Chaufournier briefly talks of his background prior to joining the Bank in 1952 at the invitation of then-director of the Economics Staff, Leonard Rist. This was at the time of the Bank's first major reorganization and he was recruited instead as a country economist in the newly-created Department of Operations, Western Hemisphere, under the directorship of Burke Knapp.

Chaufournier talks of the Bank as a project lender at that time and of the great influence economic work had as a foundation for judgment on member countries, the survey missions and economic surveys done once every three years on a country, the tenuous connection between economic work and lending decisions, the Bank's gradual move towards providing extensive technical assistance leading to him serving initially as adviser and then as Resident Representative in Peru for four years. He elaborates on the relationship and eventual integration of economic and operational work and the foundation laid in the late fifties and early sixties towards the later development of country economic work. Launching the Alliance for Progress between the U.S. and Latin America in 1961, and its effect on economic development in that region.

Chaufournier talks of George Woods' achievements as President in giving great impetus to the development of aid coordination with other UN agencies as well as closer coordination and cooperation with the Fund. Bringing Irving Friedman from the Fund as his economic adviser and, placing greater emphasis on economic analysis leading to reconstituting the Economic Committee which, along with the Loan
Committee, forced greater integration of economic and operational work. Wood's emphasis on performance on a broader range of economic issues, the formulation and establishment of the first official consultative group under the aegis of the Bank for Colombia around 1963, and the difference between the workings of a consortium and a consultative group. Jerry Alter's contribution as director of the Western Hemisphere Department in the late fifties—with him as deputy—to the improvement of the general quality of economic work; emphasizing economic performance, strengthening economic analysis, and integrating economic and operational work. In 1968, Chaufournier became director of the newly created Western Africa Department.

Chaufournier continues to elaborate on the personality of George Woods in his ability to recognize ideas, his strong instinct for development, and his global vision. His major contribution in paving the way for what Bob McNamara was able to do later in terms of broadening activities for a much fuller service Bank for development to include agriculture and education. The Bank's first launch into financing education, greater depth in handling debt and the debt crisis at that time, the evolution of economic work into country and general economic work, and the integration of both operational and economic work. The roles of the Economic Committee and Loan Committee with its influence on future proposals, and the substantial increase in general economics staff. Chaufournier offers his view on the Bank's extraordinary position in having access to information and knowledge on a comparative basis, the tendency towards esoteric analysis in research leading to setting up a Research Committee to rethink the direction of research in the Bank, and emphasizes the need for early guidance on strategy in achieving development objectives as a very critical element of operations.

Chaufournier talks of the IDA Replenishments as one of George Woods' preoccupations and eventual disappointment in not being able to obtain more, the reason for instituting the Grand Assize, and setting up the committee to review IDA policies headed by Benjamin B. King;
George Woods' genuine concern for the poorest countries and the many initiatives in Africa. According to Chaufournier, even though the expansion of lending to Africa took place under McNamara, this was made possible because George Woods recognized the importance of agriculture and education in Africa, hence establishing two regional missions around '65 or '66, one in West Africa in Abidjan and one in East Africa in Nairobi. Chaufournier discusses Woods' inability to establish a good rapport with the African countries as he was tough on performance; the introduction of the market rate of interest and Chaufournier's input in preparing the first draft of that policy.

Chaufournier addresses the many reasons for the Bank's frustrations in its early association with Africa starting in late '68 and, his conviction of the need for a reorganization which eventually took place in '72 thereby changing the situation. Chaufournier talks of organizing the first mission for agriculture to Africa in '68 headed by John de Wilde, taking along a sociologist for the first time recommending that one listen and look at local initiative, and his regret at the Bank's inability to bridge the gap between its work and that of the NGOs. Chaufournier recalls the years in Africa as the happiest of his professional career, while the years in the Middle East as extremely interesting and challenging, as he proceeds to give a comparative elaboration on the reasons.

Chaufournier concludes with an assessment of the three presidents he served under: Eugene Black, George Woods, and Robert McNamara. Talks of the lessons learnt on the importance of communicating with one's staff, how ideas develop in the Bank, and the interesting task he inherited to look into low staff morale during McNamara's time. And, on a personal note, he adds: "Personally, I've found what professionally, intellectually and emotionally I wanted to do: to be of service for a cause in which I believe, which is important, and done it with a kind of professional independence which is unmatched, without the servitude and the restrictions that you have in political life."