GUIDE TO THE
WORLD BANK GROUP
ARCHIVES
EXPLORE. DISCOVER. LEARN.
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At the World Bank Group, we believe that transparency and accountability are essential to the development process and to achieving the twin goals of ending extreme poverty and boosting shared prosperity. The Archives of the World Bank Group are the foundation for transparency and accountability of the organization, and which offers a vast body of knowledge and information that reflects development work over 75 years. The holdings of the Archives contain the evidence of the Bank Group’s work in member countries and the documentary heritage of the organization as the largest and oldest multilateral economic development bank in the world.

In 1944 at Bretton Woods, New Hampshire, 44 nations came together near the end of the Second World War to devise a plan that would contribute, in part, to peace and global cooperation. The World Bank was born from this event and since then it has grown and evolved to meet the challenges of its member countries. The Archives preserves, describes and makes accessible the evidence base and documentary memory of this evolution. Thanks to the Open Agenda initiative and the Access to Information Policy, the World Bank Group’s vast collection of archival material—dating back to its inception in the 1940s—offers new potential for bringing historical research to bear on development policies and practice.

As a knowledge institution, we draw confidence in our work from the Bank Group’s institutional memory. The Archives safeguard our operations and our engagement with member countries against amnesia and ensure the lessons of the past are relevant for our future. Moreover, these precious archives are available as a global public good and are the foundation to build even stronger multilateral efforts for economic development and prosperity world-wide.
The World Bank Group Archives is an incredible resource, reflecting the lessons and experiences of over 75 years of economic development around the globe. Our Archives are not a closed, dark sanctuary where paper records are stored away under lock-and-key. The opposite is true. By leveraging technology and strong partnerships across the organization and beyond, the World Bank Group Archives makes its holdings and historical resources available to the public through innovative methods and practices that enable as much on-line access as possible. Digitization of our fragile and historical analog holdings and the creation of quality metadata are keys to this endeavor, but so are the creation and maintenance of innovative and intuitive discovery platforms that engage the public to find, explore and learn from the World Bank Group’s rich history. The Archives is able to use the Bank’s strong and reliable IT landscape, and when the skills and knowledge of our archivists are merged with the power of technology, the full impact of our history and the documentary evidence, which it reflects, come to light.

I hope this Guide gives you a taste of the Archives’ services, holdings, and discovery tools. By leveraging technology, creating community through shared history, and supporting research, our Archives are ready to be discovered and used to enable better development outcomes for the World Bank Group’s member countries.
The World Bank Group is the world’s oldest and largest multiregional development bank. Through its operations, research, and partnerships, the World Bank Group brings its knowledge and expertise together, across all countries and major sectors of development.

The World Bank Group Archives protects the institutional memory of the World Bank Group and provides public access to records of the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). The Archives encourages and facilitates research into the history of the World Bank Group and preserves, protects, and provides access to one of the world’s largest collections of records related to international development.

The World Bank Group Archives’ staff is a diverse and professional team who cares deeply about preserving the documentary heritage of the World Bank Group and making it accessible to others. Creating community through our shared history is an important value of our team, as is the pursuit of making connections between the Bank’s current work and the lessons of the past. Partnering with academic researchers and the development community, we solve challenges with creativity and curiosity, and we embrace technology to increase the impact our archival holdings can create.

This Guide highlights only a few of the ways we make the World Bank’s rich history available to you. Through free on-line tools and services, we provide the keys to the World Bank’s knowledge vault.
You can access this ‘vault’ through our website or by contacting the archivists to tap into their knowledge of the vast collection of records, oral histories, photographs and other materials in our care – more than 210,000 linear feet of materials to date! By providing the infrastructure to share and protect our history, the Archives ensures that the impact and work of the World Bank Group with its member countries and development partners will be available for future generations.

No matter where you are located in the world, you can find us at [www.worldbank.org/archives](http://www.worldbank.org/archives).

Welcome to the World Bank Group Archives!
The resources and holdings of the World Bank Group Archives reflect the evolution of the World Bank Group and illuminate its changing focus and institutional structure.

OVERVIEW OF WORLD BANK GROUP HISTORY

The mid-2020s ushered in the idea of the World Bank Group as a knowledge institution, and policies were put in place to open the Bank Group’s archives of knowledge and information to the world. In collaboration with other partners, the Bank Group moved into the new century emphasizing community-driven development and aid coordination, working to safeguard vulnerable groups, and mitigating the impact of climate change.

