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S - AGRICULTURE AND RURAL DEVELOPMENT 1978/80 VOL. IV

FORM NO. 635
(6–77)

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This file is closed as of JAN 16, 1979.

For further correspondence, please see Vol II.

RECORDS MANAGEMENT SECTION

S-Agriculture

Mr. Leif Christoffersen, AGR

January 16, 1979

Ted J. Davis, AGROR

Manpower Needs for Improving and Operating the AGR Data Bank

The Data Bank has proved itself an invaluable tool in providing information about agriculture and rural development projects which was simply not available except through tedious work by research assistants to extract data from appraisal reports when new requests for information were made. Before the system was created there were many requests which because of lack of research assistant manpower could not be filled.

The Data Bank now includes basic information relating to 358 agriculture and rural development projects approved in FY74-78. These projects account for 73% of the lending in the agriculture sector since the Bank began operations. The fact that we have the system creates its own demand and I foresee that this demand will be growing considerably in the future. However, the most important use of the Data Bank should not be answering ad hoc requests but rather we should use its considerable analytical capabilities as an input into analytical reports to management from division chief level to the President, policy papers, sector reports and CPP preparation.

The Data Bank can be considerably improved if we move toward building subsectoral segments, i.e. agricultural credit, livestock, irrigation, tree crops and settlement. We have already had inquiries from several of the advisors about creating such subsector capabilities. For example; Messrs. Spall and von Pischke are very interested in a system that would identify the uses in agriculture of the over US$5 billion in agricultural credit which has been committed over the last five years. This might include identification of credit institutions, interest rates charged, cost of borrowing, margins, etc.

I feel very strongly that we should move forward on two fronts. One, provide the necessary professional manpower -- at least one manyear, for analysis, conceptualization and planning improvements, preparation of a users manual and conducting training. Secondly, move toward the expansion of the system by the continuation of the research assistant slot and temporaries as needed in maintaining the system and building the subsector segments of the Data Bank.

You will recall Mr. Baum's question concerning whether Urban has such a system. This raises two important areas of needed work. The other sector departments, if they would create such a compatible system, could report on all the projects covering the Bank's poverty focus in Rural and Urban areas. As you know we have not been able to get good data from Transportation, Education, etc. on the poverty focus of their projects in rural areas. Tony Allen of P & B is anxious that we help him (help us) in getting other sectoral departments to build compatible systems.

TJDavis/cc

5. Agriculture

Mr. Richard Dosik (CPSVP) January 16, 1979

Michael Cernea (AGR)

FY78 Trends in M & E of Agricultural Projects

1. The state of M & E in agriculture and rural development projects up to FY77 is described in detail in the "RORSU Progress Report on Monitoring and Evaluation" issued in April 1978. This note is an updated report on trends for FY78.

2. During 1978, while essentially the main trends in setting up project specific monitoring and evaluation system have continued and expanded in agricultural and rural development projects, there are some interesting new developments. Briefly, the main facts for FY78, against the situation in previous years, are:

(a) The percentage of rural development projects with M & E components has slightly increased in FY78 versus FY77 (86% vs. 83%), while the percentage of agricultural projects with M & E components has slightly decreased (64% versus 71%).

(b) The total investments, generated under FY78 projects, which will be covered by M & E systems, are more than double the investments covered by M & E systems under FY77 projects, namely about $2.6 billion versus $1.2 billion.

(c) In FY78 the Bank staff has paid more attention to the specific design of M & E systems than in previous years. The proportion of projects with separate cost estimates for monitoring and evaluation has increased to 45% (from 32% in FY77), while the number of projects that specify staffing provisions for M & E was constant (but yet unsatisfactory, namely only 19% versus 18% in FY77).

(d) The cost of M & E components in FY78 projects was less than in previous years. As percentage of total baseline cost, they represented only .6% (compared to 1.7% in FY77 and 1.9% in FY76). The average Monitoring and Evaluation cost per project was about $0.5 million compared to an average of $1 million per project in FY77. A more indepth analysis is required, however, to assess whether this cost decrease is not counter-productive to the quality of M & E systems.

3. Attached are the full tables indicating the trends for M & E in agriculture and rural development projects from FY73 through FY78.

MCernea/dc
Cleared with and cc: Mr. Ted J. Davis
cc: Task Force Members, Messrs. Yudelman, Christoffersen, Pickering

TABLE 1: MONITORING AND EVALUATION IN BANK FINANCED AGRICULTURE AND RURAL DEVELOPMENT PROJECTS

FY73-78

	FY73	FY74	FY75	FY76	FY77	FY78	Total
1. Number of Agriculture and Rural Development Projects	46	51	69	65	84	88	403
2. Number of Agriculture and Rural Development Projects with a Monitoring and Evaluation Component	22	27	41	56	66	67	279
3. (2) as a percentage of (1)	48%	53%	59%	86%	79%	76%	69%
4. Number of Rural Development Projects	17	25	37	38	53	49	219
5. Number of Rural Development Projects with Monitoring and Evaluation Components	13	16	27	33	44	42	175
6. (5) as a percentage of (6)	77%	64%	73%	87%	83%	86%	80%
7. Number of Agriculture Development Projects	29	26	32	27	31	39	184
8. Number of Agriculture Development Projects with Monitoring and Evaluation Components	9	11	14	23	22	25	104
9. (8) as a percentage of (7)	31%	42%	44%	85%	71%	64%	57%

TABLE 2: TOTAL AND AVERAGE COSTS OF MONITORING AND EVALUATION COMPONENTS IN AGRICULTURE AND RURAL DEVELOPMENT PROJECTS

FY73-78 (US$ Million)

	FY73	FY74	FY75	FY76	FY77	FY78
1. Total Base Cost of Projects with Monitoring and Evaluation Components separately costed	16.0	92.0	847.2	409.9	1,169.3	2589.6
2. Total Cost of Monitoring and Evaluation in AGP projects (who separately costed Monitoring and Evaluation) (US$ Million)	0.1	0.6	14.6 1/	7.8	20.8 2/	14.94
3. (2) as percentage of (1)	0.6%	0.7%	1.7%	1.9%	1.7%	.6%
4. Average Monitoring and Evaluation Cost per Project	0.051	0.152	0.767	0.713	0.971	0.498

1/ Includes US$2.7 million for Monitoring and Evaluation of 3 projects in Nigeria.

2/ Includes US$6 million for data gathering and analysis activities in Orissa Agriculture Development Project in India.

TABLE 3: REGIONAL DISTRIBUTION

OF M/E COMPONENTS IN AGRICULTURE AND RURAL

DEVELOPMENT PROJECTS APPROVED IN FY78

	Number of AGR and RD Projects (1)	Number of Projects with M/E (2)	(2) as % of (1) (3)	M/E Components Separately Costed	Total Cost of M/E Components (US$ million)	Cost of M/E as % Base Costs	Regional Shares No. M/E Components	Regional Shares Cost of M/E
East Africa	11	8	73%	5	1.95	2%	12%	3.8%
West Africa	13	9	69%	4	.93	1.7%	14%	2.2%
E.MENA	14	10	71%	5	1.65	.2%	15%	[illegible]
East Aisa	15	13	87%	5	4.0	.6%	19%	25%
South Asia	23	17	74%	7	3.5	.8%	25%	16%
Latin America	12	10	83%	4	2.9	.6%	15%	20%
Total	88	67	76%	30	14.93	.6%	100%	100%

TABLE 4: COST AND STAFFING OF MONITORING AND EVALUATION COMPONENTS IN AGRICULTURE AND RURAL DEVELOPMENT PROJECTS

FY73-78

	FY73	FY74	FY75	FY76	FY77	FY78	Total
1. Number of Agriculture and Rural Development Projects with Monitoring and Evaluation Components	22	27	41	56	66	67	279
2. Number of Projects with Separate Cost Estimates for Monitoring and Evaluation	2	4	19	11	21	30	87
3. (2) as percentage of (1)	9%	15%	46%	20%	32%	45%	31%
4. Number of Projects that specify staffing for Monitoring and Evaluation	0	2	8	5	12	13	40
5. (4) as percentage of (1)	0	7%	20%	9%	18%	19%	14%

S. Agriculture

Mr. Graham Donaldson, AGREP

January 12, 1979

Ted J. Davis, RORSU

AGR Document Index

This is in response to your memorandum dated January 8, 1979 on the above subject.

1. Rural Operations Review and Support Unit produces each year, a number of documents which can be grouped into three broad categories: (1) Internal Monitoring. (2) Project Specific Monitoring and Evaluation, (3) Sociological Papers Series, based on internal monitoring of the Bank's lending program in agriculture and rural development.

2. These types of documents do not fall into the five categories (six?) mentioned in your memorandum. As the objective is to prepare an Index of AGR Documents I suggest expansion of the categories from six to nine to enable documents prepared by RORSU being included.

3. A list of documents under the three suggested new categories is attached.

Attachment

AMAhmad/cc

cc: Messrs: M. Yudelman, AGR; L. Christoffersen, AGR, D. Pickering, AGR
B. Thoolen, AGR; E. Schebeck, AGR;
Advisors
RORSU

G. INTERNAL MONITORING

Monitoring of Bank's Lending Program in Agriculture & Rural Development

1. Monitoring Unit Analysis of Agriculture & Rural Development Lending FY75; July 1975

2. Progress Report on the Bank's Rural Development Operations, Mid-year Report; December 1975

3. Progress Report on Monitoring Agriculture & Rural Development Projects, FY76 & FY77; March 1976

4. End of Fiscal Year Reports on Monitoring the Agriculture & Rural Development Lending Program; July 1976

5. Quarterly Report on Bank's Agriculture & Rural Development Operations; February 1977

6. FY77 Lending for Agriculture & Rural Development; July 1977

7. Six-monthly Report on the Bank's Agriculture & Rural Development Operations; January 1978

8. Analysis of FY78 Lending for Agriculture & Rural Development; June 1978

9. Regional Submissions and CPS Summary on Impact and Implementation of Rural Development Projects; November 1978

10. Agriculture & Rural Development Data Bank on FY74-78 Projects; November 1978

11. Marketing, Storage, Processing Projects; January 1979

12. Bank/IDA Livestock/Meat Projects; January 1979

13. Mid-year Report on Bank's Agriculture & Rural Development Operations in FY79; January 1979.

H. PROJECT SPECIFIC MONITORING AND EVALUATION

1. "Issues in Monitoring and Evaluation of Rural Development Projects: A Progress Report," by Dennis Anderson, March 1976.

2. "Case Studies of Monitoring and Ongoing Evaluation Systems for Rural Development Projects," RORSU Working Paper, November 1976.

3. "Report on the Technical Workshop on Monitoring and Evaluation of Rural Development Projects and Programs," Copenhagen, December 1976.

4. "Monitoring and Evaluation for the Rural Development Project, Mauritius: A Case Study" by Michael Cernea, January 1977.

5. "Case Study on the Evaluation of the Bicol River Basin Development Program, Philippines," by Guido J. Deboeck, September 1977.

6. "Monitoring and Evaluation of the Paraiba Rural Development Project, Northeast Brazil," RORSU Working Paper, November 1977.

7. "A System for Monitoring and Evaluation of Agriculture Extension Projects," Staff Working Paper No. 272, by Michael Cernea and Benjamin Tepping, December 1977.

8. "Monitoring and Evaluation of Rural Development Projects: An Early Assessment of World Bank Experiences," by Guido J. Deboeck, March 1978.

9. "Monitoring and Evaluation of Rural Development Projects: A Progress Report," Rural Operations Review and Support Unit, AGR Department, April 1978.

10. "Systematic Monitoring and Evaluation of Integrated Development Programmes: A Source Book," New York: U.N., April 1978.

11. "Monitoring and Evaluation Proposal for the Mwanza/Shinyanga Rural Development Project, Tanzania." Working Paper No. C-10, May 1978.

12. POLONORDESTE Workshop on Monitoring and Evaluation of Rural Development Projects in Northeast Brazil, July, 1978.

13. "Integrated Agriculture Development Project (IADP) Special Supervision of Monitoring and Evaluation," by Ted J. Davis, July 1978.

14. "Systems for Monitoring and Evaluation of Nutritional Interventions," by Guido J. Deboeck, RORSU, August 1978.

15. Monitoring and Evaluation in PIDER Project, Mexico: A Case Study by Michael Cernea, October 1978.

16. Documents on Project Monitoring and Evaluation, RORSU. Submission for Task Force on Monitoring and Evaluation, January 1979.

