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International Labor Organization (ILO)
1969-

Bank Administration and Policy - International Labor Organization [ILQ] -
1969 / 1971 Correspondence - Volume 2
THIS FILE IS CLOSED AS OF May 30, 1970
FOR FURTHER CORRESPONDENCE PLEASE SEE ILO - 1969 Vol. III

RECORDS MANAGEMENT SECTION
Dear Mr. Riley,

The Area Office of the International Labour Office in Dar-es-Salaam has written us requesting the BANK/UNESCO report EPM/26 on priority projects for educational development in the Somali Republic. They would also like to have other Bank reports covering the countries in their area, which are:

Comoro Islands,  
Kenya,  
Madagascar,  
Mauritius,  
Uganda,  

La Réunion,  
Somalia,  
Afar and Issa,  
Tanzania,  
Seychelles Islands.

We do not have any copies of EPM/26 nor any extra copies of other reports which we have received on some of the countries mentioned above.

Would it be possible for your office to send the reports which you have available, as has already been done for Bangkok and San José, to the

Director, ILO Area Office,  
P.O.Box 9212,  
Dar-es-Salaam, Tanzanie?

It goes without saying that the restrictions as to the use of the reports will be scrupulously observed.

Thank you in anticipation for your trouble.

Yours sincerely,

For the Director-General:

G.K. Thompson  
Chief of the Central Library  
and Documentation Branch,  
Research and Planning Department.
Dear Dr. Basha,

Please refer to the attached documents for the necessary information.

Best regards,

[Signature]

Note: The attachment included in the document is not visible in the image.
FOR DEMUTH FROM BLANCHARD

FURTHER MYLET 13/5 AND UTEL 18/5. AFTER REVIEW DRAFT PAPER HOFFMAN CONSIDERS IT MAY NOT ACHIEVE OBJECTIVE INTENDED AND SUGGESTS INSTEAD EACH AGENCY SHOULD FEEL FREE SUBMIT ITS OWN PAPER GIVING SPECIFIC AND PRECISE INFORMATION MEASURES TAKEN AND ENVISAGED TO COPE WITH GROWING PROGRAMME. IF IBRD DECIDES SUBMIT SUCH DOCUMENT HOFFMAN SUGGESTS IT BE SHORT AND EXPECTS RECEIVE IT DIRECTLY EARLIEST IF POSSIBLE ENGLISH AND FRENCH. ILO INTENDS SUBMIT SUCH DOCUMENT.
May 22 1 57 PH.1970

COMMUNICATIONS
Dear Bob,

I am informed by Professor Walter Galenson, who is a Consultant to the ILO on the World Employment Programme, that Mr. S.K. Singh, who is employed by the Basic Research Center of the Bank, has been doing some research work which is very closely related to the purposes of the World Employment Programme. It would be of great interest to us, and possibly of profit to him and the Bank, if he could be assigned to work with a group of our economists in Geneva this summer. His very interesting paper entitled: "Aggregate Employment Functions: Evaluation of Employment Prospects in LDCs" runs closely parallel to work that our people have in progress, and therefore having him work in close contact with us would both avoid duplication and eventually result in a product that might be of more total interest than the individual parts.

I would therefore be very grateful if you could examine the possibility of detaching Mr. Singh to Geneva for the above purpose for approximately one month during the summer.

Sincerely,

David A. Morse,
Director-General.

Mr. Robert S. McNamara,
President,
International Bank for Reconstruction and Development,
1818 H. Street N.W.,
WASHINGTON, D.C. 20433.
C. W. JENKS PRINCIPAL DEPUTY DIRGEN ILO HAS BEEN APPOINTED BY GOVERNING BODY TO FIVE-YEAR TERM AS DIRGEN TO SUCCEED MORSE JUNE ONE. SUGGEST MCNAMARA CABLE CONGRATULATIONS JENKS FROM PARIS. REGARDS

DEMUTH

NOT TO BE TRANSMITTED

AUTHORIZED BY: Richard H. Demuth
DEPT. Development Services

SIGNATURE (Signature of individual Authorized to Approve)

REFERENCE: RHD:tf

ORIGINAL (File Copy)

(IMPORTANT: See Secretaries Guide for preparing form)
To: Mr. R.S. McNamara - President  
From: Mr. David A. Morse - Director General - International Labour Organization  
Subject / Title  
Nobel Peace Prize  

Information Provided by Member Countries or Third Parties in Confidence  

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.
Dear Sidney,

Ethiopia

I am replying to your letter, dated 24 April, 1970, in which you enquire about manpower information for Ethiopia.

I am enclosing a note prepared by our Manpower Planning and Organisation Branch, which describes the work currently being undertaken by the ILO Manpower Planning and Assessment expert in Ethiopia, Mr. A.N.K. Nair. If Mr. Nair is successful in his work, he should have within the next few months much of the information which you would need in the Bank to prepare a suitable education and training project. When Mr. Nair has completed his report I am sure a copy could be made available to the Bank. In the meanwhile, I am sure Mr. Nair would do what he could to help any Bank mission which is visiting Ethiopia, although it is preferable that we should have advance warning, or the Bank could ask, through the "usual channels", for any advance information.

I may add that I have known Mr. Nair personally for a number of years and, in my experience, he has a very practical approach to manpower planning. If the necessary information can be assembled in Ethiopia, I believe that Mr. Nair will do it.

I believe that we may be visited next week by some people from the E.P.D. to talk about Uganda. I hope I will be able to welcome some of my ex-colleagues to Geneva and I look forward to seeing you here one of these days.

With kind regards,

Yours sincerely,

F.J. Pidgeon
Cherry

I am writing to advise you of an important information for our industry.

I am pleased to inform you that our merger with the American Telephone and Telegraph Company has been completed. This merger will allow our company to better compete in the global telecommunications market.

I hope you will consider this merger a positive step forward for our company and our industry.

Thank you for your continued support.

Yours sincerely,

[Signature]
MINUTE SHEET

HRD (Mr. Pidgeon)

With reference to your minute of 6 May 1970, please find below a list of main items of work which have been, or are expected to be, carried out by Mr. A.N.K. Nair during his assignment as ILO Manpower Assessment and Planning expert in Ethiopia (1 January 1969 - 31 December 1970).

1. Identification of the currently available information on manpower resources and requirements. Assessment of its usefulness for planning educational and training needs.

2. Preparation of an inventory of existing vocational training facilities of all kinds, showing enrolments and the out-turn of trained personnel for the past year(s). This document is to be prepared annually so that it may help provide an estimate of the supply of personnel available through formal training programmes. (Supply through training and education overseas will be taken account of separately). To the extent possible an indication is being provided of the quality of the trained personnel from the point of view of meeting employment market requirements.

3. An enquiry regarding employment and its occupational structure in establishments in the private sector with a view to obtaining the occupational pattern of the labour force in different industries in Ethiopia. This enquiry is being carried out on a sample basis in Addis Ababa and in two or three other major industrial centres in the country. To achieve satisfactory response, it was necessary to engage field staff to visit employing establishments.

4. A study of employment in the public sector and its occupational pattern, with a view to examining shortages of qualified personnel, analysing the supply-demand situation and establishing priorities in regard to training and the utilisation of personnel.

5. Introduction of a periodical survey of employment on the basis of an establishment reporting system.

6. Collection and analysis of information regarding manpower requirements of the public sector (and to the extent possible, of employers in the private sector). Relating them to the supply with a view to estimating educational and training needs.
7. Establishment of a manpower Planning and Co-ordination Committee (under this or any other title acceptable to the Government) at policy-making level and assist in the organisation and working of its secretariat.

8. Training national officials in the methods of manpower survey and manpower assessment.

9. If time permits, suggesting policies and measures to overcome and/or avoid manpower shortages and surplusses, with particular stress on the optimum increase of productive employment and the improvement of the vocational training programme.

11.5.70. A. Béguin.
Dear [Director],

I refer to the meeting of the Inter-Agency Working Group (Geneva, 2 and 3 April 1970). You will recall that at the close of this meeting we discussed the paper which the IACB had agreed to submit to the tenth session of the Governing Council in response to the latter's invitation to present some documents on the capacity of the United Nations development system. You will also recall that the ILO was to prepare the paper based on contributions from agencies and organisations within the IACB.

By my letter of 17 April 1970, I have already acknowledged the receipt of your contribution which was indeed helpful in preparing the paper.

I attach a copy of the draft paper (in English and in French) which has now been prepared.

The paper follows in large measure the agreement we reached with respect to content and presentation. However, if you have any observations of substance, I would be grateful if you could cable them to me so as to reach me on, or before, Monday, 18 May 1970. This date has been established in order that the UNDP Secretariat might have adequate time for processing the document.

Yours sincerely,

F. Blanchard,
Deputy Director-General.
Additional Comments of the Inter-Agency Consultative Board on the Capacity Study

1. At the session held in New York, from 3 to 5 February 1970, the Inter-agency Consultative Board undertook an examination of the Capacity Study and expressed its views on it. These were brought to the attention of the UNDP Governing Council in the document DP/6. At the same time, the Governing Council had under consideration the Administrator's Report on the Capacity Study (DP/7) in the preparation of which the opinions and views of the IACB were taken into account. The IACB met again in Geneva on 31 March and 1 April 1970. The Administrator invited the views of the members of the IACB in connection with the documents which he had undertaken to submit to the tenth session of the Council (Geneva, June 1970).

2. On this occasion the members of the IACB took note of the desire expressed by the Governing Council, during its special session in March 1970, that the specialised agencies and other organisations within the UN system might also prepare for its tenth session some documents on the capacity of the United Nations development system (doc. DP/L.128, paragraph 11).

3. The present document has been prepared in response to this wish. In certain respects, it supplements document DP/6 and deals essentially with the measures already taken, or envisaged, by the organisations which are members of the IACB to improve the management of
their technical co-operation activities. This document is not intended to be exhaustive. In fact, it would have been difficult to describe in detail the steps taken by each of these organisations to meet the growing volume of work resulting from the expansion of their technical co-operation activities within the framework of their regular budgets, their commitments to the UNDP and of other arrangements such as those involving funds-in-trust. This document limits itself to presenting, in a synthesised and concise form, only an outline of these measures.

4. The concern of the specialised agencies and of other organisations within the UN system for the efficient management of development assistance has been evident almost from the time the UN, with the help of these agencies, took the first steps in the direction of technical assistance. For some of these agencies technical co-operation with their member States was not a new venture. They already had an operational arm to which the new responsibilities were entrusted. Others created organisational units specially for this purpose.

5. Over the years, the scope and responsibilities of these organisational units have been adjusted from time to time in order to enhance their effectiveness. These adjustments have been made, in most cases, on the basis of management surveys undertaken by units which exist for the purpose within the secretariats of the agencies and through other arrangements. They have led to structural changes and to gradual improvements in the planning and implementation of a growing programme of development
assistance. They have also resulted in the streamlining of methods and procedures related to programming and implementation of technical co-operation activities. Steps have been taken to make recruitment practices more effective, especially as rapid advances in science and technology have begun to create problems with regard to recruitment of experts in highly specialised fields. The collection, processing and distribution of information, related to the management of technical co-operation activities, are being increasingly computerised. Greater use is now being made of other scientific management tools, such as systems analysis. More resources are now being devoted to the effective back-stopping of technical co-operation activities from the technical and administrative standpoints. At the same time, more flexible personnel policies are being followed resulting in greater mobility of staff between Headquarters and the field and providing for additional in-service and pre-service training. Co-ordination between agencies (supported by formal agreements in many cases) and between the UN agencies and organisations on the one hand and other aid-giving bodies on the other, has been strengthened, leading to a concerted approach to development aid both at the international and at the country levels.

6. After a period of centralised management, many agencies have embarked on progressive decentralisation of the planning and implementation of technical co-operation activities. For one agency this is a matter of a constitutional obligation. Essentially, the steps taken in this direction have resulted in the creation of a regionalised field structure, autonomous to a considerable
degree in decision-making processes, and equipped to play an increasingly significant role in the planning and implementation of development assistance.

7. In the case of some agencies, the field structure is responsible for not only the management of technical co-operation activities but also the implementation of Standards. In such situations, decentralisation has meant a further step towards integrating these traditional activities of the agency with its technical co-operation activities to the good of both. Coupled with decentralisation, some agencies have instituted forward or long-term planning measures in order that development assistance moves along pre-determined lines and is geared to the priority needs and capacities of the countries concerned.

8. One of the primary objectives of decentralisation is to be closer to where the needs are so that the nature and character of these needs are better understood. In this context, mention should be made of the country missions which are arranged by organisations in the UN system, especially the IBRD, for the same purpose. The information gathered through these missions is being shared, more and more, among the agencies and organisations.

9. Obviously, these measures designed to keep the agencies and organisations better informed of development needs and problems also put them in better stead in relation to the country programming approach, which is now under discussion by the Governing Council, and which will
eventually be given effect to. Equally, these measures enable the agencies and organisations concerned to plan and implement a growing programme of assistance not only under UNDP but also under their regular budgets. For example, one could mention certain global programmes which the agencies and organisations have conceived and are executing in collaboration with one another in such highly important fields as education, employment, food, etc.

10. Seen against the background of these agency preoccupations, the Capacity Study and the Administrator’s proposals based thereon, bring the agencies and the organisations within the UN system to yet another point in time for making further adjustments towards harmonisation of their efforts for the achievement of common goals.

11. The specialised agencies and other organisations in the UN system are convinced that they are capable of meeting, adequately and effectively, further increases in the volume of multi-lateral development aid. This conviction is based both on an assessment of the machinery which now exists for the purpose and on the continuing preoccupation of these agencies and organisations to improve this machinery and its effectiveness.

* * *

12. The agencies and organisations in the UN system are at the disposal of the Governing Council for any additional information which might be needed by the
Council, in considering the different questions, in the context of their participation in the United Nations Development Programme. They take this opportunity to point out that their governing bodies have been already, in some cases, and will ultimately be, in other cases, informed of the Capacity Study. To the extent that the governing bodies will have discussed the Capacity Study and related documents and will have expressed their views, these will be brought to the attention of the Governing Council.

12.5.1970.
Observations additionnelles du Bureau consultatif interorganisation sur l'Etude de la capacité

1. Lors de la session qu'il a tenue à New York du 3 au 5 février 1970, le Bureau consultatif interorganisations a procédé à un examen de l'Etude de la capacité et a exprimé ses vues, qui ont été portées à l'attention du Conseil d'administration du PNUD dans le document DE/6, cependant que le Conseil était également saisi d'un Rapport du Directeur (DR/7) dans la préparation duquel les opinions et avis du BCI avaient été pris en considération. Le BCI s'est réuni à nouveau à Genève les 31 mars et 1er avril 1970. Le Directeur a sollicité les avis des membres du Bureau consultatif interorganisations sur la préparation des documents que le Directeur s'est engagé à soumettre au Conseil d'administration du PNUD lors de sa dixième session (Genève, juin 1970).


3. Le présent document a été préparé en réponse à ce vœu. Il complète, en quelque sorte, le document DE/6 et porte essentiellement sur les mesures déjà prises ou envisagées par les organisations membres du BCI pour améliorer la gestion de leurs activités de coopération technique. Ce document ne se propose pas d'être exhaustif. Il aurait, en effet, été difficile de décrire dans tous les détails les dispositions arrêtées par chacune des organisations pour faire face au volume de travail croissant qui résulte de l'essor de leurs activités de coopération
4. La volonté des institutions spécialisées et autres organisations appartenant au système des Nations Unies de bien gérer l'aide au développement a été manifeste depuis le moment même où les Nations Unies, avec le concours de ces organisations, ont effectué leurs premiers pas sur la voie de l'assistance technique. Pour certaines des organisations, d'ailleurs, la coopération technique avec leurs États Membres n'était pas une nouveauté. Elles disposaient déjà d'un appareil adéquat auquel furent confiées les nouvelles responsabilités. D'autres institutions durent se doter d'unités organiques spécialement créées à cette fin.

5. Au fil des ans, le champ et les fonctions de ces unités organiques ont été ajustés de temps à autre, de manière à accroître leur efficacité. Dans la plupart des cas, ces modifications ont été introduites à la suite d'études de gestion menées soit par les unités spécialisées qui existent à cet effet au sein des secrétariats des organisations, soit en recourant à d'autres moyens. Elles ont conduit à des changements de structure et au perfectionnement graduel de la planification et de l'exécution d'un programme d'aide au développement caractérisé par une expansion continue. Elles ont aussi eu pour conséquence la rationalisation des méthodes et procédures qui s'appliquent à la programmation et à l'exécution des activités de coopération technique. Des mesures ont été prises pour rendre plus efficaces les pratiques de recrutement, d'autant plus que les progrès rapides de la science et de la technologie commencent à engendrer des
problèmes quant au recrutement d'experts dans certains
domaines hautement spécialisés. L'utilisation des
ordinateurs s'étend de plus en plus au rassemblement, au
traitement et à la diffusion des informations qui
présentent un intérêt pour la gestion des activités de
coopération technique. Un plus grand usage est maintenant
fait d'autres outils couramment utilisés dans la gestion
scientifique des affaires, par exemple, les analyses de
systèmes. De même, des ressources plus importantes sont
désormais affectées au solide soutien des activités de
coopération technique sur les plans technique et
administratif. Simultanément, on a adopté des politiques
du personnel plus souples, assurant ainsi une mobilité
accrue du personnel entre les sièges et les services
extérieurs ainsi que la possibilité d'organiser la formation
complémentaire du personnel en fonctions ou en cours de
recrutement. Enfin, la coordination entre les organisations,
régie par des accords formels dans bien des cas, et la
coordination entre les institutions et organisations
appartenant au système des Nations Unies d'une part et
d'autres organismes dispensateurs d'assistance d'autre
part, ont été renforcées, ce qui achemine vers une
concertation de l'aide au développement, tant au niveau
international qu'au niveau national.

6. Après une époque de gestion centralisée de leurs
affaires, nombre d'organisations se sont lancées dans la
décentralisation progressive de la planification et de
l'exécution de leurs activités de coopération technique.
Pour l'une d'elles, il s'agit là d'une obligation constitu-
tionnelle. En ne retenant que l'essentiel, les mesures
prises en ce sens se sont traduites par la mise en place
de services extérieurs, dans le cadre de régions; ces
services disposent d'une large marge d'autonomie en
matière de décisions et ils sont équipés pour jouer un
rôle de plus en plus important dans la planification et
l'exécution de l'aide au développement.
7. Dans le cas de quelques organisations, les services extérieurs sont responsables non seulement de la gestion des activités de coopération technique, mais aussi de l'application des normes. La décentralisation signifie malgré un nouveau pas dans la voie de l'intégration des activités traditionnelles de l'organisation en question avec ses activités de coopération technique, pour le plus grand bien de ces deux formes d'action. Parallèlement à la décentralisation, certaines organisations ont institué des systèmes de planification à long terme qui s'orientent vers la prospective, leur dessein étant de faire en sorte que l'aide au développement soit correctement canalisée et qu'elle corresponde effectivement aux besoins prioritaires et aux "capacités" des pays intéressés.

8. Un des objectifs primordiaux de la décentralisation est de rapprocher les organisations des lieux précis où se manifestent les besoins, afin que la nature et les caractéristiques de ces besoins soient mieux comprises. À cet égard, mention doit être faite des missions à l'échelle d'un pays qui, pour répondre à la même préoccupation, sont menées par des organisations appartenant au système des Nations Unies, en particulier la Banque Internationale pour la Reconstruction et le Développement. Des informations recueillies grâce à ces missions sont de plus en plus mises en commun et exploitées par toutes les institutions et organisations.

9. Il est évident que les dispositions qu'ont déjà prises les institutions et les organisations pour se tenir mieux informées des besoins et des problèmes du développement les placent aussi dans une meilleure position pour aborder la méthode de la programmation nationale, méthode qui est actuellement en cours d'examen par le Conseil d'administration et qui, éventuellement devra être mise en application.
En outre, ces dispositions permettant aux institutions et organisations concernées de mieux planifier et exécuter un programme croissant d'assistance non seulement dans le cadre du PNUD, mais aussi au titre de leurs budgets réguliers. À titre d'illustration, on peut faire état de certains programmes globaux que les institutions et organisations ont conçu et exécutent en collaboration dans des domaines d'importance capitale tels que l'éducation, l'emploi, l'alimentation, etc.

10. Situées dans le cadre des préoccupations des institutions et des organisations telles qu'elles viennent d'être sommairement esquissées, l'Étude de la capacité, et les propositions du Directeur qui en découlent, viennent à leur heure pour inciter les institutions et organisations appartenant au système des Nations Unies à procéder à de nouveaux ajustements visant à harmoniser leurs efforts dans la poursuite d'objectifs communs.

11. Les institutions spécialisées et autres organisations du système des Nations Unies ont la conviction qu'elles sont capables de faire face, adéquatement et efficacement, à d'autres augmentations du volume de l'aide multilatérale au développement. Cette conviction repose autant sur une évaluation des mécanismes dont elles disposent à l'heure actuelle pour s'acquitter de leurs responsabilités, que sur leur ferme et active résolution d'améliorer ces mécanismes et leur efficacité.

12. Elles restent à la disposition du Conseil pour lui fournir des renseignements supplémentaires sur les
différentes questions dont il a entrepris l'examen dans
la mesure où ces questions touchent à leur participation
au PNUD. Elles mettent à parti cette occasion pour
rappeler que leurs organes exécutifs ont été saisis par
certaines d'entre elles, ou le seront éventuellement par
d'autres, de l'Étude de la capacité. Pour autant que
les organes exécutifs auront effectivement procédé à
un examen de l'Étude de la capacité et des documents
connexes et auront exprimé leurs vues, ces dernières
seront portées à la connaissance du Conseil d'administra-
tion du PNUD.

12 Mai 1970
May 11, 1970

Mr. Ralph H. Bergmann
Chief of the Automation Unit
Research and Planning Department
International Labour Office
CH 1211 Geneva 22
Switzerland

Dear Ralph:

This is in response to your letter of May 5 concerning hotel reservations in Geneva. I will need a single beginning Sunday night (June 28), departing Friday morning (July 3). I leave the choice of hotel to your discretion from among the seven you have noted.

I also have your letter of April 29 and will do the best I can to have a redraft to you by May 22.

Best regards to Paul,

Jack Baranson

JBaranson:plh
Dear Mr. McNamara,

The Governing Body of the International Labour Organisation has decided to convene a Meeting of Experts on Fiscal Policies for Employment Promotion, with special reference to the developing countries, and has asked me to invite you to select a person to participate in it. The Meeting will be held in Geneva, probably from 4 to 8 January 1971.

This Meeting is envisaged as a part of the supporting activities for the ILO's World Employment Programme. I think you will agree that the impact of fiscal measures on employment, and the scope that may exist for promoting additional productive employment through fiscal measures, have been inadequately studied in the literature.

You are cordially invited to designate a member of your staff or an outside expert to prepare a paper for the Meeting and to participate in it. I hope you will agree that, both as an author and as a participant in the Meeting, the person designated by you should serve in an individual, and not a representative, capacity.

A list is enclosed of the other international agencies that will be asked to select participants in the meeting or to prepare papers for it. It is envisaged that the ILO will publish a volume of the contributed papers.

Mr. R. McNamara,
President,
International Bank for Reconstruction and Development,
1618 H Street N.W.
WASHINGTON, D.C. 20433.

(Etats-Unis)
I suggest that the person nominated by you should prepare a paper on "A review of extant fiscal policies in developing countries to examine whether they promote, inhibit, or are neutral towards increased employment", but if you believe that some other topic is more appropriate, I should be grateful to have your suggestions. I enclose a copy of a paper "Suggestions for Writers of Papers" which may be helpful.

It is necessary for the finished paper to be sent to the ILO by the end of September 1970 so that it can be translated and distributed to all participants at the Meeting in time to permit study in preparation for discussion at the Meeting.

While the Office would not wish to prescribe the length of papers, it is hoped that they would be between 2,500 and 12,500 words in length. Papers may be prepared in either English, French or Spanish.

Sincerely,

David A. Morse
Director-General
DATE AND TIME OF CABLE: APRIL 30, 1970 1445

LOG NO.: WU 10/30

TO: INTBAFRAD

FROM: GENEVE

TEXT:

FOR GRAVES FROM BLANCHARD

REURTEL AND MYTEL 04554. DEMUTHS LETTER 6 APRIL

SERVES PURPOSE NO FURTHER CONTRIBUTION NEEDED

INTERLAB 04680

bf
Dear Mr. Graves,

Thank you for your letter, dated 13 April 1970, in which you tell me of the proposed visit to the ILO, Geneva, by Mr. Jack Maddux.

We will be pleased to see Mr. Maddux here and to discuss with him some of our ideas about vocational training and rural education. On arrival he might contact Mr. A.G. Paul, the Chief of the Field Department Planning Section who is concerned with relations between the ILO and IBRD. After that I hope Mr. Maddux will be able to meet Mr. A.E. Dowding in the Vocational Training Branch, and Mr. Jean Fauchon who is responsible for the Rural Training Unit. I shall, of course, be very pleased to meet Mr. Maddux.

We all have our offices in the ILO Annex at Petit Saconnex, which is at the corner of Avenue Jean-Trambley and Chemin des Coudrières, quite near to the airport, and Mr. Maddux may find it convenient to come directly here.

It is good to be back in Geneva but I have feelings of nostalgia for the Bank and Washington, particularly my old colleagues.

With kind regards,

Yours sincerely,

F.J. Pidgeon

29th April 1970
DEAR MR. GREGG,

Thank you for your letter dated 13 April 1970, in which you tell me of the proposed visit to the IDO Geneva.

Please be pleased to see Mr. Maguire here and to discuss with him some of our ideas on security training and to indicate what I can do to assist you in this connection. Our visit to the Training Department is planned for 17 April and 18 April. I hope to meet Mr. Maguire in the IDO and IDRO offices in the IDO Annex to have a personal conversation which is to take place on 17 April. It is essential that Mr. Maguire and I meet in connection to come directly here.

If it is possible to do so, I have pleasure of notifying the IDO and the Annex, particularly my own colleagues.

With kind regards,

Yours sincerely,

[Signature]

M.J. Piggott
Messrs. S. Burt and J. Stewart

O. H. Calika

Possible ILO projects

Please find attached a copy of an ILO letter, dated April 24, 1970, concerning projects which might be of interest to Bank/IDA. I suggest that, in cooperation with the Area and Development Services Departments, you prepare a response on each item, which would be included in Mr. Ballantine's reply to ILO.

Attachment

cc: Mr. Ballantine (o/r)

OHCali: tk
April 29, 1970

Mr. George L-P Weaver  
Special Assistant to the  
Director-General  
International Labor Office  
666 - 11th Street, N.W.  
Washington, D.C. 20001

Dear Mr. Weaver:

In accordance with your request I enclose a copy of our schedule of economic, updating and special missions. I am afraid that it does not cover the full period of 1971 as requested by your head office in Geneva. As additional information becomes available, I will let you know how our mission plans develop.

Yours sincerely,

E. K. Hawkins  
Chief  
Population Studies Division  
Economics Department

Enclosure

EKHawkins/gah

cc: Messrs. Kamarck  
Demuth
Ευχαριστήριο για την απόκτηση της ΕΔΕ ΝΟ. 999 του 1979. 

Παρακαλώντας να με αποκαλύψετε το παράδειγμα του ΕΔΕ που θα χρησιμοποιήσατε με επαγγελματικούς σκοπούς.

Ευχαριστώ.

Επισήμων

Εκθέσεις

Επικοινωνίες

Δημιουργών

 cc: Μελεατά, Κωνσταντινάκη

ΕΚΘΕΣΕΙΣ

Επικοινωνίες

Δημιουργών

cc: Μελεατά, Κωνσταντινάκη

ΕΚΘΕΣΕΙΣ

Επικοινωνίες

Δημιουργών

RECEIVED

Ευχαριστήριο για την απόκτηση της ΕΔΕ ΝΟ. 999 του 1979. 

Παρακαλώντας να με αποκαλύψετε το παράδειγμα του ΕΔΕ που θα χρησιμοποιήσατε με επαγγελματικούς σκοπούς.

Ευχαριστώ.

Επισήμων

Εκθέσεις

Επικοινωνίες

Δημιουργών

cc: Μελεατά, Κωνσταντινάκη

ΕΚΘΕΣΕΙΣ

Επικοινωνίες

Δημιουργών

RECEIVED
Dear Mr. Ballantine,

According to the agreed arrangement, I am sending you today, annexed to this letter, the third list of possible bankable and expandable projects.

Some of the projects included in the two preceding lists, forwarded with my letters of 3 April and 20 August 1969, are still under review. I am deliberately limiting the present list therefore to a few prospective projects at an early stage of development and which, it is felt, are of interest to the Bank.

You are of course aware that in addition to the projects in the periodical lists, an exchange of correspondence has been carried on separately on projects with some concrete prospects for ILO/IBRD co-operation in Mali, Sierra Leone and Turkey.

I am looking forward to receiving your comments and shall myself revert in due course to the proposals listed under 1—3 and 5 in the annex to keep you informed of developments.

Yours sincerely,

for the Director-General:

CH. von Stedingk,
Chief,
Field Department.
OUTGOING WIRE

TO:    JOHN H COLLIER
       RICHMOND HOTEL
       GENEVA

DATE:  APRIL 24, 1970

CLASS OF SERVICE: NLT

COUNTRY: SWITZERLAND

TEXT:  Cable No.: 1

ILO CONTACT JOHN STYKES WORLD EMPLOYMENT PROGRAM SECRETARIAT

ATAVIADO

NOT TO BE TRANSMITTED

AUTHORIZED BY:

NAME    H. Larsen

DEPT.    Eastern Africa

SIGNATURE  (Signature of Individual Authorized to Approve)

REFERENCE:

ORIGINAL (File Copy)

(Checked for Dispatch:  )

CLEARANCES AND COPY DISTRIBUTION:

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For Use By Communications Section

(IMPORTANT: See Secretaries Guide for preparing form)
OUTGOING WIRE

DATE
APRIL 30, 1970
CLASS OF SERVICE

TO: JOHNNY M. MORRIS
RHODESIA Post Office
GREAT FALLS

COUNTRY: SWITZERLAND
TEXT:

NO CONTACT JUNI STRAND: WOULD EMPLOYMENT PROGRAM.
SECRETARY

ATAVADO

NOT TO BE TRANSMITTED

AUTHORIZED BY

COMMUNICATIONS

Arl 20 4 59 PH 1970

DISTRESSED

OFFICIAL (Rep. Copy)
April 23, 1970

Dear Mr. Pidgeon:

A member of the Bank staff is coming to Geneva next May 7, and I hope he will have an opportunity to talk with you. He is Jack Maddux, who is administratively situated in our Department of Information and Public Affairs but works directly as an aide to Mr. McNamara. In a quite informal way, Jack is continuing the scouting out of ideas about education which I began about a year ago; and I am sure that he would benefit from talking with you and some of your colleagues. He would be particularly interested, I think, in hearing something about ILO's current ideas on vocational training and on rural education.

Sincerely yours,

Harold Graves

Mr. Frederick J. Pidgeon
International Labour Office
CH 1211 Geneva 22
Switzerland

cc: Mr. Maddux

HG:ap
Djakarta, 23 April 1970

Dear Mr. Riley,

I thank you for your letter dated 8 April 1970 and for the copy of the Bank's Report on "Current Economic Position and Prospects of Indonesia" (EAP-10a) sent with it. This is an extremely valuable document and I am most grateful for your courtesy in sending a copy of it to me.

I note that the report is for the exclusive use of the ILO office in Djakarta.

Yours sincerely,

N.N. Kaul
ILO Country Representative

Mr. Vincent J. Riley
Chief, Technical Assistance Division
Development Services Department
1818 H Street, N.W.
Washington, D.C., 20433
U.S.A.

cc: Mr. G.K. Thompson
Chief of the Central Library and Documentation Branch,
Research and Planning Department
I.L.O. - Geneva
DECEMBER 25 APRIL 1970

Dear Mr. Riley,

I thank you for your letter dated 8 April 1970 and for the copy of the Bank’s report on “Current Economic Position and Prospects of Indonesia” (ADB-106) sent with it. This is as extremely valuable document and I am most grateful for your courtesy in sending it. I hope that the report is for the exchange we of the

ILO office in Jakarta.

Yours sincerely,

[Signature]

N.N. Kent
ILO Country Representative

Mr. Vincent J. Riley
Chief, Technical Assistance Division
Development Services Department
1801 H Street, N.W.
Washington, D.C. 20433
U.S.A.

cc: Mr. G.K. Thompson
Chief of the Central Library and Documentation Branch
Research and Planning Department
I.L.O. - Geneva - 20433
Dear Mr. Jenks:

On behalf of the President I wish to acknowledge your letter of April 13, 1970 (GB 180-115) and to thank you for inviting the International Bank for Reconstruction and Development to be represented at the 180th Session of the Governing Body, to be held at the International Labour Office in Geneva on May 29 and 30, 1970.

While we appreciate your kind invitation, we regret to inform you that, due to other commitments at that time, it will not be possible for the Bank to be represented at the meeting.

Sincerely yours,

Ernesto Franco-Holguin
Deputy Special Representative
for
United Nations Organizations

Mr. C. W. Jenks
Principal Deputy Director-General
International Labour Office
CH 1211
Geneva, 22
Switzerland

Cleared with Mr. Ballantine
Central Files with incoming correspondence

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**Remarks**

From Ernesto Franco
INTERNATIONAL LABOUR ORGANISATION

TECHNICAL MEETING ON TRAINING OF TEACHING STAFF FOR INDUSTRIAL TRAINING SCHEMES
Turin, 14-25 April 1969

Report
INTERNATIONAL LABOUR ORGANISATION

TECHNICAL MEETING ON TRAINING OF TEACHING STAFF FOR INDUSTRIAL TRAINING SCHEMES
Turin, 14-25 April 1969

Report

1. In pursuance of decisions taken by the Governing Body at its 172nd Session (May-June 1968), a Technical Meeting on Training of Teaching Staff for Industrial Training Schemes was held from 14 to 25 April 1969. It took place at the International Centre for Advanced Technical and Vocational Training in Turin.

2. The Meeting was attended by the following experts:

Mr. T. Asano,
Director,
Management Training Division,
Japan Industrial and Vocational Training Association,
Japan.

Mr. A. Belkaïd,
Director of the National Adult Training Institute,
Ministry of Labour and Social Affairs,
Algeria.

Mr. O. de Cayeux,
Deputy Secretary-General,
Education and Training Committee,
National Council of French Employers,
France.

Mr. A. Guyoton,
Deputy Director Training Services,
National Association for the Vocational Training of Adults,
France.

Mr. F. Haldén,
Director,
Swedish Employers' Confederation,
Sweden.
Mr. R.C.S. de León,
Director,
Office of Apprenticeship,
Department of Labor,
Philippines.

Mr. M. Šmec,
Chief Inspector,
Vocational Training Centres,
Ministry of Education,
Czechoslovakia.

Mr. A.J. Nitkowski,
Director and Business Representative District Lodge 76,
International Association of Machinists and Aerospace Workers,
President of Board of Education,
Buffalo,
USA.

Mr. M. Pontual,
Area Representative of the Directorate of Industrial
Education of the Ministry of Education and Culture of
Brazil for the State of São Paulo,
Brazil.

Mr. P. Steinmann,
Principal,
Neuchâtel Technicum,
Switzerland.

Mr. E. Westh,
Director of National Institute for Vocational Teacher Training,
Ministry of Education,
Denmark.

3. The United Nations Educational, Scientific and
Cultural Organization was represented by Mr. F.F. Papa Blanco,
Chief of the joint UNESCO/ILC Research Unit at the Turin Centre.

4. Mr. G. Boglietti, Representative of the World
Federation of Trade Unions to the international organisations
in Geneva, took part in the Meeting as an observer.

5. The Representative of the Director-General was
Mr. Sven Grabe, Chief of the Studies and Reports Section of
the Vocational Training Branch, who was assisted by
Mr. A. Méténier and Mr. W. Schulemburg.

6. Mr. F. Haldén was elected Chairman, Mr. A.J. Nitkowski,
Vice-Chairman and Mr. R.C.S. de León, Reporter.
7. The Meeting was opened by Mr. A. Tévoédjré, Assistant Director-General, who welcomed the experts. He stated that it was being conducted within the framework of the ILO's programme of human resources development and its contribution to industrialisation. The question of vocational and technical teaching staff (in the wide sense with which the Meeting was concerned) was of importance both to developing and to highly-industrialised countries and there was a general shortage of such staff.

He underlined the importance of the participation of UNESCO in the Meeting in view of the organisations' joint concern with the training of teaching staff and with concerted action as a whole towards human resources development. In the field of teaching staff they were currently collaborating in work towards the preparation of a joint UNESCO/ILO handbook on the training of technical and vocational training staff.

8. Mr. P. Blamont, as Director of the Turin Centre, also welcomed the experts. It was of great interest for the Centre to have the Meeting take place there because of its direct concern with the subject matter. Those of its activities which were particularly relevant to the Meeting fell into three main groups: training of teaching staff; management development; methodological research. The work of the Centre was concerned with both developing and industrially-advanced countries and the organisation of the present Meeting in Turin was accordingly particularly welcome.

General Discussion

9. It was decided that each expert should describe briefly the vocational training system in his country.

10. It was evident from the descriptions that most countries' training systems were in a period of transition and, frequently, of complete change. In most cases, the countries were proceeding on the basis of a number of pilot experiments. The discussion showed that the changes being made were due to two main factors: in the first place there was a trend in most countries both towards the prolongation of compulsory education and for children voluntarily to remain longer at school; the second factor was the acceleration of economic and technical change. These two factors generally appeared to be linked with greater realisation of the contribution which training systems could make to economic and social progress. In developing countries changes were often occurring because these countries did not have well-established training systems. In consequence, they had often been obliged to adopt an ad hoc approach to the organisation of training and to remodel the system progressively as they strove to develop the most suitable pattern for their particular needs.
11. In some countries the vocational training system was based mainly on apprenticeship in industry complemented by related instruction in a school or centre. In other countries emphasis was on vocational training in schools. It was clear, however, that in most countries there was a trend towards a close association between training in institutions and training in undertakings (for instance, by the sandwich system, by group training schemes, by providing basic training for apprentices in a training institution).

12. Efforts were being made to introduce a maximum of flexibility in the vocational training systems. This was being done by such means as: deferring the choice of a specialisation by providing an initial common core for related trades; facilitating transferability from one stream to another and from one level to another (for example, by the provision of special courses).

13. The administrative and social framework of training differed from country to country. In all cases there was a desire to have employers and workers participate actively and sometimes they had considerable power of decision. They participated in such activities as: definition of general policies of training; establishment of syllabi; inspection of training; conduct of examinations.

14. All the changes and trends in the vocational training systems referred to in the discussion had made it necessary to take a number of measures to adapt the training of teaching staff accordingly.

Planning, Organisation and Administration of National Vocational Training Schemes

15. After some discussion it was agreed that it was not possible to consider the training of teaching staff for industrial training schemes in isolation from a country's over-all training effort. It was in fact necessary to consider vocational training within the context of work towards human resources development beyond the school system and to relate the goals of human resources development to those of educational, economic and social development. The term "teaching staff" should be used for the purpose of the Meeting to include all those concerned in any way with planning, organising or giving training.

16. A number of participants described the organisational pattern in their countries for the planning, organisation and implementation of training. In some cases responsibility for action and the action itself were shared between a number
of different ministries; sometimes one ministry only was responsible for vocational training whether in institutions or in undertakings and for all sectors of the economy; in other cases different ministries held responsibility for training action for particular sectors; in still other cases special bodies acting on a largely autonomous basis had been set up with responsibility for different forms of training— for apprenticeship, for adult training, for training in undertakings, etc.

17. When one developing country had begun to move towards industrialisation, its training system had consisted essentially of traditional apprenticeship and a network of vocational schools. This system had not proved adequate when it was a question of adopting a really active human resources development programme. It had therefore been decided to establish a national policy on manpower and out-of-school youth training and development and to create the necessary machinery for planning and implementing this policy.

18. The purpose of the scheme was to establish institutions and formulate integrated plans and programmes to ensure suitable allocation, accelerated development and optimum utilisation of the country's manpower, with particular reference to young people between the ages of 12 to 17 who were not enrolled in academic or vocational training in a government-approved institution.

19. A national manpower and youth council had been established at the highest level, with primary responsibility for planning the whole policy and programme, as well as for ensuring its implementation. This council included representatives of all interested government departments and of employers and workers, besides representatives from national family and youth organisations.

20. It was apparent from the discussion that, in developing countries, the adoption of new formulae for training had been due to the need to adapt to new conditions arising, for instance, from a reorientation of social and economic policy after the achievement of independence, from intensification of the drive towards industrialisation or from both. In some countries the drive for national development had led to the establishment of central training bodies and the corresponding organisational structures. In countries which had been industrialised for a long time, on the other hand, the establishment of central training bodies and the corresponding organisational structures had followed, rather than preceded industrialisation.
21. In general, there had been recognition of the need for a single concept of vocational training; over-all responsibility for training, and particularly for its planning, had accordingly been allocated to a single body, usually a ministry. In countries in which vocational training systems were already operating on a co-ordinated basis, recent changes in the training system had largely involved the provision of structures and facilities to complement what already existed. Where this was the case the over-all machinery for conceptual work and planning which already existed did not require to be changed.