For more than 75 years, the World Bank Group has been a leader in the field of international development and poverty reduction, working alongside or in support of governments and organizations that share its goals. As a result, the history of the World Bank Group is one of change, growth, and renewal. The Archives preserves this rich history and illuminates its lessons.

In the 1990s, the World Bank Group moved into the areas of conflict prevention, post-conflict reconstruction, and assistance for countries to redirect their economies after major political change. This period also brought increased concern about the impact of government corruption on the effectiveness of lending, which led to the institution to adopt an anticorruption strategy and a new focus on country accountability and ownership of development work.

In the late 1990s, the World Bank Group began to explore the idea of the World Bank Group as a knowledge institution, and policies were put in place to open the Bank Group’s archives of knowledge and information to the world. In collaboration with other partners, the Bank Group moved into the new century emphasizing community-driven development and aid coordination, working to safeguard vulnerable groups, and mitigating the impact of climate change.

In the 1980s, the World Bank Group continued to engage its focus on regions of social and human development, such as education, communication, cultural heritage, and good governance. As a result of the expanding programs, the Bank sought to incorporate the expertise of the World Bank Group, which led to the establishment of the International Centre for Settlement of Investment Disputes (ICSID) in 1966 and the World Bank Group expanded to include the Multilateral Investment Guarantee Agency (MIGA).

In the 1970s, the World Bank Group shifted its attention to eradicating poverty. Development projects increasingly reflected people-oriented objectives, rather than focusing exclusively on material infrastructure. Projects related to food production; rural and urban development; and population, health, and nutrition were designed to reach the poor directly. Bank operations also expanded to identify and encourage policies, strategies, and institutions that help countries succeed.

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In the 1950s, the funding of large infrastructure projects, such as dams, electrical grids, irrigation systems, and roads, was the World Bank's primary focus. At the request of member countries, the institution expanded its technical assistance work, which provided countries with knowledge, resources, and training necessary to use the Bank's loans effectively. In 1956, the World Bank was asked to assist in the International Finance Corporation (IFC), aimed at strengthening the private sector in developing countries.

In the 1950s, the World Bank Group launched a new entity dedicated to assisting the world's lowest income countries—the International Development Association (IDA)—with other events like eighteen newly independent African nations becoming members of the Bank and the arrival of president Robert McNamara in 1968, spurred new ideas around development and poverty reduction. In 1966, the International Centre for Settlement of Investment Disputes (ICSID) was launched to encourage foreign private investment by resolving disputes.

In 1944 at the United Nations Monetary and Financial Conference in Bretton Woods, New Hampshire, the original entity of today's World Bank Group—the International Bank for Reconstruction and Development (IBRD)—was conceived. Its primary aim was to help rebuild European countries devastated by the Second World War. Its first loan was to France in 1947. Soon, however, other actors took over the role of post-war reconstruction support and the Bank shifted its attention to the needs of its members in Latin America, Africa, and Asia.

In 1940s

In 2000s

In 1940s

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SHARING OUR COLLECTIONS, RESEARCH, AND KNOWLEDGE

The World Bank Group makes its information available in a variety of ways, ranging from general resources that highlight the World Bank Group’s work, to others that are intended for researchers wanting to dig deeper into the World Bank Group’s impact and history.
General Resources

**The World Bank Group Information Research Guide**
This guide can help you navigate trusted sources of economic development information from the World Bank Group’s many websites. Visit [worldbank.org/infoguide](http://worldbank.org/infoguide).

**Documents & Reports**
Search a curated collection of hundreds of thousands of publicly available reports and serialized publications of the World Bank Group authored since 1946. You can find:
- Publications and research reports
- In-depth background studies (economic and sector work)
- Country focus material concerning strategic priorities and directions for lending
- Project documents related to loans/credits, including legal agreements
- Board documents concerning meetings of the Bank’s Board of Directors

You can access documents in both text and pdf format by browsing or searching. Browse through the documents by country, type, or sector, or search via the Advanced Search page, at [documents.worldbank.org](http://documents.worldbank.org). Most documents are also available in depository libraries around the world.

**Open Knowledge Repository**
In this repository, a more refined subset of the Documents & Reports database, you will find tens of thousands of works published by the World Bank Group—including books, journals, serial publications, technical papers, working papers, economic and sector work studies, and knowledge notes. You can browse by topic, title, author, type of publication, date, region, subregion, or country. Visit [openknowledge.worldbank.org](http://openknowledge.worldbank.org).

