my calendar the dates of May 10, 11, and 12, 1973 for a Bellagio III conference, and I shall try to hold them open for such a meeting.

Many thanks for inviting me.

Best wishes.

Sincerely,

Robert S. McNamara

Dr. John H. Knowles
President
The Rockefeller Foundation
111 West 50th Street
New York, N. Y. 10020

490/6/82

October 7, 1972

Admissions Committee
Cosmos Club
2121 Massachusetts Avenue, N.W.
Washington, D. C. 20008

Gentlemen:

I should like to strongly endorse the application of Professor Robert N. Anthony for membership in the Cosmos Club. Professor Anthony and I were faculty colleagues at Harvard thirty years ago, and in the intervening years our association both socially and professionally has been close.

Professor Anthony is the author or co-author of ten or more books which have advanced our understanding of the field of management control, and his service in the Department of Defense as Assistant Secretary of Defense in charge of management control was outstanding.

In view of his numerous interests and distinguished work in both education and government, he seems to me to be an ideal candidate for the Club.

I take real pleasure in supporting him for membership.

Sincerely yours,

Robert S. McNamara

RMcN:mss

[Sep. 72]

490/6/181

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL DEVELOPMENT
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1. Infant mortality is high:

a. Deaths per thousand live births are four times as high in the developing countries as in the developed countries (110 vs. 27).

b. Children under five account for only 20% of the population but for more than 60% of the deaths. In Egypt the proportion of children between the ages of one to two who die is more than 100 times higher than in Sweden, and in Pakistan the percentage of children between one and four who die is 40 times higher than in Japan.

2. Life expectancy is low:

A man in the West can expect to live 40% longer than a man in the developing countries and twice as long as a man in some of the African countries.

3. Malnutrition is common:

a. The FAO estimates that at least 1/3 to 1/2 of the world's people suffer from nutritional deprivation -- the average person in a high standard area consumes 4 pounds of food a day as compared with a pound and a half in a low standard area.

b. It is the primary cause, or a major contributing factor, in 50-75% of the deaths of 1- to 4-year olds.

c. Two-thirds of the children who escape death will live on, restricted in their growth by malnutrition which stunts both bodies and minds alike.

4. Populations are exploding:

If the replacement rate is reached by LDCs in 2040 and by DCs in 2020, the developing country population of 2.6 billion will stabilize at 14 billion. If the replacement rate is reached 2 decades earlier, it will stabilize at 10 billion.

5. Unemployment is endemic and growing:

a. The equivalent of approximately 50% of the labor force is unemployed.

b. In many areas the urban population is growing twice as fast as the number of urban jobs.

c. Throughout the developing world, the labor force will grow during the 70s at 2.3% per year, compared to approximately 1.9% during the 60s.

d. In some Latin American countries the rate of growth will exceed 3%.

6. Illiteracy is widespread:

There are 100 million more illiterates today than there were 20 years ago, bringing the total number to 800 million.

7. The distribution of income and wealth in the LDCs is severely skewed and in some countries becoming more so:

a. In Brazil during the 1960s, the share of the national income received by the poorest 40% declined from 10% to 8%, while the share of the top 5% grew from 29% to 38%.

b. In Mexico during the past 20 years the share of the poorest 40% declined from 14% to 11%.

c. In India 40% of the population live beneath the poverty line defined as the point at which serious malnutrition begins and during the past decade the poorest 10%, some 50 million people, have grown poorer.

8. The gap between the per capita incomes of the rich nations and poor nations is widening rather than narrowing, both relatively and absolutely:

At the extremes, the gap is already more than \$3,000, and projections indicate it will widen to \$9,000 by the end of the century, at which time per capita incomes in the U.S. in today's prices would approximate \$10,000 vs. \$2,000 in India.

490/6180

September 26, 1972

MEMORANDUM FOR RECORD

I called Paul Nitze this morning and asked whether, if I signed the attached power of attorney, I would be liable for misstatements in the prospectus. He said the Corporation carried insurance to indemnify the directors under such circumstances. Even with such assurances, I was reluctant to sign the power of attorney unless he and Jimmy Smith would assure me that they would personally read the documents before they signed them. He said they would do so.

