THIS FILE IS CLOSED AS OF
DECEMBER 1971.
FOR FURTHER CORRESPONDENCE SEE:

RECORDS MANAGEMENT SECTION
January 1972
26 August 1971

Mr. Mark W. Leiserson
Economic Branch
International Labour Office
CH 1211 Geneva 22
Switzerland

Dear Mark,

Thank you for your letters of the 16th and 20th of August which helped me to catch up on what had transpired during my absence on home leave. I am sorry that we got our communications crossed.

By this time you will know that rather than cable concerning the mission to Ireland, I telephoned yesterday and left a message with your secretary. That message was that we have now decided to supply a Bank staff member from my Division to take part in the mission to Ireland. I am embarrassed to have to report that the Bank has changed its mind once again on this matter and I take full responsibility for this particular change. I am proposing that Mr. Dipak Mazumdar (of whom we spoke when I was last in Geneva), who has been spending the summer here on leave from the London School of Economics, take part in this mission for the last month of his period with us. Apart from his academic background in this subject, I value the opportunity to give him mission experience as he will be returning to join the Division for an extended period in 1972-73. I would like to thank you for offering at such short notice the services of Mr. Watanabe, who looks an interesting candidate. I do hope that we shall be able to obtain his services on a future occasion. Some of his present research activities are of interest to us in connection with work program proposals we are now developing for the Division and which I hope to discuss with you during your forthcoming visit to Washington.

I have once again enquired about the status of the UAR mission in connection with Keith Marsden's desire to know whether there is any possibility of a further postponement. The answer from the area department is that present plans are still for the mission to go to the UAR in November, but that all of their planning for the UAR is currently subject to considerable uncertainty. All I can offer to do is keep the ILO posted of the latest information as it becomes available.
Ed Elmendorf, myself and John Burrows, who is leading the present mission to Kenya, had extensive discussions concerning possible cooperation with Hans Singer's WEP mission to Kenya. I think it is now unlikely that anyone from this department will attend the inter-agency meeting planned for mid-September. The terms of reference for the meeting seem to call for somebody with more detailed knowledge of our operational and economic work in the country, and I recommended that the Bank be represented by somebody from the area department. I gather that John Burrows has already had extensive conversations with Hans Singer and it may well be that it would be superfluous for a Bank representative to attend in view of their meeting. I would, however, welcome your reactions as to whether this assessment of the nature of the meeting is correct. At the working level the three of us have made suggestions for Bank collaboration with the WEP mission.

I have been trying to obtain an answer to your question as to whether the briefing for the Nigeria mission will take longer than 10 days. I have not succeeded in getting any clarification so far, and I do not want to hold up this letter any longer. If I discover that there is a marked change in plans, I will send you a cable.

Looking forward to seeing you in Washington.

Yours sincerely,

E. K. Hawkins
Chief
Population & Human Resources Division
Economics Department

EKHawkins:gah

cc: Mr. George Weaver, ILO Washington
    Mr. Elmendorf
Dear Ted,

It was good to hear from you. Your letter apparently crossed with one from me filling you in on WEP. I am enclosing a letter to de Vries re the Nigerian mission which should have been copied to you. I will be in Washington on 7 September (provided a ticket arrives in time) but it was my understanding that the visit would be for only ten days. If, as you seem to indicate, there is some uncertainty whether a longer stay might be required, please let me know.

The dates for the mission to Ireland are pretty tight but we could make available Mr. Susumu Watanabe, who has been serving as an economist in the Economics Branch since 1967. He is Japanese (born 1938), with a B.A. and M.A. in economics from Waseda University, Tokyo. From September 1965 until June 1967 he was a research student at the University of Cambridge supported by a scholarship from the British Council, and is preparing a Ph.D. dissertation which deals with industrial development. Since joining the ILO he has published the following articles:

(1) "Policies and problems concerning handicrafts and village industries in national development plans", a paper contributed to the ILO Meeting of Experts on the Role of Handicrafts in the National Economy in Developing Countries, New Delhi, 4-16 November 1968.
Dear [Name],

I am pleased to hear from you and your letter. I was happy to join the team with one team meeting in the United States, and I was anxious to hear your ideas for the economic mission which are likely to grow significantly over the next few years. We will need to develop a strategic plan that will make it easier for us to grow. I am looking forward to the opportunity to work with you on this project.

Please let me know if there is anything else I can do to assist you.

 regards,

[Your Name]
2.


He is now writing an article on international subcontracting as a means of employment-creation in developing countries. In connection with the last three articles, he undertook two fact-finding missions in Europe, Japan, and several countries in Asia.

Watanabe, though I do not know him well, strikes me as a very able economist, extremely conscientious, and with considerable initiative and drive. Norton Franklin thinks particularly highly of him and has been impressed by his imagination and insight. All in all, Watanabe should be able to do a good job for the mission in appraising current and prospective employment prospects. But his relative inexperience may limit the contribution he could make on broader policy aspects.

Would you cable as soon as possible whether Watanabe would be acceptable? Any further information about what will be expected of him would also be much appreciated.

See you soon,

With best regards,

Yours sincerely,

Mark W. Leiserson,
Economic Branch.
Dear Ted,

I hope that your leave was restful and refreshing as well as successful in surveying UK universities. Enclosed is some material on WFP and the International Labour Conference which you may have already received via other channels; if nothing else it should serve to recall your attention to matters that one would hope have been absent from your thoughts during your leave.

I am also enclosing an organisation chart of the Office (which I recall your asking for some time ago) and a recent circular establishing the structure and the terms of reference for the Employment Planning and Promotion Department.

The WFP Mission to Kenya is being headed (as you may have heard already) by Hans Singer. He has asked the Office to undertake some preparatory work which will be discussed with agency representatives (presumably including the Bank) at a meeting planned for mid-September. The mission itself is not scheduled to go to Kenya until March, by which time it is expected that a lot of the basic groundwork will have been completed.

No chief for the Iran mission has yet been appointed, but one is expected momentarily. The mission is still, I believe, scheduled to be in Iran in November.

The Ceylon mission report is being finished this week. The first draft of the report was discussed with agency representatives at a meeting here late last month. You no doubt will have received a report on the meeting from A.S. Cleveland who represented the Bank.

One matter of some urgency: could you check to see if the dates for the mission to the UAR have been fixed up? Keith S.哈登 will be returning from home leave in
about 10 days and will be anxious to know whether there
is any possibility of a further postponement.

I am looking forward to having a chance to talk
with you during my visit to Washington for the pre-mission
meetings on Nigeria scheduled for September 7-17.

With best regards,

Mark

Mark W. Beissner,
Economic Branch.
Mr. H. E. Hawkins
Alexander Stevenson

Visit to Paris, London and Geneva

1. In accordance with the arrangements already agreed, you should plan to visit Paris, London and Geneva from about the 8th of March to the 19th. The purpose of your visit to Paris will be to update the information available to the Bank on the work of the OECD Development Centre on employment issues and discuss its relation to the expansion of the Bank’s activities on this subject. You may also join Mr. de Ville, if convenient, to take part in meetings with consultants engaged in the study on labor substitution in road construction projects.

2. You may also visit London to explore recruitment possibilities enroute from Paris to Geneva. However, you should plan to meet with I.L.O. officials from the 15th to the 16th of March inclusive, in accordance with arrangements already made with that organization. The purpose of your meetings will be to acquaint yourself with I.L.O. plans for future work on employment questions (specially within the World Employment Program) and to explore the possibility of I.L.O.-Bank cooperation on these questions. Such cooperation might cover participation of I.L.O. staff in Bank economic missions, the provision of specialized material by the I.L.O., and establishment of frequent contacts at the staff level.

3. On your return to the Bank you should prepare appropriate back-to-office reports.

Out: Masera, Broath/Alexander
Iyok
Koutlinger/de Ville
George L-P Weaver  
Special Assistant to the Director General

21 January 1971

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

Dear Dick:

Since your letter of last 13 July commenting upon the ILO contributions up to that time to Bank economic survey missions, we have been seeking to improve arrangements for ILO cooperation in the expanded program of country missions. In mid-September, Mark Leiserson, formerly of Yale University, joined the Economic Branch of the ILO, to undertake a principal responsibility for the program of ILO-IBRD collaboration in the economics area. He has now had the experience of participating in the Bank mission to Malaysia as well as an opportunity during his visit to Washington last month to discuss with Mr. Elmendorf of your office and with a number of the Bank economists both procedural and substantive questions regarding the ILO briefings and mission participation.

In the course of these discussions Mr. Hollis Chenery suggested that a representative of the Economics Department of the Bank might come to Geneva at an early date for discussions with the ILO officials and staff on how our mutual efforts may best be developed. Such a visit would be extremely helpful from our point of view. It would be most convenient if such a visit could be arranged for the last week in January.

Meanwhile, on the basis of the comments and suggestions in your 13 July letter, we are instituting procedures for the preparation of written briefings designed to improve their usefulness given the present limited resources we have available. Specifically, we believe that written briefings in response to a Bank request should routinely be limited to documentation and materials readily available in the ILO.
which might not otherwise come to the attention of the Bank mission. Ordinarily, therefore, we suggest that ILO briefings would consist of (1) a brief description of ILO activities in a country; (2) excerpts or copies of pertinent ILO reports or publications; (3) a brief survey and commentary on the availability and quality of statistical series in ILO fields of competence; (4) selected bibliographic references as current as possible; and (5) names and addresses of ILO personnel or experts in the country or region whom the Bank mission might wish to meet and who would have been notified of the mission's arrival.

Such minimal briefings would be available in response to a simple request from the Bank. It is important, however, that Bank mission chiefs not only be aware of the availability of this kind of material but that they understand its limited character.

More important to the ultimate effectiveness of ILO-IBRD collaboration will be the development of in-depth analyses of the labor and employment situation in particular countries. This obviously poses a more difficult problem, as well as promising a greater pay-off, involving as it does not only the assembly of immediately available materials but the planning of ILO participation in Bank missions and perhaps the coordination of longer term analysis, research and data collection. And it is these latter problems which we would hope to be able to pursue further during the visit of the representative of the Bank economic staff later this month.

Pending more settled arrangements, it is possible that the ILO can augment its written briefings to assist the work of particular economic missions in certain specified areas. To do so effectively, however, would require a specification from the mission chief of those questions or areas in the labor field of particular interest to the mission, along with a brief statement of the kind of information the Bank already has on the subject. In those few cases where we have received such a specification from the Bank it has proved enormously helpful, if only, in some cases, in the negative sense of showing that the ILO under present circumstances cannot provide a net addition to the Bank's knowledge of the subject. Over the longer run, of course, one would hope that the Bank and ILO efforts could be directed precisely to increasing our knowledge and understanding in those areas which now are the source of unanswerable questions.

With regard to oral briefings of Bank personnel in Geneva, I would suggest that we concentrate on those occasions where it can be determined that one or another of the ILO departments can be of specific assistance to a Bank mission.
in attacking a defined area or aspect of the economic or social-institutional framework of a particular country. For such oral briefings to be successful, we need as much advance communication from the Bank as possible to enable such a determination to be made and to arrange discussions with the relevant ILO personnel. In this initial period, less than stringent criteria should perhaps be applied in the interest of obtaining greater familiarity among the Bank economics staff with the operations and resources of the ILO and among the ILO staff with the concerns and approaches of Bank economic missions.

Despite the problems encountered in our first efforts at cooperation, there would seem to be substantial promise for increasingly fruitful collaboration, as we find ways for developing closer communication between the ILO and IBRD and for intensifying the analytical and research efforts in both organizations on the employment and economic welfare aspects of development processes.

With best regards, I remain

Sincerely yours,

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

TO: Files
FROM: Rolf H. Glaeser

SUBJECT: Discussions with Professor Leiserson, ILO, Geneva, on possible Bank-ILO cooperation

DATE: December 18, 1970

1. On December 9, 1970, Mr. Jansen and myself had a discussion with Professor Leiserson, ILO. The meeting was initiated by Mr. A.E. Elmendorf, Development Services Department.

2. Professor Leiserson, who previously taught at Yale and recently joined the Economics Department of ILO, inquired about possible Bank-ILO cooperation in general and in the case of the Ivory Coast in particular. He referred to his participation in the Bank mission to Malaysia from which he just returned.

3. We pointed out that the principal issue of Bank-ILO relations certainly does not fall in the competence of this Department and that we, therefore, are unable to comment on that. As to the Ivory Coast, we discussed briefly some aspects of the three issues Professor Leiserson had in mind:

   - pattern of country briefs ILO might submit to the Bank upon request in the field of labor market, manpower and social policy and related subjects;
   - role and activities of ILO staff as members of Bank regular economic missions;
   - need of and possible requests from the Bank for participation of ILO staff members in future Bank missions.

4. We concentrated the discussion mainly on the first point by citing typical features of the situation in the Ivory Coast, such as the role of the foreign African (Voltaic) and European labor force, problems of ivorization, elements of the wage determination (SMIG, SMAC), income distribution among rural and urban population and needs for technical and vocational training. It seemed to us that these were areas which might first be considered when formulating a "social" country profile on the Ivory Coast.

5. We abstained from embarking on a detailed discussion of the other two issues raised by Professor Leiserson, arguing that country briefs could probably represent an initial type of a to-be-formulated
Bank-ILC cooperation, if any, and that other forms might subsequently be developed taking into account the experience gained after a "trial period". For the time being, therefore, it appeared premature for us to debate these questions any further.

6. We agreed to keep in touch with each other to resume a more specific discussion of a country brief for the Ivory Coast at a later stage. Mr. Jansen has already confirmed our position in his letter to Professor Leiserson on December 14, 1970.

7. As a starting point, a tentative outline for an Ivory Coast country brief, formulated after somewhat more theoretical reflection, is attached for the record.

RHGlaeser: sjb

Cleared with and cc: Mr. Jansen
cc: Messrs. de Vries
       Elmendorf
PMWA
Attachment
LABOR MARKET/WAGE AND SOCIAL POLICIES

IVORY COAST

TENTATIVE OUTLINE FOR A COUNTRY BRIEF

Following the discussion with Professor LEISERSON, from ILO, Geneva, on December 9, 1970, a list of issues for a country brief - Ivory Coast - on labor market and related policies may be outlined as follows:

1. Labor market/manpower policy
   - supply and demand conditions on the labor market of the Ivory Coast;
     a) short, medium, long-term
     b) regional, including foreign employees
     c) sectoral (esp. agriculture vs. industry)
     d) professional
   - identification of bottlenecks, review of previous recommendations and actions;
   - significance of the foreign African labor force and European/non-African expatriates for the Ivory Coast labor market (supply of skill, technical know-how, etc.);
   - repercussions of the intrazone migration on neighboring African countries;
   - identification of typical forms of unemployment (beyond the 2-class distinction "chômeurs" and "sans travail") and suggestions for improvement.
   - relationships between labor market and wage structure;
   - evaluation of employment/manpower policy and planning (structural vs. cyclical aspects; North-South migration; regional policy; sectoral policy; urbanization and rural exodus; incentives; institutional arrangements);
   - technical assistance/training facilities to increase the level of skill, technical and managerial know-how of the Ivorian labor force.

2. Wage policy

   Given the "Janus-face phenomena" of the wage as an input/cost factor as well as income determinant, we break down the interrelated discussion into these two aspects and an additional point on general wage policy.

   /\ It may be reminded that in view of the fairly short and preliminary exchange of views the list is rather indicative than exhaustive at this stage of the discussion.
2.1 Wage = input/cost factor

- wage content of total production cost and its influence on pricing policy;

- wages, compulsory and voluntary, fringe benefits, other aspects of physical working conditions (e.g. working hours, overtime, protective and social security measures);

- labor intensity; input/output coefficients;

- relationship between wages and productivity (wage level, price level, international competitiveness);

2.2 Wage = income determinant (see also No. 3: macro-economic issues)

- wage structure (incl. compulsory and voluntary social benefits);
  a) sectoral
  b) professional
  c) regional

- wage rates;

- wage income;

- wage/salary differentiation

- level of wage/price level, i.e. relative purchasing power (nominal, real);

2.3 General points of wage policy

- negotiated vs. effective wages;

- the role and significance of fringe/social benefits as cost and income component;

- nominal vs. real (deflated) wages;

- the role and effectiveness of labor unions and employers' associations for wage determination and social policy (degree of representation, potential and effective bargaining power and strategy);

- labor/management relations;

- the role of the Government as partner and socio-political factor in the collective wage determination process (e.g. the role of SMIG and SMAG for higher wage levels).
3. Macro-Economic issues (see also No. 2.2: Wage = income determinant)

- relationship between the present labor market situation and manpower policy, existing education system and its segments (e.g. vocational training), short and long-term development planning (especially in the field of education, manpower, agricultural, industrial and administrative sectors) and contemplated government actions;

- impact of the labor/wage situation on the balance of payments (particularly in view of the considerable non-Ivorian labor force);

- macro-economic income distribution;

  a) between wage earners and farmers (urban vs. rural income)
  b) regional
  c) family income
  d) wages and other types of income

- social security system.

4. Some general points

- availability, reliability of statistical data and suggestions for improvements;

- suggestions for particular studies to be undertaken;

- cooperation/relationship with Ivory Coast institutions in the labor market field.

5. References

   Reports of the last Economic Mission to the Ivory Coast, especially:

   - Volume I - (Main Report), paras. 83, 147, 149, 189;
   - Volume II - (Agriculture), paras. 76/77;
   - Volume III - (Industrial Development), paras. 27-31;
   - Volume IV - (Population Growth and Urban Development), paras. 31-64
     and Statistical Annex (with relevant sources).
Mr. Elmendorf  
Jean Baneth

Cooperation with ILO Employment Mission: Budgetary Matters

1. The Bank has undertaken to provide assistance to the ILO Employment Mission to Ceylon, if staff is available (see Mr. McNamara's letter to Mr. Wilfred Jenks).

2. We have not yet received requests for any specific type of expert but it can be presumed that some request will be received at the latest when Professor Dudley Seers, Head of the ILO Mission, visits the Bank between January 11 and 14. Likely candidates for posts to be filled with Bank assistance will be one statistician-economist to sift through statistics provided to the mission, and to evaluate the adequacy of statistical services and suggest appropriate changes, and one engineer, possibly with some economic background, to look at techniques of choice between labor and capital intensive techniques in public works, and in particular road construction projects.

3. There is one question to be solved if we are to provide assistance to this mission, to other similar missions planned by the ILO for the future, and to other international organizations. Which part of the IBRD budget is to bear the cost of such assistance? This question will be all the more acute if, as may well have to be the case if the Transportation Projects Department does provide assistance to the Seers mission, the Bank has to hire a consultant to do the work which would have been done by the Bank staff member assigned to a mission organized by another UN agency, in this case the ILO. It is clear that if the parent department of the staff member is to bear the budgetary cost, this would greatly enhance already existing reluctance to take staff members off their regular assignments for such cooperative missions.

4. I thank you for looking into possible other budgetary solutions, as we agreed on the telephone.

Attachment

cc: Messrs. Knox/Hogg, Levy/Bory, Roulet
Mr. R. H. S. Fennell

S. J. G. Burt

IBRD/ILo Cooperation

December 7, 1970

Reference is made to the letter of Mr. Shaheed, Chief, Technical Cooperation Department, IDA, dated October 30, 1970.

To deal, firstly, with the countries mentioned in the above-mentioned letter, as they concern Division 1:

INDIA. During my mission to India in December, 1969, the Government, as represented by Mr. Swaminathan, Joint Secretary, Department of Economic Affairs, Ministry of Finance and by the Director General of Employment and Training, Shri S. K. Mallick, indicated no interest in Bank/IDA financial assistance for the Industrial Training Institutes or for those upgraded to Instructor Training Institutes. Both were discussed with Mr. Mallick at length and he considered that Bank/IDA financial assistance was not needed for either.

In regard to training for television repair, I met Dr. V. Sarabhai of the Atomic Energy Commission and discussed the possibility of Bank/IDA assistance to a proposed satellite system of broadcasting, to be used partly for educational programs, but the matter has not been further pursued by Mr. Sarabhai or the Government. It seems that an important preliminary to the development of nationwide ITV is the establishment of a national manufacturing company for producing TV receivers. The finalization of plans for expanding ITV and providing receivers therefore seem as important as training TV repair staff. Presumably, TV repair courses would be located in a number of ITI's and would therefore be a State responsibility. We have not yet been involved in financial assistance to education and training at State level.