22. There was general agreement that primary responsibility for planning and co-ordinating vocational training should be held by government. All experts agreed, however, that this responsibility could not be carried out effectively without close collaboration with those most directly concerned, such as employers and workers, and with other interested parties. Examples were given of ways in which this participation had been brought about and of the form in which central training bodies had been established. In several countries a central vocational training council or board had been set up which grouped representatives of all interested parties and had, in fact, very substantial powers of decision although it operated under the formal responsibility of a ministry. These central bodies, and those in other countries, were usually supported by a series of occupational committees and, sometimes, by provincial and local bodies equally representative of those interested in training.

23. It was pointed out that this move towards a central concept and planning of vocational training showed there had been a development since the adoption of Recommendation No. 117 by the General Conference of the International Labour Organisation in 1962. At that time it had been stated in Paragraph 4.(2) that fully co-ordinated training facilities should be developed - on the basis of a general programme centrally planned, on a voluntary basis with the assistance of appropriate machinery, or by a combination of these methods.

24. There was some discussion of the functions which it would be desirable for central training bodies to have in general. The functions of such bodies in participants' countries included the following: policy formulation, promotional activities, implementation, control and evaluation, assistance and advice. As part of these functions, training bodies carried out such activities as: providing training institutions and undertakings with technical advice and assistance in the planning and development of training schemes; the training of teaching staff; this term being understood to apply to all personnel actively engaged in
vocational training activities; the establishment of training
standards and syllabi; the conduct of research; the provision
of financial assistance, subject to certain conditions, to
undertakings or institutions wishing to develop training;
the provision of pedagogical information and documentation.

25. It was not considered possible, because of the diversity
of traditions and administrative structures and procedures
between countries, to specify which of these various functions
should be held by the central training body. It was con-
sidered essential, however, that provision should be made,
under the auspices of the central training body, for them to
be carried out and for responsibilities to be clearly allocated.
It was also necessary to allow for some degree of decentralisa-
tion so as to permit reasonable freedom of action at the
executive level.

26. It was evident from the discussion that research was
one of the important functions of the central training bodies.
It could include the establishment of new teaching and training
methods, the determination of specific training needs, the
evaluation of vocational training schemes. Some experts
stated, however, that this type of activity was not always
given the necessary emphasis. This was because of the lack
of competent staff and the existence of other priorities in
the framework of the programme of the central training bodies.
It was also pointed out that, in some cases, the results of
research work had not always been taken fully into account
and used as a basis for further action. It was noted in
this connection that it was desirable for information on
research methods and results to be widely diffused, both
within the country which had conducted the research and to
other countries. This would avoid a considerable duplication
of effort.

27. With respect to the form which should be given to
central training bodies, here again it was felt that the
differences in national traditions and administrative structures
and procedures made it impracticable to specify a standard or
desirable form. It was, however, particularly important that
representatives of employers and workers should collaborate
at all stages in order to ensure that the decisions taken and
solutions adopted should correspond to actual requirements in
working life and should not be based on exclusively educational
concepts. At the same time it was necessary that educational
policies and trends of development be taken fully into account
in planning and administering training schemes.

28. It appeared from the discussion that, while it was
agreed that employers' and workers' circles should participate
actively at all stages, this was not always possible in
developing countries. The extent to which it could be arranged
would depend largely on the degree to which employers and
workers had formed representative bodies whose priorities allowed them to take an active interest in vocational training and which had suitably qualified staff for this purpose.

29. In one developing country effective co-ordination had been achieved by establishing under the ministry responsible for the implementation of vocational training and the national adult training institution: a national advisory council with co-ordinating functions; a series of technical occupational committees; machinery for the establishment of training committees at the level of the undertakings; a staff of vocational training advisers who worked actively with the undertaking committees and other interested parties. The council and the various committees grouped representatives of government, employers and workers and, in the case of the council, of students and other youth organisations. The work of the vocational training advisers was concerned largely with helping to ensure the efficient operation of the undertaking training services which were governed by committees in which the workers participated.

30. This particular approach had been adopted because it was considered essential to industrialise and organise the training system simultaneously. In this way the training system was making a direct contribution to industrialisation. For this to be possible, it was necessary to give undertakings responsibility for a substantial part of the training effort. The approach adopted also ensured that there was a sound basis for action before providing for a developed organisation at the top which, in the early stages, might be too top heavy for a country with limited resources, qualified manpower and facilities.

31. In another industrialising country the approach had been to set up national apprenticeship services for industry and the commercial and service occupations respectively. These services had been established on the initiative of the employers' organisations concerned and operated on an autonomous basis. Representatives of employers' organisations, as well as of government and other interested parties, were included in their governing bodies.

Teaching Staff

32. It was clear from the discussion that, irrespective of the status of the central training organisation, there was an absolute need for it to build up gradually a sound and comprehensive structure of competent staff at all levels in order to be able to plan, organise and run effective training schemes. It was particularly important for developing countries to establish a long-term plan and strategy for this purpose.
33. It was noted in this connection that developing countries had to take account of priorities and available resources in building up the structure of competent personnel.

34. It was evident from the discussion that there were two main tendencies in building up this structure. On the one hand, there were countries with a very detailed and complex structure. Other countries had, or were building up a thin over-all structure allowing for a high degree of individual initiative at the regional and local levels.

35. One expert stated that his country had initially adopted the first alternative but that the structure had gradually become too heavy to allow the necessary flexibility. Recently it had been necessary to change the structure and the second alternative had been adopted.

36. The approach which was being followed was to make use of all resources which could be used for giving training to adults. All people with recognised technical qualifications were to be used for training purposes, frequently on a part-time basis. Within undertakings all such personnel from top management down would give training to those at the level immediately below. In addition use was being made of the know-how available in the artisan trades to give training in the particular fields involved. This method had proved very successful when it was a question of establishing more modern manufacturing facilities in a traditional artisan sector.

37. Another source of training potential in this country was the civic service which all young people were to be required to carry out for a total period of one year. This service could be spread over three years and use would be made of young people doing their service who had knowledge and skill which it would be desirable to pass on to others. Other assistance in the over-all training effort would come from any persons who had specialist knowledge which it would be desirable to diffuse - community and youth leaders, experienced farmers, officials of workers' organisations, local teachers, etc.

38. Through this concerted approach it was hoped to accelerate development rapidly by tackling all levels simultaneously and endeavouring to raise the quality of performance by degrees. The approach meant that formal courses of fixed duration would be the exception; training would be organised on a highly flexible and ad hoc basis to suit the particular needs in the undertaking or area concerned. The group training centres being established in this country to meet the needs of middle-sized and small firms would include
in their functions the training of instructors for the individual firms participating in the scheme. Larger undertakings and public services would have their own training departments and be responsible for organising the training of all those within the undertaking who would be concerned in some way with transmitting knowledge and experience to others. Assistance was being given by the central training body to these activities by the provision of vocational training advisers.

39. Several experts from both developing and industrialised countries gave examples of how group training centres had helped many undertakings with the training of their teaching staff. They emphasised the need for larger undertakings to have their own training departments and to provide for their teaching staff to be trained either in these departments or in group centres.

40. In concluding the discussion on this item, it was stressed that, before a final decision was taken on the type of structure which should be built up in a particular country, regardless of its level of development, it was necessary to work out clearly what the training objectives should be and what the needs and priorities were within the framework of the country's economic, educational and social position and development targets.

**Higher Level Teaching Staff**

41. There was general agreement that, in order to establish and operate training schemes, it was essential to have a wide range of competent personnel at higher levels in the administrative hierarchy. The particular categories required would depend on the type of training system involved and the manner in which it was planned and organised. There would, in any case, be a need for top level administrators, senior technical personnel, training consultants and advisers, directors and managers of training institutions and in-plant training programmes, and research staff. Where employers' and workers' organisations and other interested parties participated in the planning and organisation of training, their representatives would also need to be considered under this category.

42. In general there did not seem to be any particular problem as far as the recruitment of very senior staff was concerned. At this level personality was often the deciding factor in appointment, but a university degree was generally an essential and access to the top level posts was usually dependent on further education and experience relevant to the job. In many developing countries the number of people with such qualifications was limited.
43. Access to these posts frequently followed periods as deputy or understudy to the person whose job was to be taken over. No cases of formal in-service training were reported, but staff working at this level frequently took part in outside courses and seminars in their own country or abroad, in universities, institutes of management, and research institutes. For top level personnel in developing countries, seminars and study tours organised under operational programmes had provided opportunities of gaining training and experience.

44. There was more distinction between industrialised and developing countries as regards intermediate levels of training staff. There appeared to be no substantial difficulties in obtaining such persons as training consultants and advisers, directors and managers of training institutions and in-plant training programmes in highly-developed countries and in the modern industrial sector in developing countries. There was, however, a general shortage of personnel in the latter with appropriate technical or technical-administrative qualifications.

45. Most experts reported that courses were available in their countries for these various categories of personnel. Courses might, for instance, be offered by universities, personnel management organisations, institutes of training directors, by groups of undertakings and by employing organisations—a government department or departments, a national training body if not a government department, an employers' organisation, etc. The nature of these courses naturally depended on the nature of the functions involved. In one country, for instance, directors of large vocational schools were primarily concerned with administration and the courses conducted for them were concerned with school administration. It appeared that, in spite of the multiplicity of the various courses offered, the needs for further training of these categories of personnel were far from being met. This was particularly the case in industrialising countries.

46. In general, it was evident that in various countries, regardless of their level of development, the management, administration and control of vocational training schemes were considered to have become a real profession, requiring sound educational background (very often at university level), followed by teaching experience, or by other work relating to the organisation or administration of training.

47. For training directors in undertakings there had been a gradual move from ad hoc programmes preparing directly for the jobs to be done, towards real post-graduate level
training programmes. These latter courses tended to include the following subjects: human resources development, general economics, national economy, role of human resources in development, general and vocational training planning, sociology, psychology and pedagogy of young people and adults, didactic principles, teaching methods and aids, administration and management of schools and centres (as regards personnel as well as equipment), financial problems, control of vocational training results, evaluation of training productivity.

Teaching Staff Directly Responsible for Instruction

48. It was agreed to consider such teaching staff in four categories:

(1) teachers of related instruction;

(2) teaching staff in training institutions responsible for giving training mainly of a basic and predominantly practical nature;

(3) full-time teaching staff in undertakings;

(4) part-time instructors in undertakings, whether large, medium-sized or small, who combine training duties with production or supervisory work.

49. The representative of UNESCO described its activities in connection with the training of teaching staff for vocational training given within the school system and mentioned their link with related work by the ILO.

50. The experts considered the question of teachers of related instruction in the light of the trends shown and the information given in the introduction to the 1964 edition of the CIRP monograph (Vol. 1, No. 1) on the Training of Vocational Teachers. They noted the statement in the introduction that the systems adopted for the recruitment and initial training mainly of teaching staff employed full-time on teaching related theoretical subjects to vocational trainees tend to follow one of three general lines:

"One group of countries places particular emphasis on recruiting vocational teachers who have acquired their vocational skill through long experience in employment. Here, the teachers are normally recruited at a comparatively advanced age - 30 years or over. The principal selection criterion is that the successful candidate should have proved his ability for skilled work in a trade or occupation; his general educational
background and scholastic achievement are taken into account only in a secondary capacity. Teacher training in these countries is generally of short duration and concentrates mainly on the pedagogical and didactic aspects of the teacher's job. Only a relatively small proportion of these teachers have received any special training at all.

"In the second group of countries the training of vocational teachers is seen principally as a continuation of the vocational training system itself. Facilities are provided for those who have the required intellectual ability to continue their studies beyond the level reached by the majority of trainees at the end of their training. Through courses of further education and technical training and a series of examinations, they qualify for employment as teachers in the same schools and for the same courses in which they themselves acquired their basic qualifications.

"The third group of countries makes little distinction between the recruitment of vocational teachers and the recruitment and training of teachers for general education. Candidates for vocational teacher training are selected among persons who leave general education at the university entrance level. The training itself takes place in special teacher training institutes or university-level institutions, identical with or parallel to those which train teachers for general secondary education or graduate engineers and other professional staff."

51. The experts described a number of examples of the application of the above points in their own and other countries. They generally endorsed the various recommendations made in the 1964 introduction to the monograph and noted with satisfaction that a revised edition of the monograph would be published in the near future.

52. It was clear from the discussion that in a number of countries arrangements were made, wherever possible, for instruction in practical subjects and related theory in a training institution to be given by the same person. This arrangement had the advantage of ensuring proper co-ordination between theory and practical work and naturally had implications for the qualifications required of and the training given to the teaching staff concerned. The arrangement was less common in the case of training in undertakings.
53. Regardless of whether this arrangement was followed, it was clear that the duration and intensity of each step of education, training and experience provided for those directly engaged in giving training, as well as the place where this step was carried out and the authority responsible for it, varied from country to country.

54. There were inevitably wide differences between the criteria set for the various categories according to the type of training which they were to give and its objectives. Teaching staff for undertakings, regardless of the type of training involved, were generally recruited from within the firm. This was the case both for those employed full time on training work and for those who combined it with other functions.

55. In the case of staff for training institutions, more formal criteria were set. But it was admitted by several experts from both industrialised and developing countries that it was not always possible to secure personnel with the qualifications specified. It appeared that more difficulties were sometimes encountered in recruiting teachers of practical work than teachers of related instruction; this was because of the relatively less acceptable status and salaries usually offered to the former. In developing countries the position was aggravated by the shortage of people with the qualifications required of instructors because these people were called upon to assist in the establishment of industry.

56. As regards training for teaching staff there was general agreement that all staff giving instruction, regardless of their category, should receive at least a pedagogical course. The amount of pedagogical instruction given and its nature varied according to the type of training which the trainee would be responsible for giving. In the case of staff for institutional training, comprehensive courses might include a wide range of subjects likely to increase the effectiveness of training such as: preparation of a lesson; utilisation of modern instructional material and machines (including audio-visual aids and simulators); teaching methods; psychology of young people and adults; discussion leading; group dynamics; training evaluation.

57. Pedagogical instruction for part-time or full-time teaching staff in undertakings might consist of short intensive courses such as the TWI Job Instruction and Discussion Leading Programmes and other similar programmes relevant to the functions of training staff.
in undertakings. There was, however, a trend to provide more comprehensive courses, at least for those giving instruction full-time in undertakings. In several countries the central training body assisted by providing programmes on which the instruction these people gave could be based.

58. The discussion showed that the extent to which non-pedagogical subjects were taught varied by category of teaching staff. In the case of teachers of related instruction, it was evident that they were expected to have an adequate knowledge of the appropriate theoretical technical subjects when recruited - often from among technicians and engineers. When the instruction was given in undertakings no particular problems appeared to be involved from the viewpoint of the suitability of the instruction to the type of trainee and the objectives of the course. It was emphasised by a number of experts, however, that this was not always the case with teachers of related instruction in training institutions. In particular, provision was frequently not made for them to obtain a real knowledge, from personal experience in an undertaking, of the field of economic activity and of the conditions of work in the occupations for which their trainees were intended, although such knowledge was essential.

59. It was suggested in this connection that Paragraph 68 of the Vocational Training Recommendation, 1962, did not go far enough when it stated that such teachers should "acquire knowledge of the branch of activity which their trainees are intended to enter or have already entered".

60. As regards the inclusion of upgrading training in courses for new instructors, cases were mentioned in which very comprehensive arrangements were made. This depended to some extent on the criteria by which instructors for institutions were selected. In industrialised countries it was usually necessary for candidates to have considerable practical experience of their occupation as well as formal training for it.

61. It seemed however that, even with this background, those accepted for training as instructors were not always technically qualified to teach their trades and, in one country, arrangements had recently been made to include upgrading training in courses which had previously been limited to pedagogical subjects. In developing countries, it had become common to include technical upgrading and also further general education. Experts from both industrialised
and developing countries stated in this connection that it would become increasingly necessary to give instructors who had been in service for a considerable time a complement of general education. This was due to the extension of the period of education which had led to a raising of the standard of education among trainees.

62. There was general agreement that teaching staff required regular updating courses, both pedagogical and technical.

63. Particular attention was paid to the problem of keeping instructors working in training institutions familiar with modern work methods. It was pointed out that it was often very difficult to organise periods of practical experience in undertakings for instructors for this purpose, partly because this disturbed the production process and partly because it was not practicable to fit the instructor into a really operational job for a relatively short period of time.

64. One country which depended very largely on apprenticeship had established a technical development centre which planned and manufactured articles of a modern character with the help of school workshops. The instructors were required to carry out some of their work in the centre and thus enabled to keep up to date.

65. Another country had tackled the problem in a different way. Trainees in vocational institutions were sent for practical experience in undertakings from time to time. They were accompanied by the teachers of practical subjects in their institution who worked with and supervised them during the practice period.

66. The over-all organisation of training for the four categories of personnel being considered varied quite considerably. Sometimes it was highly centralised, at least as regards institutional staff, and there was a central training institute for both teachers of related instruction and instructors. In other cases responsibility was decentralised to a number of regional pedagogical institutes or vocational training centres. In such cases, however, guidelines were usually issued by the central training body to ensure uniformly high standards.

67. Sometimes the facilities for institutional teaching staff which operated under the auspices of the central training body were open to teaching staff from undertakings. Their capacity was unlikely, however, to be sufficient to cater for all needs. In several cases, special schemes had been set up for training the teaching staff of undertakings through services provided by the central training body or by employers' organisations or special associations operating under their auspices.
68. In one developing country it was considered important to ensure that teaching staff, besides receiving orientation from higher levels, had an opportunity to contribute to the over-all process of developing the training system. Arrangements were therefore made for them to contribute their experience to the planning process so that a regular exchange between planning and information levels was possible.

Co-operation between Public Authorities, Employers and Workers in the Planning and Implementation of Arrangements for the Training of Staff for Vocational Training Schemes

69. When describing their national systems of vocational training and of training for the corresponding teaching staff, the experts indicated the form in which public authorities, employers and workers collaborated at various levels: conceptual, planning, organisation, implementation, control and evaluation.

70. In some countries this collaboration was long-standing and had led to the establishment of rather complex machinery.

71. It was pointed out that, if there was to be really active participation at the various levels, it was necessary for employers' and workers' organisations to be firmly established and have appropriate staff and facilities. Where this was not the case, public authorities had an important role to play in promoting and encouraging active participation by various means. This might lead them to take a more active part themselves in order to make up for any shortcomings in the participation of the other parties concerned.

72. Reference was made during the discussion to the charter on vocational training which had been adopted at Turin in February 1968 by the representatives of workers' organisations affiliated to the World Federation of Trade Unions who were drawn from a large number of both industrialised and developing countries. It had been emphasised in this charter and was repeated during the Meeting that workers attached great importance to participation. However, while their participation was usually effective at the national level, particularly in connection with planning, it was more difficult to make it effective at the implementation level. The difficulties were particularly acute at undertaking level, although workers' organisations in some countries were themselves responsible for vocational training programmes, thus renewing old traditions.
The central role of employer action in any training system was emphasised by all experts. Numerous examples were given of the way in which the active participation of undertakings and groups of employers had contributed at the local level to the implementation of training schemes in a large number of countries. This collaboration was considered quite as important as participation in committees at national or regional level.

Reference was made to the training bodies which had been established in some countries by employers' organisations. These bodies carried on comprehensive activities involving conceptual work, planning, organisation, implementation, control and evaluation in the field of vocational training at the various levels and including the training of senior teaching personnel and various kinds of staff for giving instruction. Mention was made in particular of the various training bodies established in Latin America, in some of which workers' organisations were represented, and of the Japan Industrial and Vocational Training Association. The training action undertaken by artisan trade chambers in a number of countries was also mentioned.

The need for representatives of employers and workers to be associated at all stages with training action was recalled and it was stated that this association could be carried out in a spirit of active participation in decisions and achievements.

It was also considered most important that teaching staff (in the widest sense of the term) should be fully familiar with the problems and realities of working life. It was stated that people from employers' and workers' circles were usually the best qualified to give teaching staff the necessary information for this purpose and to ensure that programmes of training for them reflected working life as it actually was and enabled them to realise to a greater extent than at present the importance of the contribution made by economic activities to the society concerned.

The discussion showed that the collaboration of employers and workers took a variety of different forms. These included the conclusion of collective and other agreements and the organisation of joint committees, which, in some countries, operated quite independently and themselves provided courses for training personnel.
Role of International Organisations

78. In introducing the discussion on the role of international organisations and international co-operation in the training of teaching staff for vocational training programmes, several experts gave examples of their experience of technical co-operation projects in their countries.

79. It was pointed out by one expert that such projects had been particularly successful in the early stages of the development of the training system in his country. As the country's various training bodies had developed and the national staff concerned with the management and operation of training programmes had become more experienced, it was increasingly difficult to find suitable experts for technical co-operation projects. In his opinion, emphasis should be placed increasingly on the provision of suitable equipment and of facilities for the training abroad of teaching staff of various levels.

80. Other experts from aid-receiving countries emphasised that it was particularly important for the successful implementation of technical co-operation projects that these countries should have a clear plan for the development of their training systems and that the assistance provided should fit in with the implementation of this plan. They stated that, in some cases, the country providing the aid had caused difficulties by insisting on changes being made in plans already established, although the changes did not correspond to the customs and needs of the receiving country. Problems of this kind were often due to insufficient understanding of the language, culture, administrative traditions and development aims of the recipient country. In most cases it had been found possible, however, to overcome these problems by modifying the agreement covering a particular technical co-operation project. This could be done because the two parties to the agreement had come to know each other better and full understanding had been reached between them.

81. One reason why problems sometimes occurred in the implementation of both bilateral and multilateral technical co-operation projects was that the time allocated for preparing projects was often too short; the official of the agency providing aid who was primarily responsible for planning a project was not always sufficiently aware of the particular conditions in the receiving country and was not accurately in a position to design the project in such a manner that it fitted in with other activities within the country's training system.
82. In some cases, and with particular reference to multilateral technical co-operation, difficulties had been encountered because experts drawn from different countries did not form homogeneous teams; individual experts and expert instructors might in fact work along different lines within the same project. It was emphasised that it was important for experts working on the same project to be thoroughly briefed and trained as a group. This would help to make project implementation efficient and ensure that the work of individual experts contributed to the over-all result at which the project aimed.

83. It was generally agreed that all technical co-operation experts should be given special training before commencing their missions. This training should include comprehensive orientation about their future work; information on the culture, traditions, administration and legislation of the country in which they were to carry out their mission which was relevant to their work; guidance on how the approach to training might need to vary between countries at different stages of economic and social development. Where necessary the training should also include familiarisation with the language of the country in which the mission was to be carried out.

84. Experts from both developing and industrialised countries emphasised the benefits gained from the operation of research and development activities undertaken at an international or a regional level by various organisations and particularly by the ILO. Reference was made to the use made in several countries of the continuing information service which the ILO was providing through the CIRF publications, for instance through the monograph on the training of vocational teachers and through research reports. Several experts mentioned the importance, in relation to the training of their staff and the further development of their programmes, of continuing assistance and exchange of information at a regional level through organisations such as CINTERFOR. The seminars and meetings for directors of training programmes, for research officers, and for programme development specialists, which had been promoted or organised by CINTERFOR had thus contributed substantially to the training of the staff of the Latin American national training bodies.

85. One expert with experience of CINTERFOR's activities emphasised the importance attached by the countries of the region to their national training bodies' active participation in the establishment of CINTERFOR's programme and to the possibility which this active participation gave them of requesting the services for which there was a priority need in their respective institutions.
86. The training and other activities undertaken by the Turin International Centre for Advanced Technical and Vocational Training were also considered by the Meeting. The value of these activities to developing countries was emphasised and the hope was expressed that the Centre's activities would be intensified and expanded in accordance with the needs of these countries.

87. A number of experts emphasised the opportunities for more extensive co-operation between developing countries. One of them suggested that the ILO should make a systematic investigation of possibilities of using under-utilised capacity in training centres in various countries for the training of personnel from neighbouring countries. By such means it would be possible in many cases to reduce the over-all need for assistance in particular fields. It was stated that, for developing countries, the central issue was the quality of the advice and assistance given and concentration of scarce available expertise to a few carefully planned projects in key sectors was therefore desirable.

88. Several examples were given of cases in which technical co-operation in the same field had been offered and made available by different agencies. This had led to an unnecessary duplication of effort and in some cases to a complication of the training system in the recipient country. It was suggested that many aid receiving countries needed special assistance from international organisations and particularly from the ILO, in co-ordinating external aid, and that the international organisations should seek means of bringing aid giving agencies together for the purpose of co-ordinating technical co-operation programmes. It was stated in this connection that one of the essential aims of the ILO regional employment plans would be to help countries to develop employment and training programmes and plans and that these would provide a framework for the formulation of requests for technical co-operation. The co-operation would thus help to develop employment opportunities in the countries concerned and to establish the training institutions and schemes required for effective implementation of employment creation and other programmes for economic and social development.
CONCLUSIONS

General Considerations

89. Improved, expanded and well planned vocational training is one of the prerequisites for accelerated economic and social development and for continuing and harmonious adaptation of the labour force to changing economic and social conditions. It is of particular importance that the existing vocational training structure be continuously modified and improved with a view to meeting the training needs of an increasingly larger proportion of the population.

90. Such action is necessary in both developing and industrialised countries. In the former a large proportion of the population does not have any opportunity to learn about modern methods and techniques and to understand how modern production is organised and conducted. In both developing and industrialised countries rapidly accelerating technical and social change is increasing the need for lifelong education and training and for gradual adaptation of the individual and his skill and knowledge to new techniques, new methods of work and new tasks.

91. Vocational training for particular branches of economic activity cannot be planned and developed in isolation; long-term policies and plans should be determined at a high level of the decision-making process so that the over-all needs can be determined and investment priorities allotted for the distribution of scarce resources - funds, training staff, etc. - according to planned national development priorities.

92. Many people have a contribution to make to the achievement of these goals. The expression "teaching staff" cannot be understood as relating only to full-time or part-time teachers and instructors in vocational training institutions: training is a collective task which must be carried out in cooperation by personnel at various levels in the administration of vocational training, by persons in industry and in other fields of economic activity, at senior management level, at intermediate management and supervisory levels and at skilled worker level in undertakings; in fact, everybody with technical skill and knowledge above the average has a training function. As used in this report the term therefore covers all staff concerned in any way with the planning, organising or conduct of training.
93. It is important, particularly in developing countries, that people with knowledge and skill which it would be desirable for them to pass on to those around them should be encouraged to contribute to national training action.

Administration of National Training Schemes

94. There is a need for a central organisation to carry out at least the policy-setting and planning functions for national training schemes.

95. It is essential that such a central body should work in close co-operation with all the various parties who may contribute effectively to, or benefit from, the training effort. In particular, it must work closely with the parties concerned in the labour market, employers and workers, and be guided by the results of negotiations undertaken by them. It must also maintain contacts with trainees and their parents.

96. It is important that the central body should be so organised that information about policy can penetrate to regional and local levels, both within the training organisation and through various other lines of communication, to undertakings, to local workers' organisations and to other bodies which may contribute to the efficient working of the training system.

97. No hard and fast rules can be suggested as to the specific status and administrative connections which such a body should have; it is necessary for these to be determined in the light of the special circumstances, traditions and administrative practices of each country. Provision should be made in all cases, however, for close co-operation with the authorities and other bodies responsible for educational planning and development for the determination and implementation of employment policies and for national economic and social development planning.

98. A distinction can be made between general policy functions and executive functions in the implementation of vocational training schemes for different areas and for the various sectors of the economy. It may often be desirable to make this distinction and to allocate responsibility for these two sets of functions to different bodies.

99. Whatever the nature and status of the central vocational training body, it is essential that a clear allocation of responsibility be made. This involves determining which body or bodies should be responsible for one or all of the following: the training of young people before entry into employment; their
training in employment; the initial training of adults; their retraining when they enter new fields of employment; their further training for the purpose of updating, upgrading or changing the type of work which they are now doing.

100. The allocation of functions should include the setting of clear patterns for: the promotion of training action; the detailed planning of its implementation; the organisation, at national, regional and local levels, of training activities; the control and evaluation of such activities; advice and assistance, including the diffusion of information and pedagogical documents for use by teaching staff directly responsible for instruction, to institutions and undertakings which are in a position to organise or give training; and the performance of research and other related tasks.

101. Special provision should be made for responsibility for the promotion and implementation of training schemes for teaching staff to be assigned to one or several institutions. The provision made should cover schemes for the training of personnel throughout the whole range of teaching staff and including: administrative personnel at the various levels of the training system; technical consultants; apprenticeship advisers; directors and managers of training institutions; training directors and officers of undertakings; teachers of general or technical subjects; instructors in practical skills employed in training institutions or in undertakings. It would also be desirable for responsibility to be assigned for research and development work in the field of training, for the establishment of standards for the training of teaching staff and for the continuing updating of such standards in accordance with changing training needs in the country.

102. The recruitment and training of teaching staff for vocational training present many varied problems. Their solution is influenced by the general educational and training policies of the country concerned, by the social status and remuneration accorded to teaching staff in general, and to those in vocational training in particular, by the level of recruitment adopted for the various categories of teaching staff for vocational training, and by the facilities offered for their initial and further training.

103. It is not possible to establish criteria or guidelines for the recruitment of staff for the various types of training action which would be valid for all countries irrespective of the level of educational, economic and social development they have reached. It will be necessary for each country to determine appropriate levels of recruitment and desirable training programmes for teaching staff in the light of the specific conditions in involved.
Staff Requirements for National Training Schemes

104. In reviewing the staff situation for the implementation of national training schemes and planning action accordingly, care should be taken to identify the training needs of the various groups of the population and the availability of competent staff for work at the different levels of administration and implementation of training. The staff to be taken into account should include: staff for planning and policy-setting functions at the national level and if appropriate for particular sectors of economic activity, for programme development, for the training of staff, including teachers and instructors at national, regional and other levels; training consultants and advisers to give advice and assistance to institutions and undertakings carrying out training programmes; directors and managers of training institutions; training directors and officers to plan and/or manage training schemes in individual undertakings or groups of undertakings; full-time and part-time teachers and instructors for pre-employment and in-service training schemes, including schemes of basic training in public or private institutions or in special workshops in large and medium-sized undertakings; research staff.

105. There is a particular shortage, among the above categories, of competent full-time staff directly responsible for instruction in practical work and/or related theory in training institutions and of competent staff to be directly responsible for instruction in undertakings on a full-time or a part-time basis. Special attention should therefore be given to the provision of adequate training for such teaching staff.

106. In determining the training needs of teaching staff in developing countries, particular account should be taken of the wide variety of the groups of the population with which they will be concerned. These groups range from people with a high level of education to such categories as the illiterate or semi-literate people who work in small industry in a low productivity sector, in agriculture and in traditional crafts for whom special training arrangements need to be made.

107. The functions of those concerned with the training of personnel for smaller manufacturing and service units are often broader than those of other teaching personnel and may include, for instance, the provision of technical advice to undertakings which do not have specialised personnel for technical and organisational development work. It will therefore be necessary for the training organised for such teaching personnel to take account of the specific functions which they will be required to carry out.
108. Special account should also be taken, in the training of teaching staff, of the particular requirements of industries and other fields of economic activity characterised by rapid technological change and reorganisation of job structures. In order that the training may be adapted to these requirements, it is necessary that close liaison be established and maintained between institutions training teaching staff and research establishments, undertakings and other institutions which are a source of innovation or in which the technological changes are taking place.

Higher Level Teaching Staff

109. The administration, planning and development of training are functions which constitute a separate profession. Administrators, planners, consultants and other staff employed in national training organisations, the directors and managers of training institutions, and the training directors and officers of undertakings, need special training for their respective functions. Many such staff also require technical qualifications and training experience.

110. It is most desirable that staff at the highest levels should be university graduates and that they should also have received further education and had experience relevant to the work they will be required to carry out, before being appointed to their posts. At these levels the exchange of information and experience is particularly important and staff holding very senior posts should therefore be enabled to participate at regular intervals in seminars and meetings relevant to their work both within their own countries and abroad.

111. The qualifications required of staff in the various categories below the highest level will vary according to the particular functions involved. In general, it will be desirable, and sometimes essential for them to have a standard of general education corresponding to that of a university graduate. Staff whose functions are technical should have had technical education and training corresponding to higher technician or professional level. It is most desirable that staff directly responsible for the direction and management of training programmes, such as the directors and managers of training institutions and the training directors and officers of undertakings, should have had teaching experience. It is desirable also that such staff should have practical experience of work in undertakings. This may be difficult to ensure in the case particularly of directors and managers of training institutions but the long-term aim should be to require staff directly responsible for the direction and management of training programmes to have such experience.
112. The content and organisation of training for staff in the various categories below the highest levels will necessarily vary according to the specific work responsibilities involved. It is desirable, however, that all personnel concerned with the planning and organisation of training schemes, in a management or an advisory capacity should be enabled to acquire some knowledge of the following: human resources development and its role in over-all development; methods of planning vocational training; economics; sociology, psychology and pedagogy; organisation and administration of training; personnel management; training costs; teaching methods; methods of checking the standard reached on conclusion of training; evaluation of training productivity.

113. Staff in the various categories below the highest levels should also be enabled:

(a) to participate from time to time in meetings and seminars dealing with topics relevant to their work; and

(b) to receive further training as required to enable them to improve their work, to keep up to date, to qualify for promotion.

Teaching Staff Directly Responsible for Instruction

114. The standards set out in Paragraphs 60 to 69 of ILO Vocational Training Recommendation, 1962, should be applied in the development of existing training systems with specific reference to teaching staff directly responsible for instruction in training institutions and in large and middle-sized undertakings which have training facilities of their own.

115. It will be necessary in some countries to develop training for teaching staff gradually as the present shortage of such staff and the insufficiency of such action in the past have created a gap between what may be desirable and what actually exists.

116. The needs for staff directly responsible for giving instruction are very large and the existing facilities for training such staff often cannot cater with the demand. In consequence some countries have been obliged to employ persons for giving instruction who have not completed their preparation for this purpose. In order to improve the standard of teaching, facilities should be provided for these people to acquire the necessary qualifications by courses of further study which may need to be spread over several years and to include further occupational experience. The courses should be organised to coincide with breaks in training activity so as not to disturb the instruction for which those taking part in the courses are responsible.
117. All courses of training for teaching staff directly responsible for giving instruction should lead to a certificate of qualification for the particular type of instruction involved. Such certificates should not be awarded until completion of the initial training which may, as indicated in paragraph 116 above, need to be spread over several years.

118. All staff directly responsible for giving instruction should have an understanding of the realities of work in employment, the methods used in carrying it out, and the psychology of people at work. They also require to have a comprehensive understanding of the relationships between workers and employers in the employment market and of the role of vocational training as a factor in economic and social development.

119. All staff directly responsible for giving instruction should be selected with due regard to their personality and character, including their ability for good human relations and for concerning themselves with the general well-being of trainees for whom they are responsible.

120. It is essential to provide for teaching staff directly responsible for instruction to receive further training as required for the purpose of enabling them to improve their work, to keep up to date, to qualify for promotion.

121. It is particularly important that arrangements for the further training of teaching staff directly responsible for instruction should include provision for them to be kept up to date with developments relating to the theoretical aspects of their subject, with occupational practices in their field and with the development of teaching techniques (pedagogy and didactics). The measures taken for this purpose may require to vary according to the type of instruction for which the staff are responsible. In the case of teaching staff in training institutions the measures taken may thus include the release of such staff at regular intervals for periods of varying duration in order to enable them to acquire practical experience in undertakings. Another means of keeping them up to date may be to establish, in connection with the training institution, production workshops equipped and operated on similar lines to those of a modern undertaking and to arrange for teaching staff to carry out work in these workshops at regular intervals. The measures taken in respect both of such staff and of staff responsible for instruction in undertakings may also include arrangements for them to study technical or pedagogical innovations in special courses; facilitation of study by correspondence; arrangements for participation in technical conferences, seminars and similar meetings.
122. It is desirable in many cases for instruction in practical subjects and related theory in a training institution to be given by the same person. This arrangement helps to ensure proper co-ordination between both types of instruction. The extent to which the arrangement is practicable and desirable, however, varies according to the nature of the occupation and particularly the extent and level of the theoretical knowledge it requires. It is easier, for instance, to arrange for practical subjects and related theory to be taught in a training institution by the same person when the extent of theoretical instruction is limited, as in the case of accelerated training for adults. In the case of institutional training for young people the theoretical content of instruction is likely to be greater and it may be difficult, if not impossible, to recruit a sufficient number of teaching staff with the qualifications required to teach both practical subjects and related theory of the necessary quality and extent.

Teachers of Related Instruction

123. It is not possible, in view of the variations in national practices for recruiting teachers of related instruction, to suggest a specific line of training for such teachers which might be universally applicable. Arrangements for training need to be flexible even within the same country when the qualifications set for the recruitment of staff vary according to the type of training involved.

124. Care should be taken in all cases to ensure, however, that teachers of related instruction possess the following qualifications:

(a) a level of general education and experience of life commensurate with the requirements of the subjects to be taught by them and with the particular type of trainee involved;

(b) broad technical education or scientific instruction corresponding to that of a technically qualified worker in the particular field;

(c) sufficient experience of work in undertakings to give them a sound knowledge of the conditions of work, including safety measures, which their trainees will encounter in employment, of ergonomics and of the organisation and performance of the various operations involved in the work;

(d) a knowledge of the philosophy and principles of education and of general and applied pedagogy, including principles and practices of planning training programmes, of general and industrial psychology, physiology and sociology, with particular emphasis on the problems of young people and adults at work and of the social patterns prevailing in employment;
(e) a sound knowledge of methods of teaching technical subjects, with special emphasis on teaching methods based on experimentation and involving the active participation of trainees; their training in such methods should take account of the need for them to develop an ability to teach complex scientific facts to trainees whose aptitudes and experience are often mainly of a visual and practical rather than an abstract and theoretical nature.

**Teachers of Practical Subjects in Training Institutions or in Undertakings**

125. Teachers of practical subjects require to have:

(a) full technical or trade training for the occupation in which they are giving instruction;

(b) several years' experience of work in the occupation;

(c) special preparation for teaching;

(d) to the extent possible, a level of general education higher than that of the persons to whom they will be giving instruction.

126. Their special preparation for teaching should include, when necessary, special training to raise their technical skill and knowledge to an acceptable level and their level of general education.

127. Their special preparation should also include orientation on the psychology of young people and adults in training, the general principles of pedagogy applied to the categories of trainee and type of training with which they are concerned and, when necessary, in the case of teaching staff giving instruction in training institutions, the provision of information, on the organisation and methods of work in the types of undertaking in which their trainees are likely to find employment.

128. Where it is not possible to ensure that full-time and part-time teachers of practical subjects in undertakings receive the full range of training specified in paragraph 127, arrangements should be made to provide them with the minimum necessary knowledge of teaching techniques and of the principles and practices of planning instruction for productive work.

129. It is particularly important that teachers of practical subjects in basic training courses in training institutions should have comprehensive knowledge and a high level of skill in the technical field with which they are concerned. However, difficulties may be encountered in recruiting and retaining staff whose qualifications are sufficiently broad in
the particular field. Where there is a shortage of such broadly skilled personnel, it may be possible, in some cases, to organise instruction in such a way that teachers with more specialised qualifications are made responsible for each subject or part of a subject. Where this is done it is necessary to ensure that the teachers work as a team on the basis of careful planning and specially prepared syllabi and that they are given special training to ensure that the objective of broad and comprehensive training is achieved.

130. In countries in which a "master craftsman" level of qualification is recognised in addition to that of the traditional journeyman level for skilled work in industry, the training given for the former level should take account of the training functions of master craftsmen. It should therefore include, in addition to instruction in technical/practical skills and understanding and other subjects considered necessary, instruction in desirable methods of training and other psychological or pedagogical subjects relevant to a master craftsman's responsibilities for training.

Co-operation between Public Authorities, Employers and Workers in the Implementation of Staff Training for Vocational Training Schemes

131. Public authorities, employers and workers have a number of functions in connection with the provision of training for staff for vocational training schemes. These are additional to their functions in connection with the planning and development of principles and practices of training at national, regional and local levels.

132. In order to achieve concerted action between employers' and workers' organisations and the public authorities in connection with the implementation of both sets of functions, it is important that the organisations be kept informed of the policies and practices of training schemes which have been approved. This should be done by means of communications to undertakings through employers' organisations, and through workers' organisations to their local branches. This activity may not require discussion at a regional or local level but will necessitate an intensive training effort within such organisations as those of employers and workers and through the organisational lines of public authorities. The purpose of this training effort is to ensure clear understanding at each level of the policies adopted higher up in the hierarchical structure.