**World Bank Open Data**
Obtain free and open access to data about development in countries around the globe at [data.worldbank.org](http://data.worldbank.org). Browse by country, topic, and indicators.

General World Bank Group History and Archival Material

**World Bank Group Archives Main Site**
This site is an umbrella portal to all of the Archives’ most valuable tools and resources. Visit [worldbank.org/archives](http://worldbank.org/archives) for a high-level overview of the historical sources available, including a video that summarizes our history and introduces the information that can be found in the Archives: [worldbank.org/archives-video](http://worldbank.org/archives-video).

**Historical Timeline**
Use the World Bank Group Historical Timeline at [timeline.worldbank.org](http://timeline.worldbank.org) to learn about the important moments in World Bank Group history, while discovering the gems of the Archives (see pages 14-15).

**The Historic Photographic Collection**
Access thousands of photos documenting the World Bank Group’s work in member countries, official signings, and other historic events and personalities relating to World Bank Group operations. Search by topic, country, and/or region. Newly digitized photos are added to the site monthly, so check back regularly at [archivesphotos.worldbank.org](http://archivesphotos.worldbank.org).

**Exhibits and Historical Overviews**
View online exhibits highlighting the holdings of the Archives or aspects of the Bank Group’s history at [worldbank.org/archives](http://worldbank.org/archives). For older exhibits, which have been converted to pdf, visit the Documents & Reports database at [documents.worldbank.org](http://documents.worldbank.org) and search for the World Bank Group Archives Exhibit Series.
Specialized Archival Research

Archives Holdings.
This site, available at archivesholdings.worldbank.org, is the primary Archives catalog and describes our vast holdings related to economic development around the globe. Discover information about the business activities of the IBRD and IDA, including lending operations, policy decision making, relations with donors and client countries, and administration. Learn more about the Archives’ finding aids in the “Using the Archives Catalog” section on pages 18-19.

World Bank Projects and Operations Worldwide.
Explore information about thousands of World Bank projects and operations in areas such as education, infrastructure, and public administration at projects.worldbank.org. Project records can provide insights about what the World Bank has done in a particular country, sector, and time period. Each project page provides information that places the project in the context of the overall work of the World Bank. To retrieve archival records related to that project, click on the “Documents/Archival records” subtab.

Past Presidents’ Speeches.
View transcripts of more than 1,000 speeches made since 1946 by all past presidents of the World Bank Group. Identify turning points in the World Bank Group’s history by searching or browsing for transcripts, and listen to audio clips of past presidents’ speeches. Visit worldbank.org/archives.

Oral History.
Access transcripts and summaries of oral history interviews and listen to audio clips of firsthand accounts of key events in the World Bank Group’s history from its post-Bretton Woods beginnings to the present day. Browse by country, president, collection, and name. Visit oralhistory.worldbank.org.

Web Archives.
Explore decommissioned World Bank Group websites, from 1998 to the present, which have historical or research value at worldbank.org/webarchives.
After serving as the U.S. Executive Director for nearly two years, Black is named president of the World Bank.

Eugene R. Black becomes World Bank President

The first World Development Report describes challenges faced by developing countries and places those challenges in the context of the international economy.

First World Development Report published

The policy aims to strike a balance between maximum access to information and respect for the confidentiality of information pertaining to the World Bank Group’s clients, shareholders, employees, and other parties.

World Bank Access to Information Policy takes effect

Through more than 100 key events, the World Bank Group Historical Timeline tells the story of how the institution’s mission evolved from a facilitator of reconstruction and development following the Second World War to its present-day mandate of alleviating worldwide poverty and promoting shared prosperity.

But the World Bank Group Historical Timeline is more than just a chronology of events. Want to learn more about a specific topic? Browse through the timeline using the arrows or use the search function to identify events that interest you. Then click on the “Learn More” button to access hundreds of resources curated by the Archives that illuminate each event. In addition to archival records and photographs, you can experience audio/video recordings, read World Bank-authored reports, and view historical transcripts, project information, online exhibits, and presidential profiles. Visit timeline.worldbank.org.

The World Bank opens for business on the 10th floor of 1818 H St. NW, Washington, D.C.