Training in small agricultural machinery is also outside our present plans for financial assistance to India. Our present proposals - still to be finalized - involve assistance to five or six agricultural universities and a number of research stations. It may be that development of these proposals will enable us to commence and thereafter expand assistance at State level.

TRAN. The project includes for which a loan was presented to the Board in October, 1970, six vocational training centers, eight agricultural schools, 12 experimental primary and guidance cycle schools, six multilateral secondary schools, four teacher training colleges and four university faculties of education plus technical assistance. The No. 2 Vocational Training Center in Teheran is to be converted to its original role of instructor training during the next 12 months. It is believed that an earlier UNDP/ILo project for vocational training is to be reactivated. We have no information on professional training for hotel and tourism staff.
JAMAICA. Present proposals for an education project in Jamaica include 26 comprehensive high schools, 12 junior secondary schools, two teacher training colleges, a technical teacher training department to form part of the College of Arts, Science and Technology and two new vocational training centers. Board presentation is expected in early 1971.

ILO is involved to the extent that instructors for the proposed vocational training centers will be supplied by the instructor training center being assisted by ILO.

NIGERIA. A Bank/IDA reconnaissance mission to Nigeria in October, 1970, visited the ILO office in Lagos but the Deputy Regional Director was unaware of any special plans that ILO had for developing vocational training in Nigeria. A Unesco project identification mission will visit Nigeria in March, 1971, it would, in my opinion, be useful if ILO were to participate in that mission.

PHILIPPINES. A Unesco project identification mission will visit the country in January, 1971, and here again the participation of ILO could be valuable, perhaps by using personnel already working in the Philippines or by the inclusion of a specialist from Geneva in the Unesco mission.

SIERRA LEONE. The Chief of Project is on post, the UNDP project should be approved in January, 1971, and the remainder of the ILO team can then be recruited with, we hope, all possible speed.

SOMALIA. We understand that a revised proposal has been submitted to UNDP for technical assistance in training and upgrading skilled workers as part of the proposed IDA project.

TURKEY. The project comprises technical and vocational training, including six adult vocational training centers. Instructional staff for these centers will be dependent upon a UNDP/ILO project for instructor training. Proposals for this project are, we understand, being submitted to UNDP at about this time.

YEMEN. We have no projects proposed for Yemen.

GUINEA. We have no projects proposed for Guinea.
Mr. Thompson

A. Edward Elmendorf

ILO Cooperation with Bank Economic Mission to Tunisia

November 17, 1970

Further to your memorandum to me of September 28 and my letter to the ILO of September 29, I have just received the attached notes from the ILO on current ILO technical assistance projects in Tunisia that might be of interest to our economic mission.

In my letter of September 29 to the ILO I indicated that in case discussions at ILO headquarters appeared desirable at the time the IBRD mission left Tunisia, Mr. Asfour would contact Mr. Franklin at ILO headquarters. You will observe that the ILO now suggests that our mission or at least one of its members pass through Geneva on the way back from Tunisia. If Mr. Asfour decides not to take up this suggestion, I hope he will so inform the ILO.
November 12, 1970

Mr. N. N. Franklin
Economic Adviser
International Labour Office
CH 1211 Geneve 22
Switzerland

Dear Mr. Franklin:

I am enclosing a copy of the paper prepared in this Division for presentation to the Conference in January. The paper has been prepared jointly by Messrs. Beier, Ahluwalia and Schebeck. Its focus is somewhat different from that which we initially suggested way back in June but we look forward to your reaction and that of the Conference to it.

Yours sincerely,

Stanley Please
Chief
Domestic Finance of Developing Countries Division
Economics Department
Mr. Futagami

F. J. Lethem

ILO - Projects Suitable for IBRD/ILO Cooperation

You may be interested in the views expressed by Mr. A. S. Shaheed, Chief, Technical Cooperation Department of ILO, in a letter dated October 30, 1970, to Mr. Ballantine, on some potential project items in countries of interest to you.

"India - Television Repair and Maintenance"

The UNDP/Special Fund has been requested by the Government of India to provide assistance with the establishment of a curriculum development-cum-training centre for television and other mass media. This centre will work in association with the TV satellite which is to be launched in 1972 and which will be used for educational TV, amongst other purposes. We understand that the IBRD Education Division is concerned with this project.

"Discussions which ILO representatives have undertaken with the Government of India indicate that the number of television sets which will be used to receive the programmes from the satellite is likely to be something over 250,000. No proper facilities exist at present for TV repair and maintenance nor for the training of those persons who would undertake this work.

"The ILO has proposed to the Government of India that training for TV repair and maintenance mechanics should start as soon as possible in anticipation of the demand which will follow the launching of the satellite. As a minimum, there is a need for approximately 5 man-years of expert services (3 experts for 2 years each) together with training equipment.

"This assistance could take the form of a small self-contained training project, or it could be established as an adjunct to one of the existing advanced training centres, or it might be established as a part of the assistance from the UNDP/Special Fund to the curriculum development-cum-training centre."

FJLethem:pp
Mr. Cherniavsky/Germanacos

F. J. Lethem

ILO - Projects Suitable for IBRD/ILO Cooperation

November 10, 1970

You may be interested in the views expressed by Mr. A. S. Shaheed, Chief, Technical Cooperation Department of ILO, in a letter dated October 30, 1970, to Mr. Ballantine, on some potential project items in countries of interest to you.

"Congo (Kinshasa) - We wrote to you on 29 September 1970 about proposals for ILO assistance, as the agent of the UNDP/Special Fund, with a vocational training project in the Katanga region of Congo (Kinshasa). We hope this ILO technical assistance may be complementary to IBRD financed assistance, about the proposals for which we will be glad to receive more information when it is available.

"We understand that our Project Manager co-operated closely with the recent IBRD Project Preparation Mission to Congo (Kinshasa). He tells us that the mission supported the proposals for the development of vocational training, but that some difficulty might be presented by the need to schedule IBRD financial assistance for buildings and equipment in such a manner that it would coincide with the UNDP technical assistance which should start in 1971. We hope that, if necessary, it will be possible to expedite any IBRD assistance with this project."

FJLethem:pp
Mr. Braithwaite

F. J. Lethem

ILO - Projects Suitable for IBRD/ILO Cooperation

November 10, 1970

You may be interested in the views expressed by Mr. A. S. Shaheed, Chief, Technical Cooperation Department of ILO, in a letter dated October 30, 1970, to Mr. Ballantine, on some potential project items in countries of interest to you.

"Ghana - The ILO, as the agent of UNDP/Special Fund, has been assisting the Government of Ghana since 1966 with a vocational training project. This first phase of the assistance is due to finish in 1972 but the objectives may be achieved before this date, and we are beginning already to consider a second phase of the assistance. Our Project Manager, Dr. M. Amin, visited the IBRD/UNESCO unit during August to discuss ways in which this second phase might be geared to the technical assistance requirements likely to arise from the proposed IBRD financed education project. We would welcome details of the IBRD proposals and/or a visit by appropriate members of the Preparation and Appraisal missions. Dr. Amin will be available in Ghana for discussions with the members of the missions."

FJLethem:pp
Mr. Brewin

November 9, 1970

F. J. Lethem

ILO - Projects Suitable for IBRD/ILO Cooperation

You may be interested in the views expressed by Mr. A.S. Shaheed, Chief, Technical Cooperation Department of ILO, in a letter dated October 30, 1970, to Mr. Ballantine on some potential project items in countries of interest to you.

"Uganda - We were glad to have an opportunity to discuss with Mr. Brewin, when he visited Geneva in August, the IBRD proposals for financing a vocational training project in Uganda. We are hoping shortly to undertake a mission to Uganda during which a modified project-request will be finalised, so that it complements the latest IBRD proposals. We will not, of course, indicate to the Government that we are aware of these IBRD proposals. We will let you have a copy of this new request as soon as it is available."

FJL:pp
Mr. Johanson

November 9, 1970

F. J. Lethem

ILO - Projects Suitable for IBRD/ILO Cooperation

You may be interested in the views expressed by Mr. A. S. Shaheed, Chief, Technical Cooperation Department of ILO, in a letter dated October 30, 1970, to Mr. Ballantine on some potential project items in countries of interest to you.

"Pakistan - The ILO co-operated in the recent Project Identification mission to Pakistan. We understand that the mission identified priority projects in the fields of management development, entrepreneurship training and vocational training. We are hoping to receive soon the report on this mission and that this will lead, in due course, to projects for which the ILO can provide the technical assistance to complement the IBRD financing. We will be happy to collaborate in the Project Preparation mission if we are asked to do so."

FJL:pp
You may be interested in the views expressed by Mr. A.S. Shaheed, Chief, Technical Cooperation Department of ILO, in a letter dated October 30, 1970, to Mr. Ballantine on some potential project items in countries of interest to you.

"Iran - The proposals for IBRD financing of the education project in Iran included the buildings and equipment for six new vocational training centres. To provide the instructional, and other staff, for these centres, it was proposed to re-activate, under UNDP or other financing, the Instructor Training Centre in Teheran.

We would be glad to know the status of these IBRD proposals so that we can begin, if necessary, to look into the question of instructor training."
Mr. Tsantis

F. J. Letham

ILO - Projects Suitable for IBRD/ILO Cooperation

November 9, 1970

You may be interested in the views expressed by Mr. A. S. Shaheed, Chief, Technical Cooperation Department of ILO, in a letter dated October 30, 1970, to Mr. Ballantine on some potential project items in countries of interest to you.

"Indonesia - We understand from the Chief of the ILO vocational training team, provided under UNDP/TA, that good working arrangements have been established, on an informal basis, with IBRD personnel in Indonesia. A number of nationals are being trained, under the ILO project, for the IBRD Bina-Marga project. The government is now requesting assistance on a larger scale from UNDP/Special Fund with a trade instructor and supervisor training programme. We understand that this programme is to include the training of trade instructors which will be required by an IDA financed education project. We sent you a copy of this project-request with our letter dated 9 October 1970 and we await your comments."

FJL:pp
Mr. E.K. Hawkins

D. Miller

Contacts with ILO

Mr. Chenery was visited on October 30 by two representatives of the ILO, Mr. Blanchard, Director of Technical Cooperation from Geneva, and Mr. Weaver, the ILO Washington representative. The main purpose of their visit was to discuss possible cooperation with the Bank in the use of ILO personnel and ILO briefings.

Mr. Blanchard noted that he would prefer to keep this cooperation on an informal level as compared with the more formal agreements which have been reached with FAO and UNESCO. Mr. Chenery agreed that additional cooperation would be useful and that a focal point in both the Bank and the ILO could be designated for this cooperation. However, he noted that this should be discussed first with Mr. Demuth and if Mr. Demuth so requested the Economics Department would be more than happy to serve as this focal point. He noted that the Population Studies Division had done much of this work in the past. It was also agreed that this coordination should take the form of a two-way street and that the Bank would be happy to hear from the ILO about countries where the latter organization felt there were reasons for special emphasis on manpower and employment.

A list of countries which Mr. Blanchard mentioned as being of interest from their side is as follows: Chile, Congo (K), Ghana, India, Indonesia, Iran, Jamaica, Liberia, Nigeria, Pakistan, Philippines and Tunisia.

The meeting adjourned with Mr. Blanchard agreeing to consult further with Mr. Demuth.

DMiller:pmrr

cc: Messrs. Kamarck, Stevenson
Dear Mr. Ballantine,

Projects Suitable for IBRD/ILO Co-operation

In accordance with the agreement which was reached some two years ago, we should have written to you before this with a list of projects which we consider would be of interest to you and, possibly, suitable for co-ordinated assistance by the IBRD and the ILO. For reasons which I shall discuss later in this letter, this exercise has proved less fruitful than we had hoped. However, there are now a number of countries, 26 according to our information, and projects, where the IBRD is providing, or plans to provide, technical assistance which may complement IBRD financial assistance. It may be useful if, before discussing any new projects, I review briefly these projects. A number of these projects will be outside the province of the IBRD Education Projects Department, but I hope we may channel our comments through you. We are including notes on projects which were in a list appended to a letter dated 1 October 1970 from Mr. A. Edward Elmendorf to Mr. George L. F. Weaver. (Where reference is made below to IBRD loans, financing, or assistance, this is intended to include IDA credits etc. as may be appropriate).

1. Ceylon

We wrote to you on 15 September 1970 to give you details of our vocational training project in Ceylon which may be complementary to proposed IBRD financial assistance. We asked that, in due course, you would supply us with copies of the Project Preparation and/or Project Appraisal mission reports or other details of the IBRD proposals for the financing of technical and vocational training in Ceylon. We were glad to receive your letter, signed by Mr. J. J. Stewart and dated 9 October 1970. We have heard from Mr. W. Moller of the IBRD/UNESCO unit, that the Project Preparation Mission is scheduled for early 1971, and that arrangements will be made for a member of the mission to visit ILO Headquarters for briefing. We will be glad to undertake this briefing and give any other help we can.
DEPARTMENT OF LABOR

INFORMATION

OFFICE

INTERNATIONAL LABOR OFFICE

UNIVERSAL RECORD

Address: Palais de Chaval DUBOIS
Telephone 527.5.15.15
Telegram: International Office

Tel. no. 527.5.15.15

Date: 30 OCT 1930

Dear Mr. Bellafonte,

Protects Available for U.S./The Co-operation

In accordance with the agreement which we reached some two
years ago, we hereby refer to your attention to the following
information which we consider worthy of interest to the U.S.
Government. In order to facilitate the collection of information
which we consider of importance, we have established a Central
Information Bureau, of which the office is at our disposal.

We are informed that you are interested in this subject and
will be glad to receive any information you may require.

Yours sincerely,

[Signature]

F. J. B. Rockefeller

The Rockefeller Foundation

NEW YORK, OCTOBER 30, 1930

[Note: This letter is addressed to Mr. Bellafonte in connection

with the availability of information on the subject of labor.
The letter is from the International Labor Office, and

requests the provision of any necessary information.]

[Date: 28 November 1930]

[Note: This letter is addressed to the Rockefeller Foundation

and contains additional information regarding the labor

subject.]

[Signature]

[Name]

[Position]

[Date: 29 November 1930]

[Note: This letter is addressed to the Rockefeller Foundation

and contains information on the availability of labor

information.]

[Signature]

[Name]

[Position]
I may add that we are working on a briefing paper for the forthcoming IBRD Economic Review Mission to Ceylon.

2. Chile

The project for the establishment of an In-Plant Training Scheme (CHI-36), for which the ILO, as the agent of UNDP/Special Fund, is providing technical assistance to INACAP to complement the IBRD loan for buildings and equipment, is proceeding in accordance with the Plan of Operation. If you have any comments we would be glad to receive them.

In the IBRD list of projects there was reference to a project for Superior In-Plant Training Programme for Workers (CHI-37). We know nothing about this project and understand that CHI-37 is a project concerned with milk technology for which FAO is the executing agency.

3. Congo (Kinshasa)

We wrote to you on 29 September 1970 about proposals for ILO assistance, as the agent of the UNDP/Special Fund, with a vocational training project in the Katanga region of Congo (Kinshasa). We hope this ILO technical assistance may be complementary to IBRD financed assistance, about the proposals for which we will be glad to receive more information when it is available.

We understand that our Project Manager co-operated closely with the recent IBRD Project Preparation Mission to Congo (Kinshasa). He tells us that the mission supported the proposals for the development of vocational training, but that some difficulty might be presented by the need to schedule IBRD financial assistance for buildings and equipment in such a manner that it would coincide with the UNDP technical assistance which should start in 1971. We hope that, if necessary, it will be possible to expedite any IBRD assistance with this project.

4. Ecuador

We were glad to learn, from the list appended to the letter from Mr. Elmsendorf to Mr. Weaver, as well as from the Assistant Administrator of UNDP, of the IBRD's interest in the project for planning zonal programmes of modernisation of rural life in the Andes (BOU-26). We are currently endeavouring to recruit a chief for this project but are experiencing some difficulty in finding a candidate acceptable to the Government. We are sending you under separate cover a copy of the draft Plan of Operation and will keep you informed about the progress of the project.

5. Ghana

The ILO, as the agent of UNDP/Special Fund, has been assisting the Government of Ghana since 1968 with a vocational training project. This first phase of the assistance is due to
finish in 1972 but the objectives may be achieved before this date, and we are beginning already to consider a second phase of the assistance. Our Project Manager, Dr. M. Amin, visited the IBRD/UNESCO unit during August to discuss ways in which this second phase might be geared to the technical assistance requirements likely to arise from the proposed IBRD financed education project. We would welcome details of the IBRD proposals and/or a visit by appropriate members of the Preparation and Appraisal missions. Dr. Amin will be available in Ghana for discussions with the members of the missions.

6. Guinea

The possibility of IBRD/ILO co-operation in a project for re-organising the Port of Conakry is discussed later in this letter.

7. Guyana

We note your interest in the project concerned with Training Methodology (GUY-15). This is, in fact, a small project concerned with the upgrading of instructors and other persons concerned with vocational training in Guyana. We are sending you, under separate cover, a copy of the Plan of Operations which is still unsigned although the project is well advanced. We believe that this project should be the first phase of an expanded vocational training programme.

8. India

We were interested to read, in your letter dated 27 May 1970, your comments on the development of IBRD education projects in India. India should be a classic example of a pre-investment activity by the ILO which would have prepared the ground for financial assistance by the IBRD. The Institutes and Training Institutes, to which the ILO provided assistance as the agent of UNDP/Special Fund, were comparatively successful in doing the job for which they were intended. The weakness in the programme was at state level where the Industrial Training Institutes were often sited without considerations of economic developments and manpower requirements. The equipment of the Industrial Training Institutes, supplied by the state authorities, was often of such poor quality, and quantity, that the trained instructors were unable to make adequate use of the abilities they did possess. We know that in many I.T.I.s the capacity is not fully utilised - young persons are aware that in these I.T.I.s the standard of training is insufficient to ensure employment after completion of the course and that, in any case, there are no local industries in which employment would be available.

If the IBRD were able to finance the supply of proper equipment for perhaps 50-70 I.T.I.s in areas of economic development, and where there is still an established current demand for skilled workers, we believe that it would be a worthwhile
investment. However, as was found during the IBRD mission to India, these are the areas with which the Ministry of Labour is least concerned. This Ministry is more concerned with areas of high unemployment and low economic development with the consequent social problems.

We would not preclude a change of attitude by the Ministry of Labour in the years to come, but in the meanwhile would urge that our proposals for two other training projects, one concerned with the maintenance of small agricultural machinery and the other with the training of women for employment, should be reviewed from time to time. The latter, with its implications for a reduction in the birth rate, might be of particular interest to the IBRD.

Later in this letter are set out some details of two new projects in India, one in the field of Television Repair and Maintenance, and the other in Hotel and Tourism training, which might be of interest to the IBRD; the latter presumably to the Tourism Projects Department rather than to the Education Projects Department.

9. Indonesia

We understand from the Chief of the ILO vocational training team, provided under UNDP/TA, that good working arrangements have been established, on an informal basis, with IBRD personnel in Indonesia. A number of nationals are being trained, under the ILO project, for the IBRD Bina-Marga project. The government is now requesting assistance on a larger scale from UNDP/Special Fund with a trade instructor and supervisor training programme. We understand that this programme is to include the training of trade instructors which will be required by an IDA financed education project. We sent you a copy of this project-request with our letter dated 9 October 1970 and we await your comments.

10. Iran

The proposals for IBRD financing of the education project in Iran included the buildings and equipment for six new vocational training centres. To provide the instructional, and other staff, for these centres, it was proposed to re-activate, under UNDP or other financing, the Instructor Training Centre in Teheran.

We would be glad to know the status of these IBRD proposals so that we can begin, if necessary, to look into the question of instructor training.

We were pleased to note that the IBRD, presumably the Tourism Projects Department, is interested in the project for Professional Training in the field of Hotel Tourism (INA-39). We are expecting that this project will be approved by the Governing Council of UNDP in January 1971. We will shortly be drafting the Plan of Operation and will send you a copy as soon as one is available.
11. Jamaica

We heard earlier this year from the Chief of the ILO assisted vocational training project in Jamaica, that an IBRD education mission had discussed with the Government the financing of several new vocational training centres. The mission discussed the possibility that the instructional and other staff for these new centres might be provided by the ILO assisted project. We would be glad to know the current position concerning these IBRD proposals.