I. SOCIOLOGICAL PAPERS SERIES

1. Sociological Analysis of Irrigation Water Management -- A Perspective and Approach to Assist Decision-Making, by Davis M. Freeman & Max K. Lowdermilk (Consultants), February 1977.

2. Policy Implementation of Compulsory Relocation in Connection with River Basin Development and Other Projects Impacting upon Low Income Population, by Thayer Scudder (Consultant), May 1977.

3. Indigenous Savings and Credit Societies in the Third World - Any Message? by F.J.A. Bouman (Consultant) July 1977.

4. Macrosocial Change, Feminization of Agriculture and Peasant Women's Threefold Economic Role, by Michael Cernea, Sociologia Ruralis, Vol. XVIII 2/3, 1978.

5. Sociological VAriables of Livestock Development Projects in The West Africa Region, by Michael M. Horowitz, (Consultant) March 1978.

6. Indigenous Anthropology in Non-Western Countries and Development Oriented Research, by Michael Cernea, July 1978.

7. Sociological VAriables in Credit Projects: Rotating Credit Associations and Informal Finance, by Clifton Barton, (Consultant) August 1978.

8. The Analysis of Local Social Organization for Project Preparation Studies, by E. Walter Coward, Jr. & Gilbert Levine (Consultants) October 1978.

9. Involuntary Resettlement of Rural Populations in Bank Financed Projects, Central Project Note (forthcoming).

10. The Development Potential of Traditional Grassroot Peasant Organizations, by Michael Cernea (forthcoming).

5-RURAL DEVELOP,
CB

ORGANISATION DES NATIONS UNIES POUR L'ALIMENTATION ET L'AGRICULTURE

ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100 - ROME   Cables: FOODAGRI ROME   Telex: 61181 FOODAGRI   Telephone: 5797

Ref. ESH UN 10/65 (d) Ext.   In your answer please quote

JAN. 12 1979

Rome
Transf file

Dear Miss Boskey,

Kindly refer to Mr. D.J. Walton's letter of 24 November 1978 inviting you to attend the fifth meeting of the ACC Task Force on Rural Development which will be held at FAO Headquarters from 5 to 9 March 1979. The meeting will take place in the Philippine Room (C277/281) at 9.30 hrs.

see: docs.

... I am pleased to send herewith a copy of the working paper on Rural Development Data Repositories for the consideration of the meeting.

Yours sincerely,

Rafael Moreno
Director
Human Resources, Institutions and Agrarian Reform Division

Miss Shirley Boskey
Director
International Relations Department
International Bank for Reconstruction and Development
1818 H Street, N.W.
Washington, D.C. 20433

S-Agriculture

January 12, 1979

Dr. Robert Wood
Director, ODI
10-11 Percy Street
London W1P 0JB
England

Dear Dr. Wood:

We have received the one copy of Anthony Bottrall's Taiwan report and understand that nine more copies are en route. As with the other specific project reports, it is well-written and organized, informative and interesting to read. We are seriously concerned, however, about progress on the Final Report, the one which should set forth conclusions on the work of the previous two years and provide a better basis for evaluating the management and organization of irrigation projects.

As you are aware, the draft Final Report was due in June 1978, with the complete Final Report being due September 1, 1978. It is now January 1979 and Anthony is in India. He has informed me of his plans to draft the Final Report during the first months of his stay in India. Naturally we are disappointed that this could not be accomplished prior to his departure, especially since time was taken to prepare papers for other conferences on the subject of the Bank's sponsored research work. In any event, we remain keenly interested in receiving the Final Report in the near future.

While we do not know what arrangements Anthony may have made in this regard, it would seem to be important that the draft be reviewed, and revised if necessary, to reflect the interdisciplinary viewpoint contemplated in the terms of reference for the study (para 3.0) and used by ODI in getting the present phase of the project underway. We hope that those involved in the initial inputs will be able to contribute also to the final product.

Any thoughts which you may have on these matters will be appreciated. Your estimate as to a date by which we could expect to receive the draft Final Report is especially needed, including a time allowance for internal ODI and interdisciplinary review after your receipt of Anthony's draft from India.

With very best wishes for 1979, I am

Very truly yours,

Frederick L. Hotes
Irrigation Adviser
Agriculture and Rural
Development Department

FLHotes:rm

S- Agriculture

Messrs. John Blaxall (AEP), Jim Hendry (EAP) and
John Stewart (EMP)
Michael Cernea

January 11, 1979

List of AGR Projects with M & E Systems

The attached table indicates which ones of the total number of agricultural and rural development projects, in your respective regions approved during FY74 through FY78, contain any reference (in the Appraisal Report) to setting up a monitoring and evaluation system (marked with 1), or do not have any reference (marked zero). The costs of these systems are also identified, vis-a-vis the total baseline project cost (but only when there is any cost estimate in the Appraisal Report).

Since the SPN reports, typically, do not inform about the real state of M & E, it would be relevant to find out, through the Task Force members' contracts with regional divisions, what is the actual state of implementation of the M & E components. Many of them may not yet be created at all. I suggest to use the following subgroupings for:

(1) M & E component is not yet designed
(2) Designed, but not yet implemented
(3) Implementation is in progress but results haven't been produced yet
(4) Fully operating, results available

Furthermore, it would be useful to have a rough estimate of why a (probably large) number of M & E components fall in subgroups 1 and 2. If some information about that is available, I suggest that the causes be grouped under the following categories:

(1) Local human resources not available
(2) No financial resources committed in the project or otherwise available
(3) Government isn't committed to M & E
(4) The Bank hasn't really pushed for it
(5) The project is recent, too early for getting results

Attachment

MCernea/dc

Cleared with and cc: Mr. R. Dosik
cc: Messrs. Bamberger, Dunkerly, Kordike, Ruth, Davis, Yudelman, Pickering, Christoffersen

ONITORING AND EVALUATION OF
AGRICUL AND RURAL DEVELOPMENT PROJECTS IN
EAST AFRICA

FY / COUNTRY	NAME	PROJECTS WITH M/E	COST OF M/E US $ MIL	TOTAL PROJECT COST US $MIL	TOTAL BASE COSTS US $MIL	M/E AS % OF BASE COSTS
74						
ETHIOPIA	DROUGHT REHABILITATION	0	.00	10.0	7.60	.0
	WOLAMO AGRIC.DEVT.II	1	.00	17.3	12.50	.0
KENYA	LIVESTOCK II	1	.10	59.7	38.15	.3
	TEA III	1	.00	22.7	18.00	.0
MAURITIUS	RURAL DEVT.& EMPL.	1	.00	11.0	9.20	.0
RWANDA	MUTARA LIVESTOCK	1	.00	4.3	3.95	.0
SOMALIA	LIVESTOCK	1	.00	11.5	9.30	.0
SUDAN	AGR.SOUTH.REGION REHAB.	1	.00	12.6	8.50	.0
TANZANIA	CASHEW NUTS	1	.00	30.3	18.80	.0
	COTTON I (GEITA)	1	.25	23.8	16.90	1.5
75						
ETHIOPIA	AG.DEV-LWR.ADIABO(SHIRE)	1	.10	13.5	9.60	1.0
KENYA	FORESTRY II	0	.00	55.5	42.80	.0
	GROUP FARM REHAB CREDIT	1	.04	23.2	14.30	.3
MADAGASCAR	FORESTRY I	0	.00	17.2	12.90	.0
	LIVESTOCK II	1	.05	12.8	8.20	.6
MALAWI	LILONGWE III RURAL DEVT.	1	.16	12.0	9.30	1.7
SUDAN	RAHAD IRRIG. II	0	.00	195.7	146.30	.0
TANZANIA	RURAL DEVT I (KIGOMA)	1	.40	13.3	9.50	4.2
	SUGAR DEVELOPMENT	0	.00	55.8	46.70	.0
76						
BURUNDI	COFFEE II	1	.30	7.5	5.40	5.6
	FISHERIES DEVELOPMENT	0	.00	8.6	5.50	.0
ETHIOPIA	RANGELANDS DEVT. PROJ.	1	.70	42.9	30.10	2.3
MALAWI	KARONGA II	1	.20	12.1	9.20	2.2
SOMALIA	DROUGHT REHABILITATION	1	.20	10.8	9.00	2.2
	NORTHWEST AGRICULTURE	0	.00	13.9	8.90	.0
TANZANIA	DAIRY DEV.I	1	.10	15.3	9.90	1.0
	MAIZE DEVELOPMENT	1	.00	38.1	30.20	.0
77						
ETHIOPIA	REVISED AMIBARA IRRIG	0	.00	61.4	40.60	.0
KENYA	BURA IRRIG. SETTLEMENT	1	.00	98.4	71.30	.0
	INTEGRATED AGRIC DEVT	1	.40	35.7	29.20	1.4
	SOUTH NYANZA SUGAR PROJ.	0	.00	105.3	89.90	.0
	THIRD AGRICL. CREDIT	1	.20	40.0	34.20	.6
RWANDA	CINCHONA PROJECT	1	.00	2.1	1.50	.0
RWANDA	RURAL DEV.(BUGESERA)	1	.00	23.3	16.10	.0
SUDAN	SAVANNAH DEVELOPMENT	1	1.70	38.2	26.70	6.4
SWAZILAND	AGRIC. I (R/D LIVESTOCK)	1	.40	17.1	11.60	3.4
TANZANIA	FISHERIES I	0	.00	12.4	7.80	.0
	FORESTRY I	0	.00	8.1	5.30	.0
	TABORA RURAL DEV.(R/DII)	1	.60	23.5	17.40	3.4
	TOBACCO PROCESSING	0	.00	11.3	8.60	.0
ZAIRE	COTTON REHABILITATION	1	.20	14.6	10.70	1.9
	LIVESTOCK II	0	.00	16.1	10.60	.0
ZAMBIA	INDUSTRIAL FORESTRY II	1	.00	34.5	23.50	.0
78						
BOTSWANA	LIVESTOCK II	1	.90	13.4	9.30	9.7
ETHIOPIA	GRAIN STORAGE&MARKETING	0	.00	34.6	27.20	.0
LESOTHO	RURAL DEVT. II	1	.00	26.4	19.70	.0
MALAWI	SHIRE CONSOLIDATION	1	.30	12.6	10.20	2.9
SUDAN	AGRIC.RESEARCH	1	.15	45.4	33.90	.4
	LIVESTOCK MARKETING	1	.00	51.3	39.50	.0
	MECHANIZED FARMING-III	1	.20	26.4	21.20	.9
TANZANIA	CASHEW NUTS II	0	.00	36.3	32.40	.0
	RURAL DEVT III	1	.40	30.5	22.00	1.8
	TOBACCO HANDLING	1	.00	20.7	15.30	.0
ZAIRE	OIL PALM DEVELOPMENT I	0	.00	47.4	32.40	.0
*TOTAL REGION 2		38	8.05	1,638.4	1218.80	