133. Employers' and workers' organisations have a particularly important role to play in making teaching staff aware of the special circumstances and policies guiding
employers' and workers' actions in connection with industrial relations and other aspects of work in employment. This function is particularly important when teaching staff directly responsible for instruction have not had practical job experience in undertakings themselves.

134. Employers, with the essential collaboration of workers, have a particularly important role to play in all countries in the training of teaching staff by providing opportunities for them to acquire practical work experience, for the periodical updating of their knowledge, particularly in the case of those employed full-time in training institutions, and for enabling them to appreciate the importance of the contribution to the community made by work in employment.

International Assistance

135. The principal prerequisite for successful technical co-operation at the international level is that the receiving country should have a clearly established policy and aim for the activity for which international assistance is requested. Where such a policy and aim have not already been formulated, international assistance, which may include research as well as technical co-operation, may assist in determining them. It is also essential that the assistance requested and given in the implementation of training action should form part of the over-all development plan of the aid-receiving country and that the aid-giving agency or country should understand and accept the aims and policies established for the action involved.

136. There is a need in each country for a national body with responsibility for ensuring close co-ordination both between requests for assistance in the training of teaching staff made by different national sources and between the various forms of assistance actually received in this field. The purpose of such co-ordination would be to prevent the introduction of conflicting or overlapping systems or schemes of training teaching staff and thus to achieve best use of available resources.

137. It is not possible to give hard and fast rules which would be applicable to the type of assistance required by all countries regardless of the stage of economic, educational and social development they have reached. Many countries have already developed sufficiently strong and well-manned vocational training systems to be able themselves to carry out a substantial part of the training of teaching staff of all kinds to meet their needs; in such cases the assistance required may often relate primarily to the further
training and personal development of senior administrative staff, of training consultants, and of senior staff for the training of teaching staff directly responsible for giving instruction, in order to bring about an improvement and extension of the programmes of training. In other cases the assistance required may be more basic in character: to fill gaps in the knowledge and skill of staff within the vocational training structure and to supplement national staff in fields in which there may be a shortage, particularly in the more highly sophisticated fields of technical/vocational education and training.

138. It is essential for technical co-operation experts to be given special training before they commence their missions, or as an introductory part of their missions. While the nature of the training required may vary in detail according to the purpose of individual experts' missions it will need to include the following: comprehensive orientation about the work which the expert will be required to carry out; information on the culture, traditions, administration and legislation of the country in which the work is to be carried out and which is relevant to it; guidance on how the approach to training may need to be varied between countries at different stages of economic and social development. The training may also need to include familiarisation with the language of the country where the project is being implemented.

139. It is most important that there should be a uniform approach among technical co-operation experts working on the same project. Every effort should therefore be made to ensure that they are trained as a team before commencing their missions; where this is not practicable, it is the primary responsibility of the Chief of Project, under the over-all supervision of the aid-giving agency concerned, to provide experts as they join the project with the guidance required to ensure co-ordination and uniformity of approach for the team as a whole.

140. There is a need for both industrialised and developing countries to receive well-prepared information on a continuous basis on developments relating to the planning, organisation and implementation of training schemes. A continuing and extensive effort of research is also required both for this purpose and as a means of clarifying and improving desirable training policies and practices.

141. It would be desirable for the research and information activities mentioned above to include research into and the diffusion, on an international or a regional basis, of information relating to experience in different types of technical co-operation projects involving the training of teaching staff.
142. The activities of CIRF Publications, the International Centre for Advanced Technical and Vocational Training at Turin and, in the Latin American region, of CINTERFOR, all operating under ILO auspices, form particularly interesting examples of how active support may be given to national training bodies in their efforts to develop their staff, and to keep informed of developments in training in other countries. The combination of research, information and training activities at the regional level, as in the case of CINTERFOR, is a particularly interesting example of the type of contribution which may be made by international organisations to the improvement and reinforcement of national action.

143. The ILO, in co-operation with other international organisations especially UNESCO and FAO, has a particularly important role to play in supporting and reinforcing national action towards the establishment of adequate policies of human resources development which will help to improve the employment prospects of the growing masses of young people and adults whose employment prospects today are limited. Such activities should be carried out for the purpose of assisting governments in their efforts to establish policies at the national level and to translate these into clear policies and plans of training for the various groups of young people and adults concerned.
April 20, 1970

Dear Mr. Ammar:

On the President's behalf I wish to acknowledge and thank you for your letter of March 31, 1970 with which you sent to us the report of the Technical Meeting on Training of Teaching Staff for Industrial Training Schemes held in Turin from April 14 to April 25, 1969.

We appreciate you sending to us the abovementioned report which is being brought to the attention of the appropriate officer of the Bank.

Sincerely yours,

Ernesto Franco-Holguin
Deputy Special Representative for
United Nations Organizations

Mr. Abbas Ammar
Deputy Director-General
International Labour Office
CH 1211
Geneva 22, Switzerland

Report sent to: Messrs. Fuchs, Twinining, Files

Central Files with incoming letter

E.Franco:da
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RECEIVED

Central Library

Fax 32-15

Local 2030

General Information

Mr. [Name]

Dear [Name]:

[Signature]

Date: [Date]
April 20, 1970

Mr. David A. Morse  
Director-General  
International Labour Office  
CH 1211  
Geneva 22  
Switzerland  

Dear Dave:

Thank you for your letter of April 1, informing me that in response to the request by the Prime Minister of Ceylon you have selected Ceylon as the first country in Asia for the preparation of an integrated employment promotion program.

As you probably know the Bank, as Chairman of the Aid Group for Ceylon, has been closely associated with Ceylon's efforts over the last several years to overcome a very difficult economic situation and to set the economy on a course of expansion. In our view, creditable progress has been made in this direction. However, much remains to be done, and a wide range of tasks in the field of economic management awaits the next Government when it takes office after the general elections now scheduled for late May. Your intention to help Ceylon in formulating a program for making fuller and more productive use of manpower comes therefore at an opportune time, and we welcome the initiative you are taking. I note that you are now examining the next steps to be taken to get the project underway and look forward to learning more of your plans as you proceed.

The Bank Group does not maintain a resident representative in Colombo. A resident mission is stationed in New Delhi under the direction of Mr. Orville J. McDiarmid. Mr. William S. Humphrey who recently joined the New Delhi mission, has participated in each of the Bank's annual economic missions to Ceylon over the past five years. I am sure your representatives would find it useful to discuss the proposed project with him. However, I would suggest that it would be useful at an appropriate time for ILO staff and others engaged in the project to establish contact with the staff in the Bank's South Asia Department who have been working closely with Ceylon on economic matters over the last several years. I have already asked Mr. Cargill, the Director of that Department, to send you copies of recent Bank economic reports on Ceylon.
You may be interested to know that the Bank's next economic mission is scheduled to visit Ceylon around the middle of September. As in the past, its purpose will be to update our knowledge of Ceylon's economic performance and to prepare a report for consideration by the Ceylon Aid Group which will next meet early in 1971. I am sure you will agree that this mission and your proposed employment project should be carefully coordinated so as to avoid excessive or conflicting demand on Ceylonese officials and others with whom both would be working.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara
April 20, 1970

Mr. David A. Morse
Director-General
International Labour Office
CH 1211
Geneva 22
Switzerland

Dear Mr. Morse:

I am writing to you in connection with the plans of ILO for preparing an integrated employment promotion program for Ceylon. As indicated in Mr. McNamara's letter to you, we have assembled a set of copies of the Bank's recent economic reports on Ceylon which may be of use to you in preparing for this project. They are being sent to you under separate cover.

Please let us know if there is anything more we can do at this stage to assist in your preparations for this project. We look forward of course to learning more about your proposed work on Ceylon as your preparations proceed.

Sincerely,

I.P.M. Cargill
Director
South Asia Department
RECEIVED

April 23, 1970

[Signature]

[Address]

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[Initials]
Dear Dick,

I acknowledge with many thanks your letter dated 6 April 1970, which I have read with great interest. I found it most enlightening, especially with regard to the purpose of the comprehensive economic missions and the way in which the UNDP, the Resident Representatives and the International Agencies might benefit from such missions.

I have drawn your letter to the attention of my colleagues who are also concerned with these operations.

Yours sincerely,

Francis Blanchard
Deputy Director-General
Dear Dick,

I'm trying to understand the situation myself and am looking forward to the meeting on Monday. I'm also looking forward to hearing from you.

I'm still trying to come to terms with the recent decision.

Yours sincerely,

[Signature]

[Address]

[Date]
Dear Mr. Luscombe:

Thank you for your letter of March 10 inquiring about the distribution of World Bank reports. The Bank's reports are deliberately given only a restricted distribution in light of the confidential information contained in them. They are made available to a very limited list of recipients, such as the headquarters of each agency, the regional economic commissions, etc. Under this policy, distribution to field and regional offices of the Specialized Agencies is not provided for unless the headquarters office concerned chooses to pass a copy along. The UNDP, for example, does this for its Resident Representatives by sending them a copy of reports relating to their particular countries. You may wish to consider suggesting such an arrangement to ILO headquarters.

In regard to the request to be put on our "general mailing list," I have requested our Information and Public Affairs Department to arrange for you to receive such general information as it is issued.

Sincerely yours,

Vincent J. Riley
Chief, Technical Assistance Division
Development Services Department

Mr. David T. Luscombe
Director
Area Office, Dar es Salaam
International Labour Organisation
Box 9212
Dar es Salaam, Tanzania

Clearance and cc: Mr. Dyer

cc: Mrs. Schomann, Information Dept.

VJRiley:mcj
April 13, 1970

Mr. Warren Furth
Chief, Personnel and
Administrative Services
International Labour Organization
15, rue de Lausanne
Geneva, Switzerland

Dear Mr. Furth:

Recently, we have been reviewing the reimbursement procedures associated with the seconding or lending of staff members by international agencies to serve on missions organized by the World Bank Group. The purpose of this letter is simply to explain how the Bank Group prefers to deal with these arrangements since there appeared to be some confusion about them in several recent instances.

While there has been some variation in practice as to the payment of salaries and related staff benefits, normally the agencies from which staff are seconded or borrowed have continued to pay salaries and related staff benefits such as retirement and allowances. In appropriate cases, the Bank Group is prepared to reimburse the agency for salaries and emoluments. We expect to continue on this flexible basis.

With regard to travel expenses and travel arrangements, we prefer to treat a borrowed or seconded staff member in the same manner as we treat our own staff. The Bank will provide the staff member with an appropriate ticket for his travel. The itinerary and carrier of the staff member is his own choice, but he will be asked to pay any excess over the cost of a ticket by the most direct route. The Bank Group provides the traveller with a ticket, and not cash.

The Bank Group also reimburses staff members for reasonable living expenses incurred while travelling. The Bank provides its own staff with an advance of estimated expenses before departure from Washington and will do so for seconded staff members who pass through Washington on their way to assignments. If the seconded staff member does not pass through Washington, he will receive a travel advance from the travel agent with his ticket.

After completion of assignment with the Bank, the seconded staff member should submit an expense account suitably documented, so that residual payments can be made, or collected.
April 13, 1940

Mr. Frank Pitzer
Chief Personnel and Administrative Services

in the Personnel Department

Genel. W. B. Section

Dear Mr. Pitzer:

Reference to your letter regarding the personnel situation in the Department of Agriculture, the close cooperation to your attention please:

The Bank Group is a financial institution which specializes in providing financial services to various government agencies. In your capacity as the Chief Personnel, it is important to ensure that the personnel policies and procedures are aligned with the overall objectives of the Department.

With respect to the personnel matters, I am pleased to share that the Bank Group has been acting as a financial advisor to the Department in recent months. The Bank Group's expertise in financial management and personnel matters has been instrumental in assisting the Department in achieving its goals.

The Bank Group has been instrumental in providing financial advice and support to the Department in various areas, including personnel management, financial planning, and strategic planning. The Bank Group's commitment to partnering with the Department has been a key factor in the successful implementation of the Department's strategic initiatives.

I would like to express my gratitude to the Bank Group for their continued support and cooperation. The Department is grateful for the Bank Group's commitment to partnering with us in achieving our strategic objectives.

Sincerely,

[Signature]
If you have any questions about this matter or wish to propose any changes in our procedures, please let me know.

Sincerely,

J. E. Twining, Jr.
Deputy Director of Administration

cc: Mr. Hoffman
    Mr. Brakel
    Mr. Clarke
    Mr. Blaxall
    Mr. de la Renaudiere
    Mr. Keamy

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Remarks:
Are you interested in sending a representative to the 180th Session of the Governing Body of ILO as per attached invitation?

Suggest no interest.

No - Thank you.

From
F. Consolo per D. Anderson
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<td>Mr. Demuth</td>
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<td>Mr. Gutierrez</td>
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<td>Mr. Hartwich</td>
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From: Communications Section, Room C219, Extension 2023.
The President,
International Bank for
Reconstruction and Development,
1818 H Street N.W.,
WASHINGTON D.C. 20433
(USA)

Sir,

I have the honour to convey to your organisation, on behalf of the Governing Body of the International Labour Office, a cordial invitation to be represented at the 180th Session of the Governing Body, which will be held at the International Labour Office, Geneva, on Friday, 29 and Saturday, 30 May 1970. The final sitting of this session will be held at the close of the 54th Session of the International Labour Conference.

A copy of the agenda is enclosed for your information, together with a programme of meetings.

The documents relating to the various items on the agenda will be sent to you as they become available.

Should your organisation be able to accept this invitation, it would be appreciated if you would communicate to me, at your earliest convenience, the name and address of the representative who will attend the session.

I have the honour to be,

Sir,

Your obedient Servant,

For the Director-General:

C.W. Jenks,
Principal Deputy Director-General.
AGENDA

1. Approval of the Minutes of the 178th Session.
5. Examination of the Representation submitted by the General Confederation of Italian Agriculture concerning the Application of the Employment Service Convention, 1948 (No. 88) by Italy.
8. Reports of the Financial and Administrative Committee.

1 Postponed from the 178th Session.
2 Including the Third Report submitted by the Committee to the Governing Body at its 178th Session.


16. Composition and agenda of committees and of various meetings.

17. International Institute for Labour Studies.


   Supplementary Report: Study of the Capacity of the United Nations Development System.¹


   Supplementary Report: Procedure for the appointment of Committees by the Conference.¹

   Supplementary Report: Use of Nobel Prize money.¹

20. Programme of meetings.²

21. Appointment of Governing Body representatives on various bodies.²

22. Questions arising out of the 54th Session of the International Labour Conference.²


¹ Postponed from the 179th Session.

² These items will be examined at the sitting which will take place after the close of the session of the International Labour Conference.
PROGRAMME OF MEETINGS

Monday, 25 May
10 a.m. Financial and Administrative Committee
3 p.m. Financial and Administrative Committee

Tuesday, 26 May
10 a.m. Committee on Freedom of Association
11 a.m. Building Subcommittee
3 p.m. Committee on Industrial Committees
Committee on Freedom of Association
Allocations Committee

Wednesday, 27 May
10 a.m. Financial and Administrative Committee
International Organisations Committee
(extraordinary meeting for limited
business to be held only if necessary)
3 p.m. Financial and Administrative Committee

Thursday, 28 May
9 a.m. Employers' group
10 a.m. Government group
Workers' group
3 p.m. Employers' group
Workers' group
Allocations Committee

Friday, 29 May
and
Saturday, 30 May
10 a.m. Governing Body
3 p.m. Governing Body

1 The Board of the Turin Centre will meet in Turin on 22 and 23 May 1970.
ILO Mission to Colombia

In accordance with terms of reference dated March 9, I visited the ILO from March 23-27, 1970. The main purpose of the visit was to attend the meeting organized by the Office to review the findings of the mission sent to Colombia under the leadership of Professor Dudley Seers. This mission was the first to be carried out under the World Employment Program of the ILO launched in 1969. The aim of these missions is to study the causes of employment in particular types of countries and to lay out the appropriate package of policies to deal with the problem. Mr. Avramovic also attended this meeting on behalf of the Bank.

The meeting consisted of selected members of the mission, under Mr. Seers chairmanship, together with representatives of the specialized agencies who had agreed to sponsor the mission, or to collaborate with it. We had before us draft copies of the Preface and Chapters I-VI of the report entitled "Colombia Employment Program".

The meeting went over the draft chapters in detail as a substitute for formal clearance of the report by the agencies represented. Mr. Avramovic also gave a brief account of the chief findings of the Bank's recent economic mission to Colombia. Draft copies of the chapters are available in my office for those staff members who wish to refer to them. However, it is not practicable to give this draft wide circulation at this time, because of the desire of the ILO mission that it be kept strictly confidential.

It is difficult to summarise the many points made in a report of this length; however, the theme of the report may be stated fairly briefly, starting from conclusions as to the number who will need employment opportunities over the next 15 years. The report tries to outline an employment strategy which it is hoped will go some way to cover these needs. The mission started from the estimate that less than 30 percent of the labor capacity of the country is now being used in productive work (if proper allowance is made for both unemployment and underemployment). If current trends continue, given the population growth that will occur, one-third of the estimated labor force of 11 million people in 1985 will be unemployed.

The mission then concluded that this unemployment problem cannot be solved by policies based only upon accelerating the overall rate of economic growth. They argue that the need is to change not the rate of growth so much as the nature of that growth. This raises questions concerning the distribution of income and wealth, the nature of consumption patterns and many issues bearing on urban and rural development, including that of internal migration.
The employment strategy that emerges from the report involves visualizing the economy as divided into three sectors: an agricultural sector, an advanced industrialized sector and a third intermediate sector covering both traditional industry, handicrafts and services. Great emphasis is then placed upon those changes that will enable the agricultural sector to provide as many of the jobs that are needed as possible. This will involve immense organizational problems, the provision of investment infrastructure, credit, and technical advice as well as a politically difficult acceleration of land reform.

After taking account of all these difficulties, the mission concluded that possibly half the increase in the agricultural labor force might be absorbed in that sector. The rest must be provided for elsewhere in the economy, on the assumption that there is a growth of output varying from 10 to 12 percent a year in the other sectors, which might result in an average growth of employment of about 7 percent per year. To achieve this result, however, there will need to be a slowing down of the labor productivity growth in some industries, including an actual reduction in labor productivity in mining, modern manufacturing, public utilities and transport.

A similar assumption is made about labor productivity in banking and government services. It is estimated, however, that the broad band of industries which are neither capital nor skill-intensive - construction, handicrafts, commerce and personal services will experience a slight increase in labor productivity. The major part of the report proceeds to spell out the implications of these somewhat startling recommendations for each of the sectors concerned. It should be noted, however, that even with the recommendation to slow up and reduce the rate of growth of labor productivity, the overall projected increase in output for the economy will still be, at 10-12 percent, higher than has been experienced historically in the past.

**Discussions with ILO Staff**

Upon the conclusion of the meeting dealing with Colombia, I stayed on at Geneva to spend an extra day discussing details of the collaborative arrangements which have already been agreed upon between the Bank and the ILO. This was on the basis that this Division of the Economics Department has been charged with the task of maintaining the necessary contacts with the ILO required to carry out this program of collaboration. The previous discussions had been held between Messrs. Demuth and Weaver (Assistant to the Director-General, ILO, based in Washington) and between Messrs. Kamarck and Franklin (Head of the Economic Branch of the Research and Planning Department). These discussions had resulted in the following decisions. In the first place the ILO is to provide staff members to take part, as consultants, in the Bank country economic missions to Morocco and the Philippines. These missions are currently in the field, and the experience gained from this participation will be evaluated by both the Bank and ILO before a further commitment is made involving ILO staff in this capacity.
Secondly, it has been agreed that the ILO will provide written briefs in selected cases on employment and labor conditions in countries to which Bank missions are to be sent. This system is already in operation, briefs being received in the Economics Department and forwarded through the Population Studies Division.

Whilst in Geneva I had extensive discussions with Mr. N. Franklin (in charge of the Economic Branch) and Mr. H. Zoetewei, recently promoted to be Head of the Research and Planning Department, of which the Economic Branch is a part. I also met with Mr. A. Ammar, who is the Deputy Director General, Technical Programs, charged with the responsibility for the World Employment Program. In my discussions with Mr. Franklin it was agreed that there was a need for advance planning if the collaborative arrangement was to be continued after the present experimental period. In particular, it was felt that this planning should cover three areas: 

1. Decisions as to the extent of ILO staff participation in Bank economic missions as consultants. There will be a need to decide which countries would be suitable for such consultancy work and how this work can best be integrated with whatever work the Bank itself does on employment.

2. The question of documentary briefing by the ILO for other countries which would not be covered by the consultancy arrangement. It was felt that this was a matter which should be handled on the basis of the Bank's mission timetable, with the Economics Department of the Bank acting as a coordinating body.

3. Further country missions by the ILO, similar to the one recently sent to Colombia. It was agreed that there was a need for as much advanced planning as possible between the Bank and the ILO in cases where the latter propose to send a mission to a Bank member country. In particular, it would be desirable to settle at an early stage the question as to whether Bank staff will be involved in such a mission, so as to ensure that the right level and kind of Bank staff will be available. The next proposed mission is to Ceylon, and it is envisaged that a mission will be sent to East Africa as the third such choice. The timetables for these missions will be sent to the Bank as they become available. I have since had further discussions with Mr. G. Weaver who has assured me that he will keep us fully informed on the timing of these missions.

I informed Mr. Franklin of the preliminary plans that have been made to carry out work on employment within the Bank, particularly within the Economics Department. I pointed out that these plans envisaged only a modest amount of work in the forthcoming fiscal year and even this amount depended upon provision being made for staff to work on employment.

I felt, however, that subject to this proviso, we should look forward as far as possible into the future and suggested that one subject which might be pursued within both organizations is the question of an exchange of staff between the two organizations. We felt that this might take several forms, ranging from short-term assignments by the Bank staff in Geneva or ILO staff
in Washington, to a lengthier assignment by which an ILO staff member might spend a period working in the Bank in Washington. This arrangement had already been tried between the Human Resources Department of the ILO and the Education Projects Department of the Bank, and was considered to have been very successful. It was agreed that the implications of this suggestion would be explored on both sides. (I understand from Mr. Weaver that the question has since been raised by the Director-General of the ILO with Mr. Demuth.) As far as the Bank is concerned the immediate need, however, must be to build up its own staff, but it would certainly be desirable to consider whether this might not be done more quickly if a suitable staff member of the ILO could be sent on assignment to the Economics Department for a period of time. Much would depend in practice upon the qualifications and experience of the possible candidates for such a post.

I was given, in confidence, a copy of the World Employment Research plan for 1970/71. At the time I was in Geneva this was under review within the Office and may, therefore, be subject to some changes. Many of the projects listed, however, are of considerable interest to the Bank and I propose to circulate this document amongst the interested parties in the Economics Department. I suggested to the ILO that we would want, on our part, to design our own limited studies program so as to avoid duplication with work going forward in Geneva. Many of the projects listed in the work program, however, are of a general nature and may not be specific enough to answer questions which arise in Bank activity.
April 6, 1970

Mr. Aamir Ali
Chief of the Relations and Conference Department
International Labour Office
CH 1211 Geneva 22
Switzerland

Dear Mr. Ali:

It was most thoughtful of you to have remembered our conversation at the Preparatory Committee for the United Nations Conference on Human Environment about the Murchison Falls project. I am very grateful for your having sent me the clippings concerning the protests about the construction of this project from the London Times. Curiously enough, I happened to be reading proposals for the examination of the ecological aspects of this project when your letter arrived. Thank you very much.

Sincerely yours,

John A. King
Training Adviser
Office of the Director
Projects Department

JAKing/mt
**Routing Slip**

**Date:** April 6, 1970

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- Comment: Per Our Conversation
- Full Report: Recommendation
- Information: Signature
- Initial: Send On

**Remarks:**

I think you will want to prepare the answer to this for Mr. McNamara's signature. I have sent a copy of it to Kamarck for his information.

**From:**

Richard H. Demuth
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<td>Mr. Lejeune</td>
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<td>Mr. Hartwich</td>
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From: Communications Section, Room C219, Extension 2023.
Dear Mr. McNamara,

You may already have received my letter of 17 March 1970 informing you of the postponement of the employment mission envisaged for Jordan. I am now taking the liberty of enclosing for your information a copy of a letter which I received recently from the Prime Minister of Ceylon concerning the selection of Ceylon as a pioneer country in Asia for an integrated employment promotion programme, and a copy of my reply.

It will be my policy, as in the case of the first such pilot project under the ILO's World Employment Programme, which was inaugurated by the President of Colombia on 12 January, to keep the Bank, as well as other interested organisations, informed as early as possible of the action which the ILO is taking to meet government requests for assistance in this field. I further envisage that in Ceylon, as in Colombia, this assistance will take the form of a multi-disciplinary task force encompassing all major sectors of economic and social policy relevant to the promotion of an integrated employment programme.

As indicated in my letter to the Prime Minister of Ceylon, I am now examining very closely the steps which should be taken to launch the project.

I would be pleased to know whether you have any local representatives in Colombo, Bangkok, or elsewhere in the region, whom my representatives might contact in order to secure the views of the Bank on the most effective way of meeting the request of the Government.

I shall not fail to keep you informed of any significant developments in this project in which the advice or collaboration of the Bank might be desirable.

Sincerely,

David A. Morse,
Director-General.

Mr. R.S. McNamara,
President,
International Bank for
Reconstruction and Development,
1818 H Street, N.W.,
WASHINGTON, D.C. 20433.
My dear Director-General,

I have followed with great interest your recent statements on the launching of the World Employment Programme, and I was happy to find that they are in very close accord with our own approach to the vital problem of human resource development. Your statements also fully reflect our deep concern with the problem of unemployment.

I was therefore particularly pleased to meet Mr. S. K. Jain, your Regional Co-ordinator for Asia, and to learn of the practical steps you had in mind to meet this problem.

Ceylon has actively supported the Asian component of the World Employment Programme, and has been quick to respond to the measures proposed so far by sending her request for UNDP assistance for the establishment of the regional team of experts, in establishing the national focal point and in taking various other preliminary steps.

Our pre-occupation with the problems of employment creation is not new. Ceylon has, over the years, systematically followed a policy of involving her people as much as possible with the national development effort. I am convinced that attempts to achieve social and economic progress will not succeed unless the people of the country actively participate in an organised national endeavour providing them productive and meaningful employment.

We have been persistent in our efforts to attain the goal of maximising employment. The problem has been approached over a very wide range - a vigorous campaign to increase agricultural output, opening new land for settlement and agricultural production, multi-purpose river development, youth settlements, expansion and diversification of industrial activity, and the greater involvement of the public sectors in industrial development. Recently we have undertaken a programme of massive youth mobilisation. However, investigations have indicated that Ceylon's unemployment levels have continued to be high. These high rates are a matter of very considerable concern. We therefore initiated an urgent examination of future employment prospects within the framework of current development programmes and policies through the preparation of a Manpower Budget. This indicated that although Ceylon will achieve a rate of employment creation higher than the growth rate of the labour force, it is not sufficient to clear the backlog of unemployment. We therefore, are, working out an employment policy which would examine systematically the employment content and potential of current and future development programmes. Such examination will help us re-shape and re-orient our entire development strategy by emphasising employment.

While economic development has a multiplicity of objectives, I feel that in Ceylon it is essential to bring the employment objective to the very centre of development programming.

I am personally aware of the experience and expertise that the ILO has built up in this area over the last fifty years of immensely invaluable work. I was therefore very glad to know of the pioneering effort that you have just initiated with a highly competent multi-disciplinary team of international experts in Columbia.
to attack the unemployment problem within the national context and national limitations. I am also very encouraged to know that a similar experiment will be undertaken in Asia.

I would therefore be glad to have Ceylon as the pioneer country in Asia for the World Employment Programme. I look forward to hearing from you about the further practical steps that you propose to take in this regard and about the complementary measures that Ceylon should take in its role as the pioneer country.

Before I close, let me convey to you the felicitations of my Government and myself on the Golden Jubilee of the ILO and on the award of the Nobel Peace Prize, which is a fitting recognition of ILO's fifty years of unremitting effort in the cause of peace and social justice.

Yours sincerely,

[Signature]

DUDLEY SENANAYAKE
Prime Minister.

Mr. David A. Morse,
Director-General, ILO,
CH 1211,
Geneva 22,
SWITZERLAND.
Dear Mr. Prime Minister,

Thank you very much indeed for your letter of 15 February 1970 informing me of your meeting with Mr. S.K. Jain, ILO Regional Co-ordinator for Asia, on his recent visit to Ceylon, and of the discussions you had with him concerning the possibility of selecting Ceylon as a pioneer country in Asia for an integrated employment promotion programme. May I say, first of all, how greatly I appreciate your own personal interest in the ILO's World Employment Programme, and in the efforts which are being undertaken in this field.

The International Labour Office welcomes the opportunity of co-operating with the Government of Ceylon in initiating this pioneering project as a part of the World Employment Programme. I can assure you that every effort will be made to contribute to its realisation.

Your Government's preoccupations with the problem of employment creation is, of course, well-known to us. We are fully alive to the active support given by Ceylon to the Asian component of the World Employment Programme, and have followed with interest the measures taken in your country to bring about a higher level of productive

The Prime Minister,
Office of the Prime Minister,
Senate Building,
COLOMBO 1
employment. It is particularly heartening to know that your government is working out an employment policy which aims to bring the employment objective to the very centre of national development planning. And the ILO is happy to have already made some contribution to this objective by its current projects in Ceylon in the fields of manpower planning, vocational training and management development and productivity.

As part of the information campaign which we are undertaking in order to focus the attention of governments and the international community more sharply on the employment objective as a fundamental element of the development process, it would give me great pleasure to issue a press communiqué announcing our mutual intention to go ahead with this project. I would therefore much appreciate it if you could give your agreement to my quoting your letter of 15 February and thus reply in the press communiqué.

I am now examining very closely the steps which should be taken to launch the project, and trust that I will have the pleasure of communicating to you my proposals in this matter shortly.

You may be interested to know that the work of the inter-disciplinary team of international experts which the ILO sent to Colombia at the request of the President with a view to the preparation of a programme for integrated employment promotion is proceeding satisfactorily. The team has now concluded its work in Colombia, and is at present engaged on the preparation of its report, which is expected to be ready for submission to the President in the near future.

In conclusion, may I express my sincere thanks to you, Sir, and to your government, for your kind words on the Fiftieth Anniversary of the ILO and on the award of
the Nobel Peace Prize. May I also convey my deep appreciation for the interest shown and encouragement given to this pioneer venture under the World Employment Programme, a field which is of vital importance and promise for your country as well as for the world at large.

Sincerely,

David A. Morse,  
Director-General
April 6, 1970

Mr. Francis Blanchard
Deputy Director-General
International Labour Office
154, rue de Lausanne
Geneva, Switzerland

Dear Francis:

This is the letter which I promised to send you to indicate recent Bank developments which may be relevant to a demonstration of the dynamic character of the U.N. system and therefore of its capacity to handle a larger program of work:

1. The volume of lending by the Bank Group increased from $1,004 million to $1,877 million, or by 87%, from FY 1968 to FY 1969, and is expected to increase by over 20% in FY 1970.

2. The Bank staff has been greatly strengthened over the past two years. As of June 30, 1968, the total professional staff was 740; by June 30, 1970, the professional staff will have grown to close to 1,200. In the process of recruiting this additional staff, the nationality distribution has been greatly improved.

3. The Bank has strengthened its regional missions in Eastern and Western Africa, and its offices in India and Pakistan. In addition, it has established a strong resident mission in Indonesia to help the government of that country in planning and carrying out its development program. Resident representatives of the Bank have also been assigned to Afghanistan and Ethiopia, at the request of those governments, and a similar Bank representative will take up his post shortly in Nigeria.

4. Perhaps most important of all, the Bank has adopted a program of sending comprehensive economic missions, on an annual basis, to some 30 of its larger developing member countries (i.e., those with a population of 10 million or more) and, on a biennial or triennial basis, to the other developing member countries.
The UNDP has arranged for its Resident Representatives to be associated with these missions and to play a leading role in connection with the technical assistance and preinvestment aspects of the missions' work. FAO, ILO, UNESCO and WHO have also agreed to cooperate in this program and in appropriate cases to provide experts for the missions. Each such comprehensive mission will analyze the principal economic and social problems of the country; assess the progress it has made and the major difficulties it faces; estimate the amount of external financial assistance required to carry out the country's development program, its ability to service external debt, and the terms on which external capital might most appropriately be provided; analyze the country's development strategy and the appropriateness of its proposed investment program and of its major economic and financial policies to achieve the objectives of that strategy; and indicate the country's principal technical assistance and preinvestment needs in the light of its development strategy and investment program.

Reports of these Bank missions are made available to the UNDP, to its Resident Representatives, and to all other concerned international agencies. Thus, for several developing countries there already exists the kind of basic information as to each country's priority objectives and requirements which is needed as a basis for effective programming of the UNDP inputs into that country; in due course this data will be available for almost all developing countries within the Bank's membership.

I hope this information may prove useful. It was a pleasure, as always, to see you again in Geneva.

With kind regards,

Sincerely yours,

Richard H. Demuth
Director
Development Services Department

RHD:tf
Mr. A. David Mack

S. C. Hardy

LABOUR-EQUIPMENT SUBSTITUTION IN ROAD CONSTRUCTION

A. Summary

1. The substitution of labour for equipment in road construction has perennially been a subject of interest in the Bank. Various views have been frequently expressed on the subject but very little research has been done on the labour-equipment trade-off in road construction to establish a least cost solution (costs including construction, maintenance and vehicle operation) to carry a given amount of traffic and load. The Transportation Projects Department, in combination with the International Labour Organization (ILO) is considering a study of the labour-equipment trade-off.

2. At the same time, the Economics Department of the Bank, with the help of the Transportation Projects Department and the consultant services of CHS Systems, Cambridge, Massachusetts, is engaged in a Highway Design Study (HDS). The purpose of the HDS is "to take the first step towards providing a satisfactory decision-making framework with which to tackle the question of the optimum design standards of low traffic volume roads in developing countries".

3. The purpose of this memo is
   (a) to point out the extent of overlap of the two studies and the possibilities for their integration;
   (b) where the HDS does not satisfactorily consider the labour-equipment trade-off, to indicate the scope of a different study specifically for the analysis of such a trade-off;
   (c) to point out some of the problems and considerations of such a study that can be foreseen at this early, preparatory stage of the study; and
   (d) to make recommendations for possible lines of action.

B. The Relationship between HDS and Labour-Equipment Trade-Off Study

4. The HDS is attempting to provide a general model to tackle the problem of optimum design standards for low traffic volume roads in developing countries. Secondly, it hopes to use study teams in East and West Africa for collecting data to feed into the model. Mr. Chopra has discussed the scope of HDS with the Economics Department, and the relationship and overlap between the two studies, as I see them, are presented below.

5. The structure of the HDS model will be general enough to feed in data on the labour-equipment trade-off to arrive at a least total cost solution. However, the HDS data collection is intended in East and West Africa where labour surplus is typically not a problem. Hence, the sample of roads
that would be available for study in Africa would not cover satisfactorily the labour-equipment trade-off in road construction. Secondly NID as it is structured at present does not address itself specifically to this problem.

6. Hence, though the NID model could in principle be used for the analysis of the labour-equipment trade-off, a separate data collection in a labour surplus country would be required. We have had some correspondence with NID on the subject of India as a possible country for this purpose, and consider it suited to the needs of the study. The Government of India in apparently keen to facilitate the progress of such a study in their country. We could conveniently use the proposed second highway project in India (now reaching the appraisal stage) as a vehicle for the study. The U.K. Road Research Laboratory has also expressed a tentative interest in helping with any such study.

7. I understand that the Economics Department has a proposal for a study of labour-equipment substitution in road construction in their research program for 1970-71. Close liaison should be established between the Transportation and Economics Departments to ensure that the studies are not duplicated.

C. Scope of the Labour-Equipment Trade-Off Study

8. The purpose of the study would be to establish the least-total-cost solution in terms of an optimum labour-equipment mix in road construction. The costs considered would include construction, maintenance and vehicle operating costs. There is an interrelationship between different qualities of road (including the demands within a road) and different mixes of labour and equipment; for example, differences in the compaction of earthworks, the grading and strength of sub-base and base materials, the surfacing characteristics such as wearness, roughness and adhesion, the strength of mass and reinforced concrete, etc. Thus, to construct a road with a specified load-bearing capacity, different quality standards can be chosen and the construction done by different mixes of labour and equipment. These variations of quality would affect construction, maintenance, and vehicle operating costs and useful life of the road. The result of the study would be an approximation to a least total cost solution of road quality for roads in developing countries.

9. The measurement of total costs can be in market prices or shadow prices. If market prices are used, then the study would show what quality of road is optimal for given volumes of traffic. If shadow prices are used, then the study would show what is the optimal mix of labour and equipment to be used in the construction of a specified quality of road.

D. Some Preliminary Considerations and Problem

10. Having determined the optimal quality of construction and the blend of labour/equipment to achieve that quality, there would be some difficulty in drawing up contract specifications in a conventional way; these specifications normally indicate only the end product and its quality requirements and not the method of working (namely, the blend of labour and equipment).
12. Another problem that arises is when shadow prices for labour and equipment are used to calculate costs of construction. There is always the danger that the cost of labour and equipment prices may have to be determined. Secondly, if the use of shadow prices indicates a difference of factors than that indicated by use of market prices (which it should), then we face a problem. Economic evaluation of contract bids would be done on the basis of shadow prices, whereas the bids of contractors would reflect market prices. If the use of shadow prices is to yield operationally meaningful results, then the contractors will have to be given some sort of weighting on basis of preference to make them use a factor mix other than weighted by market prices. (An alternative to a subsidy for labour would be a tax on equipment usage). Both these solutions may be politically difficult. The contractors will also have to know the shadow prices (or equipment taxes) that are being used for evaluation to help them decide the appropriate factor mix.

5. Mechanisms and Conclusions

13. The ILO study will not provide a satisfactory solution to the labor-equipment trade-off, and hence a separate study in a labour surplus country will be required. In view of the apparent willingness of the Indian Government to cooperate (this should be confirmed formally), the study could be conducted in India.

14. To discuss with the Economics Department the interrelationship between the two studies, and agree a detailed specification for the labor versus equipment study, including the role of the real supplies, the specifications for different quality standards, and the technical design of each real in the sample. A preliminary estimate of the costs of the study should then be made for inclusion in either their or our budget for the next fiscal year.

15. Some consideration should be given to the problem mentioned with respect to quality specifications and the use of shadow prices (10 and 11 above) before the study moves to the operational stage.

16. A first step towards the study should be a detailed survey and bibliography of the literature on the subject of labor-equipment substitution in road construction. Since the ILO has already done a considerable amount of work on labor-equipment substitution in earth-moving operations, perhaps they should be asked to undertake the survey of the literature. Such a survey is necessary to avoid duplication in data collection.

17. Some investigation should also be made of current Bank-financed road construction in terms of labour and equipment use and their respective economic and financial costs. Such an analysis would be helpful in forming preliminary plans on the labor-equipment trade-off, and provide useful data on the problem.

Sincerely,

[Signature]

cc: [List of names]
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Sincerely,

David A. Morse,
Director-General.

Mr. R.S. McNamara,
President,
International Bank for
Reconstruction and Development,
1818 H Street, N.W.,
WASHINGTON, D.C. 20433.
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<td>To: Mr. John King</td>
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Withdrawn by Chandra Kumar | Date Nov 15, 2013
Sir,

I have the honour to inform you that the Governing Body of the International Labour Office, at its 177th Session (Geneva, November 1969), took note of the report of the Technical Meeting on Training of Teaching Staff for Industrial Training Schemes held in Turin from 14 to 25 April 1969 and authorised me to communicate the report to the international organisations concerned.

I accordingly have pleasure in enclosing a copy of the report.

I have the honour to be, 
Sir,
Your obedient Servant,
For the Director-General:

Abbas Ammar,
Deputy Director-General
For your information. I do not know whether you are interested. We have already written to tell them it will be impossible for anyone to attend the ILO Conference June 3 - 25.
ORG 13-01 (1970)

PROGRAMME OF MEETINGS 1970-No.1

With the compliments of the
Director-General

MAIL ADDRESSED TO THE PRESIDENT
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<td>Committee on Work on Plantations (Sixth Session)</td>
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<td>November-December (10 days)</td>
<td>Meeting of Experts on Control of Atmospheric Pollution in the Working Environment</td>
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<td>10 days¹</td>
<td>Meeting of Experts on Personnel Management</td>
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¹ In 1970 or 1971.
March 20, 1970

Mr. N.N. Franklin
Economic Adviser
International Labour Office
Geneva, Switzerland

Dear Mr. Franklin:

Please find attached your Terms of Reference as signed by the Director of our Department, Mr. Goodman. After consulting with Mr. Hawkins, I have decided to slightly expand on the original draft prepared by yourself, in the belief that it will be useful, in your particular case which is meant to serve as an "experiment", to try out several aspects of the manpower and employment problem, to the extent that they can reasonably be attempted. Another consideration has been that the time available in the field is comparatively ample. In the latter respect, I propose to leave the question open for the moment as to whether or not you would wish to stay in the Philippines till the end of the economic mission, which means, approximately up to May 5. Mr. Hawkins, who kindly offered to carry this letter to Geneva, will be glad to clarify any further points which you might like to raise.