12. Liberia

The ILO started, in 1969, assistance on a modest scale with a vocational training project in Liberia. Recently we received a visit from members of an IBRD/UNESCO education reconnaissance mission which has just returned from that country. This mission was proposing to recommend that vocational training should be given a high priority in any IBRD financed educational programme and wished to discuss the possibility that the ILO assisted project might provide the technical assistance for such IBRD financing. Since then we have had a visit from the UNDP Resident Representative in Monrovia who supported the idea that vocational training should be given a high priority but differed in detail with some of the findings of the IBRD/UNESCO mission. Current plans are that the present ILO assistance is to be expanded and to be financed by the UNDP/Special Fund. It is intended that the Government will be assisted with the drafting of a request to the UNDP/Special Fund during 1971. We have planned this exercise tentatively for February/March 1971. If this could coincide with the IBRD/UNESCO Project Preparation Mission, we could ensure that the project-request was designed to provide the technical assistance to the IBRD education loan.

13. Mali

The project for Highway Maintenance for which the ILO is acting as the consultant to the Government of Mali, under a funds in trust arrangement, is proceeding in accordance with the agreement which was signed on 6 August 1970. The Chief of Project is in post and recruitment is proceeding for the other experts. We will watch the development of this project with particular interest since it is the first occasion on which the ILO is providing technical assistance under IBRD financing.

14. Nepal

We wrote to Mr. R.H. Demuth, on 3 September 1970, about the project for training supervisors and skilled personnel for public works in Nepal. This project, for which the ILO is the executing agency for the UNDP/Special Fund, will be complementary to an IBRD financed highway project. We have just received, under a covering letter dated 14 October 1970 from Mr. Vincent J. Riley, an abbreviated copy of the appraisal report, for which we thank you, and which we will study carefully.
15. Nigeria

The ILO has been studying ways in which assistance could be given to Nigeria during the period of reconstruction following the civil war. We have asked Mr. George Weaver to undertake preliminary discussions with the IBRD prior to his next visit to Geneva. During this visit, provisionally scheduled for November, we will provide Mr. Weaver with a fuller briefing so that he may continue his discussions after his return to Washington. We note that an IBRD Education Sector Survey Mission to Nigeria is scheduled for February 1971. We would be glad if the ILO could participate in this mission to study aspects of training which are within the competence of this organisation. We believe that we might be able to make a contribution also to the Transportation Sector Survey mission, since the supply of skilled manpower, and the associated training programmes, represents one of the most critical factors in the reconstruction of the transport system in Nigeria.

16. Pakistan

The ILO co-operated in the recent Project Identification mission to Pakistan. We understand that the mission identified priority projects in the fields of management development, entrepreneurship training and vocational training. We are hoping to receive soon the report on this mission and that this will lead, in due course, to projects for which the ILO can provide the technical assistance to complement the IBRD financing. We will be happy to collaborate in the Project Preparation mission if we are asked to do so.

17. Territory of Papua and New Guinea

We were pleased to note the interest of the IBRD in the project for Co-operative Training and Development, Co-operative College, Teloaki, Port Moresby (AUN-4). The Chief of Project, designate, is already in post and we hope that he will be joined by the first of the experts during November. The Plan of Operation is being drafted and we will send a copy to the IBRD as soon as it is finalised.

You may be interested to know that we are starting activities also in the field of vocational training. A project with four experts, two of whom are now in post, is expected to lead to a larger UMDE/Special Fund type of assistance during 1972.

18. Philippines

The project, for which the ILO is providing assistance as the agent of the UMDE/Special Fund, is to establish the National Industrial Vocational Training Programme in the Philippines and started operation in June 1969. In February 1970 the ILO Project Manager was requested by the IBRD Economic Survey Mission to the Philippines to prepare a short paper on vocational training in the Philippines. This he did. He has been consulted also from time to time by the Ford Foundation Education Sector Survey. However, he was not contacted by the IBRD mission in June 1970.
A review of the project by the ILO, UNDP and the Government is to be undertaken in June 1971 and, depending on the recommendation arising from this review, a second phase of the project may commence in 1972. If the IBRD has proposals for the financing of technical and vocational education and training for which the second phase could provide the technical assistance, we would be pleased to discuss these proposals as early in their formulation as is possible.

We have been told about some proposals for the development and improvement of the port of Manila with IBRD financial assistance. We would be interested to know if the ILO could be of any assistance with this project by the training of harbour personnel. This might be done as an extension of the current project or, if the demand were large enough, by means of a special harbour personnel training project.

19. Sierra Leone

As you are aware, the Chief of the ILO assisted vocational training project is in post. A recommendation for the appointment of a second expert has been forwarded to the Government and it is hoped that he will take up his appointment during November. We were sorry that transport problems caused the Chief of Project to be available for discussions in Washington for a shorter period than you wished, although our information is that he was in the IBRD for longer than suggested in your letter dated 27 May 1970. In a report to us, he spoke appreciatively of his discussions with Messrs. Donelly and Hammersmit.

Within the past few days we have read with interest a report from our Chief of Project concerning the recent, 9 to 16 October, mission of an IBRD team to Sierra Leone. We understand that the UNDP/Special Fund assistance to the project is due to be approved by the Governing Council of UNDP in January 1971.

20. Somalia

We sent you, with our letter dated 3 October 1970, a copy of our draft request for assistance with a vocational training project for the practical training of technicians and the upgrading of skilled workers. This project is designed to be complementary to a proposed IDA credit which will finance an education project. We shall be glad to receive your comments. We hope the Government will submit the revised request without much delay.

21. Syria

As I believe you are aware, the project, with which the ILO is providing assistance as the agent of the UNDP/Special Fund, for training technicians and skilled workers for the Directorate of Roads and Bridges, started in 1969. This project was intended to provide the trained personnel who could implement the IBRD loan for highway development. We would be glad to know the status of the IBRD financing proposals.
You may be interested to know that a more general project-request for the development of vocational training in Syria is due for approval by the Governing Council of UNDP in January 1971.

22. Tunisia

Since 1969 the ILO, as the executing agency for the UNDP/Special Fund, has been assisting the Government with the first phase of a project for the development of human resources and youth employment promotion. The Government has now prepared a request for assistance with a second phase of the project, and we understand from our Project Manager that the Government is proposing to request IBRD assistance with financing certain aspects of the second phase. We would be glad to know if you have any information about such a request from the Government of Tunisia.

We are at present preparing a note on ILO technical personnel in Tunisia who may be contacted by a forthcoming IBRD Economic mission and who should be able to make a contribution on manpower and related questions.

23. Turkey

We were glad to have the opportunity for discussions with Mr. Mauri Krohn when he was on route for Turkey to take part in the appraisal mission for the IBRD financed project for Management, Vocational and Technical Training, and again on his return. We are hoping that the request to the UNDP/Special Fund by the Government of Turkey for assistance with the National Industrial Training Scheme, which should provide the technical assistance for the IBRD financing, should be approved by the Governing Council of UNDP/Special Fund in June 1971. We would be glad to know the status of the IBRD loan proposals.

24. Uganda

We were glad to have an opportunity to discuss with Mr. Brewin, when he visited Geneva in August, the IBRD proposals for financing a vocational training project in Uganda. We are hoping shortly to undertake a mission to Uganda during which a modified project-request will be finalised, so that it complements the latest IBRD proposals. We will not, of course, indicate to the Government that we are aware of these IBRD proposals. We will let you have a copy of this new request as soon as it is available.

25. United Arab Republic

Assistance by the ILO to the project for vocational training for the Egyptian Railways is due to be completed by the end of 1971. As you may know, the question has been raised concerning the possibility that this project, possibly with a short extension to the expert services, could provide the technical assistance
to a proposed IBRD loan to the Egyptian Railways for new equipment. This possibility was discussed with the IBRD Economic Mission which visited the ILO en route for the U.A.R. in May this year. We would be glad to know the status of these loan proposals and whether there is a possibility of IBRD/ILO co-operation in the associated training programmes.

Recently a joint UNDE/ILO review mission to this project recommended the extension of certain expert services up to the end of 1971, and the supply of some additional equipment. A further review of the project will take place some time about September 1971 to consider the need for further assistance in 1972 and, possibly, 1973. This next review might be a suitable occasion to finalise proposals for IBRD/ILO co-operation, if the IBRD wishes for such co-operation.

26. Yemen Arab Republic

We note the interest of the IBRD in the project for a vocational training programme concerned with the repair and maintenance of heavy road building equipment (YEM-10). We are expecting that this project request will be approved by the Governing Council of UNDE/Special Fund in January 1971. We have already started work under UNDE/TA financing. The Plan of Operation is being drafted and we will send you a copy as soon as it is finalised. We would be interested to learn of any proposals for IBRD assistance to the Y.A.R.

The above list of twenty six countries in which the IBRD and the ILO have established, or are establishing, some degree of co-operation, bears out my comment in the opening paragraph of this letter, that the submission of periodic lists of bankable projects by the ILO to the IBRD has been less useful than the identification of projects where ILO and IBRD activities are complementary. In a number of the instances listed above the IBRD/ILO co-operation has originated in the decision of the Government to approach the ILO for technical assistance which would support IBRD financing. Perhaps this is a trend we should encourage. However, I am noting below three further projects which we believe may be of interest to the IBRD. Two of these projects are in India and the other in Guinea.

India - Television Repair and Maintenance

The UNDE/Special Fund has been requested by the Government of India to provide assistance with the establishment of a curriculum development-cum-training centre for television and other mass media. This centre will work in association with the TV satellite which is to be launched in 1972 and which will be used for educational TV amongst other purposes. We understand that the IBRD Education Division is concerned with this project.
Discussions which ILO representatives have undertaken with the Government of India indicate that the number of television sets which will be used to receive the programmes from the satellite is likely to be something over 2,000,000. No proper facilities exist at present for TV repair and maintenance nor for the training of those persons who would undertake this work.

The ILO has proposed to the Government of India that training for TV repair and maintenance mechanics should start as soon as possible in anticipation of the demand which will follow the launching of the satellite. As a minimum, there is a need for approximately 6 man-years of expert services (3 experts for 2 years each) together with training equipment.

This assistance could take the form of a small self-contained training project, or it could be established as an adjunct to one of the existing advanced training centres, or it might be established as a part of the assistance from the UNDP/Special Fund to the curriculum development-cum-training centre.

India - Establishment of a National Institute for Tourism Training Research and Promotion

The purpose of this project would be to assist the Government of India (Ministry of Tourism and Civil Aviation, Department of Tourism) to establish an Institute where training activities parallel to consultancy services, and study in the field of tourism research and promotion, would be undertaken to help the development of the tourist industry and to provide tourist enterprises with adequately trained specialists at various levels.

Specially designed facilities should include an operating tourist enterprise (first class, second class hotels, various holiday resort facilities, travel agency, tourist information office, handicrafts shops etc.) open to the public, aimed at serving the purposes of practical training, as well as of a pilot enterprise for testing modern equipment and material and for providing demonstration and guidance to hotel owners and managers, potential investors, architects etc.

The Institute will also include a centre for collecting and analysing data - on a national basis - in the field of hotel operations; as well as an Electronic Data Processing Centre responsible for handling hotel reservations for the whole country.

The services of a team of 18 international experts plus short-term consultants would be needed for various durations over a period of five years, together with fellowships for the further training abroad of local counterpart personnel and pedagogical and special equipment.
According to a rough estimate, the financing of the project would require approximately US$ 5 million for capital investment, and approximately US$ 2 million for expert services, fellowships and running costs during the five years.

Both of these projects will require, of course, that the Government of India is convinced of the need to request technical assistance from the ILO to complement IBRD financing. Past experience indicates that such a request is by no means certain. However, we would suggest that both these projects are worth studying and discussing, on a suitable occasion, with the Government of India.

Guinea – Reorganisation of the Port of Conakry (GUI-16)

The purpose of this project, for which assistance was approved by the Governing Council of the UNDP/Special Fund in June 1969, is to improve the operations of the port of Conakry. The assistance includes the services of 5 long-term and 5 short-term experts and a certain quantity of equipment. Up to date, the project has been very successful and the semi-annual report of the UNDP Resident Representative indicates that the port operations are improving rapidly under the impulse of the ILO expert services.

The Plan of Operation suggests that the project will open up investment potential and provision is made for the development of a bankable Port Investment Study and the acquisition of the facilities proposed by the project. It is suggested that, if the Study which will be prepared at the end of this year leads to the conclusion that the Port of Conakry needs extension, or improvement, there might be grounds for an IBRD loan to meet this need.

Although I have described above three projects on which the IBRD and the ILO might co-operate, I would reiterate the point that the submission of specific projects of this type for special consideration by the IBRD has not proved to be as useful an exercise as we had hoped. Subject to your agreement, I would suggest that the ILO ceases to submit lists of such special projects to the IBRD.

What appears to us to be essential is that we should develop arrangements by which we can identify, at the earliest possible stage, those projects where the IBRD financing and ILO technical assistance, provided as the agency of the UNDP/Special Fund or financed in any other way, will be complementary.

We would welcome an opportunity to discuss with you, or with other representatives of the IBRD if it is felt that the matter has grown beyond a question of collaboration between the Human Resources Department of the ILO and the Education Projects Department of the IBRD, the further development of co-operation between the IBRD and the ILO. We believe that both our organisations are now more familiar, than was the case two years ago, with the potential and methods of work of the other. On our side we have a number of questions which could usefully be discussed and, I hope, clarified.
However, the projects department at the IBRD with which we are likely to develop the most substantial working relationship will almost certainly continue to be the Education Projects Department. In addition to any discussions concerning broad aspects of IBRD and ILO collaboration, we would be glad of an opportunity to discuss with you the co-ordination of IBRD educational financing with ILO vocational training and management development activities, and the contribution which the ILO might make to the work of your department. As an immediate approach to the problem of identifying projects of mutual interest, may I suggest that the heads of your sections, of which I understand there are now three, in the Education Projects Department of the IBRD should take the first convenient opportunities to visit Geneva when they could discuss informally with the appropriate people in the Human Resources Development Department and possibly other ILO Departments, the IBRD lending programme in the field of education projects, and we could explain our long-term plans for technical assistance to a number of countries in the fields of vocational training, of all types, and management development? A recent study which we made indicated that there are "in the pipeline" a total of approximately one hundred and twenty projects of the type and size suitable for UNDP/Special Fund financing. Not all of these will come to fruition but many of them will do so and, of these, a number are likely to be complementary to IBRD financed projects. I will be glad to receive your reaction to these proposals, and to know if and when we may have an opportunity to meet with you and, possibly, other representatives of the IBRD, in Geneva.

Yours sincerely,

For the Director-General:

A. A. Shaheed
Chief
Technical Co-operation Department
As the attached letter indicates, the ILO, through its Washington Office, has asked the Bank for preliminary discussions on IBRD plans for Nigeria, in order to prepare concrete proposals for Bank/ILO cooperation in that country. I discussed the matter with Messrs. Mirza and Burt, and then with Mr. Weaver, Special Assistant to the Director-General of ILO.

In light of Mr. Mirza's comments, I told Mr. Weaver that Bank staff are currently reviewing a confidential Nigerian reconstruction and development plan. The matter would be considered by management and with Nigerian officials late in November, and thus it would only be possible to give meaningful indications of Bank plans in Nigeria to the ILO in December of this year. In the interim, however, following consultation with Mr. Burt, I suggested that it might be useful for him to be in touch with the ILO area office in Lagos during a forthcoming mission. It was agreed that Mr. Weaver would arrange for the ILO to be in touch with Mr. Burt during his October 16-23 stay in Lagos.

cc: Messrs. Mirza (with attachment)
    Burt (with attachment)
Cooperation of ILO in EMD Economic Missions

This is in answer to your enquiry of June 10 on the above subject. Mr. A. Dawson was the manpower and employment specialist in the economic mission which visited Morocco in April, 1970. He also was available to advise the industrial mission which was in Morocco at the same time. The missions did not have briefings by ILO, and ILO material was obtained and used directly by the consultant alone. I believe that some of the material on labor migration to Europe was particularly useful to him. The ILO experts in Morocco itself were also helpful to him. The consultant did not, however, have a sufficiently long briefing period before the mission left Washington and had to arrive a week after its arrival in the field. This made it difficult to prepare and follow a precise outline which could be well integrated with that of the overall report.

c.c. Mr. Thompson

EYAsfouspa
Mr. A. Edward Elmendorf

June 23, 1970

A. Karaosmanoglu

Cooperation of the International Labor Organisation in IBRD Economic Missions

1. ILO provided a written and an oral briefing for the recent economic mission to the UAR. Mr. Chopra and I stopped over in Geneva for the oral briefing.

2. The written briefing did not arrive in Washington, D. C. before the mission left, but we were provided the text of the briefing the day we arrived in Geneva.

3. The material in the briefing was based basically on historical data and was not up to date. It was also largely descriptive.

4. The oral briefing on the morning of May 14, 1970 was attended by a rather large group (20) of ILO staff members, most of whom left the meeting in the course of discussions. Because the invitation for this oral briefing came from the ILO we expected to have a meeting with a prearranged agenda, but we found that it had to be improvised on the spot. We discovered that nobody had seen our previous economic report; therefore, they were not informed about the questions that were of interest to us.

5. In the afternoon of the same day we had some meetings separately with people from different departments and branches. These meetings were more useful because they provided an opportunity to discuss with people who had been to the country and made some studies on problems of training, small industries, etc.

6. At the end of the day we had a meeting with Mr. Zoeteweij, Director of Research and Planning Department, who is in charge of the cooperation with the Bank. He was extremely interested in our reactions to the briefing. I explained that such meetings would be more productive if limited to people (1) who work on the general employment problems of the country concerned and (2) who have some projects in the country which may be of interest to the Bank. I also suggested that they all made brief statements at the beginning of the meeting. To make such an encounter productive, I think we have to send them in advance the terms of reference—if they are specific enough on employment, manpower planning and/or vocational training, and if not specific enough, a statement describing our interest and questions in their field of competence. Also sending the previous economic report on the country would be useful.

7. I think it is worthwhile to have another try with some degree of preparation on our and on their part to see whether we can productively cooperate.

A. Karaosmanoglu

Cl. with and cc: Mr. Thompson
OFFICE MEMORANDUM

TO: Mr. Murray Ross
FROM: Nicholas G. Carter

DATE: June 22, 1970

SUBJECT: ILO Submission to the IBRD Mission in Argentina

With reference to the attached memo, I have studied the written briefing by ILO to our Mission in Argentina. In my opinion, it is a good piece of work and fairly well suited to our analyses on the subjects of labor, employment and population. It sticks to the facts and presents a good statistical appendix. I feel that parts of it are good enough to be incorporated directly into our report.

There are a few minor drawbacks. First, it is in Spanish, which although not a problem, is a minor nuisance. Second, it goes into areas beyond the subject of human resources, mainly for the purpose of providing a frame of reference; this is not necessary. Finally, it presents a bibliography which is of no practical use to our mission, but might better be submitted directly to the Bank's employment research group (if, and when such a group exists). These, however, are all minor problems.

I might point out that this submission is in sharp contrast to the one we received in Mexico. In that instance about all we got was a useless bibliography.
June 18, 1970

Dear Mr. Jenks:

I wish to refer to Mr. Morse's letter of May 29 concerning the completion of the ILO report on the employment situation and prospects in Colombia. The Bank is looking forward to receiving it and to studying its findings and recommendations. I consider unemployment one of the most difficult problems presently facing the developing countries, calling for concerted efforts of their governments and of international agencies active in the economic and social fields. Your report on Colombia, I am sure, will help us greatly in understanding better the nature of the problem and in identifying the possible ways of approaching its solution. We shall be glad to consider participating, with the Government of Colombia and with other international agencies, in the examination of practical measures in this field as suggested, once we have had an opportunity to study the report.

I also appreciate the kind words concerning cooperation which the ILO mission received from the members of Bank staff. They have informed me that they have benefited greatly from working together with the ILO team. It is cooperative efforts of this kind which, in my view, hold the promise of an increasingly effective contribution of international agencies to growth and welfare of developing nations.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Wilfred Jenks
Director-General
International Labour Office
CH 1211
Geneva 22, Switzerland

cc: Mr. Demuth

DAvramovic/GAlter:amm
OFFICE MEMORANDUM

TO: Heads of Mission (listed below)  
DATE: June 10, 1970

FROM: A. Edward Elmendorf

SUBJECT: Cooperation of the International Labour Organization in IBRD Economic Missions

As you know, in connection with certain Bank Economic Missions, the International Labour Organization has cooperated with the Bank on employment policy. In some cases the ILO has made an expert available, and in others provided written and/or oral briefings.