Robert S. McNamara

POWER OF ATTORNEY

I, Robert S. McNamara of Washington, D. C. do hereby constitute and appoint D. R. C. Brown and Claude M. Maer, Jr., or either of them, as my true and lawful attorneys-in-fact and agents, with full power of substitution and resubstitution, for me and on my behalf and in my name, place and stead, in any and all capacities, to sign the Registration Statement, and any and all amendments thereto, of Aspen Skiing Corporation to be filed with the United States Securities and Exchange Commission under the Securities Act of 1933 with respect to the offer and sale of up to 325,000 shares of its Common Stock (par value \$1.00 per share) of which some are newly issued shares and the remainder are already outstanding shares, and to file said Registration Statement and amendments, with all exhibits thereto, and other documents in connection therewith, with the United States Securities and Exchange Commission, granting to each of said attorneys-in-fact and agents full power and authority to do and perform all things necessary to be done in the premises as fully and effectively in all respects as I could do if personally present, hereby ratifying and confirming all that each of said attorneys-in-fact and agents, or his substitute or substitutes, may lawfully do or cause to be done by virtue hereof.

Dated: 9/26, 1972.



Robert S. McNamara

490/6/79

September 21, 1972

Dear Ken:

I am deeply grateful not only for a copy of your book which I shall read with interest, but also for the warm inscription which accompanied it.

Many, many thanks.

With best wishes,

Sincerely,

Robert S. McNamara

Mr. Kenneth W. Thompson
Vice President
The Rockefeller Foundation
111 West 50th Street
New York, N. Y. 10020

"Foreign Assistance -- A View from the Private Sector"

490/6/78

September 18, 1972

Recreational Equipment, Inc.
1525 Eleventh Avenue
Seattle, Washington 98122

Gentlemen:

Would you please send a copy of your winter catalog to the personal attention of Robert S. McNamara at the following address:

President
The World Bank
1818 H Street, N.W.
Washington, D.C. 20433

Thank you for your consideration of this request.

Sincerely,

(Miss) Polly Yates
Secretary to
Mr. McNamara

490/6/77

September 15, 1972

Dear Professor Demerath:

Mr. McNamara's calendar for the next month has become extremely crowded because of the influx of foreign dignitaries coming to Washington for the Bank-Fund Annual Meeting. Mr. McNamara has asked that your appointment with him be scheduled for 6:30 p.m. on October 13. I hope this change will not inconvenience you.

Sincerely,

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

Prof. Nicholas J. Demerath
Department of Sociology
Washington University
St. Louis, Missouri 63130

490 / 6 / 76

September 8, 1972

Martha's Vineyard National Bank
Vineyard Haven, Mass. 02552

Gentlemen:

I believe that on August 14 Mr. David Ginsburg delivered a signed copy of the attached power of attorney to your representatives. As you will note, the power of attorney is "to stand until notice of its revocation is received by this said bank."

This letter shall constitute notice of the revocation of the power of attorney. Please acknowledge your receipt of the notice.

Thank you for your assistance to me in connection with my purchase of an interest in the Lucy Vincent property.

Sincerely,

Robert S. McNamara

Enclosure

490/6/75

September 6, 1972

Dear David:

Margaret and I will be happy to accept your invitation to lunch on October 1.

I look forward to visiting with you during the Annual Meeting.

Best wishes.

Sincerely,

Robert S. McNamara

Mr. David Rockefeller
The Chase Manhattan Bank
1 Chase Manhattan Plaza
New York, N. Y. 10015

490/6/74

September 6, 1972

Mr. Thomas Parry
732 Powell Drive
Raleigh, N.C. 27606

Dear Mr. Parry:

Since Mr. McNamara has just returned to the office following a three-weeks absence, he has asked me to respond to your letter of August 23.

Because of Mr. McNamara's position as an international civil servant, he has had to refrain from participating in or commenting on matters of a strictly U.S. nature. He is, of course, complimented by your letter.

Sincerely,

(Miss) Polly Yates
Secretary to
Mr. McNamara

490/6/73

September 6, 1972

Mr. and Mrs. J.N. Cooke
14 N. Lake Road
Armonk, New York 10504

Dear Mr. and Mrs. Cooke:

Mr. and Mrs. Robert S. McNamara have asked me to let you know they again must miss the Ski Ball since they expect to be travelling out of the country at that time. They very much appreciate having been invited.

Sincerely,

(Miss) Polly Yates
Secretary to
Mr. McNamara

490/6/72

September 6, 1972

Dear Mr. Odt:

Mr. McNamara neglected to file an I.E.T. Quarterly Tax Return following receipt of your letter of January 10, 1972.

He has sent a copy of your letter of August 7 to his tax consultant who has asked that we ascertain the date of acquisition of Tokio Marine so that he can file the return for Mr. McNamara. If you will send that information to me, I will pass it along to him.

Many thanks for your help.

Sincerely,

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

Mr. Alden L. Odt
Investment Counsel
Stein Roe & Farnham
150 South Wacker Drive
Chicago, Ill. 60606