Instructions have been cabled today by our Travel Office to their agent in Geneva, Transcontinental Travel, to issue your ticket as well as Travellers Cheques to cover your expenses during the mission.

As you may already know, I am planning to arrive in Geneva on March 31 at 12:50 p.m. SR 723 and if possible would like to see you in the afternoon of the same day. If needed, we can also use the morning of the following day for additional briefing. I am planning to leave Geneva for Bangkok on April 1 at 12:20 p.m.

I look forward to meeting you and hope that the mission to the Philippines will be a fruitful one, both by itself and for the future cooperation between our institutions.

Yours sincerely,

Rudolf Hablutzsel
East Asia and Pacific Department

Attachment

cc: Mr. Hawkins
    Mr. McMillan
    Mr. Kamarch

Rhablutzsel: EPA
March 19, 1970

Mr. N.M. Franklin (ILO)

Raymond J. Goodman

Philippine Economic Mission - Terms of Reference for Manpower and Employment

You will, in secondment from ILO, join the Bank's economic mission, headed by Mr. Rudolf Hablutzal, which will arrive in the Philippines on or about April 3, 1970 and will stay in the field for a period of up to five weeks. You will be concerned with problems and policies regarding manpower and employment in the Philippines; in the field, you will collect and review available information and studies relevant to these fields, with the view to preparing an analysis of the present and prospective employment problems in the Philippines.

You will consider, in particular:

- the structure and skill characteristics of the present unemployed labor force;
- historic employment creating effects of manufacturing and construction industries in the Philippines; and
- manpower and employment implications of the new Five-Year Development Program.

You will be responsible to the chief of mission; while in the field, you will also consult with the UNDP resident representative and the ILO regional office on matters pertaining to manpower and employment problems. At the conclusion of your visit to the Philippines, you will proceed to Washington and prepare a report of your findings for incorporation in the mission's economic report.

cc: Messrs. Kamarck Hawkins McGinnid

Hablutzal; epa
Dear Jack,

Paul and I have read your paper and we are quite pleased with the illustrations that you have used. At the same time, we wondered whether we could convince you to make certain modifications which would in effect highlight an analytical structure and put the emphasis on a few points rather than leaving the kind of generalised picture which now develops from the document.

Actually, I think that the changes which I suggest in this letter will also bring the paper closer to the outline which you proposed to us and are in line with our conversations.

As a general observation, we find that there is relatively little in the paper on manpower issues. Thus, on p. 3 where you speak of criteria and constraints, it would be preferable if you went on from that point to concentrate more particularly on questions of human beings and the problems associated with their work on modern technology.

Of course, this follows throughout the paper where you discuss technical issues and other problem areas but seldom touch on manpower questions. Perhaps you will recall that during your visit here we discussed the Volkswagen emphasis on key personnel and I mentioned that that represented the kind of question with which the round table would be most concerned.

It seems also that the amount of detail which you provide on technical issues (for example on page 6 you speak of a motor with 220 h.p. to last 400,000 miles) is more than necessary in a paper aimed at manpower questions. Such technical points could most appropriately be limited solely to what is essential in order that the reader may understand manpower problems.
The contrast between experience in Japan and India is very useful and I think it will be particularly valuable since Gustav Ranis will be discussing the applicability of Japanese experience in using modern technology. In touching on this question, could you go somewhat deeper into such human factors as differences in education, etc.?

Also with respect to the Indian problem, do you see that as particularly one of the labour force or more a management deficiency? Perhaps you can spell out some of the cases and suggest analytical techniques.

These are some general comments. It would not seem appropriate to make specific page by page observations since they would undoubtedly be superfluous when you develop your paper around a more explicit analytical framework.

I might also refer to the outline which you sent us dated 3 December 1969. It seemed from that, that you would be discussing certain criteria and constraints in Part I and then giving detail on individual cases in Part II. That seems to be a logical arrangement which will permit you to discuss each case separately, highlighting the management and manpower questions as illustrations of the points of Part I. (Incidentally, the five case studies you list in that outline would probably be adequate and going beyond five might prove confusing to the reader.) This procedure will lead to a tighter structure than your present technique of referring to different cases throughout the entire paper.

Finally, the points which you mention in Part III do relate to manpower questions and therefore we would like to see them clarified in the final section of your manuscript.

I know that these comments call for quite a bit of work on the paper, but Paul and I feel that such modifications are necessary in order that the topic may be best covered. I hope that this letter may be forwarded to you. During the trip, since you are so fully familiar with the different cases, perhaps you could find some time to reflect on the manpower lessons which can be drawn from your experience with the industrialisation process. That in turn will enable you to make the proposed changes with a minimum of delay.

All the best,

Yours sincerely,

Ralph H. Bergmann,
Chief of the Automation Unit,
Research and Planning Department.
Mr. R. H. Anderson

March 25, 1970

Subject: Instructing on behalf economic mission to New York

In accordance with our conversation, please find attached the draft letter of instructions for Mr. Franklin's participation in the mission to New York. Will you please note any changes you wish to suggest. In order to assist you in making the needed decisions on your trip to New York, I would like to attach a copy of the initial changing, including any changes, so that I can keep the III office informed.

I also attach a copy of the incoming letter to Mr. Anderson, since you may wish to take note of the information in the fourth paragraph. I will inform the III about the administrative arrangements concerning class of travel, etc.

Attachments

Res. Line/jrk
Dear Mr. Hoffman,

As you may know, we have just opened an Area Office in San José, Costa Rica. They are most anxious to have on hand copies of your restricted country reports for use by ILO officials in San José. Below I have listed the numbers of the latest reports according to our receipt, and I wonder if you could authorise sending one copy of each by airmail to:

ILO Area Office,
Apartado Postal 10170,
SAN JOSE.
(Costa Rica).

WH-170a  Economic development and prospects of Central America (8 vols)
WH-185a  Current economic position and prospects of Costa Rica
WH-178b  Current economic position and prospects of Guatemala
WH-193   Current economic position and prospects of Honduras (2 vols)
WH-179a  Current economic position and prospects of Nicaragua
WH-149a  Current economic position and prospects of Panama
WH-163a  Economic situation and prospects of El Salvador
T0-646a  Appraisal of an education project in El Salvador.
Dear Mr. Hotman,

As you may know, we have just opened an Area Office in Senegal. Ourank Rice. They are now seeking to expand on hand copies of your recent economy reports for use by ILO. I have decided to send one copy of each of your reports to the ILO Area Office to inform them of the ILO Area Office, Apartado Postal 1070, San Jose, Costa Rica.

- Economic Development and Prospects of Central America (6 volumes)
- Economic Development and Prospects of Central America (5 volumes)
- Economic Development and Prospects of Central America (4 volumes)
- Economic Development and Prospects of Central America (3 volumes)
- Economic Development and Prospects of Central America (2 volumes)
- Economic Development and Prospects of Central America (1 volume)
- Economic Development and Prospects of Central America (0 volume)
- Economic Development and Prospects of Central America
- Economic Development and Prospects of Central America
- Economic Development and Prospects of Central America

I hope this information is helpful.

Yours sincerely,
[Signature]
In addition, the ILO has just designated a country representative in Indonesia, Mr. N.M. Kaul, who has indicated that he considers the availability of your recent report on Current economic position and prospects of Indonesia, EAP-10a, to be most essential for his work. If this could be sent to him, in care of the UNDP Resident Representative, P.O. Box 2338, Djakarta, Indonesia, this would also be of great service.

Please feel free to bill us for any charges involved in supplying this material. Once again, very many thanks for your continued co-operation which is greatly appreciated.

Yours sincerely,
For the Director-General:

G.K. Thompson,
Chief of the Central Library and Documentation Branch, Research and Planning Department.
13 March 1970

Dear Bob,

In view of the discussions that we have had about our World Employment Programme and the employment aspects of development, I thought you might be interested in the Gabriel Silver Memorial Lecture that I delivered at Columbia University in October last.

With my warmest regards,

Sincerely,

David A. Morse,
Director-General.

Mr. R.S. McNamara,
President,
International Bank for Reconstruction and Development,
1818 H Street, N.W.,
WASHINGTON, D.C. 20433.
Dear Dick,

**TLO Governing Body Meeting March 3 - 6.**

I enclose the usual number of copies of a brief report on the above. I am afraid that the meeting was not of any particular interest to us.

There were items on the Agenda which would have interested us, but, due to the controversial nature of other items, the meeting never got to them. It is very difficult at these meetings to know when an item is coming up. The chairman is inclined to "jump" all over the agenda.

At the same time, it was quite useful to me to be in Geneva as I was able to talk and keep contact with people I knew from the other Agencies.

With best regards,

Yours sincerely,

G. C. Wismer

P.S. Attached is a copy Press Release which has just come in.

Mr. Richard H. Demuth; Director, Development Services Department, International Bank for Reconstruction and Development, Washington D.C.
Dear Dick,

The Governor Body Meeting March 10th

I enclose the usual number of copies of a draft report on the above. I am asking that the meeting will not be of any particular interest to us.

There were items on the Agenda which would have interested us about the conventional nature of access items and the meeting was not very difficult to face a meeting to know the proposition is defined as "jump" all over the ordinary.

At the same time, if we could meet to me to be in Geneva as I was able to talk and keep contact with people I knew from the above.

With best regards,

Yours sincerely,

[Signature]

P.S. Attached is a Wireless Release with the draft come in.

ReceivEd

Mr. Richard H. Development
Development Services Department
International Bank for
Reconstruction and Development
Washington D.C.
INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

OFFICE MEMORANDUM

TO: Files

FROM: G. C. Wishart

SUBJECT: International Labour Office Governing Body Meeting held on March 3 - 6, 1970.

DATE: 11 March 1970

1. I attended the 178th Session of the ILO Governing Body in Geneva from March 3 to 5. I was not able to wait for the last day of the session but understand that, even if I had been there, the subject matters discussed on that day were not of particular interest to the Bank. In fact, the whole meeting was rather disappointing, practically all the time being taken up with discussion of matters of no direct interest to us. The matters which were of interest to us, namely, the Capacity Study of the UN Development System, the Contribution of the ILO to the UN Second Development Decade, etc., had to be postponed since time ran out before these items could be reached.

2. Ambassador Gros Espiell of Uruguay was in the chair. At the opening of the session both the Workers' Group and the Employers' Group protested strongly that the Libyan member of the Workers' Group, Mr. Shita, was still in prison in Libya and had not been released in spite of strong representations which had been made by ILO. The Representative of the Libyan Government decided to reply to these protests. He did so by explaining that Mr. Shita was not in prison on account of his Trade Union activities. He then overdid his explanations by adding: "Mr. Shita is only in prison because he is a Member of Parliament!"

3. Nobel Peace Prize
   The Director General (Mr. Morse) made a report on the ceremony at Oslo when the Nobel Peace Prize was presented to ILO. Thereafter, the Director General and Mrs. Leon Jouhaux unveiled a commemorative display of the Nobel Peace Prize medals and citations presented to ILO and to the late Mr. Jouhaux.

4. Resignation of Director General
   The resignation of the Director General was taken as the first item of substantive business. At the Director General's special request, there was no discussion of this item and no speeches. The resignation was accepted, to take effect as from May 31.

cont....
5. Report on Regional Meeting in Latin America on the Role of Agricultural Organizations.
The discussion on this item was mainly confined to the Latin American Representatives on the Governing Body who all testified to the usefulness of the recent regional meeting. They urged that similar regional meetings on "agricultural organizations" should be held in the other regions. Summing up the debate, the Deputy Director General (Mr. C. W. Jenks) spoke in Spanish, a compliment to the region which was duly noted. He agreed that the experiment of having a regional conference on this subject had been well worth while and that similar conferences should be organized for the other regions.

6. Other Reports
Various reports were then considered, concerning such matters as the International Occupational Safety and Health Information Centre, the Code of Practice of Safety and Health in Building and Civil Engineering and a Code of Safety Regulations for Passenger and Service Lifts. These matters had all been already considered in appropriate Committees and the Governing Body had only to endorse the recommendations submitted to it.

7. Freedom of Association
More time was taken up by the consideration of reports from the Committee on Freedom Association. Practically the whole of one afternoon was spent in debating the proper terminology for describing the Portuguese territories in Africa. The governmental representatives of the communist countries insisted that these Portuguese territories should be described as "colonies" and reiterated that: "Where there is no freedom, there can be no infringement of freedom".

8. Allocations' Committee
Another subject which was the occasion of a long debate was the report of the Allocations' Committee. This Committee had been looking into the rates of contribution to the ILO Budget by the various member Countries but had not been able to reach any agreement. The points at issue were whether the proposed minimum rate was too high and also whether there should be a maximum rate of 25% of the total budget, the present maximum which is paid by the United States. The Representative of the U.S.S.R. stated categorically that his country did not intend to pay more in the future than the amount of its present contribution. The debate on this item ended without reaching any conclusion and the subject was referred back to the Allocations' Committee.

cont....
9. Structure of ILO

The discussion of this subject, based on a report from a Working Party, started on March 5 and I understand went on until a late hour on March 6. The main questions concerned the composition of the ILO Governing Body. The discussion centered round whether there should be nominated seats on the Governing Body at the disposal of certain of the major countries, as opposed to elective seats. It was argued by those opposing the nominated seats that no other international organization had such a system. (Nobody referred to the World Bank Group as an example of nominated Executive Directors.) The other aspect of this question was whether the government-owned industries in the communist countries should qualify for representation in the Employers' Group. I understand that no progress was made in reaching any agreed solution on these points and that further discussion was deferred until next November.

10. Turin Training Centre.

Following on discussions which the Director General had had with the UNDP, the UNDP had agreed to increase the unit cost for each of its fellowships at the Centre, thus increasing the UNDP total contribution. It was expected that in 1971 the Centre could count on about $4 million, i.e. $2 million from the UNDP, $1.5 million from the Italian Government, and $500,000 from other sources. The Director General accordingly proposed that the ILO should provide a cash subsidy of $700,000 and funds for Fellowships to the extent of $300,000, which would give the Centre a total of $5 million estimated as required.

The Government Representatives of the United States and Canada circulated a "proposed Decision" regarding this matter which, in effect, asked for an additional survey of the training needs and fresh consideration, in consultation with the UNDP, of the most appropriate means of financing the Centre. I understand that no final decision was taken and the item continues on the agenda.

Distribution to: Mr. Demuth 3
                  Mr. Consolo 1
                  Mr. Karass 1
                  Mr. Steuber 1
                  Mr. Rist/
                  Mr. Grenfell 1
Dear Mr. Kamarck,

Thank you for your letter of 27 February and enclosures.

The ILO is very grateful to you for arranging that the Bank will pay travel costs and expenses of ILO participants in missions according to Bank rules. There is a small administrative (or informational) problem here. It will probably be simplest to have the ILO buy Dawson's and my tickets in Geneva and then ask for a refund from the Bank, but we shall need to know what the Bank's rules are about class of travel.

Dawson will do his very best to be in Morocco by 13 April. He is rapporteur for an important item at the New York meeting. He is arranging with the Secretariat to put it on early in the proceedings, which start on 6 April and continue until the 15th. It is a pity that he will miss the first week of the mission, but his previous experience of Morocco and his knowledge of its employment problems make him the most suitable man we have available for this mission.

I attach draft terms of reference for Dawson and myself and look forward to hearing in due course from the Chiefs of the missions and to meeting Mr. Hablützel in Geneva on 30 March. That being Easter Monday and a holiday at the Office, he would perhaps like to make a note of my home telephone number (not in the Geneva phone book though on the Geneva exchange) which is 76.22.62. Anything he could tell me before he comes about how long he would like me to remain in the Philippines and in Washington afterwards for the writing of the report, would be a help in making my arrangements. Mr. Dawson would be equally grateful for similar information.
We look forward to taking part in the missions, and also to Mr. Hawkins' forthcoming visit.

I hope you had good skiing.

Yours sincerely,

N.N. Franklin,
Economic Adviser.
Dear Mr. Riley,

Mr. Ettori, a member of the World Bank Mission to Tanzania, suggested that we write to you for copies of World Bank Reports and joint reports of the World Bank and other U.N. agencies covering countries serviced from this office.

These countries are:
Somalia, Kenya, Uganda, Tanzania, Mauritius, and Madagascar.

We also feel sure that our Regional Office, P. O. Box 2788, Addis Ababa which serves all Africa would be interested in reports on all countries in Africa. We would also both appreciate being on your general mailing list, so that we can work more closely together.

Yours sincerely,

David T. Luscombe.
Director.

Mr. Vincent Riley,
World Bank,
1818 H. Street,
WASHINGTON. D.C. (N.W.).

(U.S.A.). cc. Regional Office, ADDIS ABABA.
cc. FD/AFRICA, GENEVA.
MARCH 1970

To:

Mr. Riley

Dear Mr. Riley,

Ms. Hobson, a member of the World Bank Mission to Dar es Salaam, has requested that we write to you for copies of Transnet's recent report and joint report of the World Bank and UNWPRO committee of the World Bank and the office.

The committee's reports:

Somalia, Kenya, Uganda, Transnet, Mauritius, and Madagascar.

We also feel sure that our Regional Office, P.O. Box 2788, Addis Ababa, would be interested in reports on all committee work. We would also like to express our concern on your General Meeting. We felt so tight that we can work more closely together.

Yours sincerely,

David T. Innes

Director

International Labour Organization
Area Office for Eastern and Southern Africa
Dar es Salaam, Tanzania

Mr. Vincent Riley

World Bank

18th & Street

Washington, D.C. (U.S.A.)

RECEIVED

1970MAR17 AM11:30
Dear Mr. Ammar:

Thank you for conveying to me the Director-General's invitation to the Bank, to send a representative to attend an informal meeting to be held by Mr. Dudley Seers at the ILO in Geneva on March 24 and 25.

I am proposing to send Mr. Dragoslav Avramovic, Chief Economist of our South America Department, who is presently leading the Bank's economic mission in Colombia, and who has been consulting with Professor Seers; and also Mr. Edward Hawkins from our Economics Department which has a general concern with questions of employment policy.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Abbas Ammar
Deputy Director-General
International Labour Office
CH 1211
Geneva 22, Switzerland

cc: Messrs. Kamarck
Avramovic
Hawkins
Demuth

R: Fostieb
March 4, 1970
5 March, 1970

Mr. Andrew M. Kamarck
Director, Economics Department
Intl. Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Mr. Kamarck:

In furtherance of my letter of 26 February, 1970, I am attaching the paper relating to China. Also attached are copies of the studies on the Manpower situation in Basutoland and Remuneration in Afghanistan Industry.

I remain

Sincerely,

George L-P Weaver
Special Assistant to the Director-General

GLPW/jm
Enc.
March 5, 1970

Mr. George L-P Weaver
Special Assistant to the
Director-General
International Labor Office
666 Eleventh Street, N.W.
Washington, D.C. 20001

Dear Mr. Weaver:

Thank you for your letter of February 26, 1970.


We do not maintain waiting lists for distribution of the papers in progress. Would you kindly re-order those studies of interest to you which are currently listed in the Annexes when they appear in the body of the Catalog.

Sincerely yours,

E. K. Hawkins
Chief, Population Studies Division
Economics Department
Monsieur le Secrétaire général,

Je vous remets ci-joint, pour votre information, copie d'un mémorandum que l'"CONFÉDÉRATION MONDIAL DU TRAVAIL" a présenté à la "Commission des Nations Unies pour le Commerce et le Développement", mémorandum où sont expliqués les principaux points de vue de notre organisation par rapport à la "Deuxième Décennie du Développement".

En vous souhaitant bonne réception de la présente, je vous prie d'agréer, Monsieur le Secrétaire général, l'expression de ma considération la plus distinguée.

Jean Brück,
Secrétaire général.
Ref: IIC 54-115

March 4, 1970

Dear Mr. Jenks:

On behalf of Mr. McNamara, I wish to acknowledge receipt of your letter of February 28, 1970, and to thank you for having invited the Bank to the 54th Session of the International Labour Conference.

Because of the pressure of previous commitments during the period of the Conference, it is with regret that I have to inform you that the Bank will not be able to send a representative to the Conference.

Sincerely yours,

Federico Consolo
Special Representative for United Nations Organizations

Mr. C.W. Jenks
Principal Deputy Director-General
International Labour Office
CH-1211 Geneva 22
Switzerland

Central Files with incoming correspondence

RECEIVED
COMMUNICATIONS SECTION

1970 MAR-5 PM 2:12

RECEIVED

...
3 March, 1970

Mr. Richard H. Demuth
Director
Development Services Department
Int'l. Bank For Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Dick:

In furtherance of our telephone conversation regarding the Training in Hotel and Tourist Industry project in Indonesia, the information on hand from our Regional Office indicates that the Government of Indonesia has made an application to the UNDP for assistance in the preparation of a Master Plan for the development of tourism in Bali with related feasibility studies. They were informed that the IBRD, to which applications to finance subsequent capital projects may be made, is likely to act as the executing agency.

As you know, the training of hotel and catering personnel is an indispensable element in the development of the tourist industry, and this is a field in which the ILO is interested and has competency. It is our thinking that if an ILO expert post can be provided for under this proposed project, we could make a real contribution to the preparation of the above-mentioned Master Plan and eventually to the promotion of tourist industry of Indonesia.

Our people in Geneva believe that it is preferable to approach the Bank directly, rather than take up the matter with UNDP/HQ. However, we would prefer at this time to
handle this matter on an informal basis, before writing officially. I would, therefore, appreciate your opinion on the possibilities of our collaboration in this project.

With best wishes, I remain

Sincerely yours,

George L-P Weaver
Special Assistant to the Director-General
Dear Mr. Hoffman,

Many thanks indeed for your letter dated 16 February and the copy of a paper entitled A Proposed Approach to Pre-investment Study Programs for Developing Countries.

I had a first glance at it and have found it most useful as a guide to the staff who will be participating in the forthcoming Bank missions. I have made arrangements so that it be studied by those of my colleagues to whose work it directly relates.

Should we have observations to make, I shall not fail to write you again.

I have noted that this document, though not restricted should be treated as an internal Bank Paper.

Sincerely yours,

Francis Blanchard,
Deputy Director-General.
RECEIVED
Sir,

I have the honour to inform you that the 54th Session of the International Labour Conference will open at the Palais des Nations, Geneva, on Wednesday, 3 June 1970, at 10 a.m., and to convey to your organisation a cordial invitation to be represented at this session, which is expected to continue until about 25 June.

The agenda of the Conference, as fixed by the Governing Body at its 173rd and 175th Sessions (Geneva, November 1968 and May 1969) and by the International Labour Conference at its 53rd Session (Geneva, June 1969), is as follows:

I. Report of the Director-General.

II. Programme and budget proposals and other financial questions.

III. Information and reports on the application of Conventions and Recommendations.

IV. Holidays with pay (second discussion).

V. Minimum wage-fixing machinery and related problems, with special reference to developing countries (second discussion).
VI. Special youth employment and training schemes for development purposes (second discussion).

VII. Trade union rights and their relation to civil liberties.

VIII. Protection and facilities afforded to workers' representatives in the undertaking.

Additional information relating to the session will be found in the Memorandum enclosed herewith.

Copies of the reports prepared by the Office for submission to the Conference are being sent to you as they become available.

Should your organisation be able to accept this invitation, it would be appreciated if you would communicate to me, at your earliest convenience, the names and addresses of the representatives who will attend this session of the Conference.

I have the honour to be,

Sir,

Your obedient Servant,

For the Director-General:

[Signature]

C.W. Jenks,
Principal Deputy Director-General.
INTERNATIONAL LABOUR ORGANISATION

Memorandum on the 54th Session of the International Labour Conference 1970

GENEVA 1969
Memorandum on the 54th Session of the
International Labour Conference
(1970)

A. DATE, PLACE AND AGENDA OF THE CONFERENCE

At its 173rd Session (November 1968) the Governing Body of the International Labour Office decided that the 54th Session of the International Labour Conference should be held in Geneva and should open on Wednesday, 3 June 1970.

The agenda of the session, as determined by the Governing Body at its 173rd and 175th Sessions (November 1968 and May 1969) and by the International Labour Conference at its 53rd Session (Geneva, June 1969), consists of the following items:

I. Report of the Director-General.
II. Programme and budget proposals and other financial questions.
III. Information and reports on the application of Conventions and Recommendations.
IV. Holidays with pay (second discussion).
V. Minimum wage fixing machinery and related problems, with special reference to developing countries (second discussion).
VI. Special youth employment and training schemes for development purposes (second discussion).
VII. Trade union rights and their relation to civil liberties.
VIII. Protection and facilities afforded to workers' representatives in the undertaking.

It will be recalled that at its 53rd Session the Conference, having carried out a general review of the five reports of the Working Party on the Programme and Structure of the ILO submitted to it by the Governing Body, referred back three specific questions of structure to the Governing Body with the request that it should examine them further and submit proposals to the 54th Session, when they would be examined by a separate committee. The three questions are: (1) the
composition of the Governing Body, including the relationship between elective and non-elective seats and the relationship between the Employers' group and socialised management not represented as such therein; (2) whether the Conference should play some part in confirming the appointment of the Director-General; (3) the composition of meetings of experts and advisory panels established by the Governing Body. It is therefore to be expected that, besides the committees which the Conference will set up at its 54th Session to consider the agenda items mentioned earlier, a separate committee will also be constituted to examine these three specific issues.

In addition, the Conference will have before it a special report on the application of the Declaration concerning the policy of apartheid of the Republic of South Africa adopted by the Conference at its 48th (1964) Session, submitted by the Director-General in pursuance of the request contained in paragraph 6 of the operative part of the Declaration.

B. INFORMATION ON ITEMS ON THE AGENDA

I. Report of the Director-General.

In accordance with the Standing Orders of the Conference a Report by the Director-General of the ILO will be submitted to the Conference.

Part 1 of the Director-General's Report will be devoted to ILO action in the field of minimum living standards. The Report will examine the means by which progress can be made towards the establishment of minimum living standards for all, and will attempt to define the role that can be played by the ILO, acting in concert with other organisations, in working towards this goal. The World Employment Programme, which was the theme of the Director-General's Report to the 53rd Session of the Conference, is designed to contribute to this goal to a significant extent. But the Report submitted to the 54th Session will concentrate on fields of ILO concern other than employment through which the living standards of the poorest sections of the population can be raised. Thus, it will deal with minimum incomes, social security, working and living conditions, occupational safety and health as factors which affect minimum living standards. While stressing the close relationship between economic growth and minimum living standards, the Report will attempt to indicate some promising lines of action whereby, even at the lowest levels of development, the living standards of the very poor can be improved, and will suggest how the ILO can support and stimulate national action for their improvement.
Part 2 of the Report will contain an account of the ILO’s activities in 1969.

It may be assumed that the discussion of the Director-General’s Report will begin, as it has done at recent sessions of the Conference, on the first Friday of the session. In order to ensure the smooth working of the Conference it is most desirable that a number of speakers should be prepared to speak on that day, i.e. Friday, 5 June 1970. Governments may therefore wish to draw the attention of delegates to this point.

Furthermore, it is worth recalling, in connection with the discussion of the Director-General’s Report, that the Working Party of the Governing Body of the International Labour Office on the Programme and Structure of the ILO formulated a number of principles, in respect of which it expressed the wish that attention should be drawn to them in this memorandum. These principles, which are set forth in paragraphs 54 to 58 of the Fourth Report of the Working Party, are as follows:

54. Freedom of speech is the life-blood of the International Labour Organisation. The Declaration of Philadelphia proclaims the principle that “freedom of expression and of association are essential to sustained progress”; it thereby treats freedom of speech as the corollary of freedom of association in the context of the fundamental principles on which the International Labour Organisation is based. There is no immunity from criticism for anyone—a government, an employer or a worker—in the ILO.

55. Freedom of speech includes freedom to reply; he who criticises must expect those criticised to defend their views and conduct and must be prepared to accept similar criticism of his own views and conduct.

56. The fundamental purposes of the ILO, as defined in the Constitution and the Declaration of Philadelphia, embrace so wide a range, including social justice as a contribution to lasting peace and the right, of all human beings, irrespective of race, creed or sex, to pursue both their material well-being and their spiritual development in conditions of freedom and dignity, of economic security and equal opportunity, that the limits of debate in the International Labour Conference can never be narrowly circumscribed. The ILO has a continuing responsibility to focus attention on these objectives and criteria of policy irrespective of political considerations.

57. There is nevertheless an essential distinction to be made between the purpose and proper scope of such debate in the International Labour Conference and the discussion of political matters in such organs of the United Nations as the Security Council and the General Assembly, which are entrusted by the Charter with responsibility for political decisions in the United Nations system.

58. In periods of acute political tension the ILO has a twofold responsibility—to uphold the values of human freedom and dignity enshrined in its Constitution, and to circumscribe rather than extend the area of international tension by ensuring the fullest possible degree of continued co-operation in pursuit of the objectives of the ILO. Every delegate to the International Labour Conference therefore has an obligation to the Conference to keep these considerations constantly in mind, and the President has an obligation to ensure that the Conference does not lose sight of them.
II. Programme and Budget Proposals and Other Financial Questions.

The Programme and Budget adopted by the Conference at its 53rd Session covers a two-year period (1970-71). The next draft biennial programme and budget will be submitted to the Conference at its 56th (1971) Session. At its 54th Session the Conference will thus not have biennial programme and budget proposals before it. The title of item II on the agenda as approved by the Governing Body at its 175th Session (May 1969) is, however, the same in years when biennial programme and budget proposals are before the Conference and in the alternate years when there are no such proposals. Under this agenda item the Conference will be called upon at its 54th Session to consider such matters relating to programme and budgetary questions and to other financial and administrative questions as the Governing Body may decide. In particular, it is expected that the Conference will be called upon, in accordance with the provisions of article 20 (3) (a) of the Financial Regulations, to provide for an additional assessment in 1971 equivalent to the amount which will actually have been withdrawn from the Working Capital Fund in 1969.

III. Information and Reports on the Application of Conventions and Recommendations.

Article 23 of the Constitution provides that the Director-General shall lay before the Conference a summary of the information and reports communicated to him by governments, in pursuance of articles 19 and 22 of the Constitution, on the measures taken to bring the Conventions and Recommendations adopted by the Conference before the competent national authorities and to give effect to the Conventions which they have ratified, and on the position in their respective countries with regard to the subject-matter of Conventions which they have not ratified and of Recommendations. Articles 22 and 35 provide that governments which have ratified Conventions shall supply the Director-General of the ILO with information and reports concerning the application of such Conventions in non-metropolitan territories.

The Conference at its 54th Session will have to consider the information and reports supplied by governments in pursuance of the above-mentioned articles of the Constitution, together with the report of the Committee of Experts on the Application of Conventions and Recommendations. This year the reports submitted in pursuance of article 19 of the Constitution on certain unratified Conventions and certain Recommendations will deal with the Protection of Workers’ Health Recommendation, 1953 (No. 97), the Welfare Facilities Recommendation,
IV. Holidays with Pay (second discussion).

The first discussion of this subject took place at the 53rd Session. By a resolution adopted on 24 June 1969 the Conference, having adopted the report of the committee appointed to consider this item and having approved as general conclusions, with a view to the consultation of governments, proposals for a Convention concerning holidays with pay revising the Holidays with Pay Convention, 1936, decided to place this item on the agenda of its next ordinary session for a second discussion, with a view to the adoption of a Convention.

Pursuant to this decision, and in accordance with article 39, paragraph 6, of the Standing Orders of the Conference, the Office has communicated to governments the text of a proposed Convention, asking for their observations or amendments, if any (ILO: Holidays with Pay, Report IV (1), International Labour Conference, 54th Session, Geneva, 1970 (Geneva, 1969)). In the light of the replies received, a final report will be prepared containing the proposed Convention including any amendments, as a basis for discussion at the 54th Session.

V. Minimum Wage Fixing Machinery and Related Problems, with Special Reference to Developing Countries (second discussion).

The first discussion of this subject also took place at the 53rd Session of the Conference. By a resolution adopted on 24 June 1969 the Conference, having adopted the report of the committee appointed to consider this item and having approved as general conclusions, with a view to the consultation of governments, proposals for a Convention and a Recommendation concerning minimum wage fixing and related problems, decided to place this item on the agenda of its next ordinary session for a second discussion, with a view to the adoption of a Convention and a Recommendation.

Pursuant to this decision, and in accordance with article 39, paragraph 6, of the Standing Orders of the Conference, the Office has communicated to governments the text of a proposed Convention, supplemented by a proposed Recommendation, asking for their observations or amendments, if any (ILO: Minimum Wage Fixing Machinery and Related Problems, with Special Reference to Developing Countries, Report V (1), International Labour Conference, 54th Session, Geneva, 1970 (Geneva, 1969)). In the light of the replies received, a final report will be prepared
containing the proposed Convention and Recommendation, including any amendments, as a basis for discussion at the 54th Session.

VI. Special Youth Employment and Training Schemes for Development Purposes (second discussion).

The first discussion of this subject took place at the 53rd Session. By a resolution adopted on 23 June 1969 the Conference, having adopted the report of the committee appointed to consider this item and having approved as general conclusions, with a view to the consultation of governments, proposals for a Recommendation concerning special youth employment and training schemes for development purposes, decided to place this item on the agenda of its next ordinary session for a second discussion, with a view to the adoption of a Recommendation.

Pursuant to this decision, and in accordance with article 39, paragraph 6, of the Standing Orders of the Conference, the Office has communicated to governments the text of a proposed Recommendation asking for their observations or amendments, if any (ILO: Special Youth Employment and Training Schemes for Development Purposes, Report VI (1), International Labour Conference, 54th Session, Geneva, 1970 (Geneva, 1969)). In the light of the replies received, a final report will be prepared containing the proposed Recommendation, including any amendments, as a basis for discussion at the 54th Session.

VII. Trade Union Rights and Their Relation to Civil Liberties.

Trade union freedoms are only a particular aspect of the general principle of freedom of association, which is one of a number of fundamental human rights. The instruments relating to trade union freedoms, and more particularly the Conventions (the Freedom of Association and Protection of the Right to Organise Convention, 1948, (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949, (No. 98)) adopted up to now, however, deal only with the rights of association of workers and employers, which they seek to guarantee. These rights consist essentially of the freedom to form or join associations for the protection of their interests and to develop the activities of those associations without interference from the public authorities. Ensuring the observance of these principles is the constant concern of several ILO bodies such as the Committee of Experts on the Application of Conventions and Recommendations, the Committee on the Application of Conventions and Recommendations set up each year by the Conference, the Governing Body Committee on Freedom of Association, and the Fact-Finding and Conciliation Commission on Freedom of Association. This question has also been the subject of inquiries or special studies.
On several occasions, these ILO bodies, as well as the Conference, ILO regional conferences and Industrial Committees, have adopted resolutions expressing their concern and even anxiety at the recurrence of infringements of trade union freedoms. In this regard, it has been felt that nowadays “restriction on trade union freedoms are more frequently encountered in cases where civil liberties in the general sense are also curtailed, e.g. the right of association in general, the right of assembly, freedom of thought and expression, freedom from arbitrary arrest, imprisonment or exile, or the right to a fair, public trial before an independent and impartial court, with a presumption of innocence until guilt is proved” (ILO: The ILO and Human Rights, Report of the Director-General (Part 1), International Labour Conference, 52nd Session, Geneva, 1968 (Geneva, 1968), p. 36).

In view of the experience acquired in the matter of application of existing standards and the unanimity reached on the necessity of strengthening ILO action in this field, the Governing Body decided at its 173rd Session (November 1968) to place the question of trade union rights and their relation to civil liberties on the agenda of the 54th Session of the Conference. The Conference will accordingly be called upon to explore the ways and means by which the ILO could further the recognition and protection of those civil liberties which are essential to the effective exercise of trade union rights and to consider the various problems involved, without prejudging whether the ILO’s action might consist in the adoption of a resolution, of standards contained in a Convention or a Recommendation, or a Convention supplemented by a Recommendation, or whether it might be developed through appropriate co-operation with the United Nations. The Office will prepare a report on this question and in due course communicate it to governments, as a basis for discussion at the 54th Session.

VIII. Protection and Facilities Afforded to Workers’ Representatives in the Undertaking.

In a resolution concerning freedom of association and the protection of the right to organise, including the protection of representatives of trade unions at all levels, adopted at its 45th (1961) Session, the Conference recommended that consideration be given to the possibility of including this question in the agenda of a future session. The Governing Body accordingly convened a Technical Meeting on the Rights of Trade Union Representatives and Participation of Workers in Decisions within Undertakings (Geneva, 20-29 November 1967) to consider, inter alia, a comparative study prepared by the Office of the degree of protection enjoyed by trade union representatives at the enterprise level and of the facilities
placed at their disposal for performing their tasks. The Technical Meeting took the view that a consideration of this question could not be confined to trade union representatives but, in view of the situation in a great number of countries, had to include workers' representatives in general, on the understanding that this term covered both trade union representatives and other types of workers' representatives, depending on the system obtaining in the various countries.

At its 173rd Session (November 1968) the Governing Body, endorsing this view, decided to place the question of protection and facilities afforded to workers' representatives in the undertaking on the agenda of the 54th Session of the Conference. This item will be dealt with under the double-discussion procedure provided for in article 39 of the Standing Orders of the Conference. In accordance with the provisions thereof, the Office has prepared a preliminary report (ILO: Protection and Facilities Afforded to Workers' Representatives in the Undertaking, Report VIII, (1), International Labour Conference, 54th Session, Geneva, 1970 (Geneva, 1969)), which has been sent to governments with a view to the first discussion at the Conference. The report sets out the law and practice in a number of countries and, rather than giving an exhaustive description, seeks to explain and describe by way of illustration the main lines of action taken as regards protection and facilities afforded to workers' representatives in the undertaking, as well as some of the problems involved. It concludes with a questionnaire to which governments are asked to reply, stating their reasons. On receipt of these replies the Office will prepare a second report summarising them and suggesting the main points which the Conference may wish to consider.

The two reports will serve as a basis for discussion at the 54th Session.

C. RESOLUTIONS

According to the provisions of article 17, paragraph 1 (1), of the Standing Orders, as amended by the Conference at its 43rd (1959) and 47th (1963) Sessions—

No resolution relating to a matter not included in an item on the agenda of the Conference shall be moved at any sitting of the Conference unless a copy of the resolution has been deposited with the Director-General of the International Labour Office at least 15 days before the opening of the session of the Conference, by a delegate to the Conference.

As the Governing Body has decided that the Conference should open on 3 June 1970, the last date for the deposit of such resolutions will be 19 May 1970.
D. COMMUNICATION OF DOCUMENTS PREPARED FOR THE CONFERENCE

Every effort will be made to ensure that the documents submitted to the Conference are communicated to member States well in advance of the opening of the session.

It will be appreciated that the smooth working of the Conference depends on the delegates having the opportunity to study beforehand the documents prepared by the International Labour Office on which the discussions are based. The attention of governments is therefore drawn to the importance of ensuring that the reports sent to them on the various items on the agenda are in the hands of delegates well in advance of the session.

E. COMPOSITION OF DELEGATIONS

Article 3, paragraph 1, of the Constitution of the Organisation provides that each delegation to a session of the International Labour Conference shall be composed of four delegates, namely two Government delegates, one delegate representing the employers and one delegate representing the workers.

In accordance with the provisions of article 3, paragraph 2, of the Constitution, each delegate may be accompanied by not more than two advisers for each separate item placed on the agenda. Each of the last five items mentioned in section A of this memorandum will be a separate item on the agenda of the session. Moreover, as at all previous sessions since 1945, the item “Information and reports on the application of Conventions and Recommendations” will be considered as a separate item within the meaning of the above-mentioned paragraph 2 of article 3, that is to say with a view to the appointment of advisers. Furthermore, as has been recalled earlier under section A, a separate committee will be set up to examine questions relating to the structure of the ILO. In these circumstances each Government, Employers’ and Workers’ delegate to the 54th Session may be accompanied by not more than fourteen advisers. To ensure an equal representation of employers and workers on the committees of the Conference it is desirable that, so far as possible, equal numbers of Employers’ and Workers’ advisers should be appointed in each delegation.

In view of the fact that the plenary sittings of the Conference often take place at the same time as the sittings of the committees, it is advisable for delegations to be so organised as to enable plenary sittings and sittings of committees to be held without interference with each
other’s work. Governments are therefore requested, when composing their delegations, to give consideration to the importance of making arrangements for representation at the plenary sittings when such sittings are held simultaneously with the sittings of committees.

Article 3, paragraph 5, of the Constitution provides that—

The Members undertake to nominate non-Government delegates and advisers chosen in agreement with the industrial organisations, if such organisations exist, which are most representative of employers or workpeople, as the case may be, in their respective countries.