The Development Services Department is working with the ILO in an endeavour to improve its contribution to the missions. Mr. Franklin of the ILO, who participated in one of the missions, has requested comments on the utility of the ILO's material and briefings. I would appreciate your sending me any observations you might have in light of experience with the ILO, if possible within the next week.

If you have any questions, please call me on Ex 2175/6.

Distribution:

Mr. Asfour - Morocco
Mr. de Vries - Ghana
Mr. Schmedtje - Nigeria
Mr. Sapir - Peru
Mr. Karaosmanoglu - U.A.R.
Mr. Evans (in the absence of Mr. Ross) - Argentina
Mr. Holsen - Brazil
Mr. Van der Heiden (in the absence of Mr. Blobel) - Pakistan
Mr. Billington - Turkey
Mr. Pfeffermann - Mexico
Mr. Yang - China
Mr. Meguid - Afghanistan
Mr. Hablutzel - Philippines
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**REMARKS**

Please attach to outgoing copy of letter to Mr. Jenkins, LTO, signed by Mr. McNamara and dated June 18, 1970. Thank you.

From
Dear Mr. McNamara,

I have today transmitted to President Carlos Lleras Restrepo of Colombia the report of the inter-agency mission which visited Colombia in January and February of this year to study the employment situation and propose a comprehensive programme of action. I am pleased to enclose a copy of my letter to the President, and I would draw your attention to the suggestion I make in it that a country programme system be instituted in Colombia. I am sending you a copy of the report under separate cover.

This is the definitive English text, which will be subject to technical editing prior to printing. As I have informed the President, the Spanish edition is now with the printers and will be available at the latest by the beginning of July. The English printed edition will be available about a month later.

The report will not be available to the press and the public at large until the Spanish printed edition is distributed. The present copy is therefore being sent to you for your personal information only.

I find it very fitting that one of my last acts of office should be to transmit this report to you. The spontaneous and generous co-operation which the ILO received from your organisation and the ten others which participated in the Colombia employment mission have been for me convincing proof of the capacity of the United Nations family of organisations to work together towards the common objective of better

Mr. Robert S. McNamara,
President,
International Bank for Reconstruction
and Development,
1818 H. Street, N.W.,
WASHINGTON D.C. 20433
serving the needs of our member States. It is my hope that the Colombia mission will serve as an example, both for the participating agencies, which may see it as a model for future action, and for governments which may see it as a prototype for national development programming of the kind which has been so much under discussion in recent months. I am indebted to you and your organisation for the support which you have so unstintingly given the ILO in this pioneering venture.

Sincerely,

[Signature]

David A. Morse,
Director-General.
Dear Mr. President,

I am writing to transmit two copies of the report of the mission to your country, arranged by my Organisation, with the help of the following agencies:

Food and Agriculture Organization
Inter-American Development Bank
International Bank for Reconstruction and Development
Organization of American States
United Nations Conference on Trade and Development
United Nations Development Programme
United Nations Economic Commission for Europe
United Nations Economic Commission for Latin America
United Nations Educational, Scientific and Cultural Organization
United Nations Industrial Development Organization
World Health Organization

This is the definitive English original text, which will be subject to technical editing prior to printing. The Spanish edition is with the printers and a copy will be supplied to you at the latest by the beginning of July. The English printed edition will be available about a month later.

His Excellency,
Dr. Carlos Lleras Restrepo,
President of the Republic of Colombia,

BOGOTA.
As the preface makes clear, the report is presented by the leader, Professor Dudley Seers, on behalf of the team who worked on it. This team was given complete freedom to work as professional experts in their own right in order to enable them to put forward their conception of a development strategy appropriate to a situation in which there is large-scale unemployment, but where its reduction is a major aim of Government policy.

I would like to thank Your Excellency for inviting us, through His Excellency Señor Oviedo, your Ambassador to the United Nations and specialised agencies in Geneva, to organise this mission. The warm reception which your Government gave to the mission and the close collaboration extended to it by your administration contributed greatly to the success of its work. We trust that your Government will find the report of practical value. We see it also as the first pilot study in the World Employment Programme, the forerunner of a series of country missions. We shall be able to draw on this experience in organising future missions, and we believe the many other countries with major unemployment problems, as well as the community of international agencies, will be able to find in the report ideas and proposals relevant to their own needs.

Although the mission was conceived and planned by the ILO, it could not have succeeded without the co-operation of the other agencies. I shall be writing to express my gratitude to the executive heads who agreed so promptly and generously to this collaboration. As for the members of the team individually, they gave unstintingly of their best efforts and time. My warm thanks go to all of them, and in particular to Professor Seers. His great competence and extraordinary efforts have enabled me to transmit this impressive report to you today. I would also like to pay tribute to Ambassador Oviedo, who so effectively maintained constant liaison between the mission and the national authorities.

The report is a comprehensive study of the employment problem, which brings out its extent and gravity. It goes on to indicate the lines of a Full Employment strategy, with indications of what the Government of Colombia and the public would need to do to carry this strategy into effect. It ends with a discussion of the extent to which
the responsibilities for implementing the strategy rests with international agencies and other governments. If the Government of Colombia agrees with the content of the report, it occurs to me that one useful element in its implementation would be to request the United Nations Development Programme to institute a country programme system in Colombia as early as possible. The report could provide the framework for such an exercise. This idea is in fact mooted at the very end of the mission's report, in Chapter 22, and if your Government accepts the validity of this approach, I venture to suggest that it request Mr. Paul Hoffman, Administrator of the United Nations Development Programme, to convene at an early stage a meeting at which the representatives of various international agencies, including in particular the International Bank for Reconstruction and Development and the Inter-American Development Bank, would be represented, in order to examine the practical application of this concept to the Colombian employment programme. Your Government may also wish to suggest to Mr. Hoffman that the representatives of bi-lateral aid programmes to Colombia be associated in an appropriate manner with this meeting.

May I assure Your Excellency that we stand ready to provide any further help that may be required. It seems to me that there is a need to dispel the certain pessimism about development prospects which has appeared in many countries. I hope that this report will help to do this and that with this kind of international co-operation Colombia will be able to demonstrate that the very serious problem of unemployment can be brought under control.

Sincerely,

David A. Morse,
Director-General.
May 27, 1970

Mr. CH. von Stedingk, Chief
Field Department
International Labour Office
CH 1211 Geneve 22
Switzerland

Dear Mr. von Stedingk:

Thank you for your letter of April 2h, 1970, ref. TAP 3-06, concerning projects in which ILO and the Bank may have joint interests.

Tunisia. A Bank/Unesco reconnaissance mission was in Tunis during May 11-15, 1970, and I understand that the Tunisian Government has proposed a number of new items for inclusion in a possible third IDA education project. We have no details as yet, pending the return of the mission to Washington, but will bear in mind your interest in a youth employment promotion project. We should be glad to be kept informed of progress in the development of this item.

Nigeria. It is proposed to send a Bank reconnaissance mission to Nigeria in November or December of this year for discussions concerning proposals for a comprehensive survey of the education and training system in Nigeria. This would, it is expected, be a preliminary step in the formulation of a second education project for Nigeria at a later date. Training for rural employment would certainly be of interest to us.

India. In December last a joint Bank/FAO reconnaissance mission visited India to discuss with the Government items to be included in a possible education training project. The authorities gave priority to agricultural university development and assistance to management training. The Industrial Training Institutes (ITI), including those to be upgraded to Craftsmen Training Institutes (CTI) for instructor and master craftsmen training, were discussed at the Ministry of Labour. It appeared that the number of places available in the ITI's were not completely filled and that surplus accommodation and equipment could be used for CTI's. Hence, the Ministry of Labour did not propose to ask for assistance in the project currently being considered.

Somalia. A National Vocational Training Center to be built at Mojadisco is included in a project application for financial assistance received from the Government of Somalia. The project is expected to be appraised later this year when the need for technical assistance for the Centre will also be investigated by the appraisal mission.
Dear Mr. [name],

Thank you for your letter of March 8th, 1960, re: TAP 3-00.

We understand your concerns regarding the development of the TAP 3-00 project. Our government has been working closely with the United States government and the United Nations to ensure that the project is carried out in a manner that is consistent with our national interests.

We believe that the project will bring economic benefits to the region and contribute to the overall development of the area. We are confident that the project can be completed within the agreed timeframe.

We appreciate your continued support and look forward to working with you to ensure the success of the project.

Yours sincerely,

[Signature]

[Position]

[Government Agency]
Sierra Leone. Mr. Bischoff called at the Bank on May 8 and was briefed on our education project content, the need for curricula improvement and equipment procurement. It was regretted that he was only able to spend about two hours with us but it appears that his travel arrangements prevented a longer stay.

Turkey. We are awaiting the official application data from Turkey for the proposed vocational training/technical education project and expect to be in touch with you after receipt of the documents.

Yours sincerely,

D. S. Ballantine
Director
Education Projects Department

Q: Mr. Elmendorf
Dear Demitri,

May I thank you for the copy of the draft Appraisal Report on Iran which I found waiting for me a few days ago when I arrived back from Home Leave?

I am acutely reminded that when I was clearing my desk in the Bank on the final evening before my departure from Washington, I found a note listing some items for the report which were still required from me. I am sorry if this gave you additional work. One or two of our more extravagant phrases seem to have been edited out of the report!

It is good to be back in Geneva although I miss my old colleagues in the Bank. I hope we have an opportunity to meet again one of these days.

Yours very sincerely,

F.J. Pidgeon
DEAR [RECIPIENT],

May I thank you for the copy of the draft Appearant Report on Item which I would write for a few years ago when I was Liaison Officer in the Office of International Labour Office. I am now preparing a new report on the subject of my work on Bern and was pleased to see that you are still attending to the report which was sent to you. I am sorry that I have not been able to meet you in person.

It is good to be back in Geneva after all of my other ventures in the Bank. I hope we have an opportunity to meet soon.

Yours very sincerely,

P. [Signature]
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.
DEAR MR. HELLARINE,

According to the recent arrangement, I am sending you today, without explanation, the final list of possible guarantees and exchangeable securities.

Some of the guarantee included in the two projects I attached April 20, 1939, the still suggested to me, I am happy to state that the present is the final stage of the development of these projects, and which if felt could be of interest to the Bank.

You are of course aware that in addition to the two projects in the bourgeois states, an export of some correspondents has been notified, and these projects are not included in this letter. However, if you are interested in the advance of development, I am mobilizing to receive your comments and sell.

Yours sincerely,

[Signature]

For the Director-General

[Stamp]
Third List of Bankable and Expandable Projects

1. Tunisia. Human Resources Development and Youth Employment Promotion Project.


The proposals which had already been included in the first list, are reincluded pro memoriam for possible review on the occasion of the forthcoming UNDP/ILO evaluation missions which are scheduled to visit the two projects in mid 1970 in order to assess the feasibility of a second phase. In the event of a favourable decision, concrete project proposals along the lines indicated in the Bank’s comments will be sent to the IBRD.

3. India. Labour Intensive Technology in Road Construction and Maintenance.

During the Eighth Session of the Highways and Highway Transport Subcommittee of ECAFE in Bangkok, 16-23 December 1969, Mr. Fjermestad, ILO Management Development Regional Adviser in Asia, had the opportunity to discuss the above subject with Mr. Hardy, Chief of Highway Department, IBRD, who has suggested the possibility of World Bank support for studies in this field in India. Details for a concrete action proposal are still missing. A separate approach to the Bank will be made in due course.

4. India. Three projects which, if grouped together, might be bankable.

(a) Upgrading of Industrial Training Institutes (ITI). The proposal is to establish say three ITI’s in each of several selected areas as pilot centres to guide the development of other ITI’s in the region. The need would be mainly for additional equipment and expertise at the level of centre direction and skill instructor level.

(b) Training of Women. Large numbers of women are already engaged in factory work but no training is available for them. Consequently they have little or no chance of promotion above the level of unskilled worker. Work done in this field could assist indirectly many of the problems associated with women in industry and might delay the age of marriage thus assisting in population control. Within the over-all scheme training at other levels including such things as training for beauticians which would appeal to women of different social levels.
(c) Training of Tractor Mechanics. Ninety thousand tractors are to be put into operation in India in the next few years. Maintenance mechanics must be trained to work (a) on the farm and (b) in maintenance workshops established for the purpose. Special courses will need to be established in the assembly plants to train people to work later under difficult conditions in rural areas.


The request for Special Fund assistance has been approved by the Government but submission to the UNDP Administrator is being delayed because of lack of counterpart funds. In this connection, it is understood that the Somalian Government now expects to seek assistance from IBRD. According to present indications, the requested UNDP/SF contribution would amount to $450,000 covering 7 expert posts for altogether 201 man-months, whereas the cost for the acquisition of the land and construction of the centre requested from IBRD is estimated at one million US$. A follow-up communication with fuller particulars will be sent to the Bank upon confirmation of the request(s).
OFFICE MEMORANDUM

TO: FILES
FROM: E.K. Hawkins

DATE: March 18, 1970

SUBJECT: Bank Cooperation with the International Labour Office - Country Economic Missions

In a series of discussions with Mr. N.N. Franklin of the ILO, Mr. Kamarck worked out an arrangement whereby that organization will provide staff members to act as consultants on selected Bank economic missions. In a letter of February 27, 1970, the ILO were informed that such representatives will be treated according to Bank rules, with the Bank meeting the actual costs of their participation in the mission. The purpose of this memorandum is to set out the procedures that will be followed in administering this agreement.

The terms of reference for the consultants will be issued and signed by the area departments concerned who will also prepare travel requests. The travel office will then arrange for the tickets and travel advances to be transmitted to the ILO consultants in Geneva. In cases where the consultants will not be familiar with Bank rules concerning travel and expense accounts, the mission chief will be asked to make sure that the consultant is properly briefed on these matters, in cases where this cannot be done in Washington before the mission leaves for the field.

For the purpose of these arrangements the normal point of contact between the ILO and the Bank will be the Economics Department (Population Studies Division), although the area departments concerned may wish to deal directly with the consultants in question once it is agreed that a mission should include such a person. Area departments are asked to send copies of any such correspondence to the Population Studies Division.

EKHawkins/gah

cc: Messrs. Friedman
    Demuth
    Kamarck
    Twining
    Reamy
    Hauenstein
    Hablutzel
    Asfour
12 March, 1970

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

Dear Mr. Hawkins:

Pursuant to our telephone conversation, I am attaching a brief note on current and planned ILO technical cooperation activities in Guatemala that may be relevant to the work of the Bank's mission. There is also attached a list of some recent ILO Technical Cooperation Reports to the Government of Guatemala, which can be obtained by the mission either from the ILO Area Office in San Jose, Costa Rica, or from Mr. E. Gosse, ILO Technical Assistance Expert who is advising the Ministry of Labor in Guatemala on the reorganization of the national employment service. I would suggest that the mission get in touch with Mr. Gosse and he has been advised that the Bank mission may contact him. We have asked him to place himself at the mission's disposal to provide all the help and information available.

The address of the ILO Area Office is found on page 3 of the attachment.

I remain

Sincerely yours,

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.
Mr. Bernard Chadenet

John A. King

Bank-ILO Cooperation

February 20, 1970

On February 19, 1970 I discussed possible Bank-ILO cooperation in the field of training with Mr. Frederick J. Pidgeon, a training specialist from ILO who has been working in the Education Projects Department for a year and who is returning to ILO next week.

He pointed out that ILO's experience is that its training programs are more effective if they are keyed to current or prospective developments in the labor market. Among the more important of these developments are Bank-financed projects in the countries in question with their various needs for skilled and semi-skilled labor, not only directly in connection with the construction and operation of the project itself, but also indirect needs, such as truck and motor mechanics to service the increased vehicle fleet expected to come into being as a result of investment in highways, or electrical technicians capable of wiring housing and commercial units expected to take electric power from a Bank-financed expansion of generation, transmission and distribution.

Similarly, in cases where ILO has established training programs in a sector in which the Bank is planning investment (e.g., the ILO program for training railway workers in the U.A.R.), it is important for ILO to know whether the proposed investments will bring in different types of equipment which will require changes in the training program if the workers are to have the skills required.

Mr. Pidgeon has suggested that a better exchange of information between the Bank Group and ILO will enable ILO to work more effectively along these lines. It seems to me an idea which is useful and attractive. ILO will undoubtedly pick up some of the information it needs about the Bank's investment plans through its collaboration in the system of expanded economic reporting, but it also would be useful if it were to receive timely information concerning specific investment projects. Mr. Pidgeon believes that the provision of information to ILO at the time of appraisal would give ample lead-time for ILO's preparation of training programs. It seems to me, therefore, that it would be desirable to send to the appropriate office in ILO project appraisal reports as soon as they reach the gray-cover stage and, in some cases, it might be appropriate for the appraisal mission to visit ILO's office in Geneva to discuss the training implications of a particular project.

Mr. Pidgeon appears to believe that projects of the following type create training needs which ILO was equipped to fill: irrigation, mechanization of agriculture, agro-industry, industry, power, water supply, tourism and transportation. If you consider the proposal worth pursuing, I will try to arrange a meeting of representatives of the appropriate Projects Departments with Mr. Pidgeon before he leaves next Thursday to discuss collaboration along these lines. I have discussed the proposal with Mr. Hoffman and he considers it a useful one which presents no difficulties from the Development Services Department's point of view.

cc: Messrs. Hoffman and Pidgeon

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From: Communications Section, Room C219, Extension 2023.
With the Compliments of
George L-P Weaver
WASHINGTON BRANCH
INTERNATIONAL LABOR OFFICE
666 11th Street, N. W., Washington, D. C. 20001
Subject: ILO Co-operation with World Bank Missions and Mission to Ethiopia

Thank you for the information contained in your memorandum of 6 January.

No ILO member is included in the World Bank team going to Ethiopia but Mr. Nair, Manpower Planning expert, will be ready to co-operate with the mission as soon as he comes back from Addis Ababa in January. In his absence and for the beginning of the Mission (11 January), Mr. Nigam, Regional Expert for Manpower Planning, will be at the disposal of the Mission to give any necessary information.
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From: Communications Section, Room C219, Extension 2023.
Dear Mr. McNamara,

I refer to our previous correspondence about the participation of your organisation in the ILO employment project in Colombia.

The progress reports which I have been receiving from Professor Dudley Seers are without exception positive and encouraging. I am informed that a spirit of harmony and devotion to the common task prevails, and that the various members of the mission have spared no efforts to ensure the success of the project.

This gives cause for real satisfaction on our part, and I feel sure that the Director-General, who is at present in New York, would wish you to share in this satisfaction.

Professor Seers has now outlined to me his tentative timetable for completing his assignment. The mission itself will disband in Bogota on or about 15 February, and Professor Seers plans to be in Geneva in early March in order to put together his report on the basis of the work done by the various members of the mission. He has suggested in this connection that it would be useful for him to have the advice of senior officials from the various participating agencies, preferably with a background in economics, before he puts his report into final form. The Director-General agrees that an informal exchange of views to test the conclusions of the team would be extremely valuable, and has therefore asked me to invite each of the participating agencies to designate a high-level representative to attend a meeting for this purpose.
Dear Mr. Woodward,

I refer to our previous correspondence about the participation of your organisation in the ILO employment project in Colombia.

The progress reports which I have been receiving from representatives of the different organisations and sections in Colombia indicate that the common task is being carried out effectively so as to achieve the success of the project.

This gives cause for real satisfaction on our part.

I am sure that the Director-General, who is at present in New York, would want to know how far we have been able to satisfy him.

Professor Beke is now outlining to me the technical

The mission

is prepared to co-operate in the establishment of the mission.

The working plans of the various representatives of the mission are now going to be examined by the members of the committee, and the recommendations of the committee will be sent to the director-general as soon as possible.