World Bank staff start their first day of work

Eugene R. Black becomes World Bank President

After serving as the U.S. Executive Director for nearly two years, Black is named president of the World Bank.
SUPPORTING RESEARCH

The World Bank Group Archives is your portal to information about the World Bank’s extensive project, country, economic, and sector work and the significant body of research it has undertaken since 1946. We provide public access to records of the International Bank for Reconstruction and Development and the International Development Association.
Research Themes and Records. The Archives offers a vast amount of original primary source material that can illuminate and support research in the area of economic development. Topics include:

• the economic history of World Bank member countries
• the effectiveness and sustainability of development
• the evolution of development assistance theory
• the political, institutional, social, and cultural factors affecting development
• the role of the state and nongovernmental organizations in fostering development
• mechanisms for country assistance

Other Topics related to World Bank history that can be explored include:

• data describing world economic conditions
• the policies and procedures for development projects
• the growth of cooperative agreements with other international and development organizations, regional consultative groups, nongovernmental organizations, and other interested parties
• nonlending services, such as technical assistance and sponsorship of conferences

Operational Correspondence and Records are a source of historical information about the country economy generally, and the status of particular sectors of the economy, such as transportation, rural development, and education. The records contain general information about member countries and detailed information on each development project carried out in the country.

Historical Material about the internal organizational and structural mechanisms of the World Bank Group includes:

• records from the Bretton Woods Conference, the inaugural World Bank/IMF meeting, and subsequent annual meetings
• material describing the organization and structure of each World Bank Group institution and their internal departments
• records describing executive decision making by World Bank Group Presidents, Vice Presidents, and senior managers
• material detailing membership for each member country
• records describing the financing of World Bank operations

OUR DOORS ARE OPEN

The public has access to more information about the World Bank than ever before thanks to the World Bank’s Policy on Access to Information, launched in 2010. The World Bank will disclose any information in its possession that is not on a list of exceptions.

The Access to Information Policy also outlines a clear process for making information publicly available, including the Archives’ historical collection. There is also an appeals mechanism. If you believe you were improperly or unreasonably denied access to information or there is a public interest to override an exception that restricts access to certain information, you can use the appeals process established by the Policy.

For more about the Access to Information Policy, the exceptions, and the appeals process, visit worldbank.org/en/access-to-information.
USING THE ARCHIVES CATALOG

The Archives Holdings website, at archivesholdings.worldbank.org, is the catalog for the Archives. You can browse and search descriptions of records and, in some cases, you can also access digitized copies of the records immediately. Our site is constantly growing. We regularly publish new descriptions and upload newly digitized records to the site. The site also offers guidance on how best to navigate it.
Familiarize yourself with our archival descriptions and the types of records available. Records in the Archives are organized in large groupings, called “fonds”. (see box below) Browsing the List of Fonds available from our site can give you a sense of the materials available and how best to search the catalog. Refer to the appendix in this guide for selected fonds-level descriptions.

**WHAT ARE FONDS AND HOW CAN THEY HELP ME?**

The holdings of the Archives are arranged by provenance into groupings called “fonds,” which reflect the office, function, or individual responsible for creating and collecting them. Starting at the fonds level is a good way to browse through the Archives catalog.

Each fonds can contain many documents, and some consist of more than ten thousand linear feet of records!

Each fonds has, at minimum, a fonds-level description. Fonds may be further arranged hierarchically into sub-fonds, series, sub-series, or folders. The arrangement of material follows the International Standard for Archival Description (ISAD[G]).

Basic and advanced keyword searches are possible in the Archives’ catalog. The most effective method to narrow your search is by selecting the level of description you consider most helpful (see box above). The fonds-level will give you more contextual information, while the series-level will be more specific to the activity that generated the records. You can navigate easily between the levels of description in the Archives’ catalog.

**HOT TIP!**

Review the “Scope & Content” area of each description thoroughly. This area gives the richest description of the records themselves. In cases where only a fonds-level description is available, information here will be extensive but more general in nature. For records that have been described to the series level, the Scope & Content will give detailed information about the records and a folder-level list is available. Use Scope & Content information to guide your discussion with an archivist once you have submitted your request.
ACCESSING THE ARCHIVES

The World Bank Group Archives are accessible for all who want to learn about the history of the Bank’s work with its member countries in economic development, poverty reduction and multilateral cooperation. You can find information about our holdings on-line and our team of archivists provides helpful support in accessing this rich collection.
Submitting a Request

To request information, use the Access to Information Request Form at worldbank.org/en/access-to-information. Your inquiry will be acknowledged within 24 hours, and you will receive a more comprehensive response from Archives staff within 20 business days. In special circumstances, such as complex requests, additional time may be needed. After receiving your request, an archivist can also provide you with help using the various online resources and identifying records in the Archives that can inform your research.