In connection with this provision of article 3 of the Constitution, the Credentials Committee at the 46th (1962) Session of the Conference, having before it cases where several representative organisations existed in one and the same country, made the following statement in this regard:

This article requires: (a) that there shall be consultations; (b) that these consultations shall be entered into with the most representative organisations of employers and of workpeople, in the country in question, provided such organisations exist; and (c) that the delegates finally appointed should be chosen in agreement with the said organisations.

Certainly, agreement cannot always be reached. But genuine consultations undertaken in good faith are essential. In Advisory Opinion No. I of the Permanent Court of International Justice—which relates particularly to countries where there are several representative organisations— it is stated in particular with regard to the obligation laid down in paragraph 5 of article 3 of the Constitution, that—

The engagement... is not a mere moral obligation. It is a part of the Treaty and constitutes an obligation by which the Parties to the Treaty are bound to one another.

The obligation is that the persons nominated should have been chosen in agreement with the organisations most representative of employers or workpeople, as the case may be. There is no definition of the word “representative” in the Treaty. The most representative organisations for this purpose are, of course, those organisations which best represent the employers and the workers respectively. What these organisations are, is a question to be decided in the particular case, having regard to the circumstances in each particular country at the time when the choice falls to be made. Numbers are not the only test of the representative character of the organisations, but they are an important factor; other things being equal, the most numerous will be the most representative. The article throws upon the Government of the State the duty of deciding, on the data at its disposal, what organisations are, in point of fact, the most representative....

The only object of the intervention of industrial organisations, in connection with the selection of delegates and technical advisers, is to ensure, as far as possible, that the Governments should nominate persons whose opinions are in harmony with the opinions of employers and workers respectively. If, therefore, in a particular country there exist several industrial organisations representing the working classes, the Government must take all of them into consideration when it is proceeding to the nomination of the Workers’ delegate and his technical advisers. Only by acting
in this way can the Government succeed in choosing persons who, having regard to the particular circumstances, will be able to represent at the Conference the views of the working classes concerned....

The aim of each Government must, of course, be an agreement with all the most representative organisations of employers and workers, as the case may be; that, however, is only an ideal which is extremely difficult to attain....

What is required of the Governments is that they should do their best to effect an agreement, which, in the circumstances, may be regarded as the best for the purpose of ensuring the representation of the workers of the country.1

The Credentials Committee feels bound to appeal very strongly... to all the governments of the States Members of the Organisation to conform strictly to the Constitution when appointing non-government delegates to the International Labour Conference. Arbitrary choice of such delegates by the government from lists submitted by organisations of greatly varying sizes, without any effort at genuine consultation to reach an agreement with the most representative organisations, constitutes an abuse which, if it is not remedied, could lead the International Labour Conference into a situation which would be dangerous for the entire Organisation....

Governments will no doubt take the necessary steps to ensure that the delegations attending the Conference are appointed in accordance with the provisions of the Constitution, that they are complete and that they include the advisers necessary for dealing adequately with the technical questions on the agenda.

Women Delegates and Advisers

It will be noted that the items on the agenda of the 54th Session concern women as much as men. The attention of governments is therefore drawn to the fact that women are equally eligible with men for appointment as delegates or advisers to the Conference, irrespective of the nature of the items on the agenda, and that article 3, paragraph 2, of the Constitution of the Organisation provides that, when questions specially affecting women are on the agenda, one at least of the advisers should be a woman.

F. CREDENTIALS

The credentials of delegates to the Conference and their advisers should, in conformity with the provisions of article 26, paragraph 1, of the Standing Orders of the Conference, be deposited with the International Labour Office at least 15 days before the date fixed for the opening of the session of the Conference. As the Governing Body

1 Copies of Advisory Opinion No. 1 are available on request.
has decided that the Conference should open on 3 June 1970, the last
date for the deposit of credentials will be 19 May 1970.

For the convenience of governments, a suggested form for the
credentials of delegates is appended to the present memorandum.

G. ENTERTAINMENT DURING THE CONFERENCE

At its 147th Session (November 1960) the Governing Body approved
certain arrangements suggested by the Government group of the Governing
Body with the object of preventing the efficient working of the Conference from being hampered by the number of receptions offered
during a session. It is suggested in the first place that groups of not
less than three Members who so wish should consider offering receptions on a joint basis. Secondly, all governments who do not combine in
this way are requested to consider restricting themselves normally to
offering not more than one reception or similar function in every three
years. For this purpose member States have been divided on an alphabetical basis into three groups, whose initial letters fall within the ranges A-E, F-M and N-Z respectively of the list of Members in French alphabetical order, each of which, it is suggested, should normally consider offering receptions in different years.

The group of member States which, under this arrangement, might
wish to consider offering a reception during the 54th Session of the Conference is the N-Z group.

The Governing Body has emphasised that compliance with these
proposals in no way implies an obligation on any government to offer entertainment at any time. Conversely, governments remain entirely
free to judge when it is opportune to offer entertainment, and it is
recognised that governments may have express reasons for wishing to do so in a particular year, irrespective of the system of rotation. In particular, it is appreciated that new member States may wish to offer formal entertainment on the occasion of their first attendance at a session of the Conference.

H. ACCOMMODATION FOR DELEGATIONS IN GENEVA

In order to ensure that delegations to the Conference secure suitable accommodation in Geneva it is necessary for reservations to be made sufficiently in advance. The International Labour Office is not equipped to undertake these arrangements. It is therefore suggested that the diplomatic or consular representatives of member States in Berne or Geneva should make the necessary arrangements with the hotels in
Geneva in good time. Such arrangements may also be made in consultation with the “Office du tourisme de Genève” (3, place des Bergues, CH-1201 Geneva), which has expressed its willingness to assist the diplomatic and consular representatives of member States if they should experience any difficulty in reserving the accommodation required. Any government addressing itself directly to the “Office du tourisme de Genève” should specify the exact date of arrival of the delegation and the number of rooms to be reserved.
APPENDIX

SUGGESTED FORM FOR CREDENTIALS OF DELEGATES TO THE INTERNATIONAL LABOUR CONFERENCE

In accordance with article 3 of the Constitution of the International Labour Organisation,
I hereby appoint the following representatives of the Government of ............... 

and the following advisers to accompany these representatives, to attend the 54th Session of the International Labour Conference, convened by the Governing Body of the International Labour Office to assemble in Geneva on the 3rd day of June 1970:

M........................................, and
M........................................

to be Government delegates;

and M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................
M........................................, M........................................

M........................................

to be advisers to the Government delegates;

1 In order to facilitate the preparation by the Conference secretariat of the list of members of delegations, it is suggested that communications designating the members of national delegations should as far as possible indicate the order in which the names of the delegates and advisers should appear in the list, their functions in their own country, and which of the advisers are also substitute delegates.
and, in accordance with paragraph 3 of article 3 of the Constitution (where applicable),

M. ........................................
M. ........................................,

etc.

to be additional advisers to the Government delegates;

and I nominate, in agreement with the industrial organisations which are most representative of employers or workers, as the case may be,

in ..............................................................................................................

that is to say, in agreement with ...............................................................

M. ........................................

to be delegate representing the employers of ...............................................

and M........................................, M........................................,
M........................................, M........................................,
M........................................, M........................................,
M........................................, M........................................,
M........................................, M........................................,
M........................................, M........................................,
M........................................, M........................................,

M. ........................................

to be advisers to the Employers’ delegate;

and, in accordance with paragraph 3 of article 3 of the Constitution (where applicable),

M. ........................................
M. ........................................,

etc.

to be additional advisers to the Employers’ delegate;

and in agreement with ............................................................

M. ........................................

to be delegate representing the workers of ...............................................

and M........................................, M........................................,
M........................................, M........................................,
M........................................, M........................................,
M........................................, M........................................,
M........................................, M........................................,
to be advisers to the Workers' delegate;
and, in accordance with paragraph 3 of article 3 of the Constitution (where applicable),

etc.

to be additional advisers to the Workers' delegate.

(Signature in accordance with the usual practice in the country concerned as regards the nomination of plenipotentiaries or representatives at an official international conference.)
February 27, 1970

Mr. N.W. Franklin
Economic Adviser
International Labour Organization
Geneva, Switzerland

Dear Mr. Franklin:

I am enclosing a copy of two memoranda I wrote on my meetings with you. In reference to paragraph 1 of the January 31 memorandum, I believe it would be useful if you would send the draft terms of reference to me initially and I will pass them on to the chief of mission concerned who will then communicate directly with you.

On paragraph 2 of the January 31 memorandum, I have secured a ruling from our Administration Department that I.L.O. representatives on a Bank mission will be treated according to Bank rules, that is to say, the Bank will pay for the same class of travel, first class or economy, that applies to other members of the Bank mission and the Bank will also pay actual expenses the I.L.O. representative incurred during the course of the mission as it does for other Bank mission members.

I would like to thank you for the documents sent under cover of Mr. Weaver’s letter of February 17. In particular I would like to refer to the ILOGRAM enclosed from Mr. Velebit and to state that both Mr. Franklin and Mr. Dawson will be acceptable to the Bank as consultants for the missions to the Philippines and Morocco respectively. We are agreeable to the arrangements by which Mr. Dawson will attend the meeting in New York in order to present his report. We would hope, however, that he could arrange this in such a way as to be able to travel to Morocco at the latest by the end of the week ending April 11. He could then join the mission on Monday, April 13 which will be one week after the mission goes to the field. Will you please confirm that he will be able to fall in with these suggestions.

With all best wishes,

Sincerely yours,

A. M. Kamarck (signed)

Andrew M. Kamarck
Director
Economics Department

Enclosure

F.
/
Mr. E. K. Hawkins, Chief
Population Studies Division
Economics Department
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Mr. Hawkins:

Mr. Andrew Kamarck provided Mr. N. N. Franklin, the ILO Economic Advisor, a catalogue of the Bank's Economic Department studies dated September 1969. Mr. Franklin advises that the following seem to have a close bearing on work that is currently underway in the ILO, and we would be very grateful if copies could be sent to me:

- E. C. Report No. 157
- Economics Department, Working Papers Nos. 10, 16, 23, 43, 47.

Annex A to the catalogue lists a number of research projects in progress. I would appreciate receiving papers relating to the following projects if and when they become available:

- The Tunisian Tax Structure with Particular Reference to Agricultural Taxation (Sciolli)
- Consumer Spending Patterns and Income Elasticities of Demand (Datas-Panero)
- Optimum Location of Urban Overheads Investment - A Case Study of Pakistan (Ehatia)
- The Urbanisation Problem in Less Developed Countries (Westebbe)
- Output Employment Model - Jamaica (Carter)
- Relevance of Econometric Models for Projections and Policy Prescriptions (Shourie)
- Criteria for Determining Project Benefits (Masse)
- Re-evaluation of Education Project in Tunisia (Thias and Carnoy)
- Agricultural Sector Planning Models (Eggbert, Ablasser)
- Kenya Case Study in Educational Planning (Thias, Carnoy and Rado).

With thanks, I remain

Sincerely,

George L-P Weaver
Special Assistant to the Director-General

GLPW/Jm
Mr. Andrew M. Kamarck  
Director, Economics Department  
International Bank for Reconstruction and Development  
1818 H Street, N.W.  
Washington, D.C. 20433

Dear Mr. Kamarck:

Mr. Franklin has forwarded to me papers prepared for the World Bank missions to Pakistan and Turkey. I am hopeful that the papers relating to China will follow shortly.

I am advised that these papers have had to be put together rather hastily on the basis of information available in Geneva, since there was not time on this occasion to consult field officials as the Office intends to do in the future whenever time permits. You will note that they have tried to present some account of salient elements in the employment situation in the countries concerned, with appendices containing (1) bibliographies; (2) notes on statistical sources (except in the case of Pakistan, where we are sure that the Manpower Planning Mission on the spot can do better than Geneva can); and (3) notes on selected ILO technical cooperation activities.

My colleagues in Geneva would be glad to hear in due course whether the Bank finds this documentation useful, and whether you have any suggestions in which material could be produced that the Bank will find more useful for latter missions.

We assume that all Bank missions will be in touch with the UNDP resident representative in the countries concerned, and through them will be in touch with the Directors of ILO Area.

Established in 1919, the ILO is now a specialized agency of the United Nations, in which Government, Worker and Employer representatives of the world work toward peace through improved labor conditions and living standards.
Offices, and chiefs of ILO projects of interest to the Bank.

With best wishes, I remain,

Sincerely yours,

George L-P Weaver
Special Assistant to the Director-General

GLPW/jm
Enc.
cc: M. Hoffman
Date: Feb. 27, 1970

OFFICE OF THE PRESIDENT

Name: President has seen

1. Mr. McNamara for information
2. Mr. Demuth to handle
3. Mr. Bengoechea
4. Mr. Bain

Central Files

To Handle | Note and File
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Approve   | Note and Return
Approval  | Prepare Reply
Comment   | Per Our Conversation
Full Report| Recommendation
Information| Signature
Initial   | Send On

Remarks

L.E. Christoffersen
Dear Bob,

Thank you for your letter of 6 February telling me that your people dealing with the Middle East would welcome a discussion with Dr. Ammar concerning our pilot project in Jordan under the World Employment Programme.

Dr. Ammar is currently planning a trip to the area and will not be able to come to Washington in the near future. Also he thinks it would be best to have discussions with other agencies and the World Bank after the mission's terms of reference have been fixed. As soon as that is done he will resume contact with you.

Sincerely,

David A. Morse,
Director-General.

Mr. Robert S. McNamara,
President,
International Bank for
Reconstruction and Development,
WASHINGTON, D.C. 20433
Dear Mr. Benjenk,

I write to thank you for your letter of 9 February 1970 with which you kindly sent me a copy of the Bank's recent report on the Current Economic Position and Prospects of Jordan. This report will be very useful in the preparation of our employment project in Jordan, and I shall be in touch with you again when our plans for this survey have been more precisely defined.

Yours sincerely,

Abbas Ammar,
Deputy Director-General
Re: Note 13 - As requested, I have included a copy of the letter from Mr. Berjerf regarding the proposed project. The letter is attached to this email.

I am writing to confirm that the tender for the proposed project will be advertised soon. I will keep you informed of the progress of the tender.

I hope this information helps. Please let me know if you require any further details.

Yours sincerely,

Director-General

[Signature]
George L-P Weaver  
Special Assistant to the Director General

By Messenger

17 February, 1970

Mr. Andrew M. Kamarck  
Director  
Economics Department  
International Bank for  
Reconstruction and Development  
Washington, D.C.

Dear Mr. Kamarck:

As per our telephone conversation I am attaching copies of the CVs of Mr. Franklin and Mr. Dawson.

Also attached is a copy of the Ilogram that was referred to, as well as several questions raised in a second memorandum.

Sincerely,

George L-P Weaver  
Special Assistant to the Director-General

GLPW/jm  
Enc.

Established in 1919, the ILO is now a specialized agency of the United Nations, in which Government, Worker and Employer representatives of the world work toward peace through improved labor conditions and living standards.
1. I attach, as promised, Mr. Franklin's and Mr. Dawson's C.V.'s. We shall of course be glad of confirmation as soon as possible that these names are acceptable to the Bank, particularly in view of Mr. Dawson's commitment in New York explained in my recent ILOGRAM. We should also be grateful to know as soon as possible the exact dates of the missions to Morocco and the Philippines, and the dates of any pre-mission briefing sessions in Washington which the Bank might wish Mr. Dawson and Mr. Franklin to attend. Also we should be glad to know whether the Bank would wish Mr. Dawson and Mr. Franklin to spend the full duration of the missions in the countries concerned (apart from any unavoidable interruption occasioned by Mr. Dawson's New York commitment). We notice from the Bank list that not all missions are scheduled to be at full strength all the time.

2. I note that Bank missions are scheduled to go to Afghanistan and Lesotho in March. It will not be possible for the ILO to prepare any special documentation for these missions but Mr. Franklin will send you under separate cover shortly an offprint of a recent article on Remuneration in Afghan Industry from the Review and two technical co-operation reports on Lesotho (then Basutoland) that may be of interest to these missions.
ILOGRAM

FRANKLIN AVAILABLE FOR BANK MISSION PHILIPPINES APRIL. BUT SINCE HE AND MOULY (CHIEF AND ASSISTANT CHIEF OF ECONOMIC BRANCH) CANNOT BE ABSENT SIMULTANEOUSLY FOR SEVERAL WEEKS, WE NOW PROPOSE DAWSON INSTEAD OF MOULY FOR MOROCCO MISSION. MOULY WOULD PROBABLY BE AVAILABLE FOR A MISSION IF REQUESTED LATER IN THE YEAR, FOR EXAMPLE TUNISIA IN NOVEMBER.

DAWSON IS A SENIOR MEMBER OF ECONOMIC BRANCH AND ILO LIAISON OFFICER WITH WORLD FOOD PROGRAM. HAS HAD MUCH FIELD EXPERIENCE AND KNOWS MOROCCO. HAS GOOD KNOWLEDGE FRENCH. HIS AND FRANKLIN’S CVS WILL FOLLOW SHORTLY.

DAWSON HOWEVER HAS COMMITMENT TO ATTEND MEETING OF WFP INTERGOVERNMENTAL COMMITTEE NEW YORK 6 TO 14 APRIL WHERE HE MUST PERSONALLY PRESENT A REPORT PREPARED BY HIM. THUS IF BANK WANTED HIM TO START IN MOROCCO BEFORE 6 APRIL HE WOULD HAVE TO INTERRUPT THIS MISSION TO GO TO NEW YORK. PLEASE ASCERTAIN WHETHER THIS ACCEPTABLE TO BANK. STARTING DATE OF MOROCCO MISSION NOT KNOWN TO US EXCEPT THAT IT IS APRIL.

VELEBIT
INTERLAB

Mr. George L.P. Weaver,
International Labour Office,
Washington Branch Office,
666 Eleventh Street N.W.,
WASHINGTON, D.C., 20001,

(U.S.A.)
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The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.

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<td>Chandra Kumar</td>
<td>Nov 15, 2013</td>
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Archives 01 (March 2017)
February 17, 1970

Dear Mr. Morse:

On behalf of the President I wish to acknowledge your letter of January 6, 1970, and to thank you for inviting the Bank to be represented at the Ninth Conference of American States Members of the International Labour Organization which will be held in Caracas from April 13 to 21, 1970.

While we appreciate your invitation we regret that, due to pressure of work and other commitments at that time, it will not be possible for the Bank to be represented at the conference. We would be grateful, however, if any documentation arising from the meeting would be sent to me at this address.

Sincerely yours,

Ernesto Franco-Holguín
Deputy Special Representative
for United Nations Organizations

Mr. David A. Morse
Director-General
International Labour Office
154, rue de Lausanne
Geneva, Switzerland

Cleared with Messrs. Stevenson, Ballantine, Alter and P. Wright
Central Files with incoming correspondence

EF:mmcd
70 FEB 18 AM 51

COMMUNICATIONS
SECTION

General

HQ

Institute

Letter

To

Section

Any

[Text is unclear or unreadable]

Dear Mr. Mose:

[Handwritten text]

[Signature]
February 16, 1970

Mr. Myer Cohen
Assistant Administrator and Director
Bureau of Operations and Programming
United Nations Development Programme
United Nations, New York 10017

Dear Mr. Cohen:

Asian Manpower Plan

Thank you for your letter of October 6, 1969, regarding the proposals from ILO for preparatory work in connection with the above project.

We have had the appropriate Departments of the Bank review the proposals, and have no further comments to add to those we forwarded to you with our letter dated October 9, 1969.

Sincerely yours,

Getachew Abdi
Development Services Department

GAbdi/pme

cc: Messrs. McDiarmid
    Calika
To Mr. Hoffman

[Handwritten text reads:]

Write would it not be better for you to send the instructions to your counterparts in the Washington agencies. Please exclude a copy of yours means to our staff.

[Signature]

[Date: 8/14]
February 16, 1970

Mr. F. Blanchard
Deputy Director-General
International Labour Organisation
154, rue de Lausanne
Geneva, Switzerland

Dear Mr. Blanchard:

I enclose a copy of a paper entitled A Proposed Approach to Pre-investment Study Programs for Developing Countries which may be of interest to you and to some of your staff. It is an internal Bank paper which, as the title indicates, proposes how to assist governments in the programming of the preinvestment studies required as a basis for their investment programs over the coming years.

We prepared this paper to guide our staff, but we also hope it can provide a basis for further discussions within the UN system as we all gain experience in this field. It will, of course, be made available directly to members of your staff who will be participating in forthcoming Bank missions concerned, among other things, with preinvestment requirements in various sectors. While it is not a restricted document, it is a working paper and subject to revision in the light of experience. I would therefore request that you do not give it any general or public distribution but confine its circulation to members of your staff to whose work it directly relates.

I also enclose, for your personal information, a copy of a memorandum from Mr. McNamara to the professional staff of the Bank which explains some of the considerations that gave rise to the Approach paper.

I am writing in a similar vein to WHO, FAO and Unesco. This paper was reviewed by the UNDP before being distributed to the professional staff of the Bank.

Sincerely,

Michael L. Hoffman
Associate Director
Development Services Department

Enclosures

MLHoffman/BChadenet/pnn
cc: Mr. Chadenet
MR. F. BLAIR,

Deputy Director-General
International Labour Organization
17, Rue de Lausanne
Geneva, Switzerland

Dear Mr. Blair,

I enclose a copy of a paper entitled "A Proposed Approach to the Investment Study Program for Developing Countries" which may be of interest to you and to some of your staff. It is an internal Bank paper which has the title "International Cooperation for Economic Development, an Outline of Options." It was prepared at the Bank's request that we carefully consider the program of the Investment Study and outline a paper for consideration by the Board of Governors and Governors at the forthcoming Annual Meetings.

I believe that the approach outlined in the paper could be very useful in the context of the work of the Investment Study Program. It is not intended to be a definitive document, but rather a starting point for discussion.

I would welcome any comments you may have on the paper and would be grateful for any suggestions you may have for further work.

Yours sincerely,

[Signature]

Mr. F. Blair
Deputy Director-General
International Labour Organization

---

Returning the Document to Mr. F. Blair

FEB 11 1972

Rec'd 10-3-1972

[Stamp]
February 10, 1970

Mr. G. K. Thompson
Chief of the Central Library
and Documentation Branch
Research and Planning Department
International Labour Office
CH 1211 Geneva 22, Switzerland

Dear Mr. Thompson:

In response to your letter of January 20, 1970, I am enclosing the three volumes on the Current Economic Position and Prospects of the Territory of Papua and New Guinea (EAS-8a) which you may send to your Bangkok office.

Sincerely,

Michael L. Hoffman
Associate Director
Development Services Department

MLHoffman/pnn
As per our telephone conversation.

With the Compliments of George L-P Weaver

WASHINGTON BRANCH
INTERNATIONAL LABOR OFFICE

666 11th Street, N. W., Washington, D. C. 20001
Dear George,

The matter I am writing to you about has, unfortunately, been delayed a little too long. This is largely due to the breaks at Christmas and the New Year. However, we must now act very quickly.

I am enclosing herewith a photocopy of the letter of 30th December, 1969, from Mr. Kiriloff (Chief of our Project of Assistance to State-Owned Enterprises - MALI-XT) addressed to Mr. Hindle. Mr. Kiriloff refers to the meetings which have taken place in Bamako between the authorities of Mali, the IBRD representative, Mr. Doyen and himself, regarding the possible participation of the ILO in the project.

For various reasons, and, because of the good reputation which we are in process of acquiring in Mali, due to the success of our present project, the Technical Department and I would definitely like positive action taken following these first contacts.

I have just confirmed to the Malian authorities the interest, in principle, of the ILO in participating in the project. We would, as far as possible, offer all assistance asked of us by the IBRD and the Mali Government in order to bring this project to a successful conclusion.

This would also be our position vis-à-vis the IBRD, and I would like you to inform them to this effect.

However, three points are not clear, and I would much appreciate it if you could help me settle them by contacting someone at the top management level of the IBRD. Mr. Doyen, Head of the Road Services at the Project Department of the World Bank, who is directly involved in this negotiation, should in my opinion also be consulted as soon as possible.
Of paramount importance, however, is the question of the actual position of the IBRD as far as this project is concerned. Mr. Kiriloff indicated in his letter that the bank must come to a decision by January 6th at the latest. On the other hand, he has said during a recent telephone conversation, that Mr. Doyen had assumed that, in the absence of anything to the contrary before January 6th, the Malian Government would consider the loan as granted. I would have preferred the IBRD to have made a positive decision concerning this rather than "a contrario". Before going any further, we need to be certain on this point.

The second point concerns the procedure usually followed by the IBRD to finalise this sort of operation and, more particularly, what the ILO must do regarding the terms of our possible participation. I assume that the IBRD will be issuing contracts to the international organisations with which it will be working. A specimen contract would be useful to us. But would the issuing of such a document depend on the prior approval of an official request made to the Government? And, if so, when and how would this be issued?

The third point, finally, concerns the timing of the different stages of the procedure leading to the formal and definitive agreement. In this respect, I would like to know if the "schedule" mentioned by Mr. Kiriloff is in conformity with the IBRD's statutory requirements.

Once these points are cleared, preferably by cable, in the first instance, I intend to immediately send to Mali one of our colleagues who will be able to assist the authorities and Mr. Kiriloff to establish the conditions and the scale of our participation in a similar manner to that used in our Plans of Operation for Special Fund projects, or according to any other arrangement required by the IBRD which you might indicate to us. If it is to take place, this mission should to the extent possible be completed before March 19th.

On the basis of Mr. Kiriloff's preliminary study, we envisage that the project of technical assistance linked with the IBRD loan would be "grosso modo" composed of the following:

**Experts**

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<th>Duration</th>
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<tr>
<td>1 Chief of Project</td>
<td>42 months</td>
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<tr>
<td>1 Expert in Workshop Planning and Organisation</td>
<td>39 months</td>
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<tr>
<td>1 Expert in Organisation and Methods</td>
<td>37 months</td>
</tr>
<tr>
<td>4 Experts in Mechanical Workshop Training</td>
<td>74 months</td>
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<tr>
<td>1 Expert in Supply and Stock Management</td>
<td>12 months</td>
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<td>Unspecified short-term Experts</td>
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Equipment: 4 vehicles
Training equipment

Secretarial and Administrative staff: 2 secretaries
4 drivers

On this provisional basis, a first estimate of the cost of the project, including local operating and our costs would be in the region of US$.650,000.

Please note that any fellowships for the Experts' counterparts and national technicians, which might appear useful as part of the development programme, are not included in this total. Even taking them into account, however, the total would certainly come within the amount of US$.1,000,000 suggested by the IBRD in respect of this assistance.

I look forward to hearing of the results of your meetings in Washington, and to receiving any other information or classification about the bank's intentions which you might be able to obtain.

Many thanks in advance for your information. Mr. Hindle will be in New York around the 20th February.

Yours sincerely,

Francis Blanchard
Assistant Director-General
February 9, 1970

Dear Dr. Ammar:

I am writing with reference to the recent correspondence between Mr. Morse and Mr. McNamara on the proposed ILO study of integrated employment promotion in Jordan. You will find enclosed the recent Bank economic report on Jordan mentioned in Mr. McNamara's letter to Mr. Morse. I hope it will prove of use to you.

The report relates to the East Bank alone for the post-June 1967 period as no data on the West Bank were available to our mission. The report also notes the absence of reliable data on unemployment although it is a matter of serious concern in Jordan. Nonetheless, the proposed ILO study would be of great value to Jordan and we look forward to having an opportunity to discuss it with you.

Yours sincerely,

Munir P. Benjenk
Director
Europe, Middle East and North Africa
Department

Enclosure: 1

Dr. Abbas Ammar
Deputy Director-General
International Labour Organization
Geneva, Switzerland

Gdawit/
MPBart:omc
IBRD

FEB 9 1970
Mr. Francis Blanchard  
Deputy Director-General  
Field Programmes  
International Labour Office  
154, rue de Lausanne  
Geneva, Switzerland  

Dear Mr. Blanchard:

Thank you for sending us so promptly a copy of the report on wages and prices policies in Zambia. This will be most useful to our Area Department. We have noted that the report is still confidential.

With kind regards,

Sincerely yours,

Vincent J. Riley  
Chief, Technical Assistance Division  
Development Services Department
Dear Mr. Riley,

In reply to your letter of 27 January I have pleasure in sending you under separate cover a report on Professor H.A. Turner's recent mission to Zambia. It deals with wages and prices policies but not with manpower needs. Please note that this report is still confidential and should not be quoted.

With kind regards,

Yours sincerely,

[Signature]

Francis Blanchard,
Deputy Director-General,
Field Programmes.

cc: Mr. Fulcheri
DSD
February 6, 1970

Dear Dave:

Many thanks for keeping me informed by your letter of January 29, of ILO’s plans for studying integrated employment promotion in Jordan.

We shall be happy to discuss the matter with Dr. Abbas Ammar. As the Bank does not have local representatives in the Near East, I would suggest that either Dr. Ammar stop in Washington if he has an early opportunity of coming to the United States or, alternatively, that members of our Europe, Middle East and North Africa Department visit him in Geneva towards the beginning of April. Meanwhile, the Director of that Department, Mr. Benjenk, will be sending to Dr. Ammar a copy of a recent Bank economic report on Jordan.

It was good to see you again earlier this week—your performance was most impressive.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. David A. Morse
Director General
International Labour Office
Geneva, Switzerland
Dear Duncan,

World Conference on Agricultural Education, Copenhagen,
28 July - 8 August 1970

As you are aware, FAO, UNESCO and ILO are promoting the WCAE, at which a number of substantial items will be discussed. It is most probable that policy lines will also be discussed between the countries' delegates and those of the International Agencies.

I am proposing to send to this Conference Messrs. Tejeléz, Apodaca and Beal, providing they are not heavily committed at that time. It is also possible that Mr. Ergas will attend at least part of the Conference.

The Rural Institutions Division of FAO recommends the attendance of our three educational officers, as a contribution to the work of the three Conference Commissions, since it is most probable that the financial aspects of education will arise during the discussions. As this is not a regular activity of the Cooperative Programme, we would like your comments on this proposal.

Yours sincerely,

J.P. Bhattacharjee
Deputy Director
FAO/IBRD Cooperative Programme

Mr. D.S. Pallantine
Director
Education Projects Department
IBRD
1618 H Street NW
Washington DC 20433
USA
February 3, 1970

Mr. A. Stevenson

E.K. Hawkins

I.L.O. Meeting in Caracas

I am returning the attached letter from the Director General of the I.L.O. I assume that you wished me to recommend someone to attend this meeting on behalf of the Bank. At that date, without making any assumption as to where Mr. Zaidan might be at that time, I will be the only person available to attend this meeting. However, I have agreed to go to Rome for a Ford Foundation sponsored conference from the 20th to the 24th April. I note that the I.L.O. meeting will take two weeks, and that some of the subjects proposed might appear to be rather specialized from the point of view of the Bank.

If you wish me to attend, therefore, I suggest that I attend for the first week and then proceed direct to Rome for the Ford meeting. If it is important that the Bank be represented for the full period of the conference we might perhaps get somebody from the Central American Department to go for the second week.

E.K.Hawkins:pmrr
Cher Monsieur,

J'ai bien reçu votre lettre du 23 décembre 1969 par laquelle vous avez exprimé le souhait de voir M. Bertrand, expert de l'UNESCO, actuellement attaché à un projet du BIT en Algérie, participer à une mission en Afghanistan dans le cadre d'un projet de l'AID.

Dès réception de votre communication, j'ai demandé au Directeur du Bureau de l'OIT à Alger de prendre contact avec les autorités algériennes intéressées afin d'obtenir le détachement de M. Bertrand pour une période de deux mois, à partir de février 1970.

Le Gouvernement algérien vient de me faire savoir, très aimablement, mais avec fermeté, qu'en aucun cas, aussi intéressante que soit la mission de M. Bertrand en Afghanistan, l'interruption des travaux de cet expert en Algérie ne pouvait être envisagée.

Je ne puis malheureusement que vous communiquer, avec mes regrets, cette décision des autorités algériennes.

Veuillez agréer, cher Monsieur, l'expression de mes sentiments les meilleurs.

Pour le Directeur général :

C.M. von Stedingk
Chef du Département des Services extérieurs.
Dear Dave:

I very much appreciate your invitation to the Ninth Conference of American States Members of the ILO to be held in Caracas from April 13 to 24 of this year, and for me to address the plenary meeting. I fully realize the significance of the Conference but much to my regret find that it will not be possible for me to be there. I have a very heavy schedule in April and I can't possibly go to Caracas.

We will write to you again shortly regarding the formal invitation.

With all best wishes,

Sincerely,

Robert S. McNamara

Mr. David A. Morse
Director-General
International Labour Office
154 rue de Lausanne
Geneva, Switzerland

140

RECEIVED

January 29, 1970
Dear Dave:

I very much appreciate your invitation to the Fifth Conference of American States Members of the II to be held in Caracas from April 10 to 18 of this year, and I am so anxious to attend the Plenary Session that it will not be possible for me to do so. I cannot hardly believe it will not be possible for me to do so because I have a very busy schedule in the city and I cannot possibly go to Caracas.

I shall write to you again shortly re—

Sincerely,

[Signature]

[Address]

Mr. Henry A. Koret
Director-General
International Labour Office

[Signature]

[Address]

RECEIVED

1970 Feb 2, 4:57 PM
**FORM No. 89**  
INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT  
FEB 2, 1970

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**ROUTING SLIP**

**OFFICE OF THE PRESIDENT**

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<td>Mr. Benjenk</td>
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**Action** | **Note and File**
---|---
Approval | Note and Return
Comment | Prepare Reply
Full Report | Previous Papers
Information | Recommendation
Initial | Signature

**Remarks**

To handle, please. Info copy has gone to Messrs. Knapp, Shoaib, Friedman and Demuth.

L.E. Christofferson
Dear Mr. McNamara,

I am taking the liberty of enclosing for your information a copy of a letter which I received recently from H.R.H. Crown Prince Hassan of Jordan requesting the ILO to send to Jordan a high-level survey mission to prepare a report on integrated employment promotion, and a copy of my reply.

As you are aware, the World Employment Programme will be the major contribution of the ILO to the United Nations Second Development Decade. One of the major means of action under this Programme will be pilot projects launched in selected countries in order to advise governments in the development of comprehensive and integrated employment programmes. It will be my policy, as in the case of the first such pilot project, which was inaugurated by the President of Colombia on 12 January, to keep other agencies, and in particular those in the UN family or organisations, informed as early as possible of the action which the ILO is taking to meet government requests for assistance in this field. I furthermore envisage that in Jordan, as in Colombia, this assistance will take the form of a multi-disciplinary task force encompassing all major sectors of economic and social policy relevant to the promotion of an integrated employment programme.

As indicated in my letter to H.R.H. Crown Prince Hassan, I am now examining very closely the steps which should be taken to launch the project. I have requested Dr. Abbas Ammar, the Deputy Director-General in charge of the ILO Technical Programmes, to pay a visit to Jordan in February in order to discuss on my behalf with the national authorities the specific ways in which assistance can be given to the Government.
I would be pleased to know whether there are any local representatives of your organisation in Amman, Beirut or elsewhere in the region whom Dr. Ammar might contact during his mission with a view to securing the views of your organisation on the most effective way of meeting the request of the Government.

I shall not fail to keep you informed of any significant developments in this project in which the advice or collaboration of your agency might be desirable, and welcome the opportunity of discussing this matter with yourself and other ACC colleagues when we meet shortly in New York at the Special Meeting of the Inter-Agency Consultative Board to discuss the Capacity Study.

Sincerely,

David A. Morse,
Director-General.

Mr. Robert S. McNamara,
President,
International Bank for Reconstruction and Development,
1818 H. Street N.W.,
WASHINGTON, D.C. 20433.
THE ROYAL PALACE,
Amman, Jordan,
December 21, 1969.

Dear Mr. Morse,

It was a great pleasure for me to have met Dr. Velebit on his last visit to Jordan and to have had the opportunity to discuss with him the possibility of furthering our endeavours towards making Jordan a pioneer Country for an integrated action for employment promotion in the Middle East.

Naturally any such action will have to be closely synchronized with and studied by our own people in the development field, but I would like to confirm officially that such a move is fully welcome and that the Jordanian government would facilitate and collaborate fully in this project, which we rate as having great importance.

We would welcome the I. L. O. sending a high level survey mission, headed by someone of authority in this field, which could study the situation at first hand and assist in preparing a report on practical steps to be taken. We are also in the process of establishing a research institute which will include a department in the field of economics and social studies and any further communication will be forwarded to them.

We would like this action to be initiated as early as possible, preferably the first four months of 1970 and shall look forward to receiving your proposals on the leader and composition of this mission. With my sincere good wishes to you and looking forward to the opportunity of our meeting in the not too distant future and my renewed thanks.

Yours Sincerely,

Mr. David A. Morse,
Director-General,
International Labour Office,
CH 1211 GENEVA 22,
Switzerland.
Your Royal Highness,

I have the honour to acknowledge with many thanks your letter dated 21 December 1959 informing me of your meeting with Dr. Volobit on his recent visit to Jordan and of the opportunity you had to discuss with him the possibility of selecting Jordan as a pioneer country in the Middle East for an integrated employment promotion programme.

The International Labour Office welcomes the opportunity of co-operating with the Royal Jordanian Government in initiating this pioneering project as a part of the ILO's World Employment Programme. I can assure you that every effort will be made to contribute to its realization. It is most heartening to know that your Government is in the process of establishing a research institute which, I hope, might become the focal point in our future co-operation. I am now examining very closely the steps which should be taken to launch the project and trust that I will have the pleasure of communicating to you our proposals in this matter shortly.

I would ask Your Royal Highness to accept my sincere thanks for the interest and encouragement you are giving to this venture, in a field of vital importance and promise for your country and for the world at large.

I have the honour to be,

Sire,

Your Royal Highness's obedient Servant,

David A. Morse,
Director-General.

H.M.H. Crown Prince
Hassan,
The Royal Palace,
AMMAN
January 29, 1970

Dear Mr. Jens;

On behalf of Mr. McNamara, I wish to acknowledge your letter of December 31, 1969 and enclosure, and to thank you for inviting the International Bank for Reconstruction and Development to be represented at the 178th Session of the Governing Body of ILO to be held in Geneva from March 3 to 6, 1970.

I am pleased to inform you that the Bank will be represented at this meeting by Mr. George C. Wishart, Chief Liaison Officer of the Bank's European Office in Paris. I should appreciate it if you would arrange for any further documentation relating to this meeting to be sent to Mr. Wishart at the Bank's European Office, 4 Avenue d'Iéna, Paris 16e, France.

Sincerely yours,

Ernesto Franco-Holguin
Deputy Special Representative for
United Nations Organizations

Mr. C.W. Jenks
Principal Deputy Director-General
International Labour Office
154, rue de Lausanne
Geneva, Switzerland

cc: Mr. Wishart
Incoming letter already in Central Files
January 29, 1970

Dear George:

Thank you for your letter of January 15 last which I found here yesterday on my return from New York. It is good that you can attend the session of the Governing Body of ILO starting March 3. I will inform Duncan Ballantine that you will do so and will, of course, send the usual acknowledgement to ILO telling them that you will represent the Bank.

With warm regards,

Sincerely yours,

Ernesto Franco-Holguin

Mr. George G. Wishart
Chief Liaison Officer
International Bank for Reconstruction
and Development
4 Avenue d'Iéna
Paris 16e, France

cc: Mr. Ballantine
Central Files with incoming letter
Mr. Roger Chaufournier

Frank Povey

Nigeria - Visit of Mr. Geo. L.P. Weaver of ILO

Mr. Geo. L.P. Weaver, special assistant to the Director General of ILO, visited Mr. Cheek and me on January 28. Mr. Weaver said that the Director General of ILO would be attending meetings at the UN in early February to discuss the Jackson report and that he had been asked to brief the Director General at that time on the Bank's idea of the role it might play during the reconstruction era in Nigeria.

We told Mr. Weaver that the Bank envisaged that it might be in a position to extend some kind of reconstruction loan, possibly for roads, bridges and power and, through the Consultative Group, render assistance in the mobilisation and coordination of aid likely to be offered by its members. Another possibility could be a short visit by technical personnel to assess the immediate requirements suitable for financing by the Bank and Consultative Group countries.

Mr. Weaver said it was his understanding that, in view of the high regard for the Bank in Nigeria, many of the specialized agencies of the UN felt that the Bank would be well suited to mobilise a "commission" of specialists from the various UN agencies to assess war damage, manpower requirements, assist in preparing a reconstruction and development program and provide technical assistance. Mr. Weaver further suggested that the appointment of a notable African to head such a commission would add to its authority and independent flavor. This proposal stems from the correspondence in which Mr. McNamara proposed close cooperation between the Bank and the UN specialized agencies.

We told Mr. Weaver that we had already cabled Nigeria, suggesting a fairly high level mission to discuss ways in which the Bank might best be of assistance in the reconstruction field, and we were still waiting for a reply to set the date for such a mission. While not providing encouragement, we did tell Mr. Weaver that his proposed commission might be one form of assistance that could be provided, however, in view of the extreme political sensitivity existing in Nigeria at the present time, it would be unwise for the Bank to take any step prior to the proposed consultation with Nigeria. We told Mr. Weaver that we would keep in touch with him on developments.

