William Clark, a British national, was appointed Director of Information and Public Affairs by both Presidents Woods and McNamara in April 1968. From 1974 until his retirement in 1980 he served as Vice President, External Relations. Prior to that, Clark had been working together with Woods, as Director of the Overseas Development Institute (ODI) in London, on a number of topics including the idea of setting up a "Grand Assize" to revive aid efforts to the developing world. He had also served as Press Attaché at the British Embassy in Washington during the post-war years and as Press Secretary to the Prime Minister of Great Britain, Anthony Eden (1955-56).

Clark discusses the high priority task of working closely with McNamara, details of the field trips as he travelled with him; whereby the knowledge he brought of the Third World and of the personalities was instrumental, and, most notably, the trips to Africa as the beginning of McNamara's poverty program. Drafting McNamara's first speech, considered crucial with its strong reference to population as one of the restraints on development, and his involvement in drafting subsequent speeches--a task subsequently relegated to his old draftsman from the Pentagon, Jack Maddux. His early morning meetings with McNamara covering broad issues and strategies, as well as problems of the Board and the likely reactions to some proposals. Clark covers his second priority as head of External Relations, involving primarily the Bank's (McNamara's) rapport with the United Nations, specifically, the Administrative Committee on Coordination (ACC).
Clark covers McNamara's relations with various key people in the Bank such as Burke Knapp one of his senior vice president and, outside the Bank, such as Barbara Ward, Maurice Strong and David Rockefeller, and their influence on McNamara. McNamara's intense relationship with Bank staff member Mahbub ul Haq, especially vis-à-vis the US Congress, and his strong preference to handling himself the part of public relations impinging on the American scene. In Clark's evaluation of McNamara he talks candidly of his strengths and weaknesses, and of his contribution to the Bank.

Clark discusses the specific facets of his responsibilities in public relations, dealing with the press, ensuring the publication of McNamara's speeches, publishing the sector papers and thus opening the floodgates to a vast quantity of Bank publications on various aspects of development, and his efforts in turning the Bank's Publications Office into an important development center and a source of information on all aspects of development. As Clark's efforts in facilitating relations externally were dominated by dealing with the US Congress, he gives his own impressions of the peculiarities and idiosyncrasies of the US Government with its understanding of the Bank and its culture, and, in return, the prevailing sentiment amongst non-American Executive Directors in light of this, and his dealings with them.

Clark talks of his involvement with the Economic Development Institute (EDI) and the importance of its function in making countries self-sustaining and able to carry on their own development, the Bank's contribution in the environment field and his advice to set up an environmental group in the Bank in 1968, and setting up the Consultative Group for International Agricultural Research (CGIAR) in May '71.

Clark concludes with the following: "We are a world institution, and the world depends on the World Bank more than it knows." And, "I
just hope that we can soon find ourselves restored to an increasing capacity to act in the interests of all of mankind."