

Strictly Private & Confidential

TO: Mr. Charles Powell

DATE: February 23, 1989

FROM: Norman Blackwell

TURKISH APPLICATION FOR EEC MEMBERSHIP

In case there is any sensitivity from my history at No. 10, I thought I should let you know that I have agreed - with some of my colleagues in other European countries - to assist the Turkish Government in evaluating and developing its strategy for entry into the EEC.

This is obviously an unusual - probably unique - role for a management consulting firm like McKinsey to undertake. Our role is purely as an advisor to Mr. Ozal; and we will not directly engage in lobbying or public relations activities. Nevertheless, we have approached this commitment with a due sense of caution, and have the right to withdraw at any stage if we conclude that the objective no longer appears appropriate.

I have had an initial discussion with Mr. John Kerr at the FCO to fill him in on the background and seek his guidance; and I will obviously maintain discrete contact. However, I thought you should be aware of this in case you have any particular comments or reflections.

*Norman Blackwell*