I understand that Mr. McNamara will be attending the meeting on the Jackson Report at the UN and the possibility exists therefore that the Director General of ILO may discuss this proposal with him at that time. I feel that a commission of the type outlined would tend to be cumbersome, ponderous and formal and not suited to the reconstruction problem which rather needs prompt positive action and it is unlikely that the Nigerians would be in favor of it. I question also whether the Bank would be best suited to lead any such commission

Mr. Roger Chaufournier

January 29, 1970
if it were formed. It would seem that the role would be largely in the field of technical assistance and UNDP might therefore be better suited to act as leader.

PPovey:ja
cc. Mr. Cheek
January 27, 1970

Mr. G. K. Thompson
Chief of the Central
Library and Documentation Branch
International Labour Office
CH 1211 Geneva 22
Switzerland

Dear Mr. Thompson:

Some time ago in your office in Geneva, we discussed the possibility of the Joint-Library being able to make its development plans available to you for use for a short period of time at Cornell University.

On my return to Washington I discussed the matter with Mr. Martin Loftus who was more than a little worried about sending such documents even through the registered post because he had experienced a number of losses in the early part of the year. We then hoped that you would be able to discuss this matter further with Mr. Loftus during your visit to the United States in December but I understand that you never got to Washington because of an unfortunate accident.

Mr. Loftus and myself have discussed the matter again and if it is still intended to have the apparatus in Cornell in February, Mr. Loftus is agreeable to try to work out some system which would enable you to get these plans and microfiche them. I have explained to him that you would prepare the title strips which would form a list of plans and would send them to him and that the strips and the individual development plans could then go to Cornell. If you are still desirous of using the development plans from the Joint-Library, would you please write to Mr. Loftus direct in order that together you can try to work out something satisfactory to all concerned.

I did mention to him that if we were able to make the plans available you hoped that the publisher would be agreeable to provide the Joint-Library with a complete list of microfiche plans free of charge.

With all best wishes for 1970,

Yours sincerely,

C. J. Martin
Adviser on Planning Organization
Development Services Department

Cleared in substance
and cc-Mr. Martin Loftus

CJMith
IBRD
January 27, 1970

Mr. F. Blanchard
Deputy Director General
International Labour Organization
154 Rue de Lausanne
Geneva, Switzerland

Dear Mr. Blanchard,

We understand that a mission headed by Professor H. A. Turner recently prepared a study on manpower needs and wages and prices policies in Zambia. This study is, we believe, the result of a project which was executed by ILO and financed under the UNDP/TA programme. We have been trying to obtain copies of the report through the UNDP and through your office at UN headquarters. The latter has advised us to write directly to you as they do not at present have a listing of the report. If this means that the report has not yet been published, perhaps you could arrange for two copies in draft form to be sent to us. In this event, the report would be handled in confidence and used only within the Bank.

With kind regards,

Sincerely yours,

Vincent J. Riley
Chief, Technical Assistance Division
Development Services Department

cc: Mr. Fulcheri
21 January, 1970

Mr. Richard H. Demuth
Director
Development Services
International Bank for Reconstruction and Development
1818 H Street, N.W.
Washington, D.C. 20433

Dear Dick:

Just a note to thank you for the excellent arrangements provided for Mr. Franklin. It provided an unusual opportunity for one of our senior officials to gather at first hand an impression of the Bank's activities.

I am attaching a copy of an Information Sheet on the World Employment Plan which may be of interest.

I would appreciate, if possible, receiving the monthly schedule of the Bank's missions which would be helpful for our people in Geneva.

With best wishes, I remain

Sincerely

George L-P Weaver
Special Assistant to the Director-General

GLPW/jm
Enc.
1. As mentioned in Information Sheet No. 1 (12 December 1969), a group of experts in economic and social development arrived in Bogotá on 11 January 1970, in accordance with the agreement reached between the Director-General of the ILO and President Lleras Restrepo, in order to advise the Colombian Government on the formulation of a national employment policy and action programme. The team is scheduled to start its work on Monday, 12 January, and will remain in Colombia for about five weeks. President Lleras Restrepo will meet members of the team on the afternoon of 12 January.

2. An interesting article appeared in the London Times on 16 December describing the Colombia project and its place in the overall strategy of the World Employment Programme. The text of the article is attached (Annex I).

3. In analysing the present and future employment situation in Colombia, the mission will draw on material available in general economic surveys made by multilateral and bilateral institutions, as well as on the national development plan and other economic and social policy statements of the national authorities. The report of the mission, and in particular the specific recommendations for short-term and long-term measures made therein, will, however, focus clearly on the central objective of reducing both open and disguised unemployment. Where relevant, full account will be taken of the ILO Recommendation (No. 122) on employment policy.

4. While the mission will need to consider the long-term institutional changes required for the achievement of higher levels of employment, appropriate attention will nevertheless be given in its recommendations to those measures which could be adopted and implemented rapidly with a view to improving the employment situation in Colombia in a reasonably near future. It will be a common objective of the pioneer projects to be launched under the World Employment Programme to explore the scope which may exist in the various countries to adopt policies and practical measures which could create employment opportunities even over the short run.

5. The mission is expected to examine current policies in all major fields with this in mind, and to review current programmes and projects of technical assistance and financial aid to Colombia, whether multilateral or bilateral, where appropriate recommending measures designed to reorient them towards high employment creation.
Some attention may be given to programmes and projects which are already "in the pipeline" or planned in the future, as well as to other measures which might be adopted by the Government as a matter of urgency to tackle the employment problem, even where such measures can only yield results over the long run.

6. It may be repeated that the project represents an exceptionally wide measure of common action by international and regional organisations. The members of the team, though sponsored by various agencies and in some cases belonging to agency staffs, will be working in their personal capacities as members of an independent group.

7. While the mission is in Bogotá, close contact will be maintained with the UNDP Resident Representative and with the local representatives of other international or regional organisations, as well as with national employers' and workers' associations.

8. Following a further visit to ILO headquarters, the chief of mission recently undertook visits to Bogotá and to the headquarters of various international and regional organisations in order to have further consultations and make final preparations for the team to carry out its mission. During his visit to Bogotá, he was received by President Lleras Restrepo. He was able to settle the local arrangements for the mission, in collaboration with Mr. Jorge Mendez Kunevar (Chief of the Regional Employment Team for Latin America and the Caribbean), and to make preliminary contacts with a number of Colombian officials. In Washington, where he was accompanied by Mr. George Weaver, Special Assistant of the Director-General Resident in Washington, he had meetings with representatives of the OAS, IDB and IBRD, including Mr. Galo Plazo, Secretary-General, and Mr. Sedwitz, Assistant Secretary for Economic and Social Affairs, OAS, and Mr. Felipe Herrera, President, IDB. He also visited UN and UNDP headquarters in New York, where he had meetings with Mr. Philippe de Seynes, United Nations Under-Secretary-General for Economic and Social Affairs, and with Mr. Paul Hoffman, UNDP Administrator, and their colleagues. All these contacts proved most constructive and encouraging.

9. The composition of the team of international experts has now been finalised. A list of the team members, together with short biographical sketches, is attached (Annex II).
ANNEX I

AID PROGRAMME PILOT PROJECT SETS NEW PRIORITIES

By Eric Wigham

A team of fifteen international experts in many fields, led by an Englishman, Professor Dudley Seers, will arrive in Colombia next month for a remarkable experiment in the development of aid to backward countries.

This is to be the first pilot venture in the World Employment Programme, which the International Labour Organisation set on foot at their annual Conference this summer. No United Nations agency is complete today without a high-sounding world campaign of some kind, but this one is remarkable in two ways.

In the first place it will attempt to co-ordinate technical assistance and aid not only from the numerous international agencies but from individual countries with bilateral arrangements. At present the varied efforts are fragmented and may even be conflicting. This new programme would provide for a comprehensive national plan for each country in which everybody would play an agreed part. Secondly, and even more important, more jobs rather than urban industrialisation will be made the overriding objective.

When the United Nations started on their first "development decade" ten years ago, it was commonly assumed that the two would go together. If modern, well-equipped industries were established in the big towns, it was supposed they would provide opportunities for work directly and indirectly, for unemployed and under-employed from the countryside. It has not happened like that. Industrial development has in some cases been substantial, but often it has not kept pace with the growth of the urban population, still less provided work for the millions crowding into the slums and shanty towns from the countryside.

GUIDING PRINCIPLE

The frightening figures of the population explosion are becoming all too familiar. Of the labour force of about 1,000 million in the developing countries 75 million are thought to be unemployed and several times as many under-employed. The labour force will grow by another 225 million by 1980. So, even disregarding under-employment, 300 million more jobs are needed in the next ten years.
The ILO now say that economic progress is of limited value if the bulk of the people do not benefit. Priority should in future be given to projects which will require many workers, to labour-intensive rather than capital-intensive industries. "Never use a machine where one hundred men can do the job as cheaply or nearly as cheaply", might be said to be the guiding principle. There are a number of concrete things which they think could be done, none of them spectacular, some of them politically difficult, but all potentially useful.

Firstly, they say, stop policies which artificially make machines cheaper and workers dearer. Stop specially favourable exchange rates for the purchase of machines, investment allowances, preferential interest rates. On the other hand, keep the cost of labour down. Do not push up industrial wages for political advantage or to maintain industrial peace. All this can contribute comparatively little, because only a small proportion of the populations is employed in industry. The main need is to establish a pattern of rural development which will provide employment on the countryside. This will require a revision of educational policy.

More of the big estates should be brought into use, either by redistribution of land or the taxation of idle acres. Factories should not be established to make things which are now supplied by rural industry or handicrafts. Instead there should be intensive development not only of agriculture but also of rural industries for the processing of agricultural products and the production of simple tools and clothing, industries making some use of modern technology but still requiring large numbers of workers.

MORE PRODUCTIVE

Public works could be developed to provide maximum employment. Youngsters emerging from school could be used to build roads and houses. Money should be spent on training men to organise such work rather than importing bulldozers. A population which will double in the next twenty years will need twice as many homes even to maintain the present shocking housing standards.

Efforts should be made to make labourers more productive. Many, for instance, do not eat enough to be able to do a full day's work.

Minor research projects can and have paid off - for instance changing the traditional shape of baskets which labourers carry on their heads.
Prosperous countries, of course, can do a great deal to help in their trading policies by opening their frontiers to the output of labour-intensive industries and the primary products of the less developed areas. Beet sugar subsidies could be abandoned. Nations making bilateral aid agreements could drop the condition that part of the funds be used to purchase labour-saving machinery from the donors.

Almost all these plans will run up against vested interests - the trade unions representing the industrial elite in the backward countries, the big landowners, manufacturers and protected farmers in the countries providing aid, governments of recipient countries to whom modern factories have become a status symbol.

In spite of the complications and difficulties, pressure for action is growing because the first United Nations development decade has failed so lamentably to meet the employment problem. Mr. David Morse, ILO Director-General, was not exaggerating when he described the mood of this year's International Labour Conference - composed of Government, Employer and Worker delegates from all over the world - as one of "despondency and disillusionment".

Speaker after speaker, particularly Worker representatives, called for quick practical action rather than more research projects, more reports, more conferences. The message seems to have got through to the ILO leaders. The experimental project in Colombia will be followed, later next year, by at least one pilot scheme in Asia and one in Africa. While no decision has yet been taken, Dr. Abbas Ammar, the Egyptian Deputy Director-General of the ILO, who is responsible for work in the field, is weighing up the possibilities.

The first choice in Africa, which may be decided soon after an African "jobs and skills" conference at Accra this month, may be Kenya, Uganda and Tanzania as a group, or Uganda separately. Algeria, Morocco and Tunisia could also be grouped for a pilot scheme.

In Asia, Dr. Ammar is thinking of Ceylon, with the Philippines and Malaysia as possible alternatives. Any country selected must be sufficiently small to be manageable, politically stable and with a potential for development. The highest authority in the country must accept the attainment of the highest feasible level of employment as a major aim and must be prepared for an integrated plan bringing together the work of its various Ministries.
The ILO has been assured of the co-operation of UNESCO, FAO, the United Nations Development Programme, the Inter-American Development Bank, the Economic Commission for Latin America, the Organization of American States, and other international agencies, and it is hoped that individual countries with bilateral aid agreements will work with the master plan.

Operations in Colombia and other selected countries will be in three phases. The first will involve assembling information about everything that is already being done. Then the international team will come in and work out co-ordinated policy recommendations in every field, making use of all the aid available from outside sources. The planning will be both short term and longer term, and the third phase will consist of the implementation of concrete proposals to give effect to the short-term plans. This will be primarily the task of the country itself, with a central planning organisation co-ordinating different sides of the work.

It will obviously take a long time for this kind of national planning for employment to spread to all the hundred and more developing countries. But if the pilot schemes begin to show results fairly quickly, the programme may gather momentum.
ANNEX II

ILO EMPLOYMENT MISSION, COLOMBIA

Dudley Sanders (UK), made available by ILO
Nassau Adams (Jamaica), made available by UNCTAD
Andres Bianchi Larré (Chile), made available by CAS
Juarez Brandao Lopes (Brazil), made available by ILO
Luis Cabrero Ledesma (Spain), made available by ILO
Oswaldo Lopes da Costa (Brazil), made available by WHO
Emanuel de Kadt (Netherlands), made available by ILO
Sidney Dell (UK), made available by UNCTAD
Jean Fauchon (France), made available by ILO
Peter Feldl (Austria), made available by UNIDO
Arthur Gaitskell (UK), made available by FAO
Richard Jolly (UK), made available by UNESCO
Pedro Lobato Brime (Spain), made available by IBRD
Jorge Mendez Munoz (Colombia), made available by ILO
Jean-Roger Messy (France), made available by ECE
Luis Ratinoff (Chile), made available by IDB
Alfonso Rochac (El Salvador), made available by IDB
Simon Romero Luzano (Colombia), made available by UNESCO
Yves Sabolo (France), made available by ILO
Jacobo Schatan (Chile), made available by FAO/ECLA
W. Paul Strassmann (USA), made available by ILO
Jose D. Teigeiro, made available by IBRD
Eduardo Troncoso Langlois (Chile), made available by ILO
Harry Weiss (USA), made available by ILO
Hubertus Zoeteweij (Netherlands), made available by ILO
Biographical Sketches


Since 1967, Director of the Institute of Development Studies at the University of Sussex, UK.

1964-67, Director-General, Economic Planning Staff, UK Ministry of Overseas Development.

1963-64, Director, Research Division, UN Economic Commission for Africa.

Leader of UN Economic Mission to Zambia in 1964.

1961-63, Visiting Professor of Economics at Yale University.

1957-61, Chief, Survey Section, UN Economic Commission for Latin America.

Has also acted as consultant to the Governments of Burma, Ceylon, Ghana, Jamaica, Malta and Trinidad, as well as to the World Bank.

Publications include:

The Teaching of Development Economics (1967)

Contribution to the Theory and Design of Economic Development (1967)

Nassau Adams, Jamaica; Studied at Queen's University, Canada, and Harvard University, USA.

Since 1964, Economic Affairs Officer of the Trade Projections Section of United Nations Conference on Trade and Development.


1960-61, Teaching Fellow in Economics, Harvard University.

Work has included technical assistance assignments visiting various Caribbean countries in 1964, as well as East African countries in 1966 and 1968-69. Author of several papers in economic journals.
Andres BLANCHI LARRE, Chile, 12 September 1935; Law degree, University of Chile; M.A. Economics, Yale University.

1963-69, held professorial posts with CIENES (Centro Interamericano de Enseñanza estadística), Santiago; since 1964 Professor and Course Co-ordinator (Economic and Social Statistics).

1962-63, Assistant Instructor in Economics, Yale University.

Publications include:

**América Latina: Ensayos de Interpretación Económica (1969)** (Editor and co-author)

Juarez BRANDAO LOPES, Brazil

Currently Professor of Sociology, University of Sao Paulo

One of the Directors of the Centro Brasileiro de Analises e Planejamento, Sao Paulo.

Is the author of **Sociedade industrial no Brasil Crise no Brasil arcaico Desenvolvimento e mudança**

Recently prepared a paper on **Relaciones laborales y política nacional laboral**


Luis CABRERO LEDESMA, Spain, 2 October 1929; Degree in Mathematics and Statistics, University of Madrid.

Joined ILO in 1965 on a fixed assignment in Chile as expert on labour statistics. This assignment was completed at the end of 1969.

Transferred as of 1 January 1970 to post of expert statistician in the ILO Regional Employment Team for Latin America and the Caribbean.

Prior to joining the ILO, occupied responsible posts with Spanish Institute of Statistics.
Oswaldo Lopes DA COSTA, Brazil, 15 November 1909;
M.D. (Doctor of Med. Sciences), Medical School, University of Bahia, Brazil; "Medico Sanitarista" (equivalent to M.P.H.), National School of Public Health, Brazil, 1940-41.

At present Chief of Department of Health Planning, National School of Public Health, Rio de Janeiro.


1957-62, zone representative of PAHO for Central America and Panama (during this period WHO Medical Adviser at UNICEF Regional Office, Lima).

In 1951, joined staff of PAHO, Division of Public Health, becoming Head of the Division in 1952.

Has represented Brazil in a series of international meetings on public health sponsored by PAHO and WHO, and has written a number of articles on national health planning.

Emanuel DE KADT, Netherlands, 30 August 1933; M.A. Sociology, Columbia; Ph.D. Sociology, London.


Publications include:

"Brazil", in C. Veliz (ed.) Latin America and the Caribbean, Anthony Blond Limited, London (1968)

"The Latin American Church and Pope Paul's Visit", The World Today, September (1968)

"Religion, the Church and Social Change in Brazil" in C. Veliz (Editor), The Politics of Conformity in Latin America, RIIA/OUP (1967)

In the press:


Publications include:

Trade Blocs and Common Markets (Knopf)

A Latin American Common Market (Oxford University Press)

Jean FAUCHON, France, 10 January 1925; Ingénieur agronome, Agricultural Economist, Institut national agronomique, Paris.

Since joining the ILO in 1954, has held various posts at headquarters and in the field dealing with rural questions, including co-operatives, small-scale industries, handicrafts and other types of rural training in developing countries.

Since 1964, Chief of the Rural Unit of the Vocational Training Branch.

Has represented the ILO on many inter-agency bodies concerned with rural questions, in particular the FAO/ILO/UNESCO Working Group on Agricultural Education, Science and Training.

Has undertaken numerous missions to developing countries, and has organised many international seminars and training courses dealing with rural development problems.

Author of various publications and articles, including:

Economie de l'Agriculture francaise (1954)
Peter FELDL, Austria, 13 July 1920; Degrees in Economics and Law (Universities of Berlin and Vienna).

Since 1968, has been UNIDO expert in Colombia, first in the Instituto de Fomento Industrial, then in the Ministry of Economic Development as Senior Industrial Adviser to the Chief of Planning of the Ministry.

1950-68, held important posts in private business in Germany and Austria. In his last position, he was in charge of economic planning and co-ordination of the enterprise which owns all Austrian oil fields and refineries.

1948-50, Adviser in the Federal Ministry for Economic Planning in Austria.

Publications include:

Oesterreich ohne Konzept

Arthur GAITSKELL, UK, 23 October 1900; B.A. (Hons.) Oxford.

Member, Board of Colonial Development Corporation, London, since 1954;

Leader, FAO/UNDP Survey Mission for the Chao Phya Delta, Thailand, 1968;

Leader, FAO Survey Mission to the Philippines, 1967;

Member, Advisory Committee on Asian Agricultural Survey, Asian Development Bank;

IBRD nominee on Food and Agricultural Commission, Pakistan, 1959-60;

Member, Board of Tanganyika Agricultural Corporation 1955-57;

Member, East African Royal Commission on Land and Population, 1952-55;

Chairman and Managing Director, Gazira Board, Sudan, 1950-52.

Knight Bachelor in New Year Honours List, 1970, for services to overseas development.
Richard JOLLY, UK, 30 June 1934; B.A. Economics, Cambridge; Ph.D. Economics, Yale.

Fellow at the Institute of Development Studies, University of Sussex, UK, since 1968;

Research Officer, Department of Applied Economics, Cambridge University, 1964-68;

Seconded to Government of Republic of Zambia as Adviser on Manpower, 1964-66;

Research Fellow, E.A. Institute of Social Research, Makerere College, Uganda, 1963-64.

Has undertaken several short-term field assignments related to employment, education and manpower planning in developing countries.

Publications include:


*Education in Africa: Action and Research* (1969), as well as various government reports and professional articles on education and manpower in development

Pedro LOBATO BRIME, Spain; Doctor of Economics, University of Madrid.


1963-66, member of the Studies Group of the Spanish Planning Office for Economic Development.

Jorge MENDEZ MUNEVAR, Colombia, 22 May 1922; M.A. Economics, Princeton; LLD, Javeriana University, Bogota.

Since October 1969, Chief of the ILO Regional Employment Team for Latin America and the Caribbean, stationed in Santiago de Chile.

1967-69, Rector of the National University of Colombia.
1966-67, Adviser to the President of the Republic of Colombia on trade policy matters.


1963-65, Chief, Trade Policy Division, UN Economic Commission for Latin America.

Publications include:

*Latin American Development* (1956)

*History of Economic Doctrines* (1954)

Jean-Roger MESSY, France, 13 November 1922; Licence ès sciences économiques, University of Geneva.

Since 1964, Chief, General Statistics Section, United Nations Economic Commission for Europe.

1958-64, Deputy Director, Statistical Division, United Nations Economic Commission for Latin America.

1950-58, Chief of Unit (Statistics), United Nations Economic Commission for Europe.

Luis RATINOFF, Chile, 25 August 1930; Degrees in Law (University of Chile); Demography and Sociology (London School of Economics).

At present with Programme Adviser's Office, Inter-American Development Bank.

Was previously Director of the CENDES/CIDA project to evaluate the results of agrarian reform in Venezuela; was a member of the staff of ILPES (social development planning); has held various academic posts with the Universities of Colombia and of Chile in the social development field.

Publications include:

*El Desarrollo Social de América Latina en la Post-guerra*

*El Proceso de Industralización en América Latina* (co-author)
Bases para la Planificación de la Educación Chilena
(co-author);

El Proceso de Adquisición de tierras en la Reforma Agraria de Venezuela;

as well as numerous articles and reports on development problems in Latin America.

Alfonso ROCHAC, El Salvador.

Currently Consultant to the Inter-American Development Bank.

1968-69, Minister of Economic Affairs, El Salvador.

1967, Economic Adviser to the Organisation of Central American States (ODECA).

1960-66, held senior posts with the Inter-American Development Bank.

1957-60, Minister of Economic Affairs, El Salvador.

1938-56, held various senior executive and advisory posts with a number of Central American agricultural credit institutions, as well as with the Organisation of American States (Special Commission on Coffee) and FAO.

Publications include:

Diccionario del Café

Desarrollo Agrícola en los Estados Unidos

Manual de Tasaciones Agrícolas

El Crédito Agrícola

El Crédito Rural

Simon ROMERO LOZANO, Colombia, March 1924; Degrees in Education, Philosophy and Law (Universities of Javeriana and Gran Colombia); specialised in educational sciences at University of Hamburg.
Since 1960, has been a member of UNESCO field staff. For the last year, UNESCO regional expert in educational planning in Central America; just assigned as Co-ordinator of the Educational Planning Section of the Regional Office of Education in Latin America.

1962-69, was Director of the Educational Planning Section at the Latin American Institute for Economic and Social Planning with ECLA, Santiago.

1960-62, was educational planning expert in Ecuador. Prior to joining UNESCO, held a number of positions, both in Colombia and abroad, as specialist in educational problems.

Publications include:

La Profesión Docente (1959)
El Planeamiento de la Educación Secundaria (1958)
Los Problemas Filosóficos del Derecho y el Estado (1954)

Yves SABOLO, France, 15 April 1937; Licence ès Sciences Economiques, Faculté de Droit et de Sciences Economiques, Paris.

Since joining the ILO Manpower Planning and Organisation Branch in 1966, has been particularly concerned with the development of econometric models related to the projection of sectoral employment growth.

Prior to joining the ILO, participated in a number of studies organised by international and other bodies relating to various aspects of economic development in developing countries.

Jacobo SCHATAN, Chile, 25 November 1920; Ingeniero Comercial (Economist), University of Chile, Santiago.

After working as a Consultant with the FAO/ECLA Joint Programme in Santiago, 1955-56, took a permanent appointment with them as Regional Economist and is now Director of the Joint Programme. Has worked in the preparation of a number of important studies and surveys carried out by the Programme, including "The Selective Expansion of Agriculture in Latin America and its Relationship with Economic Development". Acts as adviser to the Regional Representative on matters related to Development of Agriculture and Economics in Latin America. Has participated in many technical missions and represents FAO at meetings and conferences.
Prior to joining FAO, worked as Economic Adviser of the Planning Department with the Development Agency of the Chilean Government and prepared for submission to FAO and IBRD the Agricultural and Transportation Plan of the Chilean Government.

W. Paul STRASSMANN, USA, 26 July 1926; Ph.D. Economics, University of Maryland.

Since 1956, Professor of Economics at Michigan State University, USA. Currently on leave of absence in order to undertake research assignment with ILO Automation Unit.


Publications include:

Technological Change and Economic Development (1968)
Risk and Technological Innovation (1959)

and numerous articles and contributions to professional journals.

Jose D. TEIGEIRO

IBRD resident economist in Colombia.

Biographical data not available.

Eduardo TRONCOSO LANGLOIS, Chile, 12 June 1935; Ingenerio Civil Industrial, University of Chile.

Since 1968, member of the ILO Regional Employment Team for Latin America and the Caribbean, stationed in Santiago.

1966-68, Chief of the Department of Industrial Planning, Corporacion de Fomento de la Produccion, Santiago.


1963-67, various academic and advisory assignments in the industrial planning and development field for the University of Chile and ILPES and for international seminars organised by the United Nations.
Harry WEISS, USA, 28 August 1907; B.A. Political Science, University of Pittsburgh; Ph.D. Labor Economics, University of Wisconsin.

1962-67, Deputy Assistant Secretary of Labor and Administrator of Bureau of International Labor Affairs, retiring from Federal Service in 1967 in order to undertake consulting assignments of special interest.

Has undertaken a case study of wage trends and wage policies in Colombia on behalf of the US Department of Labor.

Has undertaken survey of manpower needs in Taiwan, which culminated in a broad manpower plan for the country.

Served for several years as US representative on OECD Manpower and Social Affairs Committee. Was closely associated with a number of broad manpower planning investigations in OECD member countries and in the organisation of various international seminars in the manpower and labour-management relations fields.

Has held a number of other important federal and academic positions covering a wide range of labour questions.

Is the author of numerous articles and contributions to publications in the labour field.

Hubertus ZOETEWELJ, Netherlands, 9 February 1925; Doctor of Economics, Netherlands Economic High School, Rotterdam.

Joined the ILO as an economist in 1950.

Since 1967, Deputy Chief of the Research and Planning Department.


Has represented the ILO on many international bodies, and has undertaken a number of technical co-operation missions to advise developing countries on wages and productivity questions.

Publications include:

Wage Policy in Holland, in The Manchester School of Economic and Social Studies, 1960

Study of Wage Policy in Asian Countries

Planning, Markets and Unemployment, in Indian Journal of Labour Economics, 1964

Prices, Wages and Incomes Policies in Industrialised Market Economies (co-author), Studies and Reports, New Series, No. 70, 1966

Incomes Policies Abroad: An Interim Account, in Industrial and Labor Relations Review, 1967
Mr. Fontein

This got drowned in my air bag.

I'd be grateful for a quick O.K. in order of the delay.

OK with us.

MICHAEL L. HOFFMAN
Dear Mr. Hoffman,

We have now received a request from the ILO Regional Co-ordinator for Asia and the Far East, Bangkok, for the report EAP-8a, Current economic position and prospects of the Territory of Papua and New Guinea.

Would it be possible for you to authorise to send me one additional copy of this report for forwarding to our Bangkok office?

Yours sincerely,

For the Director-General:

C. K. Thompson,
Chief of the Central Library and Documentation Branch, Research and Planning Department.
Messrs. Franklin and Weaver visited Mr. Fuchs and myself on January 19 to discuss our expanded program of missions to cover the industry sector and a possible role in connection therewith for ILO.

The ILO representatives explained the current concentration of that agency on the problems of employment in connection with its World Employment Program. They also made reference to narrower fields in which ILO operates, such as manpower training and industrial relations.

Mention was made to the ILO representatives of the countries in which a special industrial sector study effort is being made during the balance of the present fiscal year, namely Colombia, Turkey, East Africa, and Morocco. It was pointed out with respect to Colombia that there will be a period of overlap between the large mission which ILO has sent to that country to analyze the employment problem, and the comprehensive sector study mission of the Bank, including our industrial component. This will, of course, provide an opportunity for exchange of views between the two missions in the field.

There seemed to be a possibility that ILO might be in a position to provide individuals to serve on some of our country industrial missions to cover aspects in which they have expertise, particularly on the problem of employment. No concrete conclusion was reached on this, though we can presumably follow up for particular missions on an ad hoc basis. The contact can be made through Mr. Weaver, who represents the ILO in Washington.

cc: Mr. Fuchs
January 19, 1970
Your Ref: 2(B)-2-2/129

Dear Mr. Jain:

Thank you for your letter dated January 12, 1970 which I have circulated within the Bank. I note that you will be writing further to the Bank in this matter, either directly or through your Washington Office.

Yours sincerely,

S. C. Hardy
Chief, Highways Division I
Transportation Projects Department

Mr. S. K. Jain
Regional Co-ordinator for Asia
International Labour Organisation
Regional Office for Asia
P.O. Box 1759
Bangkok, Thailand

cc: Mr. B.G.R. Holloway,
Rendel, Palmer & Tritton
125 Victoria Street,
Westminster, London S.W.1,
England.

cc: Messrs. Knox, Geolot, Consolo
DATE AND TIME OF CABLE: JANUARY 15, 1970 1116

LOG NO.: WU2/16

TO: INDEVAS

FROM: BEIRUT (VIA U.N. NEW YORK)

TEXT:

ILO/35 FOR BURT
RE: URGENT AGREEMENT BRIEFING 22/1
INTERLABE BEIRUT
January 15, 1970

Dear Ernesto:

I refer to your letter to Arthur dated January 13 regarding the 178th session of the Governing Body of ILO to be held in Geneva from March 3 to 6, 1970. I have discussed this with Arthur and am writing to let you know that, if you wish me to do so, I could go through to Geneva for this meeting. I would probably want to return to Paris in the evening of Thursday March 5 since I believe Burke Knapp is to be here for the day on March 6 and I should rather like to be in Paris for his visit.

All the best.

Yours sincerely,

G. C. Wishart

Mr. Ernesto Franco-Holguin  
Deputy Special Representative for U.N. Organizations  
Development Services Department  
International Bank for Reconstruction and Development  
Washington, D.C.
OFFICE MEMORANDUM

TO: Files
FROM: William S. Gaud
SUBJECT: Proposal for ILO-UN Sponsored Business Conference

DATE: January 14, 1970

At Mike Hoffman's suggestion I met with him this morning to discuss the above conference which is described in his memorandum to me of January 9 and is scheduled for the fall of 1971.

I expressed considerable skepticism as to the value of the conference. However, he tells me that it is to be held regardless of the views of 1818 H Street, and the only question is whether we are willing to invest a modest amount of time and energy in trying to make it as useful as possible.

I agreed that we could scarcely refuse to do this much. We concluded that he would take the lead insofar as relations with ILO-UN are concerned, would keep us posted and from time to time would call on us for advice and assistance when the occasion arises. I suggested that he tell the sponsors that if they expected any representatives of the Bank and IFC to attend the conference, they would be wise to shift it from September 1971 to some other month so that it would not conflict with the Annual Meetings.

One other point is worth mentioning, I asked why the conference is being sponsored by the ILO-UN without the participation of UNIDO. He said he had asked the same question and was told the omission was deliberate. The sponsors apparently feel that UNIDO could not contribute to the success of a conference of this sort.
OFFICE MEMORANDUM

TO: Files

FROM: Michael L. Hoffman

DATE: January 14, 1970

SUBJECT: UN/ILO Conference on Big Business and Development

After talking with Mr. Gaud this morning, on the basis of my memorandum to him of January 9, 1970, I called Mr. Curtis Roosevelt at the United Nations and told him substantially the following:

On the understanding that this Conference was going ahead under the sponsorship of the ILO and the UN, and that the Bank Group was not being asked to be a sponsor, we would, if asked, be willing to cooperate in a consultative capacity. Any formal request for Bank Group cooperation should be addressed to Mr. Gaud as Executive Vice President of IFC, as IFC is the member of the Bank Group having the most extensive relationships with international private business. Neither the IFC nor the Bank would be able to devote a great deal of staff time to assist with the organization of the Conference. Mr. Gaud has asked me to represent him, for the time being at least, in consulting with the sponsoring agencies about the proposed Conference.

MLHoffman/pnn

cc: Mr. Gaud
    Mr. Demuth
    Mr. Franco
    Mr. Karasz
January 13, 1970

Dear Arthur:

Attached is a copy of a letter dated December 31, 1969, inviting us to be represented at the 178th session of the Governing Body of ILO to be held in Geneva from March 3 to 6, 1970. Also attached is a copy of the Agenda and we will be receiving other documents relating to it.

Duncan Ballantine tells us that his Department will not be able to send a representative to the meeting and we would like to know if the Paris Office can cover it. Please let us know.

With all best wishes,

Sincerely yours,

[Signature]

Ernesto Franco-Holguin

Mr. Arthur Karasz
Director, European Office
International Bank for Reconstruction and Development
4 Avenue d'Iéna
Paris 16e, France

Cleared with and cc: Mr. Ballantine
Central Files with incoming correspondence

EF:mmcd
You may be interested in the attached letter, which mentions a possible joint approach with ILO regarding a study on labour-intensive technologies on projects in India.

S. C. Hardy.
Further to my memo of January 6, 1970, attached is a letter from the ILO Regional Office regarding a possible joint approach in studies on labour-intensive technologies; since irrigation and power projects in India are mentioned, you may wish to bring the matter to the attention of other Heads of Projects Departments.
You might be interested in the attached.
Dear Mr. Hardy,

Professor J.P. Belshaw and Mr. H. Fjermestad of the ILO Regional Office for Asia have informed me about their discussions with you on the application of labour-intensive methods during the meeting of the Highways and Highways Transport Sub-committee of ECAFE, which was held recently in Bangkok. I am particularly pleased to learn that (a) the IBRD would be interested in further studies being carried out for purposes of defining technical and economic criteria for the application of labour-intensive methods for road construction; and (b) you would support IBRD's financing for such studies.

I am consulting ILO Headquarters on further steps that might be taken and we would be writing to IBRD further in the matter, either directly or through our Washington Office. Our present thinking is that one of our specialists, who is likely to visit India in the near future to hold discussions regarding a study on labour-intensive technology in irrigation and power projects, may be asked to discuss the matter further with Mr. Sinha and other Indian Government officials and, if possible, draw up a draft proposal which may set the ball rolling.

Thanking you for your kind interest and cooperation,

Yours sincerely,

S.K. Jain
Regional Co-ordinator for Asia

Mr. S. Clifford Hardy
Chief, Highways Division
Transport Projects Department
International Bank for Reconstruction
and Development
1818 H Street, NW
WASHINGTON 25, D.C.

(U.S.A.)
The President,
International Bank for
Reconstruction and Development,
WASHINGTON

With the compliments of
Dr. Abbas Ammar
Deputy Director-General

ILO WORLD EMPLOYMENT PROGRAMME
Information Sheet No. 2
12 January 1970
OFFICE MEMORANDUM

TO: Mr. William S. Gaud
FROM: Michael L. Hoffman
DATE: January 9, 1970
SUBJECT: Proposal for ILO-UN Sponsored Business Conference

The attached outline was given to me the other day by Curtis Roosevelt, who is in charge of UN relations with non-governmental organizations. It is strictly informal at this stage. He wants to know what we think about the proposal and whether the reference on page 1B to "the cooperation of IBRD" would be acceptable if it were eventually requested.

Much as I abhor the thought of still another conference, I do think this proposal has merit. His basic idea is to try for once to get spokesmen for big international companies to talk in terms, not of what they think is good for the developing world, but what they think "development" has in it for them. As he correctly points out, you do not get this kind of discussion in meetings between western businessmen and businessmen and officials from LDCs, such as the recent Amsterdam meeting sponsored by the UN. Such gatherings inevitably develop an atmosphere of confrontation and defense, which, of course, does not mean that they are useless.

Roosevelt's idea is to try to get international businessmen to identify the nature of their interests, if any, in development. Does it really matter to big business whether the LDCs develop or not? And if it does matter, what do they expect to get out of it -- markets, sources of raw materials, advantages of cheap labor, etc.? I think this idea has merit if enough of the big companies would agree to participate. As I pointed out to Roosevelt, it is almost certain that the various industries will have very different and possibly conflicting answers to such questions. Furthermore, I think we may be living with a lot of assumptions about why business does or does not actively support public aid programs that are wrong or at least obsolete. I say this partly because of some recent discussions in the Development Committee of the U.S. Council of the International Chamber of Commerce in which I have participated. In short, I think Roosevelt's scheme might produce a very interesting meeting and one that could be useful to us, provided, to repeat, he gets good participants. This is one place we might be helpful if we chose to cooperate.

Of course, I told Roosevelt that IFC rather than the Bank would be the appropriate member of the Group to approach and he agreed to this reference to you. I would, of course, be glad to be helpful in any way if you decide that the proposal is worth support. You will note that he is not asking us to be a co-sponsor.

I would like an opportunity to discuss Roosevelt's proposal with you after you have had a chance to consider it.

MLHoffman/pmn  (Dictated but not read)
The purpose of the Conference is to have a representative group of people from the private sector, currently responsible for international corporate decisions, explore the dimensions of their interest in the world's economic and social development. They will review the world scene for the next ten years from the point of view of its being a potential market, identify their stakes in this prognosis and the possibilities for influencing predictable future events. Working with the best resource people that can be obtained, they will examine the attitudes of developing countries towards the private sector, with strong emphasis on the cultural and social differences which underlie the more surface tensions usually expressed in economic terms. The political and economic factors will not be ignored, but it can be assumed that the Conference participants are more familiar with this part of the picture.

In organizational terms, the Conference might begin with a résumé of the overall world scene, drawing on the Pearson Report and other recent documents stressing the economic and political picture. Work would then be done in small groups to examine some of the more subtle social and cultural factors. Once a composite picture is drawn, the participants would discuss the private sector's stake in this "market" and how they might influence the situation. The desired result would be for the Conference to identify industrialized management's interest in the radical economic and social development of the less developed countries of the world. Drawn from a realistic picture, these interests would be expressed in as precise terms as possible so that the Conference report would stimulate international organizations and the private sector to continue exploring management's stakes in the development process.
A presupposition of this Conference is that key industry figures, particularly those already thinking internationally through their engagement with trans-national corporations, cannot be told what their interest in development is or should be. They must individually arrive at whatever conclusions they will. Hopefully, however, a "group norm" will begin to emerge as to what is "the enlightened point of view" of the private sector's stake in the development game.

Another point is that we in IGOs do not know or do not have much agreement on what these stakes might desirably be. We may be able to bring the pertinent factors into the open, but it is the key people making decisions for the major corporations in the world that will have to decide their own policies.

We have in the past, when IGO representatives have met with private business leaders, given heavy emphasis to the economic facts and projections, with some allusion to the political realities of the world. This is not a complete picture and is in fact somewhat misleading. Another presupposition of this Conference is that even when viewing the world as a market, the social and cultural parts of the picture must be considered. (This is certainly not a new concept for the market economies.) Because of their lack of influence in developing countries, the private sector must view the totality of the political picture - seeing all the economic, social and cultural factors which compose the political reality. Only then can they sensibly consider the situation in marketing terms.

Because of these assumptions, the Conference must be designed to have maximum involvement from its participants. Experts and resource people...
must be muted. Two kinds of resource people will be needed, one, to provide the necessary data, and two, to provide realistic reactions from the peoples of developing countries, as they will not be represented at the Conference. (Observers from centrally run economies might be provided by the international NGOs.)

The final presupposition is that time does not permit anything less than radical development of the world towards certain (as yet not fully defined) minimum levels due to the rapid and accelerating changes we can anticipate. While the Conference should have an atmosphere that is conducive to perceiving new and different conceptions, it should also have a sense of urgency.
Subject:

Conference to identify industrialized management’s interest in the radical economic and social development of the less developed countries of the world.

Sponsorship:

ILO and UN with the cooperation of IBRD

A planning committee would be established of representatives of the sponsoring organizations, non UN IGOs, leading NGOs in consultative status with the ECOSOC representing business management’s interests, and consultants from leading graduate schools of business. Final decisions would rest with the Director-General of ILO and the Under-Secretary-General for Economic and Social Affairs of the UN.