MONITORING AND EVALUATION OF
AGRICULTURE AND RURAL DEVELOPMENT PROJECTS IN
SOUTH ASIA

FY / COUNTRY	NAME	PROJECTS WITH M/E	COST OF M/E US $ MIL	TOTAL PROJECT COST US $MIL	TOTAL BASE COSTS US $MIL	M/E AS % OF BASE COSTS
74						
BURMA	IRRIGATION I	0	.00	22.5	16.70	.0
INDIA	AGR.CR. DAIRY I	0	.00	63.7	41.40	.0
	AGRIC.APPLE PROCESSING	1	.10	21.7	16.00	.6
	AGRIC.CREDIT BIHAR	1	.00	60.0	54.60	.0
	CHAMBAL I RAJASTHAN CAD	1	.00	91.5	62.90	.0
NEPAL	AGRIC. SETTLEMENT I	1	.00	11.5	9.00	.0
75						
BANGLADESH	IRRIG-BARISAL	0	.00	46.0	28.50	.0
BURMA	FORESTRY	0	.00	35.8	24.00	.0
INDIA	AGRIC. CREDIT (ARC I)	1	.00	168.5	125.90	.0
	CAD CHAMBAL (M.P.)	0	.00	46.6	31.90	.0
	DAIRY-MADHYA PRADESH	0	.00	31.2	23.20	.0
	DAIRY-RAJASTHAN	0	.00	51.8	38.00	.0
	DROUGHT PRONE AREAS I	1	.04	102.7	62.50	.1
	IRRIG. GODAVARI BARRAGE	0	.00	69.9	43.70	.0
	RAJASTHAN CANAL (CAD)	1	.00	174.0	114.70	.0
	W BENGAL AGRIC. DEVT	0	.00	67.0	49.90	.0
SRI LANKA	AGRICL DAIRY	0	.00	12.7	9.90	.0
76						
BANGLADESH	KARNAFULI IRRIGATION	0	.00	30.3	20.70	.0
	RURAL DEVT. I	1	.10	24.7	16.42	.6
BURMA	LIVESTOCK I	1	.00	12.8	9.60	.0
	LOWER BURMA PADDY DEVT I	1	.00	54.0	38.50	.0
INDIA	CAD ANDHRA PRADESH	1	4.40	297.0	194.50	2.3
	COTTON DEVELOPMENT	0	.00	36.0	30.10	.0
	FORESTRY TECH ASSISTANCE	0	.00	8.2	6.00	.0
	NATIONAL SEEDS I	0	.00	52.7	43.75	.0
NEPAL	RURAL DEVT.I	1	.10	10.9	9.20	1.1
PAKISTAN	KHAIRPUR-II	0	.00	29.1	20.40	.0
	SEEDS	0	.00	56.5	39.00	.0
	TARBELA DAM SUPPLEMENT	0	.00	59.0	59.00	.0
SRI LANKA	AGRICULTURAL DEVT.PROJ.	0	.00	60.5	56.90	.0
77						
BANGLADESH	EXTENSION AND RESEARCH	1	.10	16.3	12.40	.8
	MUHURI IRRIGATION	1	.60	52.0	37.50	1.6
	SHALLOW TUBEWELLS	1	.13	25.4	20.80	.6
INDIA	ARDC II	1	.00	583.0	525.90	.0
	ASSAM AGRIC DEVT	1	.40	16.4	12.60	3.2
	EXT & RES-MADHYA PRADESH	1	.42	20.9	17.30	2.4
	GUJARAT FISHERIES	1	.00	38.0	25.30	.0
	KERALA AGRICULTURE DEVT	1	.00	69.0	51.60	.0
	ORISSA AGRIC INTEN.	1	.00	40.0	30.30	.0
	PERIYAR VAIGAI IRRIGAT	1	.10	45.6	32.60	.3
	W.BENGAL EXT.& RES.	1	.20	28.1	21.80	.9
NEPAL	BHAIRAWA-LUMBINI GROUNDW	1	.00	13.7	10.20	.0
PAKISTAN	FLOOD DAMAGE RESTORATION	1	.00	98.0	89.20	.0
	LIVESTOCK I	1	.00	19.7	15.76	.0
SRI LANKA	MAHAWELI GANGA II	1	.60	100.5	71.50	.8
	TANK IRR. MODERN. I	1	.10	30.0	21.50	.5
78						
BANGLADESH	AGRICULTURAL RESEARCH	0	.00	7.4	5.80	.0
	FOODGRAIN STORAGE II	1	.10	40.0	31.60	.3
	JUTE DEVELOPMENT I	1	.20	33.3	24.70	.8
BURMA	SEED DEVELOPMENT	1	.00	11.1	8.10	.0
INDIA	CAD MAHARASHTRA	1	1.80	140.0	99.30	1.8
	EXT & RESEARCH-BIHAR	1	.40	16.0	11.80	3.4
	EXT & RESEARCH-RAJASTHAN	1	.50	26.6	22.20	2.3
	GRAIN STORAGE II	1	.00	215.5	174.60	.0
	GUJARAT IRRIGATION PROJ.	1	.20	170.5	117.60	.2
	JAMMU KASHMIR HORTICULTURE	1	.00	27.6	20.30	.0
	KARNATAKA IRRIGATION	1	.30	284.4	213.20	.1
	MARINE FISHERIES II A.P.	1	.00	36.5	26.60	.0
	NATIONAL DAIRY PROJECT	1	.00	363.8	290.40	.0
	NATIONAL SEEDS II	0	.00	34.9	27.30	.0
	ORISSA IRRIGATION PROJ.	1	.00	116.0	73.50	.0
NEPAL	SUNSARI MORANG IRRIG (I)	1	.00	37.5	27.30	.0
PAKISTAN	HAZARA FORESTRY PREINVES	0	.00	2.6	2.00	.0
	HILL FARMING TECH DEVT.	0	.00	4.5	3.80	.0
	IRRIGATION (SCARP-VI)	0	.00	170.0	114.20	.0
	PUNJAB EXT & AGRIC DEVT.	1	.00	20.8	15.20	.0
	TARBELA II	0	.00	150.0	150.00	.0
SRI LANKA	TREE CROPS DIVERSIFICA.I	1	.00	6.5	5.30	.0
	TREE CROPS REHAB I (TEA)	1	.00	30.8	22.00	.0
*TOTAL REGION 8		45	10.89	4,951.7	3779.94	.3
TOTAL		216	55.51	24,971.5	18534.00	

MONITORING AND EVALUATION OF
AGRICULTURE AND RURAL DEVELOPMENT PROJECTS IN
EAST ASIA

FY / COUNTRY	NAME	PROJECTS WITH M/E	COST OF M/E US $ MIL	TOTAL PROJECT COST US $MIL	TOTAL BASE COSTS US $MIL	M/E AS % OF BASE COSTS
74						
INDONESIA	AGRIC.FISHERIES II	1	.00	12.9	9.80	.0
	IRRIG.DJATILUHUR EXTEN.	1	.00	68.0	40.30	.0
KOREA, REPUBLIC OF	AGR. PRODUCTS PROCESSING	0	.00	20.0	14.30	.0
	AGRIC. SEEDS	0	.00	22.8	20.80	.0
MALAYSIA	AGR.DEVT. WEST JOHORE	1	.00	100.0	69.10	.0
	JOHORE LAND SETTLEMENT	0	.00	89.8	71.90	.0
PHILIPPINES	AGRICULTURAL CREDIT III	1	.10	43.9	36.90	.3
	IRRIG. II (PENARANDA)	0	.00	40.0	27.90	.0
THAILAND	NORTHEAST IRRIG.IMPROV.	0	.00	12.6	9.20	.0
75						
INDONESIA	AG RESEARH & EXTENSION	0	.00	46.5	30.50	.0
	IRRIGATION VI	1	.60	165.0	95.50	.6
MALAYSIA	KERATONG LAND SETTLEMENT	0	.00	98.7	65.30	.0
	MARDI AGR.RESEARCH	1	.10	108.6	72.80	.1
PHILIPPINES	RURAL DEVELOPMENT	1	.00	50.0	31.00	.0
	TARLAC IRRIGATION	0	.00	34.0	21.60	.0
76						
FIJI	SUGAR DEVELOPMENT	1	.00	26.0	18.50	.0
INDONESIA	IRRIGATION VII	0	.00	60.0	41.40	.0
	NATIOLNAL FOODCROPS EXT.	1	.00	44.2	33.10	.0
KOREA, REPUBLIC OF	LIVESTOCK II	0	.00	24.5	17.50	.0
	RURAL INFRASTRUCTURE	1	.30	143.5	126.10	.2
MALAYSIA	NORTH KELANTAN RURAL DEV	0	.00	48.0	31.70	.0
PHILIPPINES	CHICO IRRIGATION	1	.90	84.0	53.20	1.7
	MAGAT MULTJPURP.X STAGEI	0	.00	84.0	51.80	.0
	SECOND FISHERIES	0	.00	23.5	17.60	.0
	SECOND GRAIN PROCESSING	1	.00	28.5	21.80	.0
	SECOND LIVESTOCK	1	.05	41.3	32.70	.2
THAILAND	IRR.VI-PHITSANULOK	1	.00	210.0	121.80	.0
	LIVESTOCK DEVELOPMENT	0	.00	11.5	8.50	.0
	N E RURAL DEVELOPMENT	0	.00	45.0	32.40	.0
	RUBBER REPLANTING I	1	.00	148.0	124.60	.0
77						
INDONESIA	IRRIGATION IX	0	.00	64.0	44.10	.0
	IRRIGATION VIII	1	.00	118.0	76.50	.0
	TRANSMIGRATION I	1	1.70	56.8	41.00	4.1
KOREA, REPUBLIC OF	AGRIC. WATERSHED DEV. I	0	.00	75.0	43.70	.0
	AGRICULTURAL CREDIT II	0	.00	41.2	32.30	.0
	IRRIG. YONG SAN GANG II	0	.00	167.0	97.80	.0
MALAYSIA	NATIONAL SMALL-SCALE IRR	1	.00	89.0	63.60	.0
PAPUA NEW GUINEA	AGRICULTURAL DEVT.IV	0	.00	18.5	11.90	.0
PHILIPPINES	AGRIC. CREDIT IV	1	.10	91.3	80.30	.1
	IRRIGATION V (NISIP I)	0	.00	107.2	73.30	.0
	JALAUR IRRIGATION	0	.00	34.0	20.90	.0
	RURAL DEVELOPMENT II	1	.00	32.6	24.10	.0
THAILAND	NATIONAL AGRIC.EXTENSION	1	.40	56.5	42.60	.9
	2ND CHAO PHYA IRRIG IMPR	1	.20	112.0	76.40	.3
78						
INDONESIA	IRRIGATION X	1	.00	216.0	131.00	.0
	IRRIGATION XI	1	.00	47.4	31.30	.0
	NUCL EST & SMLHDRS II	1	.00	100.5	60.55	.0
	NUCLEUS ESTATES&SMLHDR I	1	1.90	134.0	88.70	2.1
	RURAL CREDIT I	1	.50	60.0	43.50	1.1
KOREA, REPUBLIC OF	OGSEO AREA DEVT. PROJECT	1	.00	76.0	53.50	.0
	RURAL INFRASTRUCTURE II	1	.30	232.0	182.30	.2
LAO, P.D.R.	AGR REHAB & DEVT	1	.40	11.9	8.80	4.5
MALAYSIA	LAND SETTLEMENT FELDA VI	1	.00	92.3	66.90	.0
	NATIONAL EXTENSION	0	.00	46.5	33.10	.0
	NW SELANGOR RURAL DEVT	1	.00	60.0	41.70	.0
PHILIPPINES	IRRIGATION MAGAT II	0	.00	346.0	276.40	.0
	IRRIGATION VII-NISIP II	1	.90	140.0	93.90	1.0
	RURAL INFRASTRUCTURE I	1	.00	59.0	43.20	.0
	SMALLHOLDER TREEFARMING	1	.00	16.0	12.90	.0
*TOTAL REGION 7		35	8.45	4,635.5	3245.85	