Access Archival Records On-line

The World Bank Group Archives digitizes its declassified analog records for access. Digitization of fragile archival records takes time and we provide access to a small but ever-growing amount of archival material on-line.

Digitized archival records are accessible from the catalog at archivesholdings.worldbank.org. Digitized archival records related to World Bank projects are accessible from projects.worldbank.org. To retrieve archival records related to that project, click on the “Documents/Archival records” subtab.

In addition, you can find reports that the Bank routinely declassifies, such as Project Completion and Country Assistance Strategy reports, at documents.worldbank.org.

Accessing Records that Have Not Been Made Public

Records not previously made public must be screened in accordance with the Access to Information Policy (see box, p.17) before they are ready for research use. An archivist will determine if the records you are requesting are eligible for declassification, and if so, will conduct the declassification screening. The declassification process usually takes 8 to 16 weeks to complete, depending on the volume of records requested. It is best to contact the Archives well in advance of your proposed research visit to ensure that the records will be available when you arrive.

Visiting the Archives

Due to the unique and irreplaceable nature of archival material, in-person access to the original analog records is possible only in the Archives Reading Room in Washington, DC. If you are unable to come to the Reading Room, consult with the Archives, as staff may be able to facilitate digitization of the materials at a later date.

Research hours are by appointment, Monday to Friday, from 10:00 a.m. to 4:00 p.m.

Cost to Access the Archives

There is no charge to access records and the historical resources of the World Bank Group Archives.
APPENDIX.
LIST OF FONDS

The selected fonds listed below include the most valuable records in our care, particularly for the purpose of researching economic development and the Bank’s work with member countries.
General Management and Administrative Units

Central Files
Office of the Chief Economist
Chief Financial Officer
Committees, Commissions, and Boards (Temporary)
Development Committee
External Affairs
Financial Policy, Planning, and Budgeting
Global Environment Facility
General Vice Presidents and Managing Directors
Office of the Historian
Operations Evaluation Department
Operations (Loan) Committee
Operations Policy
Office of the President
Resource Mobilization
Senior Vice President of Operations
Office of the Treasurer
World Bank Institute

Regional Units

Regional Vice Presidencies are responsible for lending operations, including project identification and supervision, economic and sector work, and country relations.

Africa Regional Vice Presidency
East Asia and Pacific Regional Vice Presidency
Europe and Central Asia Regional Vice Presidency
Latin America and Caribbean Regional Vice Presidency
Middle East and North Africa Regional Vice Presidency
South Asia Regional Vice Presidency

Consultative Groups

Consultative Groups are public, private, and/or international organizations that aim to coordinate and raise funds for financial and technical assistance and research. The funds that follow pertain to Consultative Groups that the World Bank sponsors and serves as, or contributes to, the Secretariat.

Consultative Group on Food Production and Investment in Developing Countries
Consultative Group on International Agricultural Research
Sector Departments

Sector departments were created as a result of a Bank-wide reorganization in 1972. Before 1972, all sector staff resided in the Projects Department and were responsible for the full range of sector-related functions. After the Projects Department was terminated in 1972, sector staff responsible for the identification, appraisal, and supervision of projects were moved into the Regional Vice Presidencies. The remaining staff were placed in sector departments in the Central Projects Staff Vice Presidency (CPSVP). They were originally responsible for activities such as: development of sector policies and guidelines; support and review of operations; assistance in recruitment; and staff development and training. The records contained in these fonds pertain to these types of nonoperational sector departments.

Agriculture and Rural Development Sector
Economic Policy Reform Sector
Education Sector
Energy Development Sector
Environment Sector
Financial Sector Development Sector
Gender and Development Sector
Industry Development Sector
Population, Health, and Nutrition Sector
Poverty Analysis and Policy Sector
Private Sector Development Sector
Public Sector Management and Governance Sector
Social Development Sector
Transportation Development Sector
Urban Development Sector
Water Development Sector
Sector Vice Presidencies and Networks

Sector Vice Presidencies were responsible for coordinating and guiding the work of sector departments, the units responsible for developing sector policies and best practices, staff training, special assignments, and other nonoperational activities. Sector Networks succeeded the Vice Presidencies in 1997. In addition to the functions of their predecessors, Sector Networks were responsible for establishing and maintaining links between Bank-wide communities of staff based on sector.