This planning committee will select the Conference participants.

Place and Date:

Tentatively set for September 1971 at the Headquarters of the ILO in Geneva, the Conference would be two to three days in length.

Participants:

Tentatively numbering fifty, they would be drawn from leading western corporations upon nomination by the relevant NGOs in consultative status with ECOSOC.

Organization:

The participants might be distributed geographically along the following lines: US and Canada - 15, UK - 5, France - 5, W. Germany - 5, Scandinavian countries - 5, Benelux countries - 5, Switzerland, Italy and Spain - 5, Japan - 5. Total - 50.
They would be divided into five groups of ten people each. In addition, each group would have a convenor, whose role would be to facilitate discussion, a "representative" of the developing countries' point of view, two expert consultants, one on the economic and the other on the social aspects of development. Each group would also have two Rapporteurs provided by the principle NGOs concerned with the Conference. This would be a total of fifteen people in each group, although the two Rapporteurs would not participate generally in the discussion and the experts should play a muted role of resource persons.
Mr. George L-P Weaver
General Resident in Washington, January 8, 1970

ILO

Michael L. Hoffman

Appointments for Mr. N. N. Franklin

I attach a schedule of appointments for Mr. N. N. Franklin on the 19th of January. These are all reasonably firm but in the event any changes are necessary, I will let you know. We hope you will be able to join us at lunch which will be held in Dining Room A of our building at 1809 G Street, N. W. Mr. Demuth will be the host.
**International Bank for Reconstruction and Development**

**International Finance Corporation**

**International Development Association**

---

**Routing Slip**

**Date**: February 6, 1970

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<th><strong>Name</strong></th>
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<tr>
<td>Mr. Ballantine</td>
<td>A637</td>
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<td>Mr. Franks</td>
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**Remarks**

*Checked with Mr. Stevenson, he thought meeting was via Guru.*

We have checked with Mr. Stevenson and he does not want to be represented - do you?

---

*We are afraid we have no one available and would welcome coverage from Pana (St. C) especially for Item 2 on Agenda.*

---

*From Ernesto Franco*
**Routing Slip**

**Date:** 2/6/70

**Name:**

**Room No.:**

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**Remarks:**

"I am afraid we will not be able to send anything - we should like the papers (5 hard copies). Perhaps Bulletin might like to send yourself, though I doubt it.

From [Signature]"
Sir,

I have the honour to convey to your Organisation a cordial invitation to be represented at the Ninth Conference of American States Members of the International Labour Organisation which will be held in Caracas from Monday, 13 to Friday, 24 April 1970.

At its 175th Session (May 1969) the Governing Body of the International Labour Office fixed the agenda of the Conference as follows:


2. Review of progress in the implementation of the Ottawa Plan for Human Resources Development.

3. The participation of employers' and workers' organisations in economic and social development; role of other social institutions.

4. Remuneration and conditions of work in relation to economic development, including plant-level welfare facilities and the workers' standard of living.

It was understood that the Report of the Director-General would include an appraisal of the progress made in the implementation of the Ottawa Programme of Social Security Reform.

The reports prepared for consideration by the Conference will be forwarded as they become available.

The President,
International Bank for Reconstruction and Development,
1818 H. Street N.W.,
WASHINGTON D.C. 20433.

[Signature]
Should your Organisation be able to accept this invitation, it would be much appreciated if you would kindly communicate to me, at your earliest convenience, the name and title of its representative who will attend the Conference.

I shall not fail to communicate to you as soon as possible all necessary further particulars regarding the organisation of the Conference, including the place where it will meet, the exact time of the opening sitting, details concerning visa and health requirements, hotel accommodation in Caracas and other pertinent information.

I have the honour to be,

Sir,

Your obedient Servant,

[Signature]

David A. Morse,
Director-General.
### File Title
Bank Administration and Policy - International Labor Organization [ILO] - Volume 2

### Barcode No.
1533312

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<td>Jan. 6, 1970</td>
<td>Letter</td>
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### Correspondents / Participants
To: Mr. Robert S. McNamara - President  
From: David A. Morse - Director-General

### Subject / Title
Invitation for the Ninth Conference of American States Members of the International Labour Organization

### Exception(s)
Information Provided by Member Countries or Third Parties in Confidence

### Additional Comments
The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.

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<td>Chandra Kumar</td>
<td>Nov 15, 2013</td>
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</table>
December 11, 1969

Mr. George C. Wishart
Chief Liaison Officer
European Office
International Bank for Reconstruction
4 Avenue d'Iena
Paris 16e, France

Dear George:

Thank you for your very good memorandum on the ILO meeting last month. I gather from the tone of your early paragraphs that the Governing Body is no more inspiring to an auditor than it was in the days when I had to keep an eye on it as a reporter. It really is the dullest body in the world.

I also gather that the Turin Centre emerged very poorly from the discussion and that Morse and Blamont are left with their financing problem still unsolved. This is unfortunate, but I am not surprised.

With best wishes,

Sincerely,

Michael L. Hoffman
Associate Director
Development Services Department

MLHoffman/pnn
Mr. William S. Gaud

Michael L. Hoffman

Proposal for ILO-UN Sponsored Business Conference

January 9, 1970

The attached outline was given to me the other day by Curtis Roosevelt, who is in charge of UN relations with non-governmental organizations. It is strictly informal at this stage. He wants to know what we think about the proposal and whether the reference on page 1B to "the cooperation of IBRD" would be acceptable if it were eventually requested.

Much as I abhor the thought of still another conference, I do think this proposal has merit. His basic idea is to try for once to get spokesmen for big international companies to talk in terms, not of what they think is good for the developing world, but what they think "development" has in it for them. As he correctly points out, you do not get this kind of discussion in meetings between western businessmen and businessmen and officials from LDCs, such as the recent Amsterdam meeting sponsored by the UN. Such gatherings inevitably develop an atmosphere of confrontation and defense, which, of course, does not mean that they are useless.

Roosevelt's idea is to try to get international businessmen to identify the nature of their interests, if any, in development. Does it really matter to big business whether the LDCs develop or not? And if it does matter, what do they expect to get out of it -- markets, sources of raw materials, advantages of cheap labor, etc.? I think this idea has merit if enough of the big companies would agree to participate. As I pointed out to Roosevelt, it is almost certain that the various industries will have very different and possibly conflicting answers to such questions. Furthermore, I think we may be living with a lot of assumptions about why business does or does not actively support public aid programs that are wrong or at least obsolete. I say this partly because of some recent discussions in the Development Committee of the U.S. Council of the International Chamber of Commerce in which I have participated. In short, I think Roosevelt's scheme might produce a very interesting meeting and one that could be useful to us, provided, to repeat, he gets good participants. This is one place we might be helpful if we chose to cooperate.

Of course, I told Roosevelt that IFC rather than the Bank would be the appropriate member of the Group to approach and he agreed to this reference to you. I would, of course, be glad to be helpful in any way if you decide that the proposal is worth support. You will note that he is not asking us to be a co-sponsor.

I would like an opportunity to discuss Roosevelt's proposal with you after you have had a chance to consider it.

MLHoffman/pnn  (Dictated but not read)
Mr. William C. Gaul

Michael L. Hoffman

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ILO and UN with the cooperation of IBRD

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OUTGOING WIRE

TO: JORGE MENDEZ
MISSION OIT
MINTRABAJO
BOGOTA

DATE: JANUARY 6, 1970

CLASS OF SERVICE: LT

COUNTRY: (COLOMBIA)

TEXT:
WILL ARRIVE IN BOGOTA ON JAN 10 STOP FLT NO AV31 AT 1735 STOP
PLEASE RESERVE LARGE ROOM STOP

LOBATO-BRIME

NOT TO BE TRANSMITTED

MESSAGE AUTHORIZED BY:

NAME  Mr. R. M. Sundrum
DEPT.  Development Program Studies

SIGNATURE  (Signature of Individual Authorized to Approve)

CLEARANCES AND COPY DISTRIBUTION:

Development Programs Studies

ORIGINAL (File Copy)
(IMPORTANT: See Secretaries Guide for preparing form)

Checked for Dispatch:
CONIQUE: (CORONAVIRUS)

POCODY
M1N1H1V1R0
MISSION OIL
VAGHE MEN

SAS: 1.1
CGV: 0.5
DUL: 2.0
FOE: 3.0
Could you please let me know if you wish to be represented at this meeting or if you think the Paris Office should be asked to cover it. Thanks.

Paris Office please at their discretion.

From

Ernesto Franco
The President,
International Bank for
Reconstruction and Development,
1818 H Street, N.W.,
WASHINGTON D.C. 20433
(USA)

Sir,

I have the honour to convey to your organisation, on behalf of the Governing Body of the International Labour Office, a cordial invitation to be represented at the 178th Session of the Governing Body, which will be held at the International Labour Office, Geneva, from Tuesday, 3 to Friday, 6 March 1970.

A copy of the agenda is enclosed for your information, together with the programme of meetings.

The documents relating to the various items on the agenda will be sent to you as they become available.

Should your organisation be able to accept this invitation, it would be much appreciated if you would communicate to me, at your earliest convenience, the name and title of the representative who will attend the session.

I have the honour to be,

Sir,

Your obedient Servant,

For the Director-General:

C.W. Jenks,
Principal Deputy Director-General.
AGENDA

1. Approval of the Minutes of the 177th Session.


5. Reports of the Committee on Freedom of Association.

6. Reports of the Financial and Administrative Committee.


12. Activities of the International Occupational Safety and Health Information Centre (CIS) from 1 January to 31 December 1969.


16. Composition and agenda of committees and of various meetings.

17. International Institute for Labour Studies.


20. Programme of Meetings.

PROGRAMME OF MEETINGS

In conformity with the standard programme approved by the Governing Body at its 171st Session, on the recommendation of its Working Party on the Programme and Structure of the ILO, and subject to the adjustments to the programme approved by the Governing Body at its 177th Session, the meetings for the 178th Session of the Governing Body are as follows:

Tuesday, 27 January\(^2\) to Friday, 30 January

Working Party on the Structure of the ILO

---

Monday, 23 February

10 a.m. Committee on Freedom of Association
Building Subcommittee
3 p.m. Committee on Freedom of Association
Allocations Committee

Tuesday, 24 February

10 a.m. Financial and Administrative Committee
Fiftieth Anniversary Committee
3 p.m. Allocations Committee
4 p.m. Committee on Industrial Committees (extraordinary meeting for limited business)

---

\(^1\) The Board of the International Institute for Labour Studies will meet in Geneva all day on Friday, 20 February and the Board of the Turin Centre will meet in Geneva in the afternoon of Friday, 27 February.

\(^2\) Meetings of the three groups on Monday, 26 January.
Wednesday, 25 February
10 a.m. Financial and Administrative Committee
3 p.m. Financial and Administrative Committee

Thursday, 26 February
10 a.m. Financial and Administrative Committee
3 p.m. Financial and Administrative Committee

Friday, 27 February
10 a.m. International Organisations Committee
3 p.m. Committee on Standing Orders and the Application of Conventions and Recommendations

Saturday, 28 February

Monday, 2 March
10 a.m. Group meetings
3 p.m. Employers' group

Workers' group

Tuesday, 3 March to
Friday, 6 March
10 a.m. and
3 p.m. Governing Body
FOR LOBATO BRIME

INFORMED FROM BOGOTA THAT PRESIDENT LLERAS WILL HOLD FORMAL MEETING WITH MEMBERS OF EMPLOYMENT MISSION AT 1700 HOURS ON 12 JANUARY. THEREFORE APPRECIATE IF YOU WOULD ENSURE YOUR ARRIVAL BOGOTA BEFORE THAT DATE AND CABLE MENDEZ NUMEVAR MISION OIT MINTRABAJO BOGOTA ACCORDINGLY

ABBAS AMMAR DEPUTY DIRECTOR GENERAL
INTERNATIONAL LABOUR OFFICE
The Director-General of the International Labour Office presents his compliments and has the honour to transmit herewith the Draft Minutes of the Sixth Sitting of the 177th Session of the Governing Body (Geneva, November 1969), at which the agenda item concerning the Turin Centre was discussed.

These Draft Minutes are being sent in advance of those of the Session as a whole in order to meet a desire expressed by several members of the Governing Body.

Members are requested to forward any corrections which they may wish to have made to the record of their remarks in time to reach the Office not later than 25 February 1970.

December 24, 1969

Mr. George L-P Weaver
Special Assistant to the Director-General
Resident in Washington
International Labour Office
666 - 11th Street, N.W., Ste. 1115
Washington, D.C. 20001

Dear George:

First, may I thank you for the very pleasant lunch last Thursday. I am enclosing a copy of the Bank's recent statement on salary administration indicating the new policies and procedures which have been instituted. I hope this will be of use.

With cordial regards and best wishes for the holiday season,

Sincerely yours,

[Signature]

Duncan S. Ballantine
Director
Education Projects Department

Encls.

DSB: sfu
OFFICE MEMORANDUM

TO: Files
FROM: Raymond M. Frost
SUBJECT: COLOMBIA - ILO Meeting

DATE: December 22, 1969

Mr. Dudley Seers advised that the communications to him during his mission, starting January 11th, should be addressed as follows:

Cables: Mendez
Grupo OIT
Mintrabajo

His mission will be staying in the Hotel Dann and he hopes that Mr. Lobato will make reservations there and that Mr. Avramovic should arrive on January 11 in order to attend briefing sessions organized for the Government of Colombia on January 12th and January 13th.

cc: Messrs. Avramovic
   Lobato
   Lehbert

RFrost:ms.
IBRD
Mr. Richard H. Demuth  
Development Services  
International Bank for  
Reconstruction and Development  
1809 G St., N.W.  
Washington, D.C. 20433

Dear Dick:

I have received a request from Geneva to enquire if the Bank has any objections to Dr. Jack Baranson undertaking the preparation of a 25-page report on Industrial Activities Requiring Advanced Technology or Automation, for a round table discussion on manpower problems associated with automation and advanced technology in developing countries. They would also like him to participate in the round table discussions which is scheduled for 1-3 July, 1970. If possible, they would like the paper completed by 15 March, 1970.

With best wishes, I remain

Sincerely yours,

George L-P Weaver  
Special Assistant to the Director-General

GLPW/jm
TO: Mr. Bernard Chadenet
FROM: Hans Fuchs
SUBJECT: Visit of Mr. Z. Slawinski of ILO

DATE: December 4, 1969

I attach a memo of Mr. Kalmanoff on his discussions with Mr. Slawinski of ILO who visited him and me on November 25/26. Mr. Slawinski made it clear that he did not represent ILO officially but had come on his own to offer a scheme in which the Bank might help in the financing of the establishment of a commodity credit system in Latin America. Both Mr. Kalmanoff and I were unable to penetrate his proposal and what the Bank's role was to be in it since he was not willing to come to specifics. Consequently our reaction was noncommittal.

Since Mr. Slawinski mentioned during our conversation that he might like to present his scheme to Mr. McNamara, I thought I should bring this background to your attention.

HFuchs:sm1
Attachment =
cc: Mr. Kalmanoff
December 2, 1969

Dear President Eleanor:

Thank you for your letter of November 13 and for your kind words about my address to the United Nations Economic and Social Council.

We are pleased to be able to cooperate with the International Labor Organization in the study of the problem of employment in Colombia. As I mentioned in my address to the Board of Governors at the recent annual meeting of the Bank Group, I am convinced that the Bank must help the developing nations begin to find solutions to the problem of unemployment, and I believe that one important way in which we can contribute to this objective is to assist the efforts of other organizations active in this field.

Regarding your question about the proposed housing program, I understand your concern for wishing to maintain the program at the size requested in your application. A Bank mission has just arrived in Colombia to appraise this program and the other parts of the proposed Medium Long-term Project, and after the mission's return we shall revise the size of the loan in the light of the considerations which you have asked us to bear in mind.

With kindest personal regards, I am,

Sincerely,

(Signed) Robert S. Macnamara

Robert S. Macnamara
TO: Mr. Hans Fuchs

FROM: Georg Kalmanoff

DATE: November 28, 1969

SUBJECT: Visit by Mr. Zygmunt Slawinski, ILO, Regional Employment Program for Latin America and the Caribbean

At your request I received Mr. Slawinski on November 26, 1969. He was accompanied by a Professor John C. Satra.

Mr. Slawinski told me that he has been in Santiago, Chile for about the past 15 years, employed most of the time as a manpower economist by the U.N. ECLA, and he was detailed to the ILO program indicated above about a year ago. He indicated that his approach to the Bank was a personal one, and not an official one on behalf of ILO. I gathered he was making an attempt to promote something for himself - precisely what is not entirely clear. He is tremendously loquacious - I had to cut him off after about an hour and a quarter. The role of his colleague Prof. Satra is not clear - Mr. Slawinski did most of the talking. I managed to gather that Prof. Satra apparently teaches Economics and Political Science at Kingsbridge(?) Community College in Brooklyn, New York.

Mr. Slawinski's presentation had to do with the explosiveness of the unemployment and underemployment situation in Latin America. He has some sort of grand scheme for new development strategies to cope with it, including water utilization and agricultural development (e.g., harnessing the Bermejo River in northern Argentina), development of labor-intensive industries (e.g., in the Andean regional grouping of countries), tourism (e.g., in the Caribbean), construction industries, development of "organic" services, etc. A reading of some documents he left with me did not clear up the fuzziness of his proposals. The Bermejo scheme involves investment of $600 million, and he assured me that he has no less than $5 billion of projects in sight. To carry out his plans, he has in mind the establishment of a series of some sort of regional "commodity banks" to finance all the "contracts" involved in these projects.

Mr. Slawinski urgently requested that we bring his ideas to the attention of Mr. McNamara, and that we communicate with him during the next few days at the ECLA office in Washington to let him know what the next steps are in our contact following "this initial approach at the professional level." I recommend, obviously, that we do neither. If he gets in touch with me, I plan to tell him that it is not clear to me in what way his proposals could be of interest to the World Bank Group.
Dear Mike:

I refer to your letter dated October 13 regarding the meeting of the Governing Body of ILO and the discussion, at that meeting, on the Turin Centre.

I am enclosing a copy of my Note to Files reporting on the Governing Body meeting. I am afraid that the discussion about the Turin Centre did not go into much detail about the actual training given at the Centre. The main interest was on the future financing. However, what I have reported may be of interest to you.

I am also enclosing for your information copies of leaflets (in French and in English) which were circulated about the Centre, and copies of its Calendar of Standard Programmes.

It has been nice to see Dick and he will give you all our news.

With kind regards,

Yours sincerely,

G. C. Wichert

Encls.

Mr. Michael L. Hoffman
Associate Director
Development Services Department
International Bank for Reconstruction and Development
Washington, D.C.
November 27, 1969

Dear Mike:

I refer to your letter dated October 17 regarding the meeting of the Government Board of I.D. and the President of that meeting on the Tuesday Centre.

I am enclosing a copy of my note to the President on the Government Board meeting. I am attaching the President's report on the Tuesday Centre which gives an account of the Centre and more interested may be interested in it.

I am also sending you information copies of letters (in French and in English) which were written by the President of the Centre, and copies of the President of the Centre's programme.

If you have time to see decoding we will give you all our help.

With kind regards,

Yours sincerely,

[Signature]

[Note: Handwritten note: "With kind regards"][signature]

Addendum:

Mr. Michael J. Hollis

Associate Director

Development Services Department

International Bank for Reconstruction and Development

Washington, D.C.
1. I attended the above meeting of the Governing Body of the International Labour Office (ILO) as observer for the Bank. The Chairman of the Governing Body was H.E. Hector Gros Espiell, the Uruguyan Ambassador to the United Nations in Geneva. There were eight sessions of the Governing Body during which time 24 Agenda items were dealt with. It should be noted, however, that the ILO practice is to have all the major substantive items considered in sub-committees which meet in the two weeks preceding the meeting of the Governing Body. Accordingly, when the items come up for consideration by the Governing Body, they have already been pre-digested and the Governing Body merely approves the conclusions reached in the sub-committees. From the point of view of an observer at the Governing Body meeting, this is rather unsatisfactory as the observers do not really have an opportunity of hearing the substantive debate except when the appropriate sub-committee was unable to reach an agreed conclusion.

2. A number of the sessions of the Governing Body were taken up by formal, and rather repetitive, statements. For example, the greater part of the first session was devoted to individual countries' statements acknowledging the honour paid to the ILO by the award of the Nobel Peace Prize. Another complete session was devoted to individual country statements on the celebrations conducted in each country to honour the Fiftieth Anniversary of the ILO. A session and a half was taken up by the discussion of what should be the Agenda items for the International Labour Conference to be held in 1971. The result of that debate was that the Agenda should include certain carry-forward items and one new item, namely, the "World Employment Program". The Workers' Group had also wanted to include items such as "Paid Educational Leave" and "Dock Labour" and fought hard, but unsuccessfully, for these items to feature on the Agenda.

3. The two items which were the subject of general discussion at the Governing Body and which are of interest to the World Bank Group were those dealing with the contribution of ILO to the United Nations Second Development Decade and a discussion on the
future financing of the Turin Technical and Vocational Training Centre.

U.N. Second Development Decade

4. The papers under discussion were GB.177/4/8, GB.177/4/9 and GB.177/4/14. In opening the discussion, the Chairman stated that the Director-General would be preparing a further submission, for consideration next February, dealing with the recommendations contained in the Pearson Commission Report of special interest to ILO. The debate on the Second Development Decade showed that most delegates fully supported the line of the replies given by the Director-General to the United Nations Secretariat questionnaire on this subject. The theme running through most interventions was that economic development by itself is not enough, and that the objectives for the Second Development Decade must include the creation of better social justice for all classes of the peoples of the less developed countries. Much stress was laid on the great value of the tripartite organization of ILO (Employers' Group, Workers' Group and Governmental Group) and it was repeated frequently that a structure along these lines should be envisaged for any new institutions to be created for the Second Development Decade. There was one voice of partial dissent, namely, that of Mr. Naval Tata of India (Employers' Group) who stated quite firmly that economic growth must precede social growth. He criticized the national policies of governments which tend to concentrate more on the distribution of the national income rather than going all out to increase its growth.

5. Other points which were touched on by various speakers included the importance of labour intensive schemes, provided these were clearly viable and attained a satisfactory level of productivity. The important role for the World Employment Program in the Second Development Decade was stressed by the Canadian Government Representative, but he made it clear that the money for implementing the Program must come from outside the ILO. The problem of population growth was stressed by the Danish Representative and others. The United Kingdom Government Representative endorsed the ILO reply to the U.N. Secretariat questionnaire since the answers given made it clear that ILO is ready to link its work and experience with the efforts being made by other specialized agencies. In the final outcome, each developing country must decide on the policies it intends to follow, but these developing countries must have good advice from the specialized agencies in order to enable them to set their priorities.

6. The United States Government Representative confined his intervention to applauding the fact that the Colombian Government had asked ILO to cooperate in planning employment projects. This
experiment at country level could lead to the setting-up of models to be used in other countries. As was to be expected, the Government Representatives from the Eastern Bloc countries pointed out that the problems confronting the Second Development Decade could not be solved within a capitalistic structure. They spoke on such matters as agrarian reform, extension of the government sector and increased government planning.

7. In general, all the speakers, whether representing the employers, the workers or governments, approved the position taken up by the Director-General in document GB.177/4/8. In summing up the discussion, the Chairman thought that a good deal of common ground had been established.

International Centre for Advanced Technical and Vocational Training (Turin Centre)

8. The meeting had before it two documents dealing with this item: the report on the Ninth Session of the Board of the Centre (to which was appended Sir Eric Wyndham White's evaluation of the Centre) (GB.177/21/22), and the Third Report of the Financial and Administrative Committee (GB.177/11/43) which dealt with the financial questions concerning the Turin Centre. The debate on this item was quite the most intensive of all the items at the Conference and, in fact, went on until 7:15 p.m. Even although these matters had already been discussed at the Turin Centre Board meeting and in the Financial Administrative Committee, the whole question of the future financing of the Centre was reopened.

Program of the Centre

9. Linked with the question of the future financing was the question of whether or not the Turin Centre is carrying out the right type of training programs. On behalf of the Workers' Group, Mr. Faulk of the United States said that the original concept for the Centre was that it would be used for vocational and technical training. The Workers' Group had supported the Centre as a place for training foremen and skilled workers but the program for the Centre was now being overweighted by courses on management training. For the year 1970 it was proposed that nearly 50% of the courses would be for management training. For the Employers' Group, Mr. Henniker-Heaton of the United Kingdom said the employers had some sympathy with the point made by the workers. The position was, however, that it was really not practical to transport too many of the lower level workers to Turin for training and the need for managers in the less developed countries was also an important factor.
10. Other interventions suggested that further surveys should be carried out in the less developed countries to ascertain whether the type of training being provided at the Centre was what is required. These suggestions were rather squashed, however, by the Director-General (Mr. Morse) when he made a closing statement. He pointed out that governmental representatives from a number of less developed countries had joined in the discussion and had all referred to the usefulness of the training being given at the Centre. The countries represented by the spokesmen had sent large numbers of trainees to the Centre. It was unlikely that any further survey would change the opinions which had been expressed which agreed that, subject to review from time to time, the training provided at the Centre was filling a need and was appreciated by the less developed countries.

Future Financing of the Centre

11. The Director-General had put forward a proposal, in the Financial and Administrative Committee, regarding the future financing of the Centre. Assuming that the Centre required an annual income of about $5 million, Sir Eric Wyndham White had calculated that a contribution of $1.5 million could be expected from the Italian Government and a further $1.5 million for fellowships from UNDP and various international organizations. Sir Eric Wyndham White had proposed that the shortfall might be guaranteed by "pledges" for a four-year period from ILO member countries. As the pledging suggestion did not appear feasible, the Director-General had then proposed that the shortfall of $2 million might be made up by $1 million from the general budget of the ILO, $500,000 from the ILO for fellowships and, hopefully, an increase of $500 million in the form of additional fellowships financed by the UNDP and international organizations.

12. The Representative of the USSR took the firm position that the future financing must not fall, in any way, on the regular ILO budget. The Workers' Group thought that all the member states of the ILO should pay their share towards the financing of the Centre. The German Representative said that there were difficulties confronting member countries in agreeing to pledge amounts for the financing of the Centre over a four-year period, although his Government would examine that suggestion.

13. On behalf of the United States, Mr. Hildebrand, Deputy Under-Secretary of State, reiterated that the policy of the United States' Government is to concentrate its financial assistance through the UNDP. The training activities carried out at the Centre could be a part of the activities of the UNDP. If the UNDP considered these to be valuable and central to its work, then the UNDP should bear the preponderant cost. An advantage of seeking
UNDP financing was that the developing countries, through their representation on the UNDP Governing Council, would have an opportunity of making it clear that they considered the Turin Centre a priority requirement. In conclusion, Mr. Hildebrand said that the Director-General should discuss the future financing again with UNDP and any decision by the ILO Governing Body should await the outcome of these further discussions. The Canadian Representative (Mr. Mainwaring) considered that an approach to the UNDP was the best positive line of action. Canada wanted clear evidence that the less developed countries supported the Centre and would give it priority. UNDP contributions for fellowships at the present time did not cover all the overheads and the cost of these fellowships should be increased to cover all overheads less those that the Italian Government was prepared to bear. Canada could not support a charge on the ILO budget unless savings were made elsewhere. The United Kingdom Representative (Mr. Heron) felt that the solution was a greater contribution from the U.N. agencies devoted to development, such as the UNDP.

14. The Representative of France (Mr. Parodi) made a thoughtful statement. He believed that the Wyndham White Survey had reached clear-cut conclusions and had shown that the Turin Centre offered training which was not available elsewhere. The financing had to be put on a reliable basis. On balance, he thought that the solution would be for the Centre to be supported from the regular ILO budget. This could be reconsidered if other financing were to be found. The majority of the developing countries' representatives who spoke supported financing through the ILO budget. For the Employers' Group, Mr. Henniker-Heaton pointed out that the Director-General's proposal did not imply that the ILO should be the only source of finance. The employers would certainly like to know whether the UNDP would be prepared to take on a greater financial responsibility. Otherwise, the Director-General's proposal seemed to be the only method.

15. On behalf of the Italian Government, Professor Ago said that the Italian Government contribution up to now had been $800,000 a year, plus $210,000 in fellowships for the present year. He could not give a definite assurance from the Italian Government for the future but indicated that the Italian Government contribution might well be increased if other countries played their part.

16. The Director-General summed up the discussion. A reasonable solution must be arrived at before next February. Dealing with the original concept for the Centre he pointed out that the Centre had never been intended to be an independent international institution.
It had always been regarded as a part of ILO and its governing body had been set up on the ILO tripartite basis. In the Turin Centre, another dimension was added to the regular training programs sponsored by ILO.

17. As to finance, he agreed that it had originally been decided to finance the Turin Centre on the basis of voluntary contributions from governments. It was clear that this method could not be continued. He had already had consultations with UNDP and the Administrator of UNDP had made it clear that it was not the policy of UNDP to subsidize other international institutions. UNDP would certainly be willing to finance fellowships and, in fact, had already sent 846 fellows to the Centre with an increasing trend. He, the Director-General, would now approach the Administrator of UNDP again and he asked that the governments which believed that UNDP should be the source of financing should now join him in making his further appeal to the Administrator.

Report of the International Organizations Committee (GB.177/14/26).

18. This report was accepted without any discussion.

Attached: List of documents either to be sent to Washington or available in European Office if required.

cc: Mr. Demuth (3)
    Mr. Hoffman
    Mr. Consolo
    Mr. Karasz
    Mr. Steuber

GCW:ipl
List of the documents which are being sent to Head Office:

- The Governing Body of the International Labour Office
  177th Session - Geneva - November 1969
  Provisional List of Persons attending the Session of the Governing Body.

- GB. 177: Detailed Agenda (Revised)

List of the documents which are available at the European Office:

- GB. 177/4/8: Fourth Item on the Agenda - Contribution of the ILO to the U.N. Second Development Decade

- GB. 177/4/9: Fourth Item on the Agenda - Supplementary Note

- GB. 177/4/14: Fourth Item on the Agenda - Second Supplementary Note: Report of the Commission on International Development

- GB. 177/5/5: Fifth Item on the Agenda - Report of the Technical Meeting on Training and Teaching Staff for Industrial Training Schemes

- GB. 177/11:43 Eleventh Item on the Agenda - Third Report of the Financial and Administrative Committee

- GB.177/14/26 Fourteenth Item on the Agenda - Report of the International Organizations Committee

- GB.177/21/22 Twenty-First Item on the Agenda - International Centre for Advanced Technical and Vocational Training - Report on the Ninth Session of the Board of the Centre

- GB.177/22/20 Twenty-Second Item on the Agenda - Report of the Director-General
November 27, 1969

Dear Mike:

I refer to your letter dated October 13 regarding the meeting of the Governing Body of ILO and the discussion, at that meeting, on the Turin Centre.

I am enclosing a copy of my Note to Files reporting on the Governing Body meeting. I am afraid that the discussion about the Turin Centre did not go into much detail about the actual training given at the Centre. The main interest was on the future financing. However, what I have reported may be of interest to you.

I am also enclosing for your information copies of leaflets (in French and in English) which were circulated about the Centre, and copies of its Calendar of Standard Programmes.

It has been nice to see Dick and he will give you all our news.

With kind regards,

Yours sincerely,

Encls.

G. C. Wickart

Mr. Michael L. Hoffman
Associate Director
Development Services Department
International Bank for Reconstruction and Development
Washington, D.C.
International Bank for Reconstruction and Development
1818 H. Street N.W.
WASHINGTON, D.C. 20333 (U.S.A.)

With the compliments
of the Director of ILO Activities
Middle East/Europe

Reference: Discussion with Mr. F. Pidgeon during his last visit to the I.L.O.
MISSION REPORT

YEMEN ARAB REPUBLIC

9 - 23 October 1969

Mauri Krohn
(Kurki-Suonio)

I. OBJECTIVES OF THE MISSION

1. The main purpose of the mission was to prepare a formal request to the UNDP for assistance with the establishment of a mechanical workshop and training centre for maintenance and repair of heavy road building equipment.

2. Opportunity was taken at the same time to visit the Secretarial Institute in Sana’a and to discuss with the ILO Clerical Training Expert.

II. SUMMARY OF FINDINGS AND RECOMMENDATIONS

3. A formal request was prepared for Phase I of a Special Fund project in the field of heavy equipment. It will include 4 experts for a total of 7 man-years, 4 fellowships of 6 months each, a mobile workshop and $65,000 for spare parts. A summary of the request is annexed to this report (Annex I).

4. The Minister of Public Works decided that the project will start in Taiz, where fully equipped workshops already exist and where most of the heavy equipment left by the USAID road building project are stationed. Taiz is also the centre of a large programme of building secondary roads (Annex II).

5. After a meeting with the Prime Minister, the candidature of Mr. Salikhov was accepted for the post of expert in the maintenance of motor vehicles and diesel engines under TA programme. He will work in Sana’a and Hodeida, where the Russian equipment is placed.

6. The first clerical training course is progressing well, although the expert has no counterparts. Four students will be selected to become future instructors. Training will start later also in Taiz.
7. A mission to Yemen was undertaken from 13 to 19 October 1969 by Mr. Karaosmanoglu from the IBRD. While a contact was established with him, it was too early to foresee any way of connecting the ILO/SF project with a possible IBRD loan. There will be another mission from the IBRD in January 1970.

III. WORK OF THE MISSION

8. Mr. Ribo-Cebrian, the Resident Representative a.i., briefed the Regional Vocational Training Adviser on the situation in Yemen. Mr. Hagen, the Special Representative of the UNDP, who was in Europe during the mission, had suggested that the maintenance project for heavy road building equipment would also undertake the repair and maintenance of the about 50 vehicles with the UNDP and the UN agencies. However, Mr. Myer Cohen had written to Mr. Hagen already on 30 July 1969 that both aspects should be kept separate. The UNDP will take care of the project vehicles, possibly under the SIS component of the Revolving Fund, while in-service training and maintenance for Government vehicles and heavy road building equipment could be the subject of an UNDP/ILO Special Fund project.

9. Mr. Salikhov had not yet been accepted for the post of the expert in the maintenance of motor vehicles and diesel engines, although the UNDP Office, at the request of the ILO, had already inquired twice about it. Mr. Kakar, the Officer-in-Charge of the UNDP, telephone Mr. Daif Allah, the Under-Secretary of the Ministry of Foreign Affairs, who informed him that the Government would like to have several candidates in order to select the expert. The next day, 12 October, the UNDP Office received an official letter, dated 8 October, from the Ministry of Foreign Affairs, confirming this decision. Mr. Ribo-Cebrian requested the Regional Vocational Training Adviser to draft a reply to this letter, explaining why the ILO could not agree with this request. (Annex III).
10. As the Minister of Public Works was in Taiz and, therefore, could not be met, the Regional Vocational Training Adviser used the time available for visiting with Mr. Ribo-Cebrian two garages in Sana'a. The first one belonged to an old Italian mechanic, who had three local mechanics working for him in very primitive conditions. The workshop was below the standard required to give satisfactory service, scrap parts were all over the place and the equipment was mostly out of order. The other garage, Almutahar Motor & Engineering Co., was well organised and had all the equipment needed to undertake the general overhaul of diesel and petrol engined vehicles. The workshop manager, also an Italian, had personally trained the 27 Yemeni mechanics who were working in the workshop. The owner of the enterprise, Mr. Abdussamad, promised to consider the proposal of Mr. Ribo-Cebrian to undertake the servicing of the UN vehicles on a contract basis, if the UNDP could provide the spare parts. This would be a great improvement, as now the cars are sent to Aden for service, about 400 km of rough gravel road.

11. A visit was also made to the Secretarial Institute in Sana'a. Mr. Abdul Galil, the Expert in Clerical Trades, was conducting a class in Arabic to 19 trainees. From the original class strength of 21 trainees only one had dropped out since the beginning of the course in June 1969, and one was absent. The trainees seemed interested in the lecture, the subject of which was Letter Writing, and they replied spontaneously to the questions of the expert.

12. During the break Mr. Abdul Galil told that his main problems are the following:

(a) No counterpart staff.
(b) Two classrooms reserved for clerical training, one for Arabic typing and the other for English typing, are too small.
(c) All equipment was ordered 3 years ago and is no more sufficient.
(d) There are no facilities for maintenance of office machines in Yemen.
13. Another problem is the slow mail delivery. A letter from the Headquarters or from the Beirut Office requesting some information usually arrives after the deadline for the reply. It is recommended that a very generous time allowance be used for mail delivery when setting the deadline, and any urgent information be requested by cable.

14. Mr. Abdul Galil was going to select for trainees to be appointed future instructors but he was afraid that the ministries concerned would not release them. The matter was discussed later with the Prime Minister, who promised to use his influence to have these people released from their ministries. Then training could start also in Taiz after the delivery of additional equipment.

15. After the visit to the Secretarial Institute the Regional Vocational Training Adviser went with Mr. Ribo-Cebrian to see the Prime Minister, Mr. Abdualla El Qurshumi. During Mr. Pidgeon's visit in June 1968 he had been the Minister of Public Works and he remembered well Mr. Pidgeon. The problem of Mr. Salikhov's candidature was presented to him. After the Regional Vocational Training Adviser had explained why the I.L.O. would not submit more than one candidate each time and that rejecting Mr. Salikhov would mean a delay of 4 to 6 months in the recruitment, H.E. promised to call the Minister of Foreign Affairs to have this matter settled.

16. The next day, 13 October 1969, the Regional Vocational Training Adviser had a meeting with Mr. Abdu Noman Kaed, the Minister of Public Works, again accompanied by Mr. Ribo-Cebrian. He said that the project should be in Taiz and suggested that the Regional Vocational Training Adviser would proceed immediately to Taiz. No information was available concerning the type and number of heavy road building equipment, their condition and need of spare parts, available manpower, etc. but all these questions would be answered in Taiz, the Minister assured. A letter of introduction was prepared for the Regional Vocational Training Adviser.
17. The Minister told that the candidature of Mr. Salikhov had been accepted at the cabinet meeting the previous night. Mr. Salikhov will work in Sana'a and Hodeida, where the Russian equipment is situated, and there is a qualified counterpart available, the Minister said. He added that in general the experts could be of any nationality but it is essential that they are familiar with the type of equipment to be repaired.

18. Mr. Daif Allah confirmed that Mr. Salikhov had been accepted. He said that in the future the Government would not like to have more than one expert of each nationality. As Yemen has good relations with all countries, the Government would not specify any unwanted nationalities.

19. The same day Mr. Karaosmanoglu of the IBRD arrived in Taiz for a one-week 'reconnaissance' mission. He explained that the purpose of this mission was only to find out whether the Government have certain information available. Another mission was going to be undertaken in January 1970. After that there would be three more missions, for project identification, for evaluation and for preparation, before the project could be approved.

20. Although it was too early to foresee any way of connecting the ILO/SF project with a possible IBRD loan, the Regional Vocational Training Adviser informed Mr. Karaosmanoglu of the planned project and told him that the ILO would be interested in any vocational training activities which might be included in the IBRD project.

21. On 14 October the Regional Vocational Training Adviser travelled by road back to Taiz, where he stayed for two working days, visiting the workshops of the Taiz Highway Division, a nearby school building used previously as American Children's School, the new Taiz International Airport and some water pump stations. The best possible cooperation was given by Mr. Mohamed Saif, the Director-General of the Taiz Highway Division, and his staff. The heavy road building equipment was in better condition than the Regional Vocational Training Adviser had expected, except 14 Galion graders, 12 of which are out of order because of lack of spare parts. The well equipped workshop had been able to keep the other machines in running condition using the spare parts left by the USAID project.
22. The warehouse was well organised with modern stock control system. The total value of the spare parts in stock was between 1.1 and 1.2 million dollars. When the Regional Vocational Training Adviser asked about the spare parts requirements, a list, prepared in May 1969, was presented to him. It contained 2000 items for a total value of about $250,000. It was clear that this represented the normal annual requirements of the warehouse. Finally, those items which were really urgently needed were selected. This list for a value of $65,000 was annexed to the request as an indication of type of spare parts required.

23. The number of mechanics in the workshop was sufficient for the present needs but they were all in need of upgrading. It was decided that the training would be given mostly on the job. For any related instructions as well as functional supervisory training the former American Children's School would be used.

24. The USAID project had built 30 private houses which were available for the use of experts. The monthly rent of a fully furnished 2-bedroom villa was $250. As the housing situation in Sana'a is extremely difficult - there is only a plan to construct a U.N. village - this was another argument to start the project in Taiz.

25. The Regional Vocational Training Adviser prepared the draft request, discussed it with the Director General, returned to Sana'a and presented his proposals to the Minister of Public Works, who promptly returned it with his agreement. With the help of Mr. Abdul Galil, the Regional Vocational Training Adviser drew a road map of Yemen, which shows that Taiz is the centre of the secondary road building programme - another justification for the project in Taiz. Finally, the request was typed on stencils in the UNDP office and mimeographed in the Secretarial Institute.