[Handwritten note:]

To: Director-General

[Handwritten note:]

Communications

70 Feb 17 AM 42

Received

[Handwritten note:]

Let the following information be submitted to Director

[Handwritten note:]

General information and section statistics to be included in the report.
It is proposed that this informal meeting should take place at the ILO, Geneva, on 24-25 March 1970. As Professor Seers attaches great importance to having consultations of this kind, I hope that you will be able to designate a representative of your organisation to attend, and look forward to receiving at your earliest convenience the name of your representative. Professor Seers will be preparing his draft report as a basis for discussion, and it is envisaged that this material could be sent to your representative by mid-March.

Yours sincerely,

Abbas Ammar,
Deputy Director-General.
TO: Files  
FROM: Andrew M. Kamarck  
SUBJECT: Meeting with Mr. Franklin, Economic Adviser, ILO, Geneva  

DATE: January 31, 1970  

1. At our meeting in Geneva, Mr. Franklin and I agreed that the first two country economic missions ILO economists would be used on would be Morocco and the Philippines. We agreed that ILO would prepare draft terms of reference for their man on each mission that would be cleared with the mission leader. The exact arrangements - timing of joining the mission, where and how long the ILO man needed to be in the field as part of the mission - would be agreed between Mr. Franklin and the mission leader.

2. There were two problems that I discovered: (1) ILO people travel economy class on planes; and (2) ILO people get a per diem on travel status - the per diem set by the U.N. scale for a country. I promised to see whether it would be possible to have ILO personnel put on the same basis as other Bank mission members. (Mr. Franklin did not raise these points but agreed that it would be useful if ILO personnel were on the same basis as other personnel on a mission.)

3. ILO is planning to send an Employment Country Mission, a la Colombia, to Jordan. Jordan has asked for it and the Director General has agreed. This will probably go in the summer. The timing of the Ceylon mission has not yet been set. Consideration is also being given to a mission to an African country.

4. Among the personnel that may be used as employment economists on missions are: Franklin himself; Moulay, his deputy; Haieh, economist in Franklin's Branch; Lauterbach, now regional economist at Santiago; Jorge Mendex, Santiago office; Davison, ILO man at FAO World Food Programme; Marsden, industrial economist; Pankert, Franklin's Branch; John Riches, former Economic Adviser, now Treasurer, about to retire.

5. ILO is moving towards building up a decentralized regional setup - regional offices with departmental status composed of manpower specialists, vocational training specialists, etc. and including an economist.

6. ILO is planning a conference around January 1971 on Fiscal Measures and Employment. The Bank will be invited to prepare a paper for this. I said we were interested in a broader field than purely fiscal measures, e.g. Please's paper and the Domestic Finance Division's work. Franklin is going to write for the Bellagio paper. He will welcome counter proposals from us for a paper when the invitation arrives.

(Typed in Washington, February 5, 1970, vhw.)
Mr. Andrew M. Kamarck

Rudolf Hablützel

Collaboration with ILO - Philippines

January 27, 1970

Your memorandum of January 22 lists the Philippines as one of the countries on which it was agreed, during your discussions with ILO representatives, that an employment economist might be attached to one of the forthcoming economic missions on an experimental basis. We agree with the choice of the Philippines since we always felt that this country has an unemployment problem which we have not so far been able to explore sufficiently. On the other hand, we believe that available information may be more adequate in the Philippines on this subject than in some other countries in our region, so that it might be quite a good guinea pig.

Since we are planning to have an economic mission arriving in the Philippines some time in early April, I suggest that in your forthcoming visit to Geneva you might keep this in mind. It might also be useful to inquire whether ILO already has information available on the Philippines for which it might be useful for somebody from the mission to arrange for a stop-over in Geneva to obtain a briefing.

cc: Mr. MeDimid

Hablützel:opa
Mr. Knapp (on return)

Richard H. Demuth

Bank/ILO Cooperation on Economic and Sector Missions

January 26, 1970

Attached is a copy of a letter from George Weaver, the local ILO representative, in which he asks for "the monthly schedule of the Bank's missions." I have told Weaver that the only monthly schedule is that produced by the Economic Committee, which does not include all missions in which ILO is interested, since it does not cover sector missions. There is no comparable schedule of sector missions. Thus, this request again points to the need to have some one place in the Bank responsible for compiling a list of all our economic and sector missions which may be of interest to the other specialized agencies.

Another illustration of the need for a central control point is the informal request made by George Kalmanoff of the Industry Projects Department to Weaver for ILO's participation in an industrial sector mission to Morocco. This request was immediately relayed back to Geneva and an enthusiastically affirmative reply received from Geneva, even though nobody had mentioned the matter to the Area Department, to the Economics Department or to me. Moreover, when I asked Kalmanoff who was going to pay for the ILO man, it became clear that he had failed to appreciate that this was a general issue on which the Bank should have a consistent policy, both as among types of mission and as among agencies.

I call these matters to your attention simply as additional proof of the urgent need for some central control of our mission program and of our operational relationships with other agencies in connection with that program.

RHD:tf
ATTACHED IS A COPY OF A LETTER FROM GEORGE WEAVER, THE LOCAL ILO REPRESENTATIVE, IN WHICH HE ASKS FOR "THE MONTHLY SCHEDULE OF THE BANK'S MISSIONS." I HAVE TOLD WEAVER THAT THE ONLY MONTHLY SCHEDULE IS THAT PRODUCED BY THE ECONOMIC COMMITTEE, WHICH DOES NOT INCLUDE ALL MISSIONS IN WHICH ILO IS INTERESTED, SINCE IT DOES NOT COVER SECTOR MISSIONS. THERE IS NO COMPAREABLE SCHEDULE OF SECTOR MISSIONS. THUS, THIS REQUEST AGAIN POINTS TO THE NEED TO HAVE SOME ONE PLACE IN THE BANK RESPONSIBLE FOR COMPILING A LIST OF ALL OUR ECONOMIC AND SECTOR MISSIONS WHICH MAY BE OF INTEREST TO THE OTHER SPECIALIZED AGENCIES.

ANOTHER ILLUSTRATION OF THE NEED FOR A CENTRAL CONTROL POINT IS THE INFORMAL REQUEST MADE BY GEORGE KALMANOFF OF THE INDUSTRY PROJECTS DEPARTMENT TO WEAVER FOR ILO'S PARTICIPATION IN AN INDUSTRIAL SECTOR MISSION TO MOROCCO. THIS REQUEST WAS IMMEDIATELY RELAYED BACK TO GENEVA AND AN ENTHUSIASTICALLY AFFIRMATIVE REPLY RECEIVED FROM GENEVA, EVEN THOUGH NOBODY HAD MENTIONED THE MATTER TO THE AREA DEPARTMENT, TO THE ECONOMICS DEPARTMENT OR TO ME. MOREOVER, WHEN I ASKED KALMANOFF WHO WAS GOING TO PAY FOR THE ILO MAN, IT BECAME CLEAR THAT HE HAD FAILED TO APPRECIATE THAT THIS WAS A GENERAL ISSUE ON WHICH THE BANK SHOULD HAVE A CONSISTENT POLICY, BOTH AS AMONG TYPES OF MISSION AND AS AMONG AGENCIES.

I CALL THESE MATTERS TO YOUR ATTENTION SIMPLY AS ADDITIONAL PROOF OF THE URGENT NEED FOR SOME CENTRAL CONTROL OF OUR MISSION PROGRAM AND OF OUR OPERATIONAL RELATIONSHIPS WITH OTHER AGENCIES IN CONNECTION WITH THAT PROGRAM.
Memorandum on Bank/I.L.O. Cooperation

February 24, 1970

Mr. D. S. Ballantine

F. J. Pidgeon

1. I am proposing to complete the drafting of the memorandum on Bank/I.L.O. cooperation after my return to Geneva. This will enable me to include comments arising from my meeting(s) with the various projects departments, other than the E.P.D., which are being arranged for today or tomorrow by Mr. John King. It will be useful also if I can review the memorandum in Geneva since I wish to be able to submit it both to the Bank and the I.L.O.

2. You will recall that I prepared a previous short memorandum on this subject, dated 6th May 1969. At that time we discussed my proposals, rather briefly, and in the light of my experience during the past twelve months and, possibly, some slight change in the Bank's attitude to the to the social consequences of investment in the developing countries, I would be glad of an opportunity to discuss again with you some of the possibilities for Bank/I.L.O. cooperation which I set out in the earlier memorandum and on which I am elaborating below.

Manpower Studies.

3. One field where it seems to be agreed that the I.L.O. could assist is with manpower studies. This area of cooperation is being explored between the Economics and Population Departments of the Bank and the Economics Department of the I.L.O. It remains to be seen if this will give us the detailed manpower information on which it will be possible to base projects in the field of education and training. The manpower study should be an essential link between the forecasts of economic development and the education and training programs which will supply the manpower for these developments. The question is whether the manpower studies are most suitably carried out as part of an economic survey or whether they should be included in the Project Identification Mission. Perhaps manpower studies are needed in both types of mission but with different objectives.

4. For many countries the I.L.O. could give some assistance with manpower data without the provision of specific manpower specialists, either by making available the services of I.L.O. manpower experts who are working already in the country concerned or by the assembly of existing data at I.L.O. headquarters. However, this requires that adequate notice is given of the impending mission to enable the I.L.O. either to request the expert in the field to make his services available to the Bank mission, and possibly clear this with the government to which the expert is assigned, or for the appropriate department in Geneva to assemble the data. Is it possible for missions to be foreseen sufficiently far ahead for this advance notice to be given to the I.L.O.?
Provision of Consultants for Bank Missions

5. It has been said to me, by more than one person in the Bank, that the last place from which the Bank would recruit consultants is a U.N. agency. One reason put forward is that the U.N. agencies are so committed to their own sphere of competence within the U.N. that specialists from these agencies cannot see the broader issues. Is this correct? Are consultants from any other source likely to be less narrow in their outlook, while being adequately specialised in their field of expertise and with experience in developing countries? If these is a case for using I.L.O. personnel from time to time as consultants on Bank missions how can this be organized?

The Provision of Technical Assistance.

6. It has been said that in Bank projects increasing importance will be placed on technical assistance. It is my impression that the Bank places a disproportionate emphasis, for education and training projects, on "hardware" as compared with "software". From my experience with UNDP/Special Fund projects in the field of vocational training, I believe that buildings and equipment seldom cause serious problems, although both are sometimes inadequate. The major causes of difficulties are: (i) failure to provide, and maintain, adequate counterpart personnel; (ii) failure to provide proper administrative backing; (iii) failure to recruit suitable persons for training; (iv) failure to coordinate training activities with other training programs and with the needs of employers, either government or private. How would these problems be tackled with Bank projects?

7. In fact, governments are often reluctant to accept technical assistance, even from UNDP where only 15% of the expert costs are paid by the government. I have gained an impression that governments accept a limited amount of technical assistance as part of Bank projects on the understanding that it is an unavoidable part of the cost of the loan. Since the Bank does not appear to be as concerned, as are U.N. agencies, with the effectiveness of the technical assistance, it may be less of an irritant. But if technical assistance on Bank projects is to be increased, and its effectiveness supervised, then the same problems as are encountered on U.N. projects are likely to arise. One problem will be the availability of technical assistance personnel. Two years ago the I.L.O. undertook a world wide survey of the availability of consultant organisations which could provide technical assistance for vocational training projects. Eventually, three organisations, all in the U.S.A., were identified as being able to offer the required services. Further inquiries in the U.S.A. indicated that only one of these organisations had performed consistently to the satisfaction of the employing agencies. Its costs were approximately 50% more than the cost of technical assistance provided by U.N. agencies. It seems to me that if the Bank is to increase its activities and technical assistance in the field of vocational training, it will need to seek the cooperation of U.N. agencies, or, of course, such bi-lateral agencies as are prepared to pay the high cost of technical assistance services when provided by consultant organisations. However, since the ultimate objectives of bi-lateral assistance
are political, the success of such assistance is measured by the satisfaction, or lack of complaint, by the recipient government. This is most easily achieved by the technical assistance personnel doing as little as possible to interfere with established practices. USAID projects sometimes make a sincere, if not very effective, attempt to develop training programs suited to the needs of the developing countries. Other bi-lateral assistance agencies, particularly British and French, simply export the type of training programs which are considered to be effective in the parent country. Neither approach is the appropriate one for an international organisation. Is there any experience in the E.P.D. to refute the statements in this paragraph?

8. One of the most fruitful possibilities for future development would appear to be joint Bank/UNDP/Special Fund projects. Here the Bank could utilise its very well organised procedures for the provision of the "hardware" while the U.N. agencies, acting as the executive agencies for the UNDP/Special Fund, could supply the technical assistance element, with which they have considerable experience, at a cost acceptable to the government. I believe that one of the major weaknesses of the Bank is that by not becoming involved in the implementation of the technical assistance element of projects, the Bank lacks the benefit of "feed-back", frequently of a painful nature, which is available to other U.N. agencies. Are there any serious objections to such joint Bank/UNDP/Special Fund projects? Minor problems concern the timing of requests for assistance and the administration of projects but these should be capable of easy solution.

Discussion of this Memorandum.

9. I would be grateful if you could find time to discuss the problems I have set out above sometime before I finish my work with the Bank on Wednesday evening. I wish to ensure that any proposal I put forward in my memorandum on Bank/I.L.O. cooperation are realistic and capable of implementation and not in conflict with any important matters of policy.

cc: Mr. Burt.
FJPidgeon/ls
OFFICE MEMORANDUM

TO: Files
FROM: Andrew M. Kamarck
DATE: January 22, 1970
SUBJECT: Collaboration with International Labour Office

Mr. N.N. Franklin, Economic Adviser, I.L.O., and Mr. George Weaver, Special Assistant to the Director General, met with Mr. Friedman and Mr. Kamarck January 19, and then with Mr. T. King and Mr. Kamarck on January 20.

I.L.O. suggested it might be able to help the Bank economic missions by providing vocational training experts, small-scale industry experts and employment economists. As far as the first two are concerned, we made clear this was for the Projects Departments to decide whether they needed help and how it should be arranged. In the case of employment economists, Mr. Franklin said that in I.L.O.'s economic branch there were at present perhaps five economists who might be useful in Bank country economic missions. They have worked on employment problems but have had little field experience. The I.L.O. is planning to build up its capability in this field.

We agreed that we would try on an experimental basis, in two cases initially, I.L.O. economists on our country economic missions. The I.L.O. economists would have the task of collecting what information is available on the employment situation and would act as an adviser to the chief of mission and to the other members of the mission on the employment aspects of their work. The I.L.O. economists would be responsible to the chief of mission and I.L.O. would not review their findings or contributions to the report. The economists would stay in Washington until they had completed their contribution to the mission report. During this experimental phase, I.L.O. would bear all of the financial costs of the participation of these economists.

It was also agreed that the two experimental missions would be chosen from among the following countries to which missions are going to be sent in the next six months. These are countries that I.L.O. has identified as having special employment problems: Ceylon, Pakistan, Philippines, Argentina, Brazil, Mexico, Morocco, Turkey, UAR, Ghana, Nigeria. The Economics Department undertook to work out the arrangements with the area departments and chiefs of missions concerned.

I.L.O. also undertook to provide special country briefs on employment problems for country economic missions based on the information I.L.O. already has available. It was agreed that I.L.O. would do this on a trial basis for two or three countries. We would then see how useful these are for country economic missions and how they might be best handled in the future.
I.L.O. suggested that a trial be made and we agreed to have a chief of mission or mission representative stop by at I.L.O. headquarters in Geneva for a briefing.

I.L.O. suggested that they might recruit a panel of outside economists to make available for Bank economic missions. This proposal we turned down. If such people are needed it is easier and more sensible for the Bank to recruit them directly.

Mr. Franklin and Mr. Kamarck are planning to meet in Geneva on January 31 to arrange further details.

c: Messrs. Friedman
   Knapp
   Demuth

AMK/vhw
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.
January 9, 1970

Dear George:

I have your letter of December 19, 1969 on Dr. Jack Baranson and I am pleased to say that the Bank has no objection to his undertaking the preparation of the report and to his participating in the round table discussions in July. He is also ready to do this.

I understand that Dr. Baranson has already been in touch with Dr. Ralph H. Bergmann, Chief of ILO's Automation Unit, Research and Planning Department. You may wish to inform him of the Bank's agreement.

Best regards,

Sincerely yours,

Richard H. Demuth
Director
Development Services Department

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

Cleared with and cc: Messrs. Votaw
Baranson
Consolo (o/r)

Central Files with incoming correspondence

Efranco:mmcd
Appointent for Mr. N. N. Franklin

This will confirm your appointment with Mr. N. N. Franklin, Chief Economist of ILO at 5:15, January 19, 1970. Mr. Franklin is interested primarily in discussing our expanded program of economic missions and ILO's role therein.
Mr. Richard H. Demuth
Development Services
International Bank for
Reconstruction and Development
1818 H St., N.W.
Washington, D.C. 20433

Dear Dick:

In pursuance to our telephone conversation, this is to inform that Mr. N. Franklin, Economic Advisor to the Director-General, will be in Washington prepared to meet with World Bank officials on Monday 19 January, 1970.

This is also to note that the mission to India, scheduled to start at the end of January, is of special interest to the ILO. The ILO would like to provide an expert to be associated with the mission, and he would probably be Mr. Franklin.

With best wishes, I remain

Sincerely yours,

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

TO: Files
FROM: S. C. Hardy

DATE: January 6, 1970

SUBJECT: Possible Joint ILO/Bank Study of Labor Uses in Developing Countries

1. I participated as observer from the Bank in the U.N. ECAFE Conference held in Thailand during December 1969. In informal discussions outside the conference, observers from the International Labor Organization (ILO) expressed considerable interest in participating jointly with the Bank in any studies we might initiate regarding the relative merits of labor-intensive versus equipment-intensive methods of highway construction and maintenance in developing countries. The subject arose primarily in connection with the proposed second highway project in India, but would have relevance in any country where similar conditions prevail regarding surplus labor.

2. The individuals in ILO with whom I discussed the subject were:
   - Mr. Edgar Tilly - ILO Regional Co-operative Adviser.
   - Mr. Helge Fjermestad - ILO Regional Adviser for Asia, Management Development and Productivity.
   - Prof. Belshaw - University of New England, New South Wales. Regional Economic Adviser to ILO (Asian Office)

3. The ILO representatives are seeking to further their research and studies of the most appropriate uses of labor in developing countries, and the relative merits of labor versus equipment in civil works construction. Limited ILO funds preclude substantial research activities and the ILO representatives would welcome the opportunity to participate with the Bank in any theoretical or practical studies we have in mind on this subject. Professor Belshaw has amassed considerable knowledge on labor intensive operations in developing countries, and furnished me with a list of publications on the subject (see Annex).

4. I mentioned the possible inclusion of a study in the next Indian Highway Project directed towards estimating the lowest total transportation cost on roads constructed with different blends of labor and equipment, in which ILO cooperation and assistance might be mutually beneficial. I suggested to the representatives that ILO take the initiative by writing to the Bank indicating its desire to participate in the Indian project.

SCHardy:dfw

cc: Messrs. Baum, Baldwin, Knox, Geolot, Young, North, Hogg, Neuner, van der Tak, Karcher, Mahoney, Dickerson, Votaw/Kirk, Consolo, Franco-Holguin.
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Ballantine

Michael L. Hoffman

Appointments for Mr. N. N. Franklin

Attached is a list of appointments for Mr. N. N. Franklin for January 19, 1970, as agreed to by your respective offices. Mr. Franklin is interested in discussing our expanded program of economic missions and ILO's possible role.

MLH:mcj
Mr. Kamarck

Michael L. Hoffman

Appointment for Mr. N. N. Franklin

This will confirm your appointment with Mr. N. N. Franklin, Chief Economist of ILO at 3:15, January 19, 1970. Mr. Franklin is interested primarily in discussing our expanded program of economic missions and ILO's role therein.

MLHmoj
Dear Mr. McNamara,

I refer to our previous communications about the participation of your organisation in the ILO employment project in Colombia.

The Chief of the mission, Professor Dudley Seers, was recently in Geneva and prepared a briefing letter setting out the specific responsibilities of each member of the mission. As postal delays can occur during the end-of-year holidays and the mission is to commence its work in Bogota on 12 January 1970, I have taken the liberty of sending the briefing letter directly to each mission member. I am, however, enclosing herewith, for your information, a copy of Professor Seers' briefing letter, and my own covering letter, sent to Mr. Lobato Brime.