MONITORING AND EVALUATION OF
AGRICULTURE AND RURAL DEVELOPMENT PROJECTS IN
EMENA

FY / COUNTRY	NAME	PROJECTS WITH M/E	COST OF M/E US $ MIL	TOTAL PROJECT COST US $MIL	TOTAL BASE COSTS US $MIL	M/E AS % OF BASE COSTS
74						
CYPRUS	IRRIGATION PAPHOS	0	.00	36.2	28.10	.0
GREECE	NESTOS & YANNITSA IRRIG.	1	.00	72.7	49.50	.0
MOROCCO	SEBOU II DEVELOPMENT	0	.00	53.7	40.10	.0
SYRIA	BALIKH IRRIGATION	0	.00	170.4	111.90	.0
75						
AFGHANISTAN	AGRICULTURAL BANK II	1	.00	18.2	15.80	.0
ALGERIA	RURAL DEVELOPMENTI	0	.00	11.5	8.90	.0
IRAN	AGRIC. DEVT. BANK III	0	.00	99.8	94.80	.0
	FISHERIES I	1	.00	18.0	14.20	.0
JORDAN	N.E.GHOR IRRIG&RURAL DEV	0	.00	17.4	12.50	.0
MOROCCO	MEKNES AGRICULTURE DEVT	1	.00	32.4	18.20	.0
	SOUSS GROUNDWATER	1	.00	39.0	26.20	.0
ROMANIA	AG. CR. SADOVA-CORABIA	0	.00	59.5	50.80	.0
	GIURGIU-RAZMIRESTI IRRIG	1	.00	151.9	135.10	.0
TUNISIA	IRRIG. REHABILITATION I	0	.00	23.8	15.90	.0
TURKEY	AGRIC.RURAL DEVT.	1	.00	161.6	112.70	.0
YEMEN ARAB REPUBLIC	AGR.SOUTHERN UPLANDS	1	.00	23.2	15.80	.0
YEMEN, PEOPLES DEMOCRATIC REP	FISHERIES SUPPLEMENT	0	.00	2.0	2.00	.0
YUGOSLAVIA	AGRIC.CREDIT I	1	.00	125.0	85.00	.0
76						
AFGHANISTAN	KHANABAD IRRIG SUP FIN	0	.00	16.8	13.90	.0
	LIVESTOCK II-RURAL DEVT.	0	.00	18.0	13.20	.0
EGYPT, ARAB REPUBLIC OF	AGR.CR.FRUIT&VEGETABLE	1	.00	108.1	77.20	.0
	UPPER EGYPT DRAINAGE II	0	.00	282.0	175.80	.0
GREECE	EAST VERMION IRRIG.	0	.00	89.8	67.80	.0
MOROCCO	DOUKKALA IRRIG	1	.00	94.4	65.90	.0
ROMANIA	FLOOD RECOVERY-AGRIC.	0	.00	124.0	105.00	.0
	RASOVA IRRIG&AGRIC DEVT	1	.00	141.3	122.90	.0
TURKEY	LIVESTOCK III	1	.00	34.7	26.60	.0
	TCZB I	1	.00	172.8	131.20	.0
YEMEN ARAB REPUBLIC	GRAIN STORAGE & PROCESS.	1	.00	21.8	14.20	.0
	TIHAMA DEVT SUPPLEMENT	0	.00	23.3	21.40	.0
YEMEN, PEOPLES DEMOCRATIC REP	WADI-HADRAMAUT AGR PROJI	1	.00	7.7	6.00	.0
77						
AFGHANISTAN	AGRICULTURAL BANK III	1	.00	31.5	28.10	.0
EGYPT, ARAB REPUBLIC OF	NILE DELTA DRAINAGE II	0	.00	207.0	134.30	.0
GREECE	EVROS REGIONAL DEVT.	0	.00	81.1	59.80	.0
MOROCCO	AGRICULTURE CREDIT III	1	.00	315.3	250.70	.0
	DOUKKALA IRRIGATION II	0	.00	121.0	77.20	.0
ROMANIA	IALOMITA IRRIGATION	1	.00	210.4	189.40	.0
SYRIA	LIVESTOCK I	1	.00	34.5	29.90	.0
TUNISIA	AGRICULTURAL CREDIT II	1	.00	26.3	18.20	.0
	IRRIG.DEVT.I(SIDI-SALEM)	1	.00	385.8	287.60	.0
YEMEN ARAB REPUBLIC	LIVESTOCK CR. & PROCESS.	1	.00	32.1	19.60	.0
YUGOSLAVIA	MACEDONIA AGR/AGROIND II	1	.00	56.0	41.10	.0
	METOHIJA MULTIPURPOSE I	1	.00	121.3	85.00	.0
	MONTENEGRO AGR/AGROIND 2	1	.00	55.6	35.50	.0
78						
AFGHANISTAN	FRUIT & VEGETABLE EXPORT	0	.00	27.6	23.50	.0
	KHANABAD IRRIGATION II	0	.00	28.7	21.60	.0
CYPRUS	INTEGRATED RURAL DEVT	1	.05	21.0	14.00	.4
EGYPT, ARAB REPUBLIC OF	SOHAG/MINUFIYA AGR.DEV.I	1	.20	45.7	36.30	.6
GREECE	VEG. PRODUCTION/MARKETNG	1	.00	84.0	67.40	.0
MOROCCO	KARIA-TISSA RAINFED AGR.	1	.30	161.5	98.60	.3
PORTUGAL	AGRIC. CREDIT I	1	.01	256.5	169.90	.0
ROMANIA	PIG PRODUCTION & PROCES.	1	.00	322.5	291.90	.0
	VIISOARA IRRIGATION	0	.00	153.5	136.50	.0
TURKEY	FOREST DEVELOPMENT	1	1.10	915.0	528.00	.2
	LIVESTOCK IV	0	.00	83.2	51.60	.0
YEMEN ARAB REPUBLIC	AGRIC. TIHAMA II	1	.00	39.5	31.40	.0
YEMEN, PEOPLES DEMOCRATIC REP	WADI TUBAN AGRIC	1	.00	12.3	8.90	.0
YUGOSLAVIA	AGRIC.CREDIT II	1	.00	231.0	183.00	.0
*TOTAL REGION 5		36	1.66	6,310.9	4597.60	

MONITORING AND EVALUATION OF
AGRICULTURE AND RURAL DEVELOPMENT PROJECTS IN
LAC

FY / COUNTRY	NAME	PROJECTS WITH M/E	COST OF M/E US $ MIL	TOTAL PROJECT COST US $MIL	TOTAL BASE COSTS US $MIL	M/E AS % OF BASE COSTS
74						
ECUADOR	IRRIGATION I (MILAGRO)	0	.00	10.2	8.60	.0
GUYANA	AGR.TAPAKUMA REHAB.	0	.00	18.5	12.60	.0
HONDURAS	LIVESTOCK II	0	.00	11.0	10.00	.0
JAMAICA	AGRICULTURAL CREDIT II	0	.00	10.8	9.00	.0
MEXICO	PANUCO IRRIGATION	0	.00	208.4	179.10	.0
	SINALOA IRRIGATION	0	.00	145.6	125.70	.0
NICARAGUA	AGRIC CREDIT	0	.00	15.8	14.40	.0
PERU	AGRIC-BANCO AGROPECUARIO	0	.00	41.7	41.70	.0
URUGUAY	LIVESTOCK IV 2ND.STAGE	0	.00	41.1	36.70	.0
VENEZUELA	AGRIC. CREDIT I	0	.00	50.4	45.40	.0
75						
BOLIVIA	AGR. CREDIT I	0	.00	12.0	9.10	.0
BRAZIL	AGR.SAO FRANCISCO POLDER	1	.10	56.5	41.40	.2
CHILE	AGRIC.SECTOR LOAN I	0	.00	55.5	55.50	.0
COLOMBIA	IRRIGATION REHAB. I	0	.00	35.6	28.80	.0
	LAND COLONIZATION II	1	.00	37.1	30.30	.0
MEXICO	INTEGRATED RURAL DEVT II	1	.70	294.5	212.10	.3
	IRRIGATION VII- BAJO	0	.00	384.5	214.60	.0
	PAPALOAPAN BASIN DEVT 1	1	.20	138.5	80.80	.2
PARAGUAY	AGRICULTURE II	0	.00	15.8	13.70	.0
	LIVESTOCK IV	0	.00	23.0	23.00	.0
76						
BOLIVIA	RURAL DEVT I	0	.00	12.9	9.20	.0
BRAZIL	AGRIC. RESEARCH I	1	.00	189.4	144.70	.0
	R.D.I-RIO GRANDE NORTE I	1	.80	30.0	21.50	3.7
ECUADOR	RURAL DEVT.PREPARATION	0	.00	5.6	4.80	.0
	SEED PRODUCTION I	1	.00	5.1	3.60	.0
HONDURAS	AGRICULTURAL CREDIT	0	.00	20.0	15.60	.0
MEXICO	AGRIC/LIVESTOCK CREDIT	1	.00	413.3	319.60	.0
URUGUAY	LIVESTOCK V	0	.00	32.7	25.80	.0
77						
BRAZIL	AGRIC.EXPORT IND. II	0	.00	260.0	260.00	.0
	MINAS GERAIS DEVT.I	1	1.00	139.0	104.40	1.0
CHILE	LVSTK II/FRUIT&VINEYARD	1	.00	62.5	50.50	.0
COLOMBIA	AGRICULTURE CREDIT II	0	.00	174.1	138.80	.0
	RURAL DEVT.I	1	.90	131.0	109.60	.8
COSTA RICA	AG. CREDIT & RURAL DEVT.	1	.00	37.6	30.50	.0
ECUADOR	AGRICULTURE CREDIT I	0	.00	36.0	26.20	.0
HAITI	RURAL DEVELOPMENT I	1	.20	13.4	9.10	2.2
JAMAICA	RURAL DEVELOPMENT I	0	.00	31.4	24.80	.0
MEXICO	RURAL DEVELOPMENT III	1	.10	255.0	212.00	.0
PANAMA	FISHERIES II	1	.00	12.6	9.60	.0
	LIVESTOCK II	0	.00	20.0	16.60	.0
PARAGUAY	RURAL DEVELOPMENT II	1	.00	42.8	30.30	.0
PERU	IRRIGATION REHAB. I	0	.00	40.9	27.30	.0
78						
ARGENTINA	AGRICULTURAL CREDIT	1	.00	161.7	131.00	.0
	GRAIN STORAGE	0	.00	280.0	191.30	.0
BOLIVIA	ULLA ULLA DEVT PROJ	1	.00	24.0	17.30	.0
BRAZIL	AGRICULTURAL EXTENSION I	1	.00	284.9	231.50	.0
	INTEGRATED R/D IV-BAHIA	1	.60	106.6	79.60	.8
	RURAL DEVT - PARAIBA	1	.80	67.3	52.10	1.5
	RURAL DEVT-CEARA	1	.50	55.8	42.20	1.2
GUYANA	BLACK BUSH IRRIGATION	1	.00	42.8	27.50	.0
HONDURAS	RURAL DEVELOPMENT	1	.00	14.6	11.50	.0
JAMAICA	SUGAR REHABILITATION I	0	.00	33.8	25.10	.0
MEXICO	LIVESTOCK CREDIT VI	1	1.00	627.2	480.00	.2
	TROPICAL AGRIC DEVT	1	.00	149.0	106.70	.0
*TOTAL REGION 6		26	6.90	5,419.5	4182.80	

MONITORING AND EVALUATION OF
AGRICULTURE AND RURAL DEVELOPMENT PROJECTS IN
WEST AFRICA

FY / COUNTRY	NAME	PROJECTS WITH M/E	COST OF M/E US $ MIL	TOTAL PROJECT COST US $MIL	TOTAL BASE COSTS US $MIL	M/E AS % OF BASE COSTS
74						
BENIN, PEOPLES REPUBLIC	HINVI AMENDMENT	0	.00	.6	.60	.0
CAMEROON	LIVESTOCK	0	.00	14.6	11.90	.0
CHAD	IRRIG. SATEGUI DERESSIA	0	.00	12.0	9.10	.0
	REGIONAL DROUGHT RELIEF	0	.00	2.0	2.00	.0
CONGO	LIVESTOCK	0	.00	8.8	7.00	.0
GHANA	LIVESTOCK DEVT.	0	.00	4.5	3.40	.0
IVORY COAST	AGRIC. OIL PALM IV	0	.00	10.8	8.00	.0
MALI	INTEGRATED RURAL DEVT.	1	.30	18.9	15.00	2.0
	REGIONAL DROUGHT RELIEF	0	.00	2.5	1.78	.0
MAURITANIA	GORGOL ENGINEERING CR.	0	.00	1.3	1.18	.0
	REGIONAL DROUGHT RELIEF	0	.00	2.5	2.30	.0
NIGER	REGIONAL DROUGHT RELIEF	0	.00	2.0	1.80	.0
NIGERIA	WESTERN COCOA II	0	.00	40.0	30.10	.0
SENEGAL	REGIONAL DROUGHT RELIEF	0	.00	3.0	2.55	.0
UPPER VOLTA	BLACK VOLTA AGR.DEVT.	0	.00	10.2	8.35	.0
	REGIONAL DROUGHT RELIEF	0	.00	2.0	2.00	.0
75						
CAMEROON	COCOA I	1	.20	23.8	16.75	1.2
	NIETE RUBBER ESTATE	0	.00	28.5	20.10	.0
GHANA	AGRIC-OIL PALM	0	.00	22.5	13.10	.0
GUINEA	DABOYA IRRIGATION	0	.00	8.5	6.10	.0
IVORY COAST	COCOA II	0	.00	34.7	24.50	.0
	COTTON	1	.20	52.5	36.00	.6
MALI	LIVESTOCK	0	.00	17.3	12.20	.0
	MOPTI RICE SUPPLEMENT	0	.00	3.8	.60	.0
NIGERIA	AGR.DEVT-FUNTUA	1	2.30	57.6	43.80	5.3
	AGR.DEVT-GOMBE	1	.80	42.1	31.90	2.5
	AGRICULTURE DEVT GUSAU	1	.80	37.4	28.10	2.8
	AGRICULTURE RICE DEVT I	1	.20	35.0	24.10	.8
	LIVESTOCK I	1	.10	42.0	31.60	.3
	OIL PALM I	1	.00	34.0	20.00	.0
	OIL PALM II	1	.00	37.5	21.40	.0
	OIL PALM III	1	5.60	58.8	34.10	16.4
SENEGAL	DEBI LAMPSAR ENGNRG. CR.	0	.00	1.3	1.30	.0
	SINE SALOUM AG DEVT	1	.20	30.9	23.80	.8
SIERRA LEONE	INTEGRATED AGR.DEVT.II	1	.00	13.7	10.60	.0
TOGO	AGRICULTURE COCOA I	1	.20	10.5	7.60	2.6
UPPER VOLTA	LIVESTOCK I	1	.03	11.5	7.90	.4
CHAD	LAKE CHAD POLDERS IRRIG.	0	.00	13.0	8.60	.0
GAMBIA	RURAL DEVT.	0	.00	11.7	10.00	.0
GHANA	COCOA II	1	.30	21.9	15.50	1.9
	RURAL DEVELOPMENT I	1	1.00	54.6	40.00	2.5
LIBERIA	LOFA COUNTY AGRICULTURE	0	.00	17.0	12.00	.0
NIGER	RURAL DEVT.I(MARADI)	1	.30	13.2	10.70	2.8
SENEGAL	EAST SENEGAL LIVESTOCK	0	.00	13.0	8.70	.0
	SECOND SEDHIOU	1	.10	14.9	11.60	.9
	TERRES NEUVES II	0	.00	3.9	2.90	.0
TOGO	MARITIME R.D.	1	.40	15.7	11.60	3.4
UPPER VOLTA	RURAL DEVELOPMENT FUND 2	0	.00	16.2	13.10	.0
77						
CAMEROON	RD PLAINE DES MBOS I	0	.00	2.6	2.17	.0
	RURAL DVT FUND	0	.00	10.6	8.40	.0
	SOCAPALM II	0	.00	38.5	26.70	.0
CHAD	RURAL PROJECTS FUND	1	.00	13.4	10.20	.0
	SATEGUI DERESSIA I SUPPL	0	.00	13.0	9.50	.0
IVORY COAST	OIL PALM/COCONUT IV	0	.00	40.6	31.60	.0
LIBERIA	BONG COUNTY AGRIC DEVT	1	.00	20.3	15.10	.0
MALI	SUB-AGRIC COTTON I	0	.00	44.6	33.50	.0
NIGERIA	AG.DEVT.AYANGBA	1	3.00	114.0	70.20	4.3
	AGRIC.DEVT.LAFIA	1	2.60	85.0	54.80	4.7
UPPER VOLTA	WEST VOLTA COTTON II	1	.00	18.9	14.60	.0
78						
CAMEROON	CAMDEV II	1	.00	39.3	29.90	.0
	RURAL DEVT WEST HIGHLAND	1	.30	25.0	19.50	1.5
	SEMRY RICE II	0	.00	55.5	42.20	.0
	ZAPI EAST RURAL DEVT	1	.40	12.2	10.10	4.0
CHAD	LIVESTOCK II	1	.00	16.1	11.90	.0
	SAHELIAN ZONE PROJECT	1	.03	4.0	3.50	.9
IVORY COAST	RUBBER II (SOUTHWEST)	0	.00	72.5	56.00	.0
LIBERIA	RUBBER DEVELOPMENT	0	.00	29.6	23.00	.0
MALI	MOPTI RICE II	0	.00	31.2	23.10	.0
NIGER	FORESTRY TECH. ASSIST.	1	.00	5.3	4.10	.0
NIGERIA	OIL PALM IV	1	.00	83.0	54.50	.0
SENEGAL	IRRIGATION III	1	.00	35.0	26.00	.0
TOGO	RURAL DEVT COTTON AREAS	1	.20	26.0	21.10	.9
*TOTAL REGION 3		34	19.56	1,770.9	1268.98	