- Environmentally Sustainable Development Vice Presidency (1993–97)
- Finance and Private Sector Development Vice Presidency (1993–97)
- Finance, Private Sector Development, and Infrastructure Network (1997–99)
- Private Sector and Infrastructure Vice Presidency (1999–2003)
- Private Sector Development Vice Presidency (2003–07)
- Sector Policy and Research Vice Presidency (PREVP) and the Sector and Operations Policy Vice Presidency (OSPVP) (1987–93)
Personal Papers and Non-World Bank Records

Personal paper fonds contain records that have not been in the permanent custody of the World Bank Group since their creation. This can include records that originated in the World Bank but were removed from its custody by a staff member and later returned, or records that did not originate in the World Bank but have been transferred into the Archives’ custody.

Chenery, Hollis B.
Chernick, Sidney E.
Clark, William
Davis, Gloria
Diamond, William
Friedman, Irving S.
Joint Bank-Fund Library collection on Presidents of the World Bank
Nellis, John
Nurick, Lester
Rosen Martin M.
Schmidt, Orvis A.
Sommers, Davidson
Theodores, James L.
Woods, Louise Taraldson

Individual Staff Members

Individual staff member fonds contain records that were accumulated by individual staff from the various offices in which they served. Because the records cover the individual's work in more than one office, the records cannot be assigned to a fonds for a single office.

Ahmed, Masood
Bell, Bernard
Dubey, Vinod
Hopper, W. David
Husain, Syed Shahid
Johnson, Ian
Kaji, Gautam
Karaosmanoglu, Attila
Kraske, Jochen
Kuczynski, Pedro-Pablo
Linn, Johannes F.
Madavo, Callisto
Nowicki, Alexander
Qureshi, Moeen
Rischard, Jean-Francois
Rist, Leonard B.
Stern, Ernest
PHOTO CREDITS

Front Cover

1. Woman sewing cotton fabric, Honduras
   World Bank Group/Ray Wittlin for IFC
   1722311-0009-c

2. Picking oranges, Bucay Region, Ecuador, June 1957
   World Bank Group/Paul Sanche
   30239311-0071-c

3. Farmer, Milbachacot, Kabul Province, Afghanistan, 1970
   World Bank Group/Kay Muldoon
   30233491-0057-c

4. Arussi girl, Ethiopia, 1959
   World Bank Group/Terence Spencer of Black Star
   1721326-0065-c

5. Children on cattle-drawn cart, Brazil, 1973
   World Bank Group/Tomas Sennett
   1716814-0025-c

6. Young woman carrying a bag of oranges in the Bucay region, Ecuador, June 1957
   World Bank Group/Paul Sanche
   30239310-0027-c

7. Gloria Scott, August 22, 1985
   World Bank Group/Michele Iannacci
   1794893
Front Cover

8. Farm worker, Kabul area, Afghanistan
   World Bank Group/Kay Muldoon
   30233491-0053-c

9. Students in art classes painting and drawing, Jamaica, 1971
   World Bank Group/James Pickerell
   1724477-0015

10. A young cowboy at the cattle market at Santo Domingo de los Colorados, Ecuador, 1970
    World Bank Group/Ray Witlin
    1720848-0075-c

11. Home economics class, Ethiopia, 1975
    World Bank Group/Kay Muldoon
    30229113-017-c
Back Cover

1. The Vocational Training Institution engages the students in tedious workshops of turning and milling, Korea, 1980
   World Bank Group/Keum Yong Choi
   1725087-0015

2. Students Walking in a Hallway at The Haile Selassie Junior Secondary School in Kingston, Jamaica, 1971
   World Bank Group/James Pickerell
   1724488-0021-c

3. Women working in the fields, Kenya
   World Bank Group/Ivan Massar
   30229054-050-c

4. Woman carrying a basket on her head, India, 1955
   World Bank Group/Magnum
   30229049-0015-c

5. Classroom at Belfield Junior Secondary School, Jamaica, 1971
   World Bank Group/James Pickerell
   1724488-0041-c
Back Cover