I am also enclosing an Information Sheet which was recently distributed internally in the ILO. It contains background information on the Colombia project which might be of interest to you.

I assume that all the necessary administrative formalities have been initiated by your services for the persons designated by your organisation to be made available for this mission. As you will see from Professor Seers' letter, the team members who are travelling to Bogota have been requested to cable their room requirements and travel schedule to the ILO mission in Bogota.
I take this opportunity once more of thanking you, on behalf of the Director-General, for the co-operation which you have so generously given in this important venture, and assure you that I shall keep you informed of the development of the project.

Yours sincerely,

Abbas Ammar,
Deputy Director-General.
December 19, 1969

Mr. Arthur Gaitskell
Bicknoller
Taunton
Somerset, England

Dear Arthur:

We are looking forward to seeing you in Washington January 4 - 7. We would like you to stay with us, and I think this would also improve possibilities of consultation between us, as you have many other people to see in office hours.

I will meet PanAm flight 107 on January 4.

Yours,

Raymond M. Frost

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**REMARKS**

South Asia approves + Baranowski is willing + able to participate.
**INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT**

**INTERNATIONAL FINANCE CORPORATION ASSOCIATION**

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**REMARKS**

As agreed. Please let me have your decision.

6/24/69 I will be dropping papers on my return time. See attached.

From
December 19, 1969

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

Baranson tells me that this will be done on his own time (both the preparation of the report and the travel involved).

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.
December 17, 1969

Mr. George I.-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:

I am writing in response to the questions contained in your memorandum of December 4 concerning ILO cooperation in World Bank economic survey missions.

As to question (a), the Bank does intend to suggest to ILO what form of cooperation it may wish in connection with its economic missions. However, should ILO, on examining the list of missions, wish to make affirmative proposals as to the type of cooperation it might provide in connection with any particular mission in which it has a special interest, we would be glad to receive that proposal.

As to question (b), all of the missions on the list which I sent to ILO under cover of my letter to Mr. Velebit of October 24 are economic survey missions and none of them is solely an agricultural sector mission. However, in addition to the economic missions, we have the following agricultural sector review missions tentatively scheduled:

Iran
Ethiopia
Thailand
Turkey

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<tr>
<th>Country</th>
<th>Date</th>
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<tbody>
<tr>
<td>Iran</td>
<td>February/March 1970</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>FY 1971</td>
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<td>Thailand</td>
<td>FY 1971</td>
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<td>Turkey</td>
<td>FY 1971</td>
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You also may be interested to know that we have an industry sector mission tentatively scheduled to go to Uganda in March 1970.

With respect to question (c), attached is a revised list of economic survey missions, which gives as much information as is now available concerning their dates of departure and their duration.

As to question (d), the Bank will give ILO as much advance notice of economic missions as it can.
I am not now in a position to give you an answer to question (e), which raises an issue of policy, not only in relation to ILO but to all the other agencies, which we have not yet had an opportunity to consider.

As to (f), we would be glad to receive a visit from Mr. Franklin in January and to arrange for him to discuss ILO cooperation in our mission program with the appropriate Bank officers.

Sincerely yours,

Richard H. Demuth
Director
Development Services Department

RHD:tf

Cleared with and cc: Messrs. Knapp, Friedman, Chadenet/Baum, Ballantine and Evans
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<tr>
<th>Region</th>
<th>Mission Departures</th>
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<tr>
<td><strong>Eastern Africa</strong></td>
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<tr>
<td>Congo (K)</td>
<td>3/70</td>
<td>?</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>1/18/70</td>
<td>6</td>
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<tr>
<td>East Africa (Kenya)</td>
<td></td>
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<tr>
<td>Tanzania, Uganda</td>
<td>10/70</td>
<td>4</td>
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<tr>
<td><strong>Western Africa</strong></td>
<td></td>
<td></td>
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<tr>
<td>Ghana</td>
<td>1/70*</td>
<td>4-5</td>
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<td>Ivory Coast</td>
<td>11/69</td>
<td>3-4</td>
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<tr>
<td>Nigeria</td>
<td>4/70*</td>
<td>5-6</td>
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<tr>
<td><strong>East Asia and Pacific</strong></td>
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<tr>
<td>China</td>
<td>Early March/70</td>
<td>4</td>
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<tr>
<td>Indonesia</td>
<td>10/70</td>
<td>?</td>
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<td>Korea</td>
<td>9/70</td>
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<td>Malaysia</td>
<td>10/70</td>
<td>?</td>
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<td>Philippines</td>
<td>4/70</td>
<td>5</td>
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<tr>
<td>Thailand</td>
<td>7/70</td>
<td>4</td>
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<tr>
<td><strong>South Asia</strong></td>
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<td>Afghanistan</td>
<td>3/70</td>
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<tr>
<td>Ceylon</td>
<td>10/70</td>
<td>5</td>
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<tr>
<td>India</td>
<td>End of January/70</td>
<td>6</td>
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<tr>
<td>Iran</td>
<td>9/70</td>
<td>5</td>
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<td>Pakistan</td>
<td>Early March/70</td>
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<td><strong>Europe, Middle East and</strong></td>
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<td><strong>North Africa</strong></td>
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<td>Morocco</td>
<td>4/70</td>
<td>4</td>
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<td>Spain</td>
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<td>UAR</td>
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<td>Yugoslavia</td>
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<td><strong>Western Hemisphere</strong></td>
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<td>Argentina</td>
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<td>Brazil</td>
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<tr>
<td>Chile</td>
<td>11/69</td>
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<tr>
<td>Colombia</td>
<td>First week February/70</td>
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<tr>
<td>Mexico</td>
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<tr>
<td>Peru</td>
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* Timing tentative

**OTHER "ANNUAL MISSION" COUNTRIES**

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<td>East Asia and Pacific</td>
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Prepared as of December 15, 1969
Mr. Arthur Gaitakell has accepted an invitation from the Director-General of the FAO to be an agricultural consultant on the ILO mission to Colombia, and will accompany Dudley Seers on a visit to Washington in January to consult with the Bank. He has requested a copy of the Bank's last economic report. Mr. Avramovic agrees that we should send him a copy as part of our coordination with the ILO mission, and I am therefore requesting your approval for this.

cc: Messrs. Avramovic
December 2, 1969

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

Dear Dave:

In his letter of October 22, Mr. McNamara agreed to your request that a Bank staff member should be assigned as a member of the ILO mission to Colombia, and promised to advise you of the name of the staff member concerned. I am writing to inform you that we are assigning Mr. Pedro Lobato Brime, a member of our Development Programs Studies Group, to work with your mission.

In addition, the Bank has a resident economist in Colombia, Mr. Jose D. Teigeiro, who is thoroughly familiar with the Bank's program in Colombia and will be available to assist your mission in any way he can.

We would appreciate being advised of the detailed plans for your mission, particularly as to its timing and composition, as soon as you are in a position to give us this information.

With warm regards,

Sincerely yours,

Richard H. Demuth
Director
Development Services Department

cc: Messrs. Avramovic Lehbert Teigeiro
December 8, 1956

Mr. David M. Howe
National Service Administration
520 Second Avenue
New York 36, N.Y.

Dear Mr. Howe:

In the letter of October 28, Mr. Mallory states, among other things, that the department is being asked to include in the design of the new building a section for the offices of the development department. I am writing to inform you that the new building is being designed to house a section of the development department of your organization.

I am confident that the new building will be a great asset to your organization and will be satisfactory to meet your needs.

I am happy to have been a part of this project and wish you success in the future.

Sincerely,

[Signature]

Director of Development

1969 DEC 3 PM 2:27

R.M. Report: RHODES

[Handwritten note: Co: Member, Advisory Committee]
Routing Slip

Date: 12/2/1969

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Remarks

COLOMBIA - ILO Mission

Attached is the draft letter to ILO which you requested. There is a good deal of coordination activity already going on - please call me if you need any background information about this.

From Raymond M. Frost
Mr. David L. Morse
Director-General
International Labour Office
154, Rue de Lausanne
Geneva, Switzerland

Dear Mr. Morse:

In his letter of October 22, Mr. McNamara agreed to your request that a Bank staff member should be assigned as a member of the ILO mission to Colombia, and promised to advise you of the name of the staff member concerned. I am writing to inform you that we are assigning Mr. Pedro Lobato Brime, a member of the Program's Studies Group, to work with your mission.

In addition, the Bank has a resident economist in Colombia, Mr. Jose D. Teigeiro, who will be available to assist with your mission and who may be useful on account of his familiarity with the Bank's program in Colombia.

Sincerely yours,

(for signature of Mr. Demuth)
Dr. Jack Barjonson,
International Bank for Reconstruction and Development,
1818 H Street,
Washington D.C., 20433
(U.S.A.)

Dear Dr. Barjonson,

Within the framework of the IDA program on automation, we are currently organizing a round table discussion to be held in Geneva during the late spring of 1970 on the manpower problem associated with automation and advanced technology in developing countries. Professor L. van Stralen is on leave from Michigan State University and is participating in making arrangements for the program.

I have arranged for the preparation of six studies covering specific instances of the introduction of a computer or computer assistance technology in developing countries (Pakistan, India, Indonesia, Honduras, Colombia and Brazil). In addition there will be a number of general papers covering various aspects of the topic.

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 issue associated with the introduction of advanced technology in developing countries, especially from the point of view of Nordic countries and the organizing phase for such projects. Would you agree to present an alternative paper, please? If not, we cannot do so.

According to existing arrangements, this conference can be for a short time for consultation with us on the outline of your planned paper. We will pay an honorarium of $200 plus an additional $50 per week 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 arrive 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 Danjzer has for analyzing the case study of advanced technology in poor countries, we would be most grateful to you. Our sources here do not indicate much about his background along these lines, yet we should like to have a Swedish contributor. We unfortunately heard that Mr. Ingvar Evinsson has been quite ill lately.

Many thanks for your help with this program. We look forward to your participation with enthusiasm.

Yours sincerely,

Ralph W. Bergman

Ralph W. Bergman
Head of the Analytical Unit, Research and Planning Department
November 18, 1969

Mr. Arthur Gaitskell
Bicknoller
Taunton
Somerset, England

Dear Arthur:

I am working on Colombia and we are very much aware of the ILO mission which you have been asked to join. As we are sending a large economic mission to Colombia in February, we have been quite concerned to arrange that there should be some coordination between the two missions. Dragoslav Avramovic, the leader of the Bank's mission, is already in touch with Dudley Seers, and aims to meet with him in Bogota in January.

John Adler (who is now Director of Programming and Budgeting Department) has received your letter and suggests that you try and travel to Colombia via Washington - a suggestion which I heartily endorse. Our economic report is, alas, confidential, and it will be difficult to mail you a copy.

Yours,

Raymond M. Frost

cc: Messrs. Adler
Avramovic
Lehbert
Thelma:

Original which was undated hand-delivered by Mr. McNamara to Mr. Morse on October 22.

muriel
October 24, 1969

Mr. Friedman

Richard H. Desmith

ILO Mission to Colombia

Attached are copies of the papers which Mr. Morse, Director-General of ILO, gave to Mr. McNamara concerning the ILO mission to Colombia and a copy of Mr. McNamara's letter to Mr. Morse agreeing to attach a Bank staff member to the ILO mission. As we agreed, you are to provide the staff member.

For your information, the mission is presently scheduled to go to Colombia about June 15 and, although this is still confidential, Dudley Seers has agreed to head the mission.

I would appreciate knowing, in due course, whom you designate to go on this mission.

cc: Mr. Alter
    Mr. Frost
    Mr. Consolo

RHD: tf
Mr. Alter

Richard H. Demuth

ILO Mission to Colombia

Mr. McNamara handed to Mr. Morse a copy of our letter agreeing to put a Bank man on the ILO mission to Colombia and telling him about the Bank's own mission plans. Morse's reaction was one of great pleasure and an expression of belief that the Bank mission would be extremely useful to the ILO mission. Incidentally, he mentioned the ILO mission at the meeting of the ACC and he is clearly so committed to it publicly that there is little doubt that it will go ahead.

For your confidential information, not to be revealed until announced by ILO, Dudley Seers has agreed to head the mission.

cc  Mr. Consolo  
   Mr. Frost

RHD:tf
Dear Mr. Morse:

I am writing in response to your request that I assign a member of the World Bank staff to work with the mission which ILO plans to send to Colombia, at the request of its President, to help the Government draw up an integrated employment policy for the country. I am happy to accede to this request and I will inform you as soon as possible of the name of the staff member designated to work with your mission. As I said to you during our meeting, I should like to try out this method of cooperation without regarding it necessarily as a precedent for other cases.

It may be useful to you in formulating your plans for the mission to know that the Bank itself is sending a large mission to Colombia in February 1970 designed to draft a comprehensive economic report on the economy of that country, primarily for purposes of a meeting of the Consultative Group for Colombia which is scheduled for late 1970. This mission will cover all major sectors of the economy, including agriculture, transport, water supply, power, telecommunications, education, population, urbanization and industry. I believe much of the data that it will be developing will be useful for purposes of the employment policy which your mission will be helping the Government to shape.

If you would find it helpful to know in more detail about the plans for the Bank mission, we would be happy to supply any further information you may wish.

With kind regards,

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. David L. Morse
Director-General
International Labour Office

RHD:tf
October 17, 1969
Cleared with and
cc: Mr. Alter
cc: Mr. Frost
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<td>2. Mr. McNamara (for signature)</td>
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**REMARKS**

From Richard H. Demuth
1. The ILO will organise and send to Colombia an interdisciplinary team of international experts headed by a high-level person, in such a way that the members of the team will have the opportunity to collaborate very closely with the various national authorities which are responsible for shaping and implementing, on the basis of the available data, the policies and programmes designed to bring about an integrated employment policy for the country.

Tentatively, the members of this team should represent the following fields and disciplines:

(a) General macroeconomic policy-making and planning.

(b) General planning of human resources, with special reference to the policies and methods to be used for the evaluation of manpower needs in their overall and structural aspects.

(c) Planning for the shaping of human resources, with special reference to policies and methods that will permit an integration of education, for both the rural and urban sectors, with appropriate vocational training.

(d) Agricultural planning, with special reference to systems of land settlement, land reform and agricultural technology.

(e) Industrial planning, with special reference to small industries, handicrafts, and agricultural industries.

(f) Market organisation, especially for the products of agriculture, small industries, and handicrafts.

(g) Analysis of international trade and of the outlook for regional economic integration, with special experience in Latin American areas and Colombian products.

(h) Planning of financial and income policies, with special reference to the enlistment of domestic and foreign resources and to their mobilisation for planned investment; also wage policy, and income policy in general.

(i) Sociological aspects of development, with special reference to the attitudes, motivations, and social relations which are relevant for the evaluation of employment policies, the shaping of human resources, and the determination of the factors leading to migration from country to city.

(j) Planning of the public sector, with special reference to the organisation of the public services, particularly those services that are in charge of developing the infrastructure.

(k) Planning of the statistical, census and survey systems, with special reference to their organisation, cost, and maximum utilisation of their present capacities.
This group will make recommendations to the President of the Republic concerning short-term and long-term measures in the fields mentioned above with a view to formulating a comprehensive national policy to ensure that the economic development of Colombia results in a high level of productive employment in a reasonably near future; concerning such concerted action as Colombia might seek to elicit from neighbouring countries with a view to improving the employment situation and prospects in the nations concerned; and concerning the contributions to the achievement of a high level of productive employment which Colombia could reasonably expect from other countries and from the United Nations family and other international organisations.

It is estimated that the Team will be able to carry out its assignment within a period of about four weeks of work in Colombia.

2. In order to facilitate efficient work on the part of the Team, it will be necessary to carry out some preparatory tasks within the country. With this purpose in mind, the Government of Colombia will appoint a suitable person to serve as focal point for the programme within the country. This person will enjoy highest-level backing enabling him to carry out his functions of organising the tasks of compilation and analysis of all the existing data; of coordinating the domestic institutions which are to collaborate in this effort; and to providing a liaison between the Government and international agencies which may be involved in this effort together with ILO which will act as the guiding organisation among them.

The ILO will provide assistance to the focal-point person and the national organisms concerned through the appointment of a small task force which will consist of experts from the Regional Manpower Team in Santiago (PREALC), with the participation of the ILO manpower expert who is stationed in Colombia already and with the collaboration of any other expert in the region that may be necessary and available. It is estimated that this preparatory work will require about eight weeks and that the ILO will contribute to it approximately ten man-months.

This task force for preparatory work can be constituted gradually in Bagoté between now and the second week of September. It can, in particular, collaborate in the compilation and classification of the data pointed out in points III to X of the tentative statement on date requirements for an employment policy. The task force will be in charge of an expert who will act as link to the focal-point person appointed by the Government, to the ILO in general and to the head of the ad hoc Team described above under 1., as soon as the latter will have been appointed. The expert will collaborate with the focal-point in preparing the work programme for data compilation, and will see to it that the data are progressively transmitted to the ILO. It will also see to it that facilities of any kind required for the appropriate development of the work and for preparation for the arrival of the ad hoc Team will be ready.

3. On the basis of the preceding assumptions, the tentative calendar for the work programme discussed in this statement looks as follows:
During September and October, preparatory work will be carried out in Colombia on the part of national technical personnel in cooperation with the PREALC task force from Santiago.

The subsequent arrival of the Team in Colombia and its stay during about four weeks will be arranged by the Government and the ILO by mutual agreement at the earliest possible date.

4. It is understood that the work plan described will be carried out without any interference with the programmes in which the ILO already participates as executive organism in Colombia.
Mr. David Morse,
Director-General,
ILO,
GENEVA.

Sir,

The Deputy Director-General of the ILO, Dr. Abbas Ammar, delivered to me personally your letter of 5 August 1969 in which you were good enough to inform me that he had come to Bogota as your personal representative in order to discuss with me and my colleagues how the ILO could be associated in the preparation and implementation of the comprehensive employment creation plan which we wish to pursue under our economic and social development programmes.

In acknowledging the receipt of your gracious letter, I wish to thank you not only for having given special consideration in Geneva to the public statements which I made in Washington and Bogota regarding my recent visit to the United States but also for having sent your distinguished colleague, Dr. Ammar, to Colombia to see our national institutions concerned with economic and social development and employment and the work we are doing in these fields and to offer us the co-operation of the ILO in pursuing that work with improved co-ordination, confidence and efficiency on the very clear lines laid down in the World Employment Programme recently presented in Geneva.
The experience, knowledge, intelligence and goodwill of Dr. Amar and the authority which you delegated to him were of inestimable value to us in making a careful analysis of the work already done by the Colombian Government in connection with employment, as a basic aim of our development programmes.

I read with the greatest attention the excellent report on the World Employment Programme which you submitted to the 53rd Session of the International Labour Conference and instructed the Colombian Government delegation, composed of the Minister of Labour, Dr. John Agudelo, Ambassador Antonio Oviedo and Mr. Fabio Lozano, a Member of Parliament, to give it the fullest support. The representatives of the Colombian employers and workers, Dr. Luciano Elejalde and Mr. José R. Mercado, also supported it, so that the World Employment Programme which you submitted to the Conference secured the unanimous approval of the Colombian delegates; this reflects the tripartite principle on which the International Labour Organisation - whose destinies you have guided with generally acknowledged competence and great authority for 23 years - is so wisely based.

I was most gratified and heartened by the message which you conveyed to me through Ambassador Oviedo to the effect that my statements concerning my visit to the United States and my Government's work in the employment field were in complete concordance with the philosophy and broad content of your presentation of the World Employment Programme at the Conference, on the basis of which the Conference adopted the Programme.
In my regular contacts with the employers and trade unions of Colombia and in my message of 20 July 1969 to the Colombian Congress, a copy of which I gave to Dr. Ammar, I expressed my deep conviction that it was necessary and urgent for Colombia to carry out a well-defined and dynamic employment programme for which the co-operation of the ILO and of other international organisations would be essential. All my Government’s efforts are being directed to that end.

Even before the people of Colombia did me the honour of electing me as their President, I had an opportunity of participating in various international meetings – such as the 1947 meeting in Havana and the first Trade and Development Conference, held in Geneva in 1964 – at which I invariably stressed the need to ensure better international division of labour, the free access of the raw materials and manufactured and semi-manufactured products of developing countries to world markets, and more extensive international financial co-operation on easier terms. As you point out in your excellent report, these are vital elements in the creation and development of employment.