MONITORING AND EVALUATION OF
AGRICULTURE AND RURAL DEVELOPMENT PROJECTS IN
PAST BWERS

FY / COUNTRY	NAME	PROJECTS WITH M/E	COST OF M/E US $ MIL	TOTAL PROJECT COST US $MIL	TOTAL BASE COSTS US $MIL	M/E AS % OF BASE COSTS
74						
ICELAND	FISHING HARBORS REHAB.	0	.00	11.3	9.10	.0
ISRAEL	AGRIC.CREDIT II	1	.00	84.0	81.50	.0
75						
SPAIN	LIVESTOCK II	1	.00	149.3	149.30	.0
*TOTAL REGION 1		2	.00	244.6	239.90	

S. Agriculture

Ted J. Davis, Chief, RORSU

January 11, 1979

Choeng Chung, EPDCE

Agricultural Project Lending and Incremental Commodity Output

1. We would like to thank you very much for the advance copy of the information retrieval on Livestock Projects (1974-78) which has been handed to Patrick Yeung by Mr. David Bates. It is an impressive catalogue of information and represents an important milestone in the Bank's capacity to monitor project information in commodity-related lending. This type of information is particularly important, since the new style agriculture/rural development projects are now multi-commodity in orientation.

2. I understand that the turnaround time in these retrievals has improved considerably because of the experience in processing our earlier request. Such information is an important component in a number of policy papers being prepared by our Division. Is it possible to get similar information for tobacco and cocoa?

cc: S. Singh, EPDCE

CChung:hms.

V/S. Agriculture
cc ERIU - UNACC

Mr. S. van der Meer, LCP

January 10, 1979

Leif Christoffersen, AGR

United Nations: Agency Coordinating Committee Task Force on Rural Development

There has been some confusion about the meetings of the ACC Task Force and the meeting of its preparatory panels which will lead up to the plenary meeting.

The first meeting is the ACC Rural Development Working Group for the Country Level Exercise to be held January 29-31, 1979 at FAO Headquarters in Rome in the Pakistan Room. I attach the agenda for this meeting. It will be at this Working Group Meeting that the major input will be made relating to the Bank's efforts at assisting Bolivia and Liberia in developing rural development programs into which the UN agencies are attempting to make a co-ordinated input. It will be at this meeting where representatives from governments will be present and papers drafted to present to the full ACC meeting in March. The second meeting (the plenary meeting of the ACC Task Force on Rural Development) will be held March 5-9, 1979 in Rome at which it can be expected that all of the agencies in the UN family will be represented. The Country Level Exercise is one of nine items on the agenda (see attachment) and I expect that only one-half day can be devoted to the subject of the Country Level Exercise.

Therefore the Bank's major input to the Bolivia and Liberia exercises should come at the Working Group meeting in January rather than the plenary ACC meeting in March. It is my understanding that Miss Margaret Anstee, Assistant Director-General of the UN will be present at the first meeting. As you will recall, Miss Anstee was the head of the interagency mission (to Bolivia) in which Paul Goffin participated.

In discussing this matter on the phone with Paul yesterday (in Mexico City), he indicated his interest in going to the Rome meeting on January 29-31. We concur with William Clark and Shirley Boskey that it would be very important for Paul to be able to attend this meeting.

Attachment

TJD/cc

cc: Ms. S. Boskey, IRD
Messrs: P. Goffin, LCP (o/r); J. Wallis, LCP; F. van Gigch, WAP; A. Clift, WA1; C. Boucher, IRD; T. Davis, AGR

F338
S-Agriculture

OFFICE MEMORANDUM

TO: Mr. S. van der Meer, LCP

DATE: January 10, 1979

FROM: Leif Christoffersen, AGR

SUBJECT: United Nations: Agency Coordinating Committee Task Force on Rural Development

There has been some confusion about the meetings of the ACC Task Force and the meeting of its preparatory panels which will lead up to the plenary meeting.

See Dec. 27, 78

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See NOV. 24, 78

Therefore the Bank's major input to the Bolivia and Liberia exercises should come at the Working Group meeting in January rather than the plenary ACC meeting in March. It is my understanding that Miss Margaret Anstee, Assistant Director-General of the UN will be present at the first meeting. As you will recall, Miss Anstee was the head of the interagency mission (to Bolivia) in which Paul Goffin participated.

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Attachment

TJD/cc

cc: Ms. S. Boskey, IRD
Messrs: P. Goffin, LCP (o/r); J. Wallis, LCP; F. van Gigch, WAP;
A. Cliff, WA1; C. Boucher, IRD; T. Davis, AGR

yellow
S-Agriculture

Mr.H.Kim, AGR, D-855 January 10, 1979

Peter Pollak, EPD/CE

Price Projections for Shrimp and Tuna

The following table contains actual and projected wholesale prices for shrimp (raw, headless, 31-40 count New York) and for tuna (light real, chunk style, 6-1/2 ounce cans, 48 to case, broker to dealer, Los Angeles). I would like to stress that these projections are preliminary.

	Shrimp		Tuna	
	Current	Real (1977=100)	Current	Real (1977=100
	(US$/lb)		(US$/case)	
1960	0.61	1.59	11.02	28.77
1961	0.82	2.12	11.29	29.25
1962	0.91	2.38	12.02	31.47
1963	0.70	1.82	11.27	29.35
1964	0.68	1.74	11.59	29.72
1965	0.70	1.74	11.60	28.80
1966	0.93	2.30	13.36	32.99
1967	0.87	2.11	12.59	30.56
1968	0.94	2.44	12.92	33.47
1969	1.03	2.64	13.59	34.85
1970	1.05	2.42	15.37	35.50
1971	1.21	2.58	17.04	36.33
1972	1.54	2.97	17.96	34.61
1973	2.00	3.20	20.03	32.05
1974	1.65	2.11	22.89	29.27
1975	2.37	2.62	22.83	25.28
1976	3.23	3.54	24.56	26.93
1977	2.92	2.92	27.62	27.62
1978	3.08	2.88	28.86	27.00
1979	3.24	2.84	30.05	26.47
1980	3.42	2.83	31.50	26.08
1985	4.67	2.89	45.37	28.08
1990	6.30	3.06	58.50	28.37

PPollak:bt

cc: Messrs. Singh, Chung

S-Agriculture

Mr. Donald Pickering, AGR
(through Ted J. Davis, AGROR)
David Bates, AGROR

January 9, 1979

Marketing/Storage/Processing Projects

1. Following your recent request for information on the above subject, I have put together a series of tables from RORSU's Data Management System. The data are organized as we discussed and presented as follows for your further analysis.

i) Attachments 1 & 2 contain summaries of the regional distribution of Bank Group lending by subsector (P & B classification) for both FY74-78 and FY79-83 periods.

ii) Attachments 3 thru 8 each begin with a summary table by region for the entire FY74-78 period, followed by an annual breakdown by region (74 thru 78) indicating the total project costs, total Bank/IDA contribution and component cost provisions for projects with the following components costed:

a) Cereal storage and processing
b) Other crop storage and processing
c) Crop market development
d) Livestock processing
e) Livesotck products market development
f) Fisheries development.

2. Project specific information, including the complete distribution of project costs for each of the above identified projects is retrievable if necessary.

Attachments

DB/cc

cc: Messrs: M. Yudelman, AGR; L. Christoffersen, AGR; G. Donaldson, AGR; H. Kim, AGR; G. Deboeck, AGROR

S. Agriculture

January 9, 1979

Professor J.R. Rydzewski
16 Saxholm Bale, Bassett
Southampton SO1 7HA, England

Dear Professor Rydzewski:

I enjoyed very much the seminar on Monitoring Irrigation Projects which you gave in the Bank, under Fred Hotes' sponsorship.

As you may remember, in answering my comments during the open floor discussion about the sociological variables in monitoring irrigation projects, particularly farmer's behavior and conflicts, you referred to a research finding which confirmed my point: namely, you indicated that the research in a certain area found out that about 85% of the murder cases were generated by conflicts over water, 10% by conflicts over women, and 5% by assorted other grievences.

I would like to look further into these findings, and I would be grateful if you could kindly indicate to me the reference or, better, send me a xeros of the pages reporting these findings.

Many thanks in advance.

Yours sincerely,

Michael Cernea

MC/dc

cc: Messrs. Davis, Hotes

S. Agriculture

Mr. G.F. Donaldson, Chief, AGREP January 9, 1979

J.D. Von Pischke, AGREP

Staff Working Paper on Specialized Farm Credit Institutions

1. In accordance with our discussions, I have contacted Professor Dale Adams at Ohio State in an effort to engage a consultant to compile an annex for my unpublished paper entitled "The Political Economy of Specialized Farm Credit Institutions in Low Income Countries." The paper and an annex providing supporting materials from several countries would be suitable for consideration for publication as a Staff Working Paper.

2. Prof. Adams has suggested that Mr. Peter J. Heffernan, one of his graduate students, has sufficient knowledge of the farm credit literature to undertake this assignment. Mr. Heffernan's curriculum vitae is attached. I request that Mr. Heffernan be engaged for this purpose, and attach draft terms of reference for him. The fee proposed is $40 per manday, for not more than 25 mandays.

3. Prof. Adams is prepared to supervise Mr. Heffernan's work. I propose that we engage him as a consultant for this purpose, for not more than ten mandays, on his usual terms. Draft terms of reference are attached.

4. The proposed deadline for Mr. Heffernan's task is 15 May. Assuming this deadline is met, I would expect to have the working paper ready for publication by the end of July, 1979.