6  Boy, San Salvador, El Salvador, 1975
   World Bank Group/Jaime Martin-Escobal
   1721287-0063-c

7  Worker operating machinery at the maintenance and repair shop operated by the Comite at Guayaquil, Ecuador, 1957
   World Bank Group/Paul Sanche
   30239311-0077-c

8  Women harvesting carrots in Highlands, Kenya, 1969
   World Bank Group/Per Gunvall
   30229054

9  Nile Clothing Company in Gizza, near Cairo, Egypt, 1980
   World Bank Group/Kay Chernush
   1721093-0012-c
1940  Bretton Woods Hotel, 1944  
Unknown  
30083355

1950  Yugoslavia Power Mining Project, 1956  
World Bank  
217537B

1960  Workers plucking tea and pruning shrubs, Kenya, 1960  
World Bank/Ivan Massar  
1724745

1970  A local women’s group  
World Bank/Curt Carnemark  
KE004S02

1980  Dentistry at the Kypeounda Hospital, Cyprus, 1983  
World Bank/Yosef Hadar  
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1990  Bank President Lewis T. Preston greets Nelson Mandela, President of the African National Congress as Bank Vice President and Secretary Timothy T. Thahane looks on, December 1991  
World Bank/Michele Iannacci  
1803334

Dana Smillie/World Bank  
DS-MA095 World Bank

Today  World Bank Group Headquarters, Washington DC  
World Bank/Heather Elliott  
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McNamara Interview with Der Spiegel, 1970  
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1  Cocoa plantation worker, Ivory Coast, 1972
   World Bank Group/Hilda Bijur
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2  Tenant farmers putting potatoes in bags
   in Manchester, Jamaica
   World Bank Group/Hilda Bijur
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3  Family planning clinic in the Victoria Jubilee Hospital
   in Kingston, Jamaica
   World Bank Group/James Pickerell
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4  Inside a classroom in Shashemani Junior Secondary
   School, Ethiopia, 1972
   World Bank Group/Kay Muldoon
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5  Farmer plows uncultivated land, Korea, 1980
   World Bank Group/Keum Yong Choi
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6  Vehicles drive through tunnel on a new highway
   in Korea
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7 Boy carrying pan of water on his head, Kenya, 1960
   World Bank Group/Ivan Massar
   30229054-036-c

8 Town of Harar, Ethiopia, 1969
   World Bank Group/Kay Muldoon
   30239317-0079-c

9 Worker polishing blades of compressor turbine at nitric acid plant, Trombay fertilizer plant, India, 1977
   World Bank Group/Ray Witlin
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10 Student in a classroom at The College of Arts, Science, and Technology, Jamaica, 1971
    World Bank Group/James Pickerell
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11 An American locomotive being unloaded at Pusan for the Korean National Railroad
    Korean National Railroad
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12 Research lab assistant operation one of the testing machines in the lab at the Bodles Agricultural Station in Jamaica
    World Bank Group/Hilda Bijur
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13 Pressure tunnel construction, Australia, 1963
   World Bank Group/Mark Strizic
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Laboratory, Enver Hoyla University, Tirana, Albania
World Bank Group/Sid Kane
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An engineer checking M.D.F., Harbour View Exchange near Kingston, Jamaica, 1967
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Students in a Classroom at The College of Arts, Science, and Technology, Jamaica, 1971
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Students using books in a high school library, 1974
World Bank Group/Edwin G. Huffman
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Learning how to weave, Bangladesh, 1978
World Bank Group/Kay Chernush
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1. Livestock pulling cart, Maijapar, Bangladesh, 1978
   World Bank Group/Kay Chernush
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2. Young engineer at work in the drawing office in San Salvador, El Salvador, 1958
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   1721205-0027-c

   World Bank Group/Paul Sanche
   30239315-0007-c

4. Man doing ditching work on new Pacific Highway along the Pacific coast, El Salvador, 1958
   World Bank Staff
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5. Title: Fabrica Eureka Cement-Asbestos Roofing plant at Ilopango, El Salvador
   World Bank Group/Paul Sanche
   30239315-0029-c

6. A construction worker at the site of the Jordan Fertilizer plant, 1980
   World Bank Group/Kay Chernush
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7. Large tracts of land have been cleared and cultivated, Japan
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8. Title: A technician testing trunk relay sets at St. Ann’s Bay Telephone Exchange, Jamaica, 1967
   World Bank Group/Hilda Bijur
   1724481-0015
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