26. With Mr. Pavlichev, the ITU Telecommunications Expert, the Regional Adviser visited the Telecommunications Training Centre, which had been established with the East-German bilateral assistance in the Russian Intermediate School in Sana'a. There were four German experts - one more was about to arrive - who were teaching 25 Yemeni trainees in telecommunications. The language of instruction was English. In addition to the Secretarial Institute this is the only effort in the field of vocational training in Yemen for the time being.

../..
27. The life in Yemen is quite normal although politically the country is still unstable. If the present cabinet, which was appointed in September, can stay in power, it is certain that the development will continue at an accelerating pace. The Yemenis are not stupid and they are not lazy; their only fault is the common use of qat, a mild narcotic drug. The leaves of qat are chewed by most men (and by many women, too) during the afternoon. This, however, should not affect any training programmes, provided they are arranged in the morning.

IV. **PRINCIPAL CONTACTS**

**UNDP**
- Mr. Juan Ribo-Cebrian
- Mr. Narinder Kakar
- Mr. Altaf Hussain

**The Government**
- Mr. Abdullah El Qurshumi
- Mr. Abdu Noman Kaed
- Mr. Ahmed Daif Allah
- Mr. Mohamed Saif

**ILO and other UN Agencies**
- Mr. Abdel Galil
- Mr. Igo Pavlichev

**Annexes**
1. Summary of the Request
2. Road Map of Yemen
3. Letter to Mr. Daif Allah
1. **SUMMARY**

1. This request by the Government of the Yemen Arab Republic to the Special Fund of the United Nations Development Programme is for assistance with a vocational training project in the field of maintenance and repair of heavy road building equipment.

2. The economic justification for the request lies in the importance of building secondary roads and maintaining the major roads in the country. The building of roads between Hodeida, Sana'a, Taiz and Nokha with US, USSR and Chinese aid has transformed social and economic life and improved the inter-city communications, but away from these main roads communications are still difficult and the potentially rich agricultural eastern area is virtually cut off.

3. The road building programme of the recent years has called for the importation into Yemen of a large number of heavy road building equipment. The lack of skilled mechanics and spare parts is causing a rapid deterioration of this equipment which is vital for the economic development of the country and for the replacement of which foreign exchange is not available.

4. The Government of the Yemen Arab Republic is proposing, therefore, to set up a training centre for personnel who is concerned with the maintenance and repair of heavy road building equipment. This training centre will be established in Taiz, where suitable classrooms and workshop buildings are already available. The centre will serve as a pilot centre for vocational training courses and the training techniques developed at the centre will be applied to future vocational training programmes in Yemen.

5. The project, which will be Phase I of a larger programme, will have a duration of two and a half years. During the second year the progress of the project will be assessed and Phase II planned, which will extend training activities to other parts of the country.

..../..
6. The project will have the following main objectives:
   (a) Upgrading the skill and knowledge of the foremen and mechanics presently employed by the Ministry of Public Works and training new entrants on a pilot basis;
   (b) Repairing the heavy road building equipment which is now unserviceable because of lack of spare parts and establishing an effective preventive maintenance system.

7. To achieve these objectives the Government is requesting the services of four international experts for a total of seven man-years and some specialist consultants. The specialisations of the experts and their periods of service are noted below:

<table>
<thead>
<tr>
<th>Title of Expert</th>
<th>Man-months</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Chief of Project</td>
<td>30</td>
</tr>
<tr>
<td>(b) Expert in Heavy Equipment</td>
<td>24</td>
</tr>
<tr>
<td>(c) Expert in Automotive Trades</td>
<td>12</td>
</tr>
<tr>
<td>(d) Expert in Water Pump Maintenance</td>
<td>12</td>
</tr>
<tr>
<td>(e) Specialist Consultants</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total expert services, man-months</strong></td>
<td><strong>87</strong></td>
</tr>
</tbody>
</table>

8. To improve the service facilities in the field and to repair the heavy road building equipment which is unserviceable because of lack of spare parts the Government is requesting a mobile workshop and some urgently needed spare parts. The total equipment allocation will be as follows:

<table>
<thead>
<tr>
<th>Equipment</th>
<th>U.S. $</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Mobile workshop</td>
<td>20,000</td>
</tr>
<tr>
<td>(b) Spare parts</td>
<td>65,000</td>
</tr>
<tr>
<td>(c) Visual aids, books, etc.</td>
<td>5,000</td>
</tr>
<tr>
<td>(d) Reporting costs</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total equipment allocation, U.S. $</strong></td>
<td><strong>95,000</strong></td>
</tr>
</tbody>
</table>
9. To provide further training abroad for the counterparts of the international experts the Government is requesting four fellowships of 6 months each to a total cost of U.S.$ 13,600.

10. The financial implications of the project are summarised below:

<table>
<thead>
<tr>
<th>Special Fund Contribution</th>
<th>U.S.$</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Expert services</td>
<td>174,000</td>
</tr>
<tr>
<td>(b) Equipment</td>
<td>95,000</td>
</tr>
<tr>
<td>(c) Fellowships</td>
<td>13,600</td>
</tr>
<tr>
<td>(d) Miscellaneous</td>
<td>10,000</td>
</tr>
</tbody>
</table>

Total Special Fund Contribution, US $ 292,600

<table>
<thead>
<tr>
<th>Government Counterpart Contribution</th>
<th>U.S.$</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Land and Buildings</td>
<td>39,500</td>
</tr>
<tr>
<td>(b) Furniture</td>
<td>3,500</td>
</tr>
<tr>
<td>(c) Personnel services</td>
<td>20,199</td>
</tr>
<tr>
<td>(d) Miscellaneous</td>
<td>2,500</td>
</tr>
</tbody>
</table>

Total Government Contribution, US $ 65,699

In addition, the Government will make a cash contribution in local currency towards the local operating costs, equivalent to 15 percent of the cost of expert services or US $ 26,100.
## International Labour Organisation

### Programme of Meetings, 1969 and 1970

(at 25 November 1969)

<table>
<thead>
<tr>
<th>Date</th>
<th>Title of Meeting</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-13 December</td>
<td>Seminar on Equality of Opportunity in Employment</td>
<td>Philippines</td>
</tr>
<tr>
<td>8-13 December</td>
<td>Technical Governmental Conference on Rhine Boatmen</td>
<td>Geneva</td>
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<tr>
<td>8-19 December</td>
<td>Third African Regional Conference</td>
<td>Accra</td>
</tr>
<tr>
<td>23 February-6 March</td>
<td>178th Session of the Governing Body and its Committees</td>
<td>Geneva</td>
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<tr>
<td>12-25 March</td>
<td>Committee of Experts on the Application of Conventions and Recommendations</td>
<td>Geneva</td>
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<tr>
<td>13-24 April</td>
<td>Ninth Conference of American States Members of the ILO</td>
<td>Caracas</td>
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<tr>
<td>27 April-8 May</td>
<td>Joint ILO/UNESCO Committee of Experts on the Application of the Recommendation concerning the Status of Teachers</td>
<td>Paris</td>
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<tr>
<td>4-8 May</td>
<td>Joint ILO/IMCO Committee on Maritime Safety Training</td>
<td>Geneva</td>
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<tr>
<td>4-15 May</td>
<td>Coal Mines Committee (Ninth Session)</td>
<td>Geneva</td>
</tr>
<tr>
<td>25-30 May and immediately after the Conference</td>
<td>179th Session of the Governing Body and its Committees</td>
<td>Geneva</td>
</tr>
<tr>
<td>3-25 June</td>
<td>54th Session of the International Labour Conference</td>
<td>Geneva</td>
</tr>
<tr>
<td>Date</td>
<td>Title of Meeting</td>
<td>Place</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>14-25 September</td>
<td>Metal Trades Committee (Ninth Session)</td>
<td>Geneva</td>
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<tr>
<td>14-25 September</td>
<td>14th Session of the Asian Advisory Committee</td>
<td>Indonesia</td>
</tr>
<tr>
<td>28 September-9 October</td>
<td>Joint Committee on the Public Service</td>
<td>Geneva</td>
</tr>
<tr>
<td>28 September-9 October</td>
<td>Meeting of Consultants on Workers' Education</td>
<td>Geneva</td>
</tr>
<tr>
<td>14-31 October</td>
<td>55th (Maritime) Session of the International Labour Conference</td>
<td>Geneva</td>
</tr>
<tr>
<td>October</td>
<td>Joint ILO/WHO Expert Committee on Organisation of Health Care and its Relationship with Social Security</td>
<td>Geneva</td>
</tr>
<tr>
<td>9-20 November</td>
<td>180th Session of the Governing Body and its Committees</td>
<td>Geneva</td>
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<tr>
<td>7-18 December</td>
<td>Committee on Work on Plantations (Sixth Session)</td>
<td>Geneva</td>
</tr>
<tr>
<td>November-December</td>
<td>Meeting of Experts on Control of Atmospheric Pollution in the Working Environment</td>
<td>Geneva</td>
</tr>
<tr>
<td>(10 days)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 days(^1)</td>
<td>Meeting of Experts on Personnel Management</td>
<td>Geneva</td>
</tr>
</tbody>
</table>

\(^1\) In 1970 or 1971
Mr. Mario Piccagli

O. H. Calika

November 24, 1969

Request to the UNDP (Special Fund) for assistance in an Asian Manpower Plan - DP/SF/310/REG 176

We commented on the broad outline of the Asian Manpower plan in our memorandum to Mr. Perinbam of March 13. The project involves UNDP expenditure of $1.45 million in 3 stages spread over 5 years - this request, for $60,000, is merely for the preliminary steps of stage 1 - i.e. the despatch of a 6 man mission (24 man-months) to visit 4 or 5 selected countries to obtain basic information on employment and training problems and prepare a program of work.

No further comments appear necessary at this stage.

MCherniavsky

[Signature]
Dear President McNamara:

If you could send me one copy of PARTNERS IN DEVELOPMENT, The Pearson Commission Report, I should be most grateful to you.

Many thanks and best regards.

Sincerely,

W. Paul Strausmann
Prof. of Economics
OFFICE MEMORANDUM

TO: Files
FROM: Andrew M. Kamarck

DATE: November 24, 1969


This meeting was called by ILO to give it some ideas and suggestions in planning research for the "World Employment Programme." The meeting lasted a week; I attended the last two days. The meeting was chaired by Sir W. Arthur Lewis of Princeton University; the other participants were either university professors who work on employment problems or representatives of international organizations who have an interest in the field. (The participants are listed in the attachment.)

Aside from ILO, which is essentially just beginning systematic work on this subject, the only other organization with a major program in this field is the OECD Development Center. (A working conference on this program in which we are participating is to be held on December 8-10.) Work is also being done on various aspects of the problem in places like the Yale Growth Center (growth models and employment); the Institute of Development Studies at Sussex University, U.K.; and, according to the Soviet participant, Professor Kollontai, the Institute of World Economics in Moscow.

There was no concluding statement by ILO as to what lessons it had gained from the Conference. Much of the Conference was on various models being worked on in the universities. The Chairman, Sir W. Arthur Lewis, Victor Fuchs, Vice President of the National Bureau of Economic Research, and I emphasized that ILO should devote its energies to country field studies on the micro-level to find out what the facts and the problems really are and do much less on aggregative macro-models, leaving these, as Lewis said, "to the universities to play with."

My main point was that there was need in each developing country for a comprehensive review of its policies from the standpoint of their impact on employment. Only after this had been done could one discover whether any special programs were necessary. It was already clear that many of the most important pervasive policies of governments were such as to encourage capital-intensive methods rather than employment. An over-valued exchange rate inhibits exports which are mainly labor-intensive products; it under-prices capital equipment, which is mainly imported, and so encouraging capital-intensive methods throughout the economy. Agricultural credit policies, irrigation water pricing policies, often subsidized large farms in the mechanization of output. Minimum wage policies raised wages for the already privileged elite employed in industry or mining compared to the mass of farmers; it was no accident that as the wage level went up, enterprises mechanized and employment lagged far behind increases in output, etc.
Although it was not announced at the Conference, I was told by Hans Singer, who is acting as a consultant to ILO, that ILO is planning to send out a series of field missions to look into the problems of unemployment in LDC's. The first one has been agreed on for Colombia around March 1970. It will be headed by Dudley Seers of the Sussex University's Institute of Development Studies and will be composed of 11-12 people. A formal request will be made to the World Bank for someone to participate in the mission. A mission is also contemplated for Kenya (with Professor K. Philip of Denmark as head) or Ceylon.

Dudley Seers, with whom I discussed the mission later at New Delhi, hopes to make it a case study with findings that could be applicable to other countries. His inclination is to try to make it as down to earth as practicable and to make it a worthwhile exercise for the Bank to collaborate in.

cc: Messrs. Friedman
    Knapp
    Demuth
    Alter

Attachment

AMK/vhw
Technical Advisory Meeting on Economic Research for the World Employment Programme (Geneva, 3-7 November 1969)

LIST OF PARTICIPANTS

Mr. J. BÉNARD,
Professor of Economics,
University of Paris,
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Mr. J.N. BHAGWATI,
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Oslo Dep. ,
Norway.

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Mr. R.K.A. GARDINER,
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Intermediate Technology Development Group,
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England.

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Rome, Italy.

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(Vice-Chancellor, University of Delhi),
Professor of Economics,
University of Delhi,
India.

Mr. G. RANIS,
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Mr. L. RYCHETNIK,
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Mr. J. SKOLKA,
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General Economic Studies Division,
UN Economic Commission for Europe,
Geneva.
Mr. W. P. STRASSMANN,
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Michigan State University.
at present:
Automation Branch,
ILO Geneva.

Mr. J. TINBERGEN,
Professor of Economics,
Chairman, United Nations Committee for Development Planning.

Mr. H. A. TURNER,
Montagu Burton Professor of Industrial Relations,
Churchill College,
University of Cambridge,
England.

Miss D. WARRINER,
School of Slavonic and East European Studies,
University of London,
England.

Mr. M. YUDELMAN,
Vice-President,
OECD Development Centre,
94 rue Chardon l'Aigache,
Paris 16,
France.
SECRETARIAT

Representative of the Director-General: Mr. Franklin

Assisted by :  Mme Béguin
              Mr. Paukert

Secretaries :  Mr. Fillinger
              Mr. Thormann

Interpreters :

  English :  Mrs. Cohen
            Mrs. Dhami
            Mrs. Brown-Lana

  French :  Mrs. Berney
            Mr. Puységur
            Mrs. Martin-Cedillo

  Russian :  Mr. Milstein
            Mr. Irman
            Mr. Vassiliev

Clerk :  Miss Gee
WOULD SUGGEST INDICATE IN ILO LETTER TERMS OF REFERENCE FOR BANK ECONOMIST ALONG LINES HE SHOULD BE PERSON SPECIALIZING IN EMPLOYMENT PROBLEMS IN BANK AS IMPORTANT PURPOSE OF MISSION IS TO MAKE CASE STUDY TO PROVIDE LESSONS USEFUL FOR APPLICATION IN OTHER PARTS OF DEVELOPING WORLD. THE GREATER THIS CLARITY IN TERMS OF REFERENCE THE GREATER THE PROBABILITY YOU WILL GET THE BEST PERSON FROM THE BANK REGARDS

KAMARCK
INTBAFRAD

NOT TO BE TRANSMITTED

MESSAGE AUTHORIZED BY:
NAME A.M. Kamarck
DEPT. Economics
SIGNATURE (Signature of Individual Authorized to Approve)

CLEARANCES AND COPY DISTRIBUTION:
AMK/vhw

For Use By General Files and Communications Section

Checked for Dispatch: [Signature]
Sir,

I have the honour to refer to my letter No. RC 159-3-115 of 24 October 1969 concerning the Third African Regional Conference of the International Labour Organisation, to be held in Accra, Ghana, from Monday, 8 to Friday, 19 December 1969, and to communicate to you herein more detailed information concerning arrangements for the Conference.

Place of Meeting and Address of the Conference

The Conference will meet in the State House, Accra. The address of the Conference will accordingly be the following: Third African Regional Conference of the ILO, State House, Accra. The opening sitting will begin at 9.30 a.m. on Monday, 8 December.

Hotel Accommodation

A list of hotels in Accra indicating the rates for various types of accommodation is enclosed.

Requests for hotel reservations should be addressed at the earliest opportunity and by cable to Mr. I.K. Amissah, Labour Officer, Labour Department, P.O. Box No. 55, Accra, who has been appointed by the Government of Ghana as Conference Liaison Officer in charge of hotel reservations. All such requests should reach him, if possible, not later than 23 November 1969, and should indicate the exact nature of the accommodation required (i.e. name of hotel, number and type of rooms, etc.), the period for which it is required and should list at least two preferences in order of priority.

24 Nov. 1969
Arrival in Accra

Those attending should inform the Conference Liaison Officer as soon as possible of their date of arrival, flight number and hour of arrival at Accra, so that arrangements may be made for their reception at Kotoka International Airport.

Health and Financial Regulations

Smallpox vaccination and yellow fever inoculation certificates are required for entry into Ghana.

An extract from the Official Guide Book of Ghana, 1969, giving details of the foreign currency regulations at present in force is enclosed for your information.

Visa Requirements

Your representatives should ensure they are in possession of valid travel documents for entry into Ghana. Passports and visas are required of all visitors, with the exception of nationals of West African countries who may be admitted with a "Travel Certificate" and citizens of the Commonwealth who are required to have a valid entry permit.

*   *   *

If you have not already done so, I should be very grateful if you would be good enough to arrange for the names and titles of the persons who will represent your organisation at the Conference to be sent to me at the earliest opportunity.

I have the honour to be,

Sir,

Your obedient Servant,

For the Director-General:

C.W. Jenks,
Principal Deputy Director-General.
### INCOMING MAIL ROUTING SLIP

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<td>Mr. Alter</td>
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<td>Mr. Benjenk</td>
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<td>Mr. Cope</td>
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<td>Mr. Demuth</td>
<td>C808</td>
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<td>Mr. Diamond</td>
<td>C913</td>
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<td>Mr. El Emary</td>
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<td>Mr. Fontein</td>
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<tr>
<td>Mr. Friedman</td>
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<tr>
<td>Mr. Goodman</td>
<td>C602</td>
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<td>Mr. Graves</td>
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<td>Mr. Hoffman</td>
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<td>Mr. Knapp</td>
<td>A1230</td>
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</tr>
<tr>
<td>Mr. Lejeune</td>
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<td></td>
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</tbody>
</table>

From: Communications Unit, Room C219, Extension 2023
Sir,

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Hotel Accommodation

A list of hotels in Accra indicating the rates for various types of accommodation is enclosed.

Requests for hotel reservations should be addressed at the earliest opportunity and by cable to Mr. I.K. Amissah, Labour Officer, Labour Department, P.O. Box No. 55, Accra, who has been appointed by the Government of Ghana as Conference Liaison Officer in charge of hotel reservations. All such requests should reach him, if possible, not later than 28 November 1969, and should indicate the exact nature of the accommodation required (i.e. name of hotel, number and type of rooms, etc.), the period for which it is required and should list at least two preferences in order of priority.
I have the honor to refer to my letter No. RC 150-

of 31 October 1950 concerning the Third African
Regional Conference of the International Labour
Organization, to be held in Accra, Ghana, from Monday, 8
November 1951, and to communicate to you
preliminary details of information concerning arrangements
for the Conference.

Place and Address of the Conference

The conference will meet in the State House,
Accra. The address of the conference will be:

The Secretary, Third African Regional Conference
of the I.L.O., State House, Accra.

With the kind permission of the Government of Ghana, all
accommodation for the delegates to the conference will be
arranged at a uniform fee of 20.00 per diem. The delegates
will be accommodated in various types of accommodation as
available.

Reservations for hotel rooms and airport transport
are to be made on a group basis through the International
Labour Organization in New York. It is requested that
such reservations should be made well in advance of the
conference. If possible, mention the exact type and
number of rooms required (first class, standard, etc.) to
accommodate the exact number of guests. It is essential that
two preferences be indicated in order of priority.

General Notes

All communications should be addressed to the Director,
International Labour Organization, New York.

All communications should be sent to the Secretary of the
corresponding national authority in the country concerned.
Arrival in Accra

Those attending should inform the Conference Liaison Officer as soon as possible of their date of arrival, flight number and hour of arrival at Accra, so that arrangements may be made for their reception at Kotoka International Airport.

Health and Financial Regulations

Smallpox vaccination and yellow fever inoculation certificates are required for entry into Ghana.

An extract from the Official Guide Book of Ghana, 1969, giving details of the foreign currency regulations at present in force is enclosed for your information.

Visa Requirements

Your representatives should ensure they are in possession of valid travel documents for entry into Ghana. Passports and visas are required of all visitors, with the exception of nationals of West African countries who may be admitted with a "Travel Certificate" and citizens of the Commonwealth who are required to have a valid entry permit.

* * *

If you have not already done so, I should be very grateful if you would be good enough to arrange for the names and titles of the persons who will represent your organisation at the Conference to be sent to me at the earliest opportunity.

I have the honour to be,

Sir,

Your obedient Servant,
For the Director-General:

C.W. Jenks,
Principal Deputy Director-General.
## HOTEL ACcommodation - Accra

<table>
<thead>
<tr>
<th>HOTEL</th>
<th>ADDRESS</th>
<th>SINGLE ROOM RATE</th>
<th>DOUBLE ROOM RATE</th>
<th>SUITE</th>
<th>TELEPHONE</th>
<th>REMARKS</th>
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</thead>
<tbody>
<tr>
<td>Ambassador Hotel</td>
<td>Independence Avenue opposite the Theatre near Hall of Trade Unions</td>
<td>₦15.00*</td>
<td>₦20.00*</td>
<td>₦32.00</td>
<td>64646</td>
<td>Bed and Breakfast Airconditioned</td>
</tr>
<tr>
<td>Aams Hotel</td>
<td>Nsawam Road near Orion Cinema</td>
<td>₦5.00</td>
<td>₦9.00</td>
<td>-</td>
<td>-</td>
<td>Bed and Breakfast</td>
</tr>
<tr>
<td>Airport Hotel</td>
<td>Kotoka International Airport</td>
<td>₦4.40</td>
<td>₦9.20</td>
<td>-</td>
<td>77452</td>
<td>Bed and Breakfast</td>
</tr>
<tr>
<td>Avenida Hotel</td>
<td>Kojo Thompson Road, Adabraka</td>
<td>₦8.00</td>
<td>₦13.00</td>
<td>-</td>
<td>21321</td>
<td>Bed and Breakfast Airconditioned</td>
</tr>
<tr>
<td>Continental Hotel</td>
<td>Liberation Road opposite Shell Petrol Station</td>
<td>-</td>
<td>₦21.00*</td>
<td>-</td>
<td>75361</td>
<td>Bed and Breakfast Airconditioned</td>
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<tr>
<td>Cassanova</td>
<td>Tudu Lane, near SBWA Limited</td>
<td>₦9.79</td>
<td>₦14.74</td>
<td>-</td>
<td>64926/7</td>
<td>Bed and Breakfast Airconditioned</td>
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<tr>
<td>Kob Lodge Guest House</td>
<td>Ring Road Central, opposite Belmont Hospital</td>
<td>₦11.44</td>
<td>₦17.50</td>
<td>-</td>
<td>27647</td>
<td>Bed and Breakfast Airconditioned</td>
</tr>
<tr>
<td>Star Hotel</td>
<td>Cantonments Road, near Lands Department</td>
<td>-</td>
<td>₦17.28**</td>
<td>-</td>
<td>77326</td>
<td>Bed and Breakfast</td>
</tr>
<tr>
<td>The Date</td>
<td>Adabraka, on Adama Road near Avenida Residence</td>
<td>₦4.60</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Bed and Breakfast</td>
</tr>
</tbody>
</table>

* plus 10 per cent Government tax.

** tax and service charge included.
Foreign Currency Regulations

The currency unit in Ghana is the New Cedi (₦).  

Note:  

\[ \text{₦} \quad \frac{1.00}{1} = \text{US} \quad \frac{0.98}{1} \]

\[ \text{₦} \quad \frac{2.45}{1} = \text{£} \quad \frac{1}{1} \text{sterling} \]

All travellers entering Ghana are required by law to declare the full amount of foreign and local currency in their possession by signing a declaration on Exchange Control Form T.5 obtainable at the point of entry. The completed form should be submitted to the Bank of Ghana or the Customs authorities at the point of entry. The traveller should ensure that the form is returned to him since a bank will request to see it before changing his foreign currency into Cedis. Customs will also require to see it on his departure if he is taking out foreign currency. Travellers may bring to Ghana any amount of foreign currencies (except those prohibited by the issuing country), including French West African Francs. Such currencies must be declared at the point of entry. Travellers are obliged to exchange their foreign currencies into local currency only with a bank. Exchange of foreign currency into local currency anywhere other than in a Commercial Bank in Ghana is prohibited.

Travellers leaving Ghana may take out any unused imported foreign currency, but must produce in evidence the T.5 completed at the time of entry into Ghana, showing an endorsement that the foreign currency was exchanged by a bank. Travellers must surrender their T.5 forms at the point of departure when leaving Ghana.

Travellers are permitted to export up to a maximum of ₦20.00 (twenty new cedis) at any one time. The exchange of these notes outside Ghana other than on Ghanaian carriers is not allowed. All visitors from overseas must purchase their return tickets in foreign currency.
Mr. Sidney Burt,
Education Projects Department,
International Bank for Reconstruction and Development,
1818 H Street, N.W.,
Washington, D.C., 20433,
United States of America.

Dear Mr. Burt,

This is in the nature of a Back-to-Office report about my missions to UNESCO in Paris and the I.L.O. in Geneva while I was en-route to Iran. I will set out, in chronological order, the various items which I discussed but, before this, I should add a note on an aspect of I.L.O. reorganisation.

1. Reorganisation at I.L.O. Headquarters.

A few days before my arrival there had been a number of staff movements at I.L.O. Headquarters. Mr. H.W. Quednau had been transferred to be the Chief of the Human Resources Department. His previous position as Chief of the Field Division has been taken over by Mr. von Stedink who will be signing, at least in the immediate future, letters concerning Bank/I.L.O. co-operation on technical assistance activities.


I reported at UNESCO on Monday, 3rd November, to find that the draft report of the Turkey P.I.M. had been discussed at a meeting in the Education Financing Department on the previous Friday. The report had been received somewhat critically, due chiefly to its repetitive style, which may have been unavoidable in view of the way in which it was set out. I was more concerned with certain technical errors which had been introduced and with a major omission. The technical errors were possibly understandable and fairly easily corrected but the omission of any mention of assistance to the Engineering Academy at Zonguldak was puzzling. During my time at UNESCO I rewrote the "Summary and Conclusions" and some parts of the report which referred to the training of skilled workers and technicians. I hope I reintroduced a reference to Zonguldak. I protested at the introduction of several references to the urgent need for UNESCO Functional Literacy projects in Turkey - a matter which was not studied specifically by the mission but for which no special demand was evident. I had extended discussions with Mr. Phillips who had been left to finalise the report without assistance from three members of the mission, Mr. Harris, Higher Technical Education, Mr. Ross, Management Development, and myself. I received yesterday from Mr. Phillips certain redrafted sections of the report on which he asked me to comment or agree. I have done this and will be cabling tomorrow to agree the new draft subject to one small amendment.

The P.I.M. report has still to be discussed with other departments in UNESCO before it is finalised. My guess is that it will not be available to the Bank before next year.
3. **Briefing for Iran Project Appraisal Mission.**

I spent approximately one day in UNESCO discussing the Iran request which I am now engaged on appraising.

4. **Sierra Leone Educational Project.**

As arranged before leaving Washington, Mrs Ulu-Williams visited Geneva for one day while I was there and we discussed with various people in the I.L.O. questions concerning ILO/UNDE/SP technical assistance for the technical and vocational education and training aspects of the Sierra Leone project. The discussions which lasted most of the day were very useful.

The Job Description for the Chief of Project-designate, or Party Leader, was discussed with Mrs. Ulu-Williams and myself and a draft prepared. I understand that a copy will be sent to the Bank.

The I.L.O. has a good candidate for this post of Chief of Project-designate. He should be available in January 1970 although there is some slight doubt about this and he may not be available until later. The I.L.O. would wish him to attend a briefing course which starts on 19th January but would bring him to Geneva earlier so that he could start work on the preparation of provisional equipment lists with the advice and assistance of the I.L.O. Equipment Section. This should enable him to make a quick start when he arrives in Sierra Leone towards the end of January. The I.L.O. may be asking for copies of the request, and other documents, to clarify the equipment element in the project.

If this first candidate is not available in January 1970 the I.L.O. has a second possibility of a candidate for temporary appointment. This candidate should be better qualified even than the first choice for the job of equipment list preparation but is not considered as being so suitable as a potential Chief of Project. Mrs. Ulu-Williams agreed with this proposal. The availability of this reserve candidate means that the post should be filled in January without fail.

The question arose as to whether the Bank would wish the Chief of Project-designate to visit the Bank for briefing. The I.L.O. may be writing to you about this point.

5. **New Projects for Bank/I.L.O. Co-operation.**

I was told that three new projects were under preparation which might be suitable for Bank/I.L.O. co-operation. The first two are in India and are concerned with the Industrial Training Institutes and Centres for Training Agricultural Mechanics. The third is a vocational training project in the Peoples Republic of Southern Yemen and is of interest to the Bank because the capital is to be supplied by some Kuwait funds for which, the I.L.O. understands, the Bank acts as a trustee, or adviser. These projects should be in the form of finalised draft requests for discussion when I am in Geneva in December.

6. **Further Secondment of an I.L.O. Vocational Training Specialist.**

I discussed, with Mr. Quednau and other people, the question of a specialist in Industrial Vocational Training who could replace me at the Bank when I return to Geneva next year. I had several names in mind and two or three of them coincided with an informal list prepared by Mr. Quednau. The most suitable candidate would seem to be an Egyptian who headed the national vocational training programme in the U.A.R. for a number of years and who acted as a counterpart to several I.L.O. Chiefs of Project. About three years ago he joined the I.L.O. and has
served first as a Vocational Training Adviser in Ceylon and is now the I.L.O. Chief of Project in Ghana. The I.L.O. would try to obtain his release from the latter post to send him to the Bank. The I.L.O. may write to the Bank about this proposal or it may be left for me to discuss on my return. If this particular candidate is not available, or is not acceptable to the Bank, there are several others who may be considered.

I was asked if the Bank might welcome, in addition, the offer of a manpower specialist, basically either a statistician or an economist. I gathered that the I.L.O. has in mind the secondment of someone who would study the implications for human resources development of Bank/IDA financing in all types of projects, not only education and training. I said that I was by no means certain if the Bank would welcome such a proposal but that it could be discussed when I returned to Washington.

7. Extension of my Period of Secondment to the Bank.

I discussed the possibility of a short extension of my period of secondment to the Bank in order to complete my work there, including the appraisal report on my present mission to Iran. At first, Mr. Quednau expressed some reluctance to agree to any extension but it was conceded subsequently that a request for me to stay with the Bank, possibly up to the middle of March, would be agreed if it was at all possible. The question will be cleared by the time I return to Washington after Christmas.


My final discussion concerned the contribution which the Bank would expect from the I.L.O. representatives who have been invited to join the Bank survey missions. Although they have certain ideas, the I.L.O. would appreciate more precise information about the missions and the role of the I.L.O. representatives. At present the I.L.O. is thinking in terms of manpower economists but would be prepared to send any sort of animal which would suit the Bank.

To several of these matters which I discussed at Geneva, the I.L.O. will have given further consideration before I call there again at the conclusion of this mission and I should be able to return to Washington with a number of proposals for discussion. It was my impression that a proper appreciation is developing in the I.L.O. of those areas where useful co-operative activities can be developed with the Bank.

I may add that the appraisal mission assembled to plan in Teheran and we have made a reasonable start with our work although one or two members are afflicted with colds. I can not escape an impression that my views are listened to with much more respect than was the case when I was here on previous occasions. I assume that it is because I now know a lot more - and that it has nothing to do with the fact that I come from an organisation with more money.

With kind regards.

Yours sincerely,

F.J. Pidgeon.
Asian Manpower Plan

In Mr. Goodman's absence I am replying to your request for any further comments we have on this proposal.

The Bank's reply of October 9 still seems valid. I think that the term "Asian Manpower Plan" is not a very good name for what seems to be largely a fact-gathering exercise. I would certainly agree that team visits of 3-4 weeks' duration could not do much to solve the unemployment problems of Asian countries, which have been with them for decades. In short, I cannot see much coming out of this except another report, rehashing well-known data and problems. If the study were strictly confined to a statistical analysis of unemployment, and perhaps some description of the steps being taken to cope with it, there would be a more reasonable chance of producing some useful results. However, even a study or series of studies that were so limited would require a good deal longer than three or four weeks in countries such as The Philippines and Malaysia.

cc: Mr. Hablutzeli
Bogotá, November 13, 1969

Mr. Robert S. McNamara
President
International Bank for
Reconstruction & Development

Dear Mr. McNamara:

I have read with interest your October 27th speech addressed to the United Nations Economic and Social Council and I wish to congratulate you for the intelligent and realistic presentation of the problems of development as well as the proposed actions on the part of the World Bank Group to contribute to the solutions of those problems.

I also wish to express my appreciation for the Bank’s cooperation with the International Labor Organization in the pilot project for Colombia dedicated to studying the problems of employment and their relation to economic development. I realize that the Bank has made an exception in offering its cooperation for this project for which Colombia has incurred a debt of gratitude not only to the Bank but to yourself personally.

As you are aware, the Bank has under consideration a loan application including a bridge across the Magdalena river at Barranquilla, the approach road to Buenaventura and a paving program, which embodies a large number of individual projects throughout Colombia, to be executed over a 42 month period.

I am particularly interested in assuring the paving program, as planned, for a number of reasons. I think it represents a new departure in the formulation of highway programs, with a greater emphasis on economic
considerations, as against purely engineering criteria. Existing
roads that are serviceable for requirements now and in the future
will be paved substantially as they are, instead of being subjected
to what I have called "perfectionism", often beyond our means,
which leads to benefits being deferred far into the future.

The size of the proposed program and the fairly long period envisaged
for its execution are attractive to me because they ensure that a steady
effort will be made throughout Colombia according to carefully thought-
out priorities.

Some members of the Bank's staff have expressed concern to the Minis-
ter of Public Works about the length of the construction period and have
put forward the idea that the program could be split into two separate
parts. I would strongly urge that it be maintained intact: the permanence
in road programs which I believe it will promote, through a broad inclu-
sion of projects that make sense, will be seriously disrupted if one half
of the projects are deferred into uncertainty, and the enthusiastic support
that the project has received will be impaired. In addition, the 42 month
construction period, taken together with the policy of awarding large
contracts that has been agreed with the Bank's staff, will encourage
contractors to improve their equipment and will make it more justifiable
for the government to grant them credit for this purpose.

Please accept Mr. McNamara the testimony of my high esteem and best
personal regards.

Yours sincerely,
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<thead>
<tr>
<th>Name</th>
<th>Room No.</th>
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<tr>
<td>Mr. Demuth</td>
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<tr>
<td>Mr. McNamara</td>
<td>President has seen</td>
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<td>Recommendation</td>
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<td>Signature</td>
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</table>

Remarks

Muriel Lee
Dear Bob,

Please accept my sincere thanks for the congratulations and good wishes sent to the International Labour Organisation and to me on the occasion of the award of the Nobel Peace Prize.

Such recognition of the ILO's work will further serve to strengthen our resolve to deal with the numerous problems that still have to be faced and of which you are only too well aware. In this task we shall continue to count as before on the widespread support the ILO has always received from many quarters, including your own.

Sincerely,

David A. Morse,
Director-General.

Mr. Robert S. McNamara,
President,
International Bank for
Reconstruction and Development,
1818 H. Street, N.W.
WASHINGTON D.C. 20433.
DATE AND TIME OF CABLE: NOVEMBER 7, 1969
LOG NO.: ITT TELEX/7
TO: INTRAFRAD
FROM: GENEVA

TEXT:

2 FOR GHOSHAL SECRETARY'S OFFICE

ILO ASKED ME TO REQUEST SENDING LATEST KENYA ECONOMIC REPORT SOONEST REGARDS

KAMARCK
COMMUNICATIONS

Nov 7     8 39 AM 1969

TESTING

COMMUNICATIONS

TESTING COMMUNICATIONS

SEND A MESSAGE

12345

THE END
OUTGOING WIRE

TO: KAMARCK
    INTERCONTINENTAL HOTEL

COUNTRY: GENEVA SWITZERLAND

DATE: NOVEMBER 7, 1969

CLASS OF SERVICE: LT

TEXT:

YOUR NUMBER 2 STOP
DOCUMENTS ALREADY MAILED ILO STOP
REGARDS

GHOSHAL
INTBAFRAD

NOT TO BE TRANSMITTED

MESSAGE AUTHORIZED BY:

NAME  U. K. Ghoshal

DEPT.  Secretary

SIGNATURE  (Signature of Individual Authorized to Approve)

CLEARANCES AND COPY DISTRIBUTION:

For Use By General Files and Communications Section

Original (File Copy)
[IMPORTANT: See Secretaries Guide for preparing form]
Ref: UNDP/TA 01-2-c-5-1

November 6, 1969

Dear Sir:

On behalf of the President I wish to acknowledge your letter of October 24, 1969 and enclosure, and to thank you for inviting the International Bank for Reconstruction and Development to be represented at the Inter-regional Technical Meeting of Experts in vocational Training for the Hotel and Tourist Industry to be held in Nicosia, Cyprus, from November 24 to December 6, 1969.

We appreciate your kind invitation but I regret to inform you that, owing to previous commitments, it will not be possible for the Bank to be represented at this meeting.

Sincerely yours,

Ernesto Franco-Holguín
Deputy Special Representative
for
United Nations Organizations

Mr. F. Blanchard
Deputy Director-General
International Labour Office
CH 1211 Geneva 22
Switzerland

Cleared with Messrs. Ballantine and Koch
Central Files with incoming correspondence

:mmcd
Dear Sir:

On behalf of the President, I wish to acknowledge your letter of October 7th, 1949, and enclosures, and to thank you for inviting the Information Office for International Technology and Development to be represented at the Inter-American Technological Meeting of Experts in Mexico.

I am glad to learn that the meeting will be held in Mexico (as indicated from Havana) in December of this year.

We appreciate your kind invitation and I regret that I will not be able to attend this meeting.

Sincerely yours,

[Signature]

[Title]

[Institution]

Mr. P. Manzella
Deputy Director-General
Information and Library Office
Ch. 1511, Geneva 22
Switzerland

[Date]

Closed with message. Please send copy of correspondence.
November 6, 1969

Dear Mr. Bergmann:

This is to acknowledge your letter dated November 3rd. Mr. Baranson is out of the country on Bank business and will return about November 25th. He will contact you upon his return.

Sincerely yours,

Patricia Hamlin
Secretary to Jack Baranson

Mr. Ralph H. Bergmann, Chief of the Automation Unit
International Labour Office
CH 1211
Geneve 22, Switzerland
November 4, 1969

Dear Paul:

I plan to be in Geneva on business November 11-12th and would like to see you. I will call you on arrival.

Sincerely yours,

Jack Baranson

JBaranson/plh

Dr. Paul Strassmann
Bureau International Du Travail
Oficina Internacional del Trabajo
International Labour Office
CH 1211 Geneva 22
Dear Dr. Baranson,

Within the framework of the ILO programme on automation, we are currently organising a round table discussion to be held in Geneva during the late Spring of 1970 on the manpower problems associated with automation and advanced technology in developing countries. Professor W. Paul Strassmann is on leave from Michigan State University and is participating in making arrangements for the programme.

We have arranged for the preparation of six studies covering specific instances of the introduction of a computer or advanced production technology in developing countries (Pakistan, India, Ethiopia, Tanzania, Colombia and Brazil). In addition there will be a number of general papers covering various aspects of the problem.

This letter is to inquire whether you would agree to prepare a paper for the meeting and participate in the three-day discussion.

If you agree, we thought you might draw upon your experience in this field to comment on the manpower issues associated with the use of advanced technology in developing countries, especially from the point of view of scale requirements and organising needs for such projects. Should you wish to propose an alternative focus, please do not hesitate to do so.

According to practice, this arrangement can be formalised by an "external collaboration" contract when we have a brief outline of your planned paper. We will pay an honorarium of $200 plus an additional lump sum sufficient to cover travel expenses, living costs and miscellaneous charges. We are thinking of a paper of about 25 double-spaced pages and, in order to arrange for its distribution among the participants, would need to receive it by 15 March.
By the way, if you could inform us about the particular qualifications that Professor Stevan Dedijer has for analysing some aspect of advanced technology in poor countries, we should be most grateful to you. Our sources here do not indicate much about his background along those lines, yet we should like to have a Swedish contributor. We unfortunately heard that Dr. Ingvar Svennilson has been quite ill lately.

Many thanks for your help. We look forward to your participation with enthusiasm.

Yours sincerely,

Ralph H. Bergmann,
Chief of the Automation Unit,
Research and Planning Department.