5. The project may require secretarial assistance, and Prof. Adams' contract should provide for reimbursement for any out of pocket secretarial expenses incurred.

Attachment

JDVon Pischke:ga

DRAFT
JDVon Pischke:ga
January 9, 1979

TO: Mr. Peter J. Heffernan

FROM: G.F. Donaldson, Chief, AGREP

SUBJECT: Terms of Reference for Compiling an Annex for a World Bank Staff Working Paper on Specialized Farm Credit Institutions

1. These terms of reference apply to your work as a consultant to the Agricultural Economics and Policy Division of the World Bank Central Projects Staff for not more than 200 manhours through May 15, 1979.

2. Your task is to compile, by May 15, 1979, an annex to a paper titled "The Political Economy of Specialized Farm Credit Institutions in Low Income Countries" by J.D. Von Pischke. It is expected that the paper and the annex would be published as a Staff Working Paper of the World Bank, available for public distribution. The annex should consist of between eight and ten specific country examples (cases) from the farm credit literature which support the line of reasoning presented in the paper. Please consider the following as you proceed:

a) The selection of cases should provide broad geographical coverage. The Indian subcontinent should definitely be included in the selection.

b) Cases may consist of individual credit programs, specialized farm credit institutions (as defined in the paper), or groups of specialized farm credit institutions comprising a financial market segment.

c) Each case should preferably consist of only one article or source, although this preference may be waived if required.

d) Considerable editing may be required to achieve the desired geographical coverage within a manageable document. Your draft annex is not expected to exceed 100 double spaced pages.

e) Each case should be presented in a way which emphasizes clearly the links between the performance of the credit program or institution selected and the points made in the paper. This linkage may be made in an editorial introduction to each case, and/or through a system of references in the cases to pertinent items in the paper. Whatever system is adopted should be applied consistently in all cases.

3. Please begin by assembling a case from materials with which you are already very well acquainted. Send a draft to Mr. Von Pischke for discussion prior to selecting your final format.

4. You are expected to carry out this work at Ohio State University under the supervision of Professor Dale W. Adams, who is being engaged as a consultant by the Bank for this purpose.

5. The Bank will undertake to secure copyright release for materials selected for the annex. Please provide a list of items at the close of each month which we may process for this purpose.

DRAFT
JDVon Pischke:ga
January 9, 1979

TO: Professor Dale W. Adams

FROM: G.F. Donaldson, Chief, AGREP

SUBJECT: Terms of Reference for Supervising the Compilation of an Annex for a World Bank Staff Working Paper on Specialized Farm Credit Institutions

1. These terms of reference apply to your work as a consultant to the Agricultural Economics and Policy Division of the World Bank Central Projects Staff for a total of not more than ten man-days through May 15, 1979.

2. Your task is to supervise Mr. Peter J. Heffernan, a graduate student in your Department, in the compilation of an annex to a paper titled "The Political Economy of Specialized Farm Credit Institutions in Low Income Countries" by J.D. Von Pischke. Mr. Heffernan has been advised of his terms of reference, which are attached.

3. We look forward to receiving a final draft by mid-May. Please ensure that consultation occurs with Mr. Von Pischke of this Division on the first case to be developed by Mr. Heffernan, so that an acceptable format is followed.

4. Please ensure that adequate secretarial resources are available for this task. Submit monthly claims for any out of pocket costs incurred for secretarial assistance.

5. Mr. Von Pischke has responsibility for this activity within the Bank. In the event he is not available, please address any queries to me.

S. Agriculture

Mr. Shiv S. Kapur, Director, OED

January 9, 1979

Graham Donaldson, Chief, AGREP

PCRs and Expost Calculation of Economic Rates of Returns

1. I refer to your memorandum of December 22 on the lack of completeness of operational files and the consequent difficulty of calculating expost economic rates of return to projects.

2. You may be interested to know that the newly-operational Agricultural Project Analysis System (APAS), a computer-based system for project analysis developed jointly by CAD and this department, provides for the long-term storage of project data on magnetic tape files and permits easy recall of that data. This facility should prove useful in subsequent monitoring and expost evaluation of those projects processed using the system.

cc: Messrs. M. Yudelman, Director, AGR
D. Pickering, Asst. Director, AGR
M. Muller, Director, CAD
D. Rix, CAD

TGoering:ga

S - Agriculture & Rural Dev.

January 9, 1979

Mr. Harmut Schneider
OECD Development Center
94 Rue Chardon-Lagache
75016 Paris, France

Dear Harmut:

On July 27, 1978 Mr. Davis wrote to Mr. Berthelot to inquire about the report of the OECD meeting on "Information Systems for Rural Development, held in Paris in March 1978.

In his letter he expressed an interest in obtaining copies of the report of that meeting, especially in view of the follow-up the Bank intends to provide, by organizing a "Regional Workshop on Monitoring and Evaluation of Rural Development Projects."

We have now definite plans to organize such a workshop in April 1979 in Nairobi, and would appreciate if we could send all participants a copy of the report of the meeting held in Paris.

Mr. Imboden informed me recently that he would complete dictation of the report soon, and will make tapes available to you, no later than the end of February.

May we therefore count on you to expedite the transcription of those tapes, and the finalization of this long overdue report.

In view of our April meeting in Nairobi, we would appreciate if you could mail, no later than March 16, forty copies of the report of the Paris meeting to:

Mr. Bill Kinsey
Overseas Development Group
University of East Anglia
Norwich NR4 7TJ, United Kingdom

and twenty copies to Mr. Ted Davis in Washington.

The Overseas Development Group, who has been appointed by RORSU for the organization of the Nairobi Workshop, will then arrange for the

distribution of the report to the participants of the Nairobi Workshop

With many thanks in advance, and best regards,

Sincerely yours,

Guido J. Deboeck
Rural Operations Review and Support Unit

GD/dc

cc: Messrs. Y. Berthelot, B. Kinsey, N. Imboden

S. Agriculture

P. O. Box 7400
Spokane, Washington 99207
Telephone (509) 467-0770
Telex 326474

RANCO
R. A. HANSON COMPANY, INC.

January 9, 1979

Fred Hotes
World Bank
Room D 819
1818 "H" Street NW
Washington, DC 20433

Dear Mr. Hotes:

This past summer I received an additional assignment from the ICID committee to develop a short document on land clearing and land leveling.

This document is in the process of being put together now and with it is the attached chart to show a broad range of estimating prices for land clearing.

I would appreciate it if you would review this chart with those of your people who have been involved in this area and advise what corrections you might make to the chart.

Your help would be greatly appreciated.

Respectfully,

R. A. HANSON COMPANY, INC.

Gordon P. Hawkins

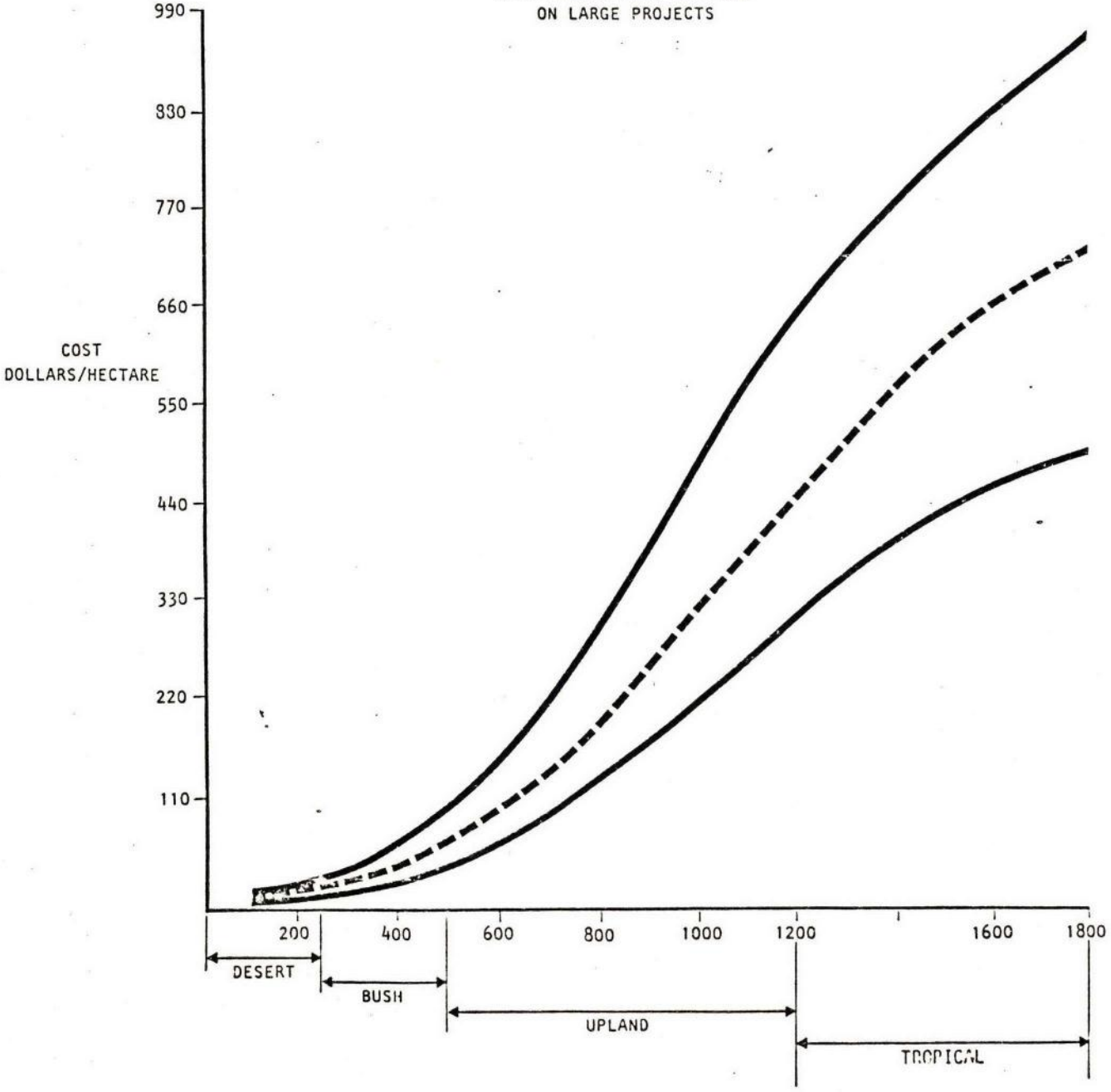
Gordon P. Hawkins
Vice President, Marketing

GPH/mlg

Encl: Chart

C. COST OF LAND CLEARING

USING MECHANIZED SYSTEMS
ON LARGE PROJECTS



WORLD BANK / INTERNATIONAL FINANCE CORPORATION Non-Regional File

OFFICE MEMORANDUM S-Agriculture

TO: Mr. E.B. Eriksen (Chief, Staff Development Planning, PER) DATE: January 8, 1979

FROM: F.L. Hotes (Irrigation Adviser, AGRDR/CPS)

SUBJECT: Seminars on Operational and Monitoring Considerations for Irrigation

1. The support of the Personnel Department, by providing funds for Professor J.R. Rydzewski of Southampton University, England, to come to the Bank and lead two seminars last week, is sincerely appreciated. They were held as follows:

(i) January 4, 1979 - Planning of Irrigation Development to take Account of Project Operations

(ii) January 5, 1979 - Monitoring of Irrigation Projects

2. Each was held from 9:30 AM to 12:30 PM, with 48 persons in attendance at the first seminar and 47 at the second. In addition to Bank staff, there were a few invited visitors from the Inter-American Development Bank, the U.S. Agency for International Development, and the U.S. Bureau of Reclamation. Complete attendance lists are appended as Attachment 1.

3. Following a one-hour presentation by Professor Rydzewski, three Bank staff members presented ten-minute summaries of the experience of their regions or department. Discussants were:

Seminar (i):

G. Finlinson (ASP)
C. Des Bouvrie (WAP)
H. Laeyendecker (EMP)

Seminar (ii):

J. Stemp (AEP)
U. Kuffner (LCP)
G. Deboeck (RORSU/AGR/CPS)

The last hour of each seminar was devoted to questions and comments by attendees. Approximately twelve different persons at each seminar had an opportunity to speak.

4. Attachments 2 and 3 are copies of the written notes, prepared in advance by Professor Rydzewski, which were distributed to all in attendance. This presentation expanded greatly, with many examples cited from personal experience, on these notes.