My preoccupation with these matters over a period of many years has impelled me to stress that in order to promote employment in Latin America it is desirable, indeed essential, from every point of view to establish complementary economic relationships between countries in the American continent, possibly as a first step towards the establishment of such relationships on a world scale.
It is also in the light of these preoccupations and aims that I have come to realise the potentially immense importance of holding a congress of trade union leaders from the Western Hemisphere in Bogota in order to examine - and, it is to be hoped, adopt - common measures with a view to the development of an employment promotion programme which would tie in with the programmes being conducted by employers and governments on the same lines and with the same objectives. The ILO could provide valuable co-operation in respect of such a congress and of congresses which might subsequently be held with employer and government participants, in accordance with the unanimous mandate given to you by the International Labour Conference at its 53rd Session to foster co-operation in employment promotion at the national, regional and world levels.

As regards my country and my Government, Dr. Ammar had every opportunity of seeing what I and my colleagues are doing at the national level to create employment. However, the co-operation of the ILO - which I venture to request by this letter - would be most useful in ensuring the satisfactory progress of our plans.

At the meetings with Dr. Ammar held under my chairmanship or that of the Minister of Labour and Social Security it was agreed that Colombian experts should be responsible for establishing a focal point for the collection and classification of all studies and general research on employment creation carried out, perhaps in a rather desultory fashion, for some years past. We know that the various government, semi-official and private agencies have produced excellent studies the
collection and classification of which would be most rewarding
and obviate unnecessary repetition.

The responsibility for this first task, which could be
accomplished very quickly, has already been divided, with
Dr. Ammar's co-operation, among a group of competent officials.
For this purpose we shall have the help of ILO staff experts
which Dr. Ammar promised us as authorised by you when you
designated him as your personal representative.

When these studies and research have been collected and
co-ordinated and an inventory has been made of other studies
which also contain data on employment promotion in all fields
of economic activity in Colombia, it will be necessary to draw
up and carry out an integrated programme with employment as its
fundamental aim as a basic element in our development plans.
For this second fundamental task we shall require all the
co-operation which the ILO can provide and which I earnestly
request.

It was agreed with Dr. Ammar that for the rapid completion
of this second stage of our work we should need a team of experts
in different fields, headed by a highly qualified person who
would co-operate with me and with the national officials
designated by me in drawing up a well-integrated employment
promotion programme.

May I again assure you that, as President of Colombia,
I shall at all times provide the fullest support and guidance
in the accomplishment of these national tasks.
Ambassador Antonio Oviedo, who accompanied Dr. Ammar during his stay here and participated in all our meetings on these matters, is returning immediately to Geneva and will maintain permanent contact with you and your colleagues in order to pass on all information which you deem it necessary for the Government of Colombia to receive and ensure the rapid and efficient execution of the employment programme.

May I again express my appreciation for your gracious gesture towards my country and myself in sending Dr. Ammar, Deputy Director-General of the ILO, to Colombia and take this opportunity of assuring you of my highest esteem and of my gratitude for the magnificent co-operation which the ILO has extended to my country in various fields. Its assistance to the Colombian National Apprenticeship Service (SENA) has been particularly useful.

I have the honour to be, etc.

(signed) CARLOS Lleras RESTREPO
President of the Republic of Colombia
Bank-I.L.O. Co-operation

1. At your request I am placing below brief notes on some aspects of Bank-I.L.O. co-operation which might usefully be discussed at the meeting tomorrow, 15th October, between the President of the I.B.R.D. and the Director-General of the I.L.O.

2. As I see it this co-operation can be divided under three headings:

(i) Existing I.L.O. activities of interest to the Bank.
(ii) The development of new I.L.O. activities at the request of the Bank.
(iii) The use by the Bank of I.L.O. specialists as consultants.

3. Existing I.L.O. activities of interest to the Bank. These fall generally into two headings. (a) Activities such as manpower studies, in particular, the World Employment Program projects or studies of such matter as cost-benefit analysis of training programs. (b) Technical assistance activities, particularly vocational training, which will be of interest to the Bank when developing projects in related fields.

4. An understanding of what the I.L.O. is doing, and plans to do, in fields which are of interest to the Bank can most successfully be achieved by an exchange of information between the technical branches concerned. The best way to arrange this exchange would be by twice yearly meetings, possibly once in Geneva and once in Washington.

5. The development of new I.L.O. activities at the request of the Bank. These may be activities within the competency of the I.L.O. which could be developed specially to meet the requirements of the Bank. These might include manpower studies or the development and evaluation of special techniques for manpower studies, studies of special training techniques, programmed learning, etc., which are of interest to the Bank.

6. The Use by the Bank of I.L.O. specialists as consultants. There are a number of fields such as Management Training, Entrepreneur Training, Functional Literacy programmes, training for Tourism, etc., where the Bank may not be able to employ full time specialists. It would be appropriate for the Bank to employ I.L.O. experts as consultants in these fields.

7. To reinforce the normal staff of the Education Projects Department in the field of industrial vocational training the Bank may wish to request the I.L.O. to assign an experienced specialist to the Bank.
September 5, 1969

Mr. H. W. Quednau
Chief
Field Department
International Labor Office
CH 1211
Geneva, Switzerland

Dear Mr. Quednau:

Thank you for your letter of August 20, 1969 (reference No. TAP 3-06) about certain ILO programs in Sierra Leone, Chile, the UAR and Turkey, which might be of operational interest to the Bank. I am pleased to give you our comments:

Sierra Leone

Thank you for sending us a copy of the Summary of the Government's request to UNDP, dated June 1969, regarding a Special Fund Vocational Training project. When our IIA education project appraisal mission was in Sierra Leone in July 1969, it had an opportunity to discuss this proposal—which would complement the IMA project—with the Government and the UN Resident Representative, and a number of suggestions for amendments were made to them. We understand that the UN Resident Representative has already taken up these points with ILO and the full request will be forwarded to the UNDP after ILO's reaction to them is received. As far as our education project is concerned, we are at the final stages of completing an appraisal report, prior to consideration within the Bank/IDA of the proposed lending to Sierra Leone.

UAR

We appreciate your information about the ILO training scheme for the Egyptian Railways and are bringing the copy of the Plan of Operation to the attention of our Railways Division. We have no plans at this time for any lending in the UAR for an education project.
Turkey

Mr. Fidgeon has not yet returned to the Bank from his mission in Turkey, which was followed by some discussions in Paris and some leave. After his return, we shall write you again on possible Bank/IDA activities in Turkey, which might be of interest to IIQ.

With best wishes,

Sincerely yours,

D. E. Ballentine
Director
Education Projects Department

cc: Messrs. Hoffman
Richardson (memo)
Rem
Hartwich
van Dijk/Fidgeon (c/o)
Sir Gordon Mackay—

(w/ copy of incoming letter)

and Plan of Operations)
Mr. H. W. Quednau
Chief
Field Department
International Labor Office
CH 1211
Geneva, Switzerland

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Mr. Pidgeon has not yet returned to the Bank from his mission in Turkey, which was followed by some discussions in Paris and some leave. After his return, we shall write you again on possible Bank/IDA activities in Turkey, which might be of interest to ILO.

With best wishes,

Sincerely yours,

D. S. Ballantine
Director
Education Projects Department

cc: Messrs. Hoffman
Richardson
Ram
Hartwich
van Dijk/Pidgeon (o/r)
Sir Gordon Mackay

(w/ copy of incoming letter)

and Plan of Operations)
Dear Mr. Ballantine,

1. Thank you for your letter of 5 August, giving some comments on the projects listed in our letter of 3 April, which we consider might be "expandable and bankable". I appreciate the various factors which influence the possibility for follow-up by the Bank and feel certain that as we go along we shall get a better idea of the scope of the collaboration which particular projects may offer for effective IBRD/ILO collaboration. For this reason, I am grateful for your brief comments which are helpful for our understanding.

2. As you know, the next six-monthly list is now due and at this point it would seem that it might be best to sum up certain possibilities which have emerged in the recent past, for IBRD/ILO collaboration in regard to some specific projects.

(a) Sierra Leone

You are already aware of the possibility of a Vocational Training project to be set up under the Special Fund, in conjunction with an IDA loan. I am enclosing a copy of the Summary of the government request, as revised in June with the help of the ILO, herewith for information. The full text of the application to the Special Fund will follow shortly. We are awaiting confirmation by the government of the ILO Administrator. Any comments which the Bank may wish to make in connection with this project will be welcome.

(b) Chile

Information on the Special Fund project OCH - 38: Establishment of an In-plant Training Scheme in which an interest of the Bank was expressed earlier, has already been provided with my letter to you, reference 87-12 of 11 August.
(c) UNR

In this connection it may be of interest to note that the UNR is giving assistance to the Government of UNR in the establishment of a training scheme for the Egyptian Railways, to cover existing and future needs for training railway personnel. I enclose herewith copy of a Plan of Operation in respect of the project, which is carried out under the Special Fund. The project has been operational since December 1968, with an extended cut-off date end 1971. The UNR would, of course, be glad to offer its co-operation in meeting additional training needs which may emerge in connection with the Bank loan.

(d) Turkey

I should like to refer to the recent project identification mission which the Bank has undertaken in Turkey, in which Mr. Pickian has participated, in relation to the setting up of a number of new training centres. I understand that this may offer a possibility of UNR assistance, should the project materialize, in providing required expert services and fellowship training, as necessary.

A project outline has already been prepared covering the UNR contribution to the Establishment of a National Scheme for In-Plant Training of Craftsmen. For your information I enclose one copy of the outline herewith.

I look forward, with interest, to be informed of the follow-up on the above project possibilities, which will finally be decided upon by the Bank.

Yours sincerely,

[Signature]

M. Graham
Chief
Field Department.
August 21, 1969

Mr. H. W. Quednau
Chief
Field Department
International Labor Office
CH 1211
Geneva, Switzerland

Dear Mr. Quednau:

As promised in Mr. Ballantine's letter of August 5, 1969, set out below are our comments on the substantive aspects of the project items referred to in Mr. Blanchard's letter of April 3, 1969.

**Tunisia (Tun-23)**

The additional "Service Formation - Production" centers mentioned in Mr. Blanchard's letter appear, at least in principle, to offer a type of trade training which may appeal to us. According to our present thinking, we may appraise a third education project in Tunisia within the next two or three years' time and we would welcome knowing the results of your pilot project as soon as they become available. If we wished to proceed, the proposal for new centers would be appraised in the light of the work already being done by existing centers, the estimated demands for manpower trained in the skills required in the areas in which they are located, and the availability of suitable staff and students.

**Nigeria (Nir-36)**

Subject to priorities to be set up by a comprehensive study of Nigerian education sector and its needs, we would be willing to consider assistance for rural training centers which provide training of rural craftsmen and small entrepreneurs and simple vocational training for school leavers, preferably in the form of "on-the-job" training. For this type of scheme, we would attach importance to the availability of competent instructors.

**Africa - Rural Vocational Training**

Aside from the Nigeria project (Nir-36) mentioned above, we would be interested in similar schemes elsewhere in Africa, which may be considered
separately in each member country concerned - as an independent project or combined with some other related project within the same country. In general, we would prefer a cautious approach in regard to the number of centers to be assisted by us; we may consider financial assistance for only a small number in the first instance in order to judge the effectiveness of such aid. If the experience with an initial group is successful, the Bank/IDA assistance would be widened to include others. In any case, the availability of competent instructors would probably limit the number of cases to be assisted.

A point which deserves emphasis at this stage is the need to include within any rural training program adequate provision to ensure that the majority of trainees will actually remain in employment in rural areas and will contribute to agricultural productivity. This is a difficult objective to achieve. In our view, an essential feature would be a curriculum heavily weighted in favor of practical work and modern agricultural practices. Consideration may also be given to establishing some mechanism to ensure that trainees would be assisted, where necessary, in obtaining basic farming tools and equipment - and, in some instances, possibly land - to enable them to put into practice the modern techniques learned under the program. If the rural training programs in Senegal and the landlocked countries described in your letter were eventually presented to us, we would wish that these aspects of the rural training programs had been fully taken into account.

I hope that these general comments will be of some use to you and will promote closer cooperation between our two institutions.

Yours sincerely,

C.H. Calika
Deputy Director
Education Projects Department

Cleared with and cc: Messrs. Hoffman
Cheek
Springuel

cc: Messrs. Ballantine (o/r)
Burt
Stewart
Dear Mr. Ballantine,

1. Thank you for your letter of 5 August, giving some comments on the projects listed in our letter of 3 April, which we consider might be "expandable and bankable". I appreciate the various factors which influence the possibility for follow-up by the Bank and feel certain that as we go along we shall get a better idea of the scope which particular projects may offer for effective IBRD/ILO collaboration. For this reason, I am grateful for your brief comments which are helpful for our understanding.

2. As you know, the next six-monthly list is now due and at this point it would seem that it might be best to sum up certain possibilities which have emerged in the recent past, for IBRD/ILO collaboration in regard to some specific projects.

(a) Sierra Leone

You are already aware of the possibility of a Vocational Training project to be set up under the Special Fund, in conjunction with an IDA loan. I am enclosing copy of the Summary of the government request, as revised in June with the help of the ILO, herewith for information. The full text of the application to the Special Fund will follow shortly. We are awaiting confirmation any day of its official submission by the government to the UNDP Administrator. Any comments which the Bank may wish to make in connection with this project will be welcome.

(b) Chile

Information on the Special Fund project CHI - 38:
Establishment of an In-plant Training Scheme in which an interest of the Bank was expressed earlier, has already been provided with my letter to you, reference SF 0-12 of 11 August.
Dear Mr. Boland,

I am writing to inquire about the possibility of establishing a Technical Training Project to be set up under the auspices of the Department of Education with an ILO loan. I am interested in working on the development of the project with the government of the country. The aim of the project is to provide technical training to the workers in the area. The ILO recommends that the project be carried out by the government and the workers' unions.

In this connection, I would be very grateful if you could provide me with further details on the project.

Yours sincerely,

[Signature]

Office

[Address]

Date: [Date]
(c) **UAR**

In this connection it may be of interest to note that the ILO is giving assistance to the Government of UAR, in the establishment of a training scheme for the Egyptian Railways, to cover existing and future needs for training railway personnel. I enclose herewith copy of a Plan of Operation in respect of the project, which is carried out under the Special Fund. The project has been operational since December 1966, with an envisaged cut-off date: end 1971. The ILO would, of course, be glad to offer its co-operation in meeting additional training needs which may emerge in connection with the Bank loan.

(d) **Turkey**

I should like to refer to the recent project identification mission which the Bank has undertaken in Turkey, in which Mr. Pidgeon has participated, in relation to the setting up of a number of new Training Centres. I understand that this may offer a possibility of ILO association, should the project materialise, in providing required expert services and fellowship training, as necessary.

A project outline has already been prepared covering the ILO contribution to the Establishment of a National Scheme for In-Plant Training of Craftsmen. For your information I enclose one copy of the outline herewith.

3. I look forward, with interest, to be informed of the follow-up on the above project possibilities, which will finally be decided upon by the Bank.

Yours sincerely,

H.W. Quednau,
Chief,
Field Department.
August 15, 1969

The Director-General
International Labor Office
CH 1211
Geneva, Switzerland

Dear Sir:

Special Fund Project CHI-38
Establishment of an In-Plant Training Scheme

Thank you for your letter of August 11, 1969, ref. SF 0-12, which, in the absence of Mr. Ballantine, has been passed to me for reply.

I am grateful for the information you have supplied concerning your Special Fund Project CHI-38. This project will clearly be of much value in support of our own proposed second project to assist INACAP. This latter is still being processed but we hope that the Loan Agreement will be presented for the consideration of our Board of Directors in about December of this year.

I shall look forward to receiving a copy of the Plan of Operations for CHI-38 when it becomes available.

Yours faithfully,

S.J.G. Burt
Chief, Division I
Education Projects Department

cc: Messrs. Reitter
    van Dijk
    Bahr
Dear Mr. Ballantine,

Special Fund Project CHI-38
Establishment of an In-Plant Training Scheme

Further to conversations which took place in June 1969 in Santiago between the members of the Bank's mission and Mr. Henri Vandries, Chief of the ILO Vocational Training Branch, I am writing to transmit the information which was requested on the ILO Special Fund project CHI-38 (Establishment of an In-Plant Training Scheme) with regard to possible IBRD collaboration.

As you will be aware, the purpose of the project, the duration of which is 5 years, is to assist the Government of Chile in establishing within the National Vocational Training Institute (INACAP) an in-plant training scheme directed mainly towards the professional advancement of technical personnel employed in industry.

The cost of the international assistance to be provided is approximately $550,000, with 8 specialists in the following fields:

1) Chief of project;
2) Supervisory Training;
3) Technical Training;
4) Occupational Analysis;
5) Industrial Drawing;
6) Applied Sciences;
7) Applied Mathematics;
8) Correspondence Courses;

plus a few months for outside consultants. Fellowships have been foreseen for counterparts to provide them with further training abroad, and an amount of $100,000 is reserved for industrial equipment to be donated to the project.
Dear Mr. Ballantine,

Executive Director for Charge of
International Labour Organization
Reconstruction and Development
1800 F Street, N.W.
Washington, D. C. 20565
U.S.A.

The purpose of this letter is to request funds for the International Labour Organization (ILO) to implement a training scheme for in-plant training. The scheme is to be implemented in the USA, with a focus on improving the skills of workers in manufacturing industries.

The scheme is estimated to cost $50,000, with an expected return of $50,000. It is hoped that the scheme will result in a 10% increase in productivity and a 5% increase in skill levels among the workforce.

Sincerely,

[Signature]

Chief of Project; (1) Supervisory Training; (2) Technical Training; (3) Occupational Analysis; (4) Plant Personnel; (5) Industrial Drawings; (6) Applied Sciences; (7) Applied Mathematics; (8) Correspondence Courses.
The Government counterpart contribution in salaries for local professional and other staff, local salary of counterpart fellowship holders, stipends, land and buildings and equipment is estimated at $1.5 million.

The draft Plan of Operations, which is still under negotiation with the Government of Chile, provides that the activities of the scheme will be coordinated, as much as possible, with those of the IBRD project with INACAP, and with bilateral aid programmes now assisting INACAP in the development of its manpower training activities.

I shall provide you with fuller details when the Plan of Operations has been finally agreed upon by the UNDP (Special Fund) in New York and the Chilean Government.

I may add that this project is the second of its kind to be set up by ILO in Chile, being a continuation of the former Instructor and Foreman Training Centre (CHI-10).

Yours sincerely,
For the Director-General:

H.W. Quednau,
Chief,
Field Department.
August 5, 1969

Mr. H.W. Quednau  
Chief, Field Department  
International Labour Office  
CH 1211  
Geneva  
Switzerland

Dear Mr. Quednau:

I must apologize for the delay in responding to Mr. Blanchard's letter of April 3 listing a number of ongoing ILO projects which, it was felt, might be "expandable and bankable". Having arrived in my absence, the letter was in some manner sidetracked and did not receive the attention it should have upon my return. We shall hope to do better in the future.

As I explained at the time of this arrangement, the follow-up by the Bank on these suggestions would depend not only on their suitability for Bank assistance but, with respect to timing, would also depend upon other Bank educational operations in the country concerned. In this letter, I will comment briefly on the timing aspect and very shortly I will forward you our comments on the substantive aspects of the items listed.

(1) Tunisia

In Tunisia we are currently "between projects". A second IDA credit for the development of secondary education was made to Tunisia in September 1966. During the next six to nine months, we will initiate explorations for a third education project. We do not contemplate further assistance for secondary education at this time, and your proposal might therefore be examined within a broader context.

(2) Nigeria

Except for the implementation of our first IDA education credit to Nigeria (No. 72-UNI of March 1, 1965), this department is carrying on no operations or studies in Nigeria at this time. We contemplate that, following the resolution of the present difficulties, we will need to undertake a rather broad and deep study to assess the extent of dislocations and to update our knowledge of priorities and possibilities.
(3) **Cyprus**

We do not contemplate operations in Cyprus in the educational sector during the early future. In the absence of a package project into which the hotel and catering institute might fit as an item, I would wonder whether in itself our participation would constitute a project. However, we will examine the proposal.

(4) **Africa - Rural Vocational Training (Senegal and Limitrophe Countries)**

A Unesco project identification mission has recently visited **Senegal** under the Bank/Unesco Cooperative Program, and its report is expected in the near future. This item, as it concerns Senegal, was drawn to the attention of the mission. We would like first to have the Unesco reaction and, subsequently, will give you our reaction as to the possibility of its inclusion in a forthcoming Bank project for Senegal.

We will be looking into the educational financing needs of **The Gambia** (during the coming year) and **Mali** shortly thereafter, and I believe we should follow the same procedure in those cases as we have with Senegal. Education lending for **Mauritania** and **Guinea** in the early future is not currently foreseen.

I realize that this is an incomplete answer to your query and I shall attempt to send additional comments within the next week or so. We do welcome your suggestions and hope that they will lead, in time, to more effective coordination of our respective efforts.

Sincerely yours,

Duncan S. Ballantine  
Director  
Education Projects Department
Dear Mr. Ballantine,

ILO Assisted Projects of Interest to the IBRD

On 3 April 1969 we wrote to you in accordance with the agreement that the ILO should send to the Bank at six monthly intervals, lists of selected UNDP projects, which, in the opinion of the ILO are "expandable" and "bankable", submitting a first list of a few projects under this arrangement.

We had been looking forward, following Mr. Calika's acknowledgement of the letter, to hearing from you and letting us have your reaction to this first list. Your observations would be of great value to us in preparing further lists.

We should be most grateful, therefore, to hear from you in the near future.

Yours sincerely,

H.W. Quednau,
Chief,
Field Department.
MT. Donné, \textit{Secretary, \ldots}

Dear Mr. Ballantine:

I am writing to convey our appreciation of the initiative and efforts of the ILO Research Department in the preparation of the study on immigration and labor markets in the United States. The study, which is a result of the joint work of the ILO and the National Bureau of Economic Research, is a valuable contribution to the field of labor economics.

We hope that the results of this study will be widely recognized and that it will be of great assistance in the formulation of policies that will benefit both workers and employers.

Thank you for your promptness in responding to our request for information. We look forward to your continued cooperation and support.

Yours sincerely,

[Signature]

H.W. Chevalier
Chief, Research Department
Draft letter from ILO

March 25, 1969

File no.: TAP 0-36

TO: Mr. Robert S. McNamara,
President, ILO
Washington, D.C.

Dear Sir:

Under its technical cooperation program the International Labour Office is currently associated in Africa with a large number of national projects to expand training facilities for rural populations. These projects are part of a general effort by the UN specialized agencies to help countries build up a coherent education and training system that will enable the rural population to benefit from agricultural and technological research and thereby increase overall farm production and unit productivity and, at the same time, to establish a framework for promotion and organization that will foster internal development in the farming sector.

Under the May 1966 agreement between the Directors General of ILO, FAO and UNESCO, our Organization cooperates with many countries in devising and implementing programs for training the various categories of manpower living in rural areas: farmers, young adults, craftsmen whose work paves the way for rural industry, and girls and women who are playing an increasingly important part in the production of food for the family. In our view a developing country's progression from a subsistence economy to a market economy must be accompanied by training of the people most concerned, i.e., the farmers, since the technical assistance they already receive from numerous services will not be really effective until they have the technical ability and education to make full use of it.

In recent years some major programs have been drawn up and developed in a number of countries, among them the following:

- Senegal, where a series of centers have been set up to provide training for young farmers and craftsmen, as well as for farmers' daughters and wives;

- Mali, where a network of training centers for young adults has been set up with the help of the European Development Fund, as well as a series of practical orientation centers for young men and women from rural homes who have just left primary school;
- Guinea, where the UNDP has also just approved an instructor training project which will lead to the establishment of some 150 "rural training colleges";

- Central African Republic and the Upper Volta, where projects are being implemented for craft workers;

- Mauritania and Morocco, where initial studies are under way with a view to setting up preliminary training centers;

- Similar projects being studied in other African countries, e.g. Tanzania and the Ivory Coast, as well as Brazil, Thailand, Cambodia and Korea.

The countries concerned have great difficulty in finding the money to organize and construct these centers. Their governments give the projects their full support, especially by paying the trainees' maintenance costs and the centers' current expenses and by making budget allocations for the instructors' salaries. However, though these centers are small and built with local materials, with the help of local organizations, their number (70 practical orientation centers in Mali, over 150 in Guinea, 8 large centers in Senegal, about 10 in Mauritania) requires financing on a scale which the governments themselves cannot provide. The cost of these centers varies from one country to another and even inside each country. It may be estimated, however, that a practical orientation center in Mali, for example, costs about US$15,000, half of which can be covered locally (in materials or manpower); the other half has to be paid by the Government. The centers in Senegal can be expected to cost somewhat more (US$60,000). In Guinea the cost varies because many centers are set up in local buildings that first have to be repaired. These estimates do not include the cost of the land but since each center must have three buildings - trainee accommodations, classrooms and demonstration workshops - the average figures quoted above, obtained from studies made by the governments concerned, are a valid basis for a realistic hypothesis.

Various solutions are envisaged by the governments to meet this investment expenditure, from making national budget appropriations to requesting multilateral or bilateral aid. Some governments have thought of applying to IBRD for partial or total financing in the form of loans to construct the centers. This applies especially to the Government of Mali, which proposes to set up 70 practical orientation centers and has already had an application accepted by the UNDP, which will not, however, finance the infrastructure costs. The Government of Senegal would also be interested in Bank financing for its rural training programs. As for the projects which are well advanced but not yet operational in Mauritania and Guinea, it is probable that IBRD aid would provide both a short and a long term solution by setting up centers that would enable productive use to be made of the abilities of young people just out of primary school, who would otherwise become victims of economically sterile and socially deplorable underemployment. Lastly, IBRD financing would enable the four countries, Senegal, Mali, Mauritania and Guinea - all bordering on the Senegal River - to derive full benefit from the Senegal River improvement projects, which open the way to major economic development provided their potential can be fully exploited by a judicious use of human resources.
Would such investments justify Bank Group financing in the form of regular IBRD loans or IDA credits? It is not for the IDA to judge. However, it is clear that while any rural education program is bound to bring long term economic benefit, it requires immediate financing on a scale that is beyond the present capacity of the countries concerned and therefore calls for external financial assistance.

I submit this question to you with the possibility in mind that additional aid could be given to the governments that have taken coordinated and substantial action to train their young rural populations and enable them to participate in their countries' development.

If the Bank should see any prospect of worthwhile investments, I should be very happy to follow this matter up and cooperate fully in any preliminary surveys or studies the Bank would no doubt wish to make, so that it would take an informed decision on any application these countries might submit to it.

Yours sincerely,

David A. Morse,
Director General

* Marginal note in pencil: "This (paragraph) will probably be deleted."
Monsieur le Président,

Le bureau international du Travail est actuellement associé en Afrique, au titre de son programme de coopération technique, à un ensemble important et projeté. L'objectif est le développement de la formation dans le monde rural. Ce projet s'intègre dans l'effort général que les organisations spécialisées des Nations Unies pour établir un système cohérent d'éducation et de formation qui permette à la population rurale de bénéficier ainsi de la recherche agronomique et technologique, d'accroître par suite la production agricole brute et la productivité des exploitations et, en même temps, d'établir des structures de promotion et d'organisation du monde rural qui favorisent son évolution interne.

C'est dans le cadre de l'accord passé entre les directeurs généraux du BIT, de la FAO et de l'UNESCO (mai 1968) que notre Organisation coopère avec de nombreux pays à la conception, à la mise au point et à l'exécution des programmes destinés à la formation de différentes catégories de personnes habitant dans les régions rurales : agriculteurs, jeunes adultes, artisans dont l'activité constitue l'amorce de l'industrie rurale, jeunes filles et femmes dont la part dans la production des denrées destinées à la nourriture de la famille devient de plus en plus importante. Nous estimons en effet que le passage d'une économie de subsistance dans laquelle vivent encore les pays en voie de développement à l'économie de marché doit s'accompagner d'une formation à donner.
aux principales industries, c'est-à-dire aux agriculteurs et bien que de nombreux services d'assistance et d'informations aient été mis sur pied, ces efforts ne pourront être réellement efficaces que si la population bénéficiaire de ces services a obtenu un niveau technique et culturel suffisant pour les comprendre et les mettre en pratique.

C'est ainsi que, depuis plusieurs années, des programmes importants sont en cours de réalisation et de développement dans divers pays, notamment :

- au Sénégal où un ensemble de centres destinés à la formation agricole et artisanale des jeunes adultes, et à celle des jeunes filles et des femmes d'agriculteurs a été mis sur pied,
- au Mali où un réseau de centres de formation destinés à des jeunes adultes est en place avec le concours du Fonds européen de développement ainsi qu'un ensemble de centres d'orientation pratique destinés à la formation des jeunes gens et des jeunes filles de milieux ruraux qui viennent de quitter l'école primaire,
- en Guinée le PNUD vient d'autre part d'approuver un projet qui a pour objet, par la formation d'instructeurs, de mettre en place quelque cent cinquante "collèges d'enseignement rural",
- en République centrafricaine et en Haute-Volta des projets sont exécutés sur un plan artisanal,
- en Mauritanie et au Maroc des études préliminaires sont en cours en vue de la création de centres ruraux de préformation,
- des projets semblables sont en voie d'étude dans d'autres pays d'Afrique, tels que la Tanzanie et la Côte d'Ivoire, ainsi qu'au Brésil en Thaïlande au Cambodge et en Corée.
Les pays intéressés se heurtent à une grave difficulté, celle du coût d'installation et de la construction des centres. Les gouvernements apportent aux projets tout leur appui, en particulier en assumant les charges de l'entretien des infrastructures, des dépenses courantes des centres, et en faisant des inscriptions budgétaires nécessaires à la rémunération des instructeurs. Cependant si monsieur que soient les centres qui sont établis avec des matériaux locaux, en faisant appel au concours des collectivités locales, leur nombre (70 centres d'orientation pratique au Mali, plus de 150 au Guinée, 8 mais plus importants au Sénégal, environ 10 en Mauritanie) pose un problème de financement important et les gouvernements manquent de ressources financières nécessaires. Le coût des centres varie d'un pays à l'autre et même à l'intérieur de chaque pays. Cependant il peut être estimé par exemple pour un centre d'orientation pratique au Mali à environ 45,000 dollars dont la moitié pourra être couverte par des ressources locales (matériaux de main-d'œuvre) mais dont l'autre moitié devrait être assumée par une dépense publique. Un chiffre légèrement plus élevé (60,000 dollars) est à prévoir pour les centres au Sénégal. En Guinée le coût des centres est variable car nombre d'entre eux sont établis dans des bâtiments locaux qu'il convient de remettre en état. Ces dépenses générales ne comprennent pas le prix du terrain, mais chaque centre disposant de trois bâtiments essentiels l'hébergement des stagiaires, les salles de classe et les ateliers ou exploitation agricole, les chiffres qui sont cités ci-dessus et qui proviennent d'études faites par les gouvernements intéressés représentent une moyenne valable pour établir une hypothèse réaliste.
Cette évaluation des projets a permis de mettre en évidence les contraintes budgétaires et financières qui affectent les organismes de développement. Il n’est pas sûr que les projets soient acceptés par les administrations ou par les organismes internationaux. Il est donc nécessaire de trouver des financements alternatifs pour le développement des pays africains.

Les organismes de développement ont souvent des contraintes budgétaires et financières importantes. Ils ne peuvent pas toujours garantir l’acceptation de projets qui ne répondent pas à leurs critères. Il est donc nécessaire de trouver des financements alternatifs pour le développement des pays africains.

Des projets de développement doivent être acceptés par les organismes de développement. Ils peuvent être acceptés si les conditions budgétaires et financières sont favorables. Il est donc nécessaire de trouver des financements alternatifs pour le développement des pays africains.

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C'est dans la perspective d'une assistance massive aux gouvernements qui ont entrepris une action coordonnée massive en vue de la formation de leur jeune population canale et de sa participation au développement que je ne permets de vous soumettre cette question, dont je crois qu'elle a besoin d'être examinée.

Je vous prie d'agréer, Monsieur le Président, l'assurance de ma haute considération.

David A. Morse,
Directeur Général.

À la Banque voyant les perspectives d'investissements routables, le conseil fut heureux de pouvoir lui prêter pleinement son secours et de lui apporter pleinement ses concours. Le conseil se souhaitait que la Banque se souvienne lors de tours de visites que la Banque envoie à droite ou à gauche, de prendre des décisions en toute connaissance de cause. Le Conseil réservait aux demandes qui pourraient lui adresser les États intéressés.
Dear Mr. Ballantine,

ILO Assisted Projects of Interest to the IBRD

You will recall that at the meeting which was held in Geneva on 11 July last year between yourself and various representatives of the ILO, it was agreed that the ILO would send to the Bank at six-monthly intervals lists of selected UNDP projects which, in the opinion of the ILO are "expandable and bankable". Brief details of the first few projects to be submitted under this arrangement are set out below.

(1) **Tunisia - Human Resources Development and Youth Employment Promotion (TUN-23)**

The purpose of this project, assistance with which to the amount of US.$476,500, during a period of one-and-a-half years, was approved at the meeting of the UNDP Special Fund Governing Council in January 1969, is to plan and implement the first phase of a scheme of Human Resources Development and Youth Employment Promotion.

This project will have three specific objectives, which are:

(a) to assist and strengthen the employment services of the "Office de la Formation Professionnelle et de l'Emploi" (O.F.P.E.);

(b) assist in the study of employment at the level of selected Unités Regionales de Développement (URD's) of which there are at present about 135;

(c) assist and strengthen the "Service Formation-Production" at the national level, by rationalisation and standardisation of its methods, and at the local level through selected pilot centres.

It is the third objective of this project which, during the second phase of development, may be of interest to the World Bank. During the first, pilot, phase of assistance by the UNDP Special Fund, assistance to the Service Formation-Production will take the form of
Dear Mr. Hallifrin,

I refer to the subject letter of last month in which I informed you of the appointment of Mr. A. B. C. D. E. F. G. H. I. J. K. L. M. N. O. P. Q. R. S. T. U. V. W. X. Y. Z. for the position of Assistant Director in Charge of International Trade and Development and my decision to accept the position of Director General for Reconstruction and Development.

In reply to your letter of the 1st of next month, I would like to inform you that I have accepted the position of Director General for Reconstruction and Development and that I will be available for your consideration in the near future.

I hope this letter finds you in good health and that the work of the organization continues to progress as planned.

Yours sincerely,

[Signature]

International Labour Office
determining the type of supporting service which should be provided
by the OFPE. This will include the determination of the level and
qualification of the required staff, recruitment policies and pro-
cedures, level and content of training, administration, management
and accountancy procedures, criteria for work projects, post service
placement and evaluation. The project will also work out a liaison
system aimed at ensuring full participation of all the technical
services involved, such as Agriculture, Education, Youth and Sports,
etc., in all matters concerned with employment promotion.

During the first phase of the project six centres of the
"Service Formation-Production" will be selected for direct assistance
and control. From the experience gained during this assistance it
should be possible to determine the return to be obtained on the
capital investment in other centres during the second phase of the
project. If it can be clearly established that an adequate return
is possible on the capital required for this expanded programme then
it is hoped that the World Bank will wish to be associated with the
second phase of the project.

(2) Nigeria - Pilot Project for Rural Employment Promotion
in the Western State (NIR-36)

Assistance to this project, which is to have an initial duration
of one-and-a-half years, was approved by the Governing Council of the
UNDP Special Fund in January 1969. The total allocation by the UNDP
Special Fund is to be US.$589,000.

The pilot stage of the project will include the following
activities:

(a) an Agricultural Extension Programme which will comprise a Master
Farmers' Scheme, a Food Crop Multiplication Scheme and a Cocoa
Improvement Scheme;

(b) a Training, Advisory and Common Facilities Programme for
Craftsmen and Small Entrepreneurs;

(c) a Programme for the Improvement of Rural Feeder Roads;

(d) a Vocational Training Programme of School Leavers and other
Unemployed Youth;

(e) a Planning and Evaluation Unit.

At the same time as these activities are being initiated on a
pilot basis, an investigation will be made by the team of international
experts of the possibility of, and the requirements for, a further
promotion of employment in the area through an integrated zonal
development approach. It is expected that this two-pronged approach
will facilitate the formulation of an integrated rural promotion scheme
to be implemented at a later stage.
It is at this later stage, when the programme will require substantial capital investment, the adequate return on which will have been established, that the Bank may wish to become associated with the project.

(3) Cyprus - Hotel and Catering Institute, Nicosia (CYP-6)

This project has been developed in response to the Cyprus Development Plan which places tourism income as one of the main bases of the economic development of the island. The Special Fund project was approved by the UNDP Governing Council at the January 1968 session. The Plan of Operation was approved by the UNDP in January 1969 and signed by the Government, the UNDP Resident Representative and Mr. Daneluzzi, the Chief of Project, on behalf of the ILO on 22 February 1969. The Chief of Project has been on assignment since 13 October 1968.

The purpose of the project is to assist the Government of Cyprus in the establishment of a Hotel and Catering Institute in Nicosia. The Institute will be administered by a Director and a Board of Directors composed of representatives of the various Ministries, Employers' Associations and Trade Unions directly concerned with the Hotel and Catering Institute. Its function is (a) training; (b) advisory and consultancy service; and (c) research, information and documentation. The training activities consist of short-term, up-grading courses, seminars and practical demonstrations given in the fields: managerial system, hotel organisations and structure, hotel cost accounting and analysis, staff management and labour planning, public relations and sales promotion, propaganda and publicity, tourist traffic and tour planning and budgeting and control. The total allocation by the UNDP Special Fund is to be $831,700. The duration of the project is four years.

(4) Africa - Rural Vocational Training (Senegal and Limitrophe Countries)

The over-all objective of this project with UNDP Special Fund participation, is the upgrading of the rural population's know-how through improved training and the creation of new training facilities. The total allocation of the Special Fund in Senegal for this project amounted to US.$2,670,000.

The initial phase covered by the UNDP/SF assistance is for the creation of a network of important centres for agricultural and handicraft training for young men and women. It is there to demonstrate how to make better use of modern techniques of production in agriculture, but in other rural crafts as well, with the effect of promoting production in that area, increasing its efficiency and creating an organised rural structure serving as the basis for rural development. Finally, it is expected that increased production through improved training facilities for the rural population may prepare the ground for the coming into existence of rural industries based on local production.
A number of similar projects have been formulated in some African countries and are at various stages of development, such as in Mali for the creation of post-primary rural practical orientation centres, in Guinea with emphasis on training of the instructors, in the Central African Republic, Upper Volta, or are in the initial stage as in Mauritania, Morocco, Tanzania, Ivory Coast, etc.

The common feature in all these projects is to overcome the difficulty of financing the construction and the initial investment necessary for the creation of these training centres. Their number may vary from eight in Senegal to 70 in Mali or 150 in Guinea. It is estimated that according to the training programme set, the number of trainees, etc., the cost of a centre in Mali is about the equivalent of US.$45,000 and somewhat higher in Senegal with US.$60,000. About half of the cost can be borne by local contributions in way of labour and local construction material, the remaining half of the cost, however, has to be covered by Government budget sources, if available. In fact, availability of Government funds for such investments is limited and for this reason the Governments are seeking financing from outside.

I understand that the Governments of Mali and Senegal are intending to approach the IBRD with a request for partial financing of their rural training programmes. Mauritania and Guinea would follow similar lines of action. Without any doubt the possibility of such financing in the four limitrophe countries, Senegal, Mali, Mauritania and Guinea could open up new possibilities to mobilise the human resources necessary in relation with a possible Senegal River Valley project.

By the nature of ILO activities it would seem to me that the collaboration between the ILO and the Bank will have its main emphasis in Human Resources Development and the promotion of Institutions which would serve as stimulators of economic development and social advancement of developing countries. This ILO concern is now foremost in the minds of planning authorities in most developing countries and international organisations as exemplified by the emphasis put on it in the preparation of the second United Nations Development Programme decade.

I look forward with interest to your reactions to the above selected UNDP projects as we shall be guided by this in the selection of further projects which we shall communicate to you at a later date.

If you wish to have further details of the projects listed in the above we would be glad to let you have them and to keep you informed of the progress of the projects during the first phase of the operations.

Yours sincerely,

F. Blanchard
Deputy Director-General