5. My personal evaluation of the seminars is that they were successful. High staff interest was demonstrated and, from the few verbal comments which I have received, the staff believed that the benefits received were with the time spent. The opportunity to learn more of the experiences of other regions was especially mentioned.

Attachments

cc: Messrs. Yudelman/Pickering, Davis (AGR/CPS); All Agriculture Assistant Directors; Tibor (ASP); Finlinson (ASP); Grimshaw (WAP); Des Bouvrie (WAP); Merghoub (EMP); Laeyendecker (EMP); Smith (AEP); Stemp (AEP); Otten (LAC); Kuffner (LCP)

FLHotes:rm

SEMINAR: "Planning of Irrigation Development to Take Account of Project Operations"

January 4th 1979

LIST OF ATTENDEES

	NAME	ORGANIZATION/BANK REGION
1.	F.L. Hotes	AGR/CPS
2.	W.B Peters	AGR/CPS
3.	K.E. Snelson	FAO/WB CP
4.	C. des Bouvrie	WAPA I
5.	J H Laeyendecker	Emena Ag 2
6.	U. KÜFFNER	LCPA4
7.	A. MENKIR	AEP IRRIG.
8.	L. Moscoso	LCPA4
9.	Fred M. Tileston	USAID/ASIA/TA/ENGR
10.	G.L. Coffey	AID /DSB/AGR
11.	A. CORNEJO	LCPA1
12.	I. ZAMFIR	EMENA PROJECT
13.	MUSTAFIZ R TARAFDAR	AEP/GA.
14.	H. VON POGRELL	EMPA III
15.	N.H. MONTEITH	EMPAC II
16.	T. KIMURA	CPS /AGR
17.	A.N. Khan	EAP/IRR
18.	I.E. NAOR	EAPIRR
19.	R. DY	EAP/IRR
20.	CJR BRIDGE	ASPAC
21.	Pan Lijung	ASPAC
22.	Rafique A. Qureshi	EAP/Irr. Engr.
23.	Sheikh A. Rehman	EMENA PROJECTS/Irr Engr.
24.	A.A. MEIMARIS	WAP
25.	ART L. SCHWENNEKER	EMENA /ASEN IV
26.	D.E. Campbell	FAO/W Bank C.I
27.	M. Nguyen	ASPAC / SA II
28.	W.G. RODGER	ASPAC

Seminar of January 4th

LIST OF ATTENDEES

	NAME	ORGANIZATION/BANK REGION
29.	W.E. Roell	EMPA I
30.	Ann Duncan	ASPAC
31.	George Finlinson	ASPAC
32.	P.M. TAMBOLI	EAPSA.
33.	Martin Roche	Bureau of Reclamation
34.	C. GOIS	WAPA 3
35.	Thomas H. Seldon	Bureau of Reclamation, USDI
36.	David Gudgel	Bureau of Reclamation, USDI
37.	Peter W. Whitford	Indon. Gen Agri Divn.
38.	JACQUES MARTINOD	LCPA1
39.	S. JANAKIRAM	DED
40.	B. Kamchamalak	AGR-CPS
41.	Juan Tolosa	IDB.- agri. Sitis.
42.	Ricardo Lagos del Valle	IDB - " "
43.	Guido J. Deboeck	AGR/RORSU
44.	Nicolas IRIBOREN	EMENAPA
45.	Plunquellec. Herve	EMENA - Agri II
46.	TIRMAZI, M. HASAN	EMENA PROJECTS/AGR III
47.	Peterson, Dean	U.S.A.I.D.
48.	Baker, Stan	ASP
49.		
50.		
51.		
52.		
53.		
54.		
55.		

SEMINAR: "Monitoring of Irrigation Projects"

January 5th 1979

LIST OF ATTENDEES

NAME	ORGANIZATION/BANK REGION
1. F.L. Hotes	AGR/CPS
2. W.B. Peters	AGR/CPS
3. K.E. SNELSON	FAO/WB OP
4. N.H. MONTE[illegible]	EMPAG II
5. C GOIS	WAPA III
6. P. STRENG	WAPA IV
7. W.A. VAN TUIJL	ASPAC.
8. Manfred P. Bautgen	India Div.
9. W.G. RODGER	ASPAC
10. T.H. Seldon	Bureau of Reclamation, USD[illegible]
11. G.T. Finlinson	ASPAC
12. J.G. Stemp.	AEPIR.
13. M. Nguyen	ASPAC
14. D.E. Campbell	FAO/W.Bank (T
15. A.M.S. AHMAD	AGR
16. Ann Duncan	ASPAC
17. W [illegible] Reell	EMPA [illegible]
18. A.A. MEIHARIS	WAP
19. GERALD W. FAUSS	BUREC
20. S JANAKIRAM	DED
21. CJR [illegible]DGE	ASPAC.
22. Per Ljung	ASPAC
23. PARIS ECONOMIDES	EMENA
24. Art. Schwennecker	EMENA
25. A.N. Khan	AEP/IRR
26. Ewald Goetz	EAPNA
27. T. KIMURA	AGR/CPS
28. J.H. Laegendecker	EMPA 2

Seminar of January 5th

LIST OF ATTENDEES

NAME	ORGANIZATION/BANK REGION
29. H. von POGRELL	EMPAG III
30. Stan Baker	ASPAA
31. E. Giglioli	AEPIR
32. J. G. van Holst Pellekaan	AEPIA
33. A. MENKIR	AEP IRRIG
34. C. des Bouvrie	WAPA I
35. N Imboden	EMENAP II
36. I. ZAMFIR	EMENA AGR II
37. MUSTAFIZ R TARAFDAR	AEP/GA.
38. J. PELISSIER	LACPA
39. A. CORNEJO	LCPA1.
40. Michael CERNEA	AGR/RORSU
41. JACQUES MARTINEZ	LCPA1
42. L. MOSCOSO	LCPA4
43. U. KÜFFNER	"
44. G. Deboeck	AGR/RORSU.
45. Sheikh A. Rehman	EMENA PROJECTS / Irr Eng
46. Juan Tolosa	IDB.- Irrig. Secc.
47. Ricardo Vargas	IDB " "
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PLANNING OF IRRIGATION DEVELOPMENT TO TAKE ACCOUNT OF PROJECT OPERATION.

Seminar held at the World Bank, Washington on 4 January 1979

by J. R. Rydzewski (Director, Institute of Irrigation Studies, The University, Southampton. U.K.)

1. Irrigation projects are a special case of agriculture projects in which most of the initial capital investments goes to provide the control of the field water regime (to satisfy crop water, teaching and cultivation practice requirements) This facility, taken on its own, has no value until it becomes part of a package of inputs at the disposal of the farmer (or farm manager) whose skill and effort, or a lack of them, will be reflected in the performance of the project.

2. The engineering works required to achieve this water control have to be completed some years before full agricultural production is reached. This means that the provision of this particular input, water, has to be paid for long before any outlay becomes necessary on the other inputs of the package. The irrigation engineer is keenly aware that however good his solution of the technical problems of water control, the final result may prove to be a total failure if the other components of the package are not equally secure.

3. But a project, once established and operating successfully, has the potential for an indefinite life, provided care is taken to ensure the continued fertility of the land (the other natural resource involved). The stems from the simple fact that lands with a reliable, perennial water supply permit considerable variation in cropping pattern. So although it is impossible to forcast what crops will be profitable to grow in the distant future, the development of new varieties and higher efficiencies of water use will combine to increase the flexibility of the project and thus enable management to respond to changing circumstances. Hence, a well-run irrigation project can be considered as a national asset.

4. So there exists a paradoxical situation in which high discount rates force the project planner/analyst to adopt a

short time horizon in a feasibility study, while recognizing the need to plan for successful project operation over a much longer time span. Here the search for a good result from a DCF project analysis can create a conflict.

5. The process of drawing up a project proposal involves the planner/designer in constructing a mental picture of the project not only at its completion but also, and more importantly, in its operational mode. The project analyst, at the feasibility study stage, attaches to this mental picture sets of figures relating to the expected costs and benefits in the future. But how much effort is put in at the planning/design stage to make such forecasts more realistic?

6. For medium and large projects the current practice is to employ firms of consultants to carry out the planning and design of projects. Their commitment ends with the commissioning of the engineering works. It is very rare to see a management team appointed before the consultants leave.

7. Design teams are now interdisciplinary, but often outsiders (foreigners). It would be of immense help to involve key members of the future management team at the planning/design stage. Also, the organization responsible for design could be made to become involved in the early stages (say, 5 years) of the project operation phase.

8. It is often forgotten that, however well designed and researched the project may be, there will always be teething troubles in the first few years. Financial (and staffing) provisions must be made for this. 5% of capital cost would not be unrealistic.

9. It may be useful to distinguish between two physical elements of the development and management of water resources for irrigation. The first concerns the creation of a regulated flow of water (to a given level of acceptable risk) and its delivery to the cropped land. The second deals with the distribution of this flow throughout the project area, its application to the crop root zone and the removal of excess water.

10. These two elements can be physically coincidental, as in the extreme case of the exploitation of groundwater underlying irrigable land, or separated by thousands of kilometres, as on major river systems such as those of the Nile or of the Indus.

11. It is obvious that in the latter case, the management of the engineering works providing the regulated flow of water has to be highly sophisticated (computers are often used) and is in effect a separate activity from the management of the irrigated agricultural enterprise using this facility. The people operating the headworks do, of course, have an interest in the efficiency of irrigation projects downstream since they are concerned with optimising the allocation of water at their disposal. However, provided the water deliveries to the project area are maintained within the stipulated limits, downstream project management would not normally be interested in the details of the operation of such a remote headwork facility.

12. There is also the distinction between projects according to the importance of irrigation water in the cropping calender. Obviously the cost of providing and operating a supplementary irrigation system will reflect the extent of the expected additional benefits.

13. Probably the most important factor in project design relates to the 'area of control' exercised by planners and management on the project. At one extreme, the supply of irrigation water to the farm boundary could be completely divorced from the agricultural activity: water would be received just like electricity or town gas. At the other extreme, the entire disposition of irrigation water and other inputs could be under the control of management. The better the farmers the less interference they will want (or need) in their decision-making. Since education and extension services accompany most irrigation projects, it is likely that the next generation of farmers will demand a greater freedom of action.

14. Another characteristic that influences design is the degree of independence of the project management. Some projects may be successfully self-reliant in nearly all aspects of irrigated agriculture, while others may have to depend on technical and agronomic skills of a central organization.

15. Unless one is dealing with guaranteed continuous flow operation, the timeliness as well as the amount of water deliveries is of great importance for successful farming. This cannot be achieved without careful design of the delivery system.

16. A brief discussion of how the level of technology affects the operation of various types of projects would not be out of place at this seminar, if time permits.

17. The dynamic nature of irrigation projects has to be borne in mind. The project operators will have to be prepared to modify and adapt the project to cater for: (i) improved drainage, (ii) reduced risk of water shortaged, (iii) introduction of more efficient water application systems, (iv) creation of larger farm units to increase farm income, (v) introduction of mechanization, etc., etc.

18. Technically the project is likely to succeed if it is operated by suitably trained personnel backed by adequate funds for O.M.R. Both are aften scarce commodities. The human problem is the more difficult one and it would be appropriate to end the seminar with a discussion of the technical training of personnel for project operation. Here it should be borne in mind that in some countries the design and construction of spectacular new projects will soon come to an end and that any increased productivity will be the result of more efficient operation (including remodelling) of existing projects.

MONITORING OF IRRIGATION PROJECTS

Seminar held at the World Bank, Washington

on 5 January 1979

by J. R. Rydzewski

(Director, Institute of Irrigation Studies,

The University, Southampton, U.K.)

1. One of the more obvious aims of project monitoring is to discover how well the project is fulfulling the objectives set by the planners. In particular, interest is centred on those objectives criteria at the project appraisal stage. In other words, the planners are keen to know whether they were right in embarking on the project in the first place.

2. For some time now project appraisal procedures have paid particular attention to the effect of the proposal project on the economy of the country. The initiative for a common and a rational approach to this problem has come from organizations, national or international, giving aid to developing countries. Procedures for benefit/cost analysis in social, economic, financial and commercial terms are now accepted(in theory, if not in practice). They contain, as a key element, the forecasting of events on the project, expressed as costs and as benefits, over a specified time horizon.

3. For an irrigation project the main 'events' in this context are:-

(i) the initial capital cost of the project.

(ii) The cost of periodic replacement of large items of equipment.

(iii) the operation and maintenance cost,

(iv) the gross benefit resulting from the project output and

(v) the 'on-farm' production costs to achieve (iv) above.

Apart from the first, which should not present much difficulty for an experienced engineer, the rest cannot be estimated with great accuracy, especially as they will occur a good many years (possibly ten) from the time of the appraisal analysis.

4. The planner/designer and, where applicable the aid donor, is therefore anxious to learn from projects in operation in order to improve his forecasting techniques. There is now an added urgency to do so because it is realised that much of the point of using more sophisticated project appraisal procedures is lost if the basic data for processing are introduced with little confidence. Sensitivity and risk analyses can be brought in to make the results more meaningful, but they should not become an excuse for the lack of a better understanding of project functioning.

5. In measuring the performance of a project with respect to any given objective it is not sufficient just to produce an historical plot of the relevant indicator (e.g. the internal rate of returns, the average net income of the farm family, water use efficiency, etc.) without attempting to investigate, in as numerate a manner as possible, the influence of the parameters appearing in the computation of that indicator. In a recent study of an irrigation project in Southeast Asia it was noted with satisfaction that the economic performance of the enterprise after six years of operation, (typified by th IRR) was slightly better than expected at appraisal stage. However, details of the analysis showed that the main reason for this was the introduction of new high-yielding varities of rice - an event which did not enter into the forecasts of the planners. On their original assumptions the project would have performed well below expectations.

6. The study of the overall performance of an irrigation project (in social or financial terms) will therefore very quickly lead to the study of a number of constituent parts, both physical and organizational, of a project. It is at this level that the interests of the planner/designer and of the project management begin to overlap.

7. It is the function of good management to strive towards the satisfaction of some stated, but not necessarily timeless, objectives by making appropriate responses to events. Such events would obviously cover the whole spectrum, from those which are under full control of management to those which could be regarded as 'acts of God'. But to make optimal responses

to events one has to have a good understanding of them, an understanding based on reliable information. In the case of a drought, for instance, decisions on how to aportion a reduced irrigation water supply should take into consideration the effects on yield of crop-water deficits(the efficiency criterion) and the impact of the decision on the wellfare of the farmers (the equity criterion). Both require data for their assessment.

8. Management and planners, to be effective, have to identify clearly the key elements, both technical and non-technical, which make the project function as a viable entity. Such elements could be conveniently classed under the classical headings of : physical resources, human resources and capital. In this short note it is impossible to embark on a complete survey of the scene, so a few examples will serve to illustrate the problem.

9. On an irrigation project the two major physical resources are water and land. Engineers, having imposed their technology on the natural water resource are very interested in knowing how its management turns out in practice. They are keenly aware that, in their system capacity calculations, the figure which immediately follows that for crop water and teaching requirements is the one for water use efficiency: from the field all the way up the system. It has a pronounced effect on the cost of providing the water, but is largely based on subjective judgement. The monitoring of the overall project input-output water balance (irrigation water, rainfall and drainage water) should be a standard procedure. This should be supplemented by sample 'water budgets' for typical crops, soils and water application methods.

10. If the project includes pumping plant (surface or groundwater) the performance of the equipment should be assessed, not only to check it against design specifications, but also to assist management with decisions on the timing of its replacement. Knowledge of the actual cost of irrigation water, taken with the relevent water application efficiency

factors, can guide management to changes in irrigation techniques, e.g. from furrow to sprinklers.

11. Asomewhat neglected subject for monitoring is the condition of the soil profile. Historical cases of the loss of cultivable lands under irrigation command (e.g. in the Indus Basin and in Iraq) should have served as a warning of what can happen when there is little control over the movement of soil water. Management has a vested interest in maintaining the productivity of the land and hence must relate figures for crop yield to those indicating the level of soil fertility and the adequacy of the drainage system.

12. The human resources in irrigated agriculture can be broadly divided into: (a)the management organization itself, (b)the farmers or small-holders who own or rent land on the project, and (c)casual labour and specialized services. For a project to operate successfully the people connected with it, in the ways just mentioned, must feel that it is better for them to be on the project than not. This is important because development in the agricultural sector aften lags behind that in industry. Disparities in earning power, be they of the project manager of the unskilled worker, between the two sectors can have serious consequences. Recently, for instance, rice farmers on a new irrigation project in Malaysia began to leave their land on discovering that they were better off as unskilled labourers on construction sites in Singapore. Where the farmer forms the basic unit of the project it is very important to monitor his financial position through sample farm budgets, comparing them not only with what they would have been in the much less taxing 'without project' situation in agriculture. The latter point is of particular importance in parts of Africa where the rains provide adequate food for the comparatively sparse population and where the bebefits of year-round agriculture and effect are not so easily seen by those who place high value on leisure. The designer, if he becomes aware of the problem, can assist by making the irrigation system convenient

for the farmer in arranging for water deliveries to suit the 'customer'. This may result in a more expensive project which, however, is likely to function, rather than in a cheaper one which would fail through not being 'accepted' by the farmers.

13. The monitoring of the availability and cost of casual labour is also of great importance. With increasing educational standards in the developing world the farmer can no longer count on the help of his children and has to rely increasingly in hired hands. Sooner or later a point is reached when some degree of mechanization becomes appropriate(cheaper and/or more reliable). If project management and the administration to which it is responsible observe a trend developing which would make more mechanized agriculture and irrigation desirable, then appropriate steps can be taken to make such a transition easier, for instance by providing suitable loans and ensuring that maintenance facilities are available.

14. Lastly, there is the question of availability of adequate funds for operating the project. Estimates of what is required under the OMR label are made at the appraisal stage, firstly, for cost/benefit analysis, in constant prices of that day and, secondly, as cash flow to management. The latter is rarely done with confidence since little information on this has come down from the past and since the future, with general inflation and some sudden increases in commodity prices, is uncertain. Monitoring here should be done more on material than in monetary terms, so that sound experience is gained on what goods and services are required for successful operation. A price tag can always be put on them nearer the time, but a commitment to their provision is essential from the inception of the project. In developing countries there is frequently a shortage of foreign exchange and this can be reflected by the lack of spare parts for equipment on the project. This exacerbates an already difficult manament problem.

15. Monitoring, in its most meaningful form, involves the provision of a feedback of information on a routine basis. The reasons why this is not so easily achieved are not far to find. Firstly, there is the question of who would be responsible for such work. This leads directly to the problem of finance. The agency operating the project may be quite willing to undertake this but may see it as outside its normal range of activities and therefore wish to be reimbursed for the additional cost involved. The specialists or consultants, who planned the project, may be equally willing (and certainly technically very well placed) to do such work, but again funds are needed to pay for their services. If foreign consultants have been used there may be a reluctance on the part of the project ownership to give 'outsiders' full access to information, some of which could well be regarded as of a confidential nature.

16. Difficulties in establishing a routine system of information flow from projects in operation have given impetus to the next-best course of action: that of making periodic ex-post evaluations. This usually involves the visit from a team of experts who would review the performance of a project, compare that performance with expectations at the appraisal (ex-ante) stage, interpret the differences thus revealed and attempt to forecast future performance on the basis of observed project behaviour.

17. The inherent drawback of such evaluation is that it occurs at a specific point in time which may, or may not, prove to be valuable as a bench-mark for further forecasting. For instance, an evaluation carried out on, say, a pumped-water irrigation project for which the cost of dieseline is a major factor, would have drawn completely different conclusions depending on whether it took place before or after the steep oil price increase of 1973/74. Adjustment to evaluation calculations can obviously be made, but once this is admitted then one is moving towards the total objective of continuous monitoring as an integral part of project management.

18. Here the key words are 'Project Management'. Evaluations by outside organisations, commendable though they are, are no substitute for a project management structure which embodies a system of information flow for managerial decision-making. The data which should reach project management in this way for its internal use are probably sufficient to form the base from which technical, social and financial monitoring can be established without much additional effort. One has to admit immediately that the last statement appears to shift the problem onto the definition of what is good management and what information it needs. One could submit that if project management are truly interested in what is happening on their project and what is likely to happen on it in the future, then they should be the prime movers in the setting up of routine monitoring procedures.

19. Paragraphs 1 to 18 were written before the World Bank Report No. 02 on"Monitoring and Evaluation of Rural Development Projects: A Progress Report" and the paper by Anthony Bottrall "Evaluating the Organization and Management of Irrigated Agriculture" became available to the writer. The following paragraphs are therefore intended as points of departure for a discussion of some relevant issues raised by these papers.

20. Irrigation projects are likely to have a stronger management structure than general agricultural projects. It should therefore be easier to involve management in routine monitoring.

21. Setting up of separate ME organization may smack of an 'inspectorate' and alienate management.

22. One should begin with a firm view of what information about the project is necessary and then determine what items of data are needed. It is often surprising how much data is being recorded, but in a disjointed manner.

23. Unless one has strong leverage, it is advisable to try to build on existing procedures by organizing them better and demonstrating the usefulness of the results.

A system imposed from outside has a smaller chance of success.

24. Methodologies for processing and presentation of results could be developed centrally, if necessary by an international unit set up for the purpose. Once governments are convinced that project monitoring is an obviously natural activity (c.f. aircraft, ships), regional training programmes could be launched.

S. Agriculture & Rural Dev.

January 8, 1979

Mr. Girma Dossou
Director, Projects Department
African Development Bank
B.P. 1387
Abidjan, Ivory Coast

Dear Mr. Dossou:

The Rural Operations Review and Support Unit of the World Bank is organizing a Regional Workshop on Monitoring and Evaluation of Rural Development Projects in Eastern Africa.

The major purpose of this Workshop will be to review issues, problems, and approaches encountered in monitoring and evaluation of rural development projects in Eastern Africa. The Workshop will aim primarily at cross-fertilization of ideas by providing project managers, monitoring and evaluation, and planning officers with an opportunity to exchange experiences. It will also provide a forum for extracting lessons from field experiences, which might be useful for improving ongoing systems and/or future design and implementation of monitoring and evaluation systems.

The major themes for discussion at this Regional Workshop will be:

(i) Management Use of Monitoring and Evaluation Information
(ii) Data Collection, Processing, Analysis and Presentation
(iii) Institutional Aspects of Monitoring and Evaluation

In addition, practical exercises on the design of M & E systems will be included in the Workshop. An outline of a provisional agenda for the Workshop is attached as Annex A.

Participation in the Workshop will be restricted to 30 project managers, monitoring/evaluation, and/or planning officers from Bank-supported rural development projects in at least six countries in Eastern Africa.

The Workshop will take place in Nairobi, at the Milimani Hotel, from April 23 to 27, 1979.

The World Bank has carefully reviewed a large number of M & E systems and identified a number which appear to offer experience and approaches of value to those involved with project planning, management, monitoring or evaluation. We would therefore like to invite you to designate one person to participate in this Workshop.

The Workshop is intended to be of practical benefit both to users of project information systems, i.e. project managers and planning staff, and to those responsible for project monitoring and evaluation. It is therefore expected that participants will obtain the necessary travel funds, and per diem from their agency. The World Bank will make arrangements for accomodation of all participants at the Milimani Hotel in Nairobi.

I should be grateful if you would let me know, as soon as possible and preferably before February 10, who you will designate to attend this Workshop.

I shall look forward to meeting your representative in Nairobi and to his/her participation in the Workshop.

Yours sincerely,

Ted J. Davis
Chief, Rural Operations Review and
Support Unit, Agricultural and Rural
Development Department

Attachments

TJD/dc

cc: Mr. Bill Kinsey
External Relations Department (IBRD)

REGIONAL WORKSHOP ON MONITORING AND EVALUATION OF RURAL DEVELOPMENT PROJECTS IN EASTERN AFRICA

MILIMANI HOTEL, NAIROBI:
April 23rd - 27th, 1979

OUTLINE PROVISIONAL AGENDA

MONDAY April 23rd	Session 1	
	08.30 - 08.45	Official Opening
	08.45 - 09.15	"Monitoring and Evaluation as Management Tools" by Mr. T. Davis
	09.15 - 10.00	Workshop Objectives and Methodology by Messrs. G. Deboeck and B. Kinsey
	10.00 - 10.30	Coffee Break
	Session 2	
	10.30 - 12.00	Theme I: Management Use of Information
	12.00 - 13.00	Lunch Break
	Session 3	
	13.00 - 14.30	Continuation of Theme I
	14.30 - 15.00	Tea Break
	15.00 - 16.30	Continuation of Theme I
TUESDAY April 24th	Session 4	
	08.30 - 10.00	Theme II: Data Collection, Processing, Analysis and Presentation
		Practical Exercise on Scheduling of Activities for Monitoring and Evaluation

TUESDAY April 24th	10.00 - 10.30	Coffee Break
	10.30 - 12.00	Discussion of Experiences on Data Collection
	12.00 - 13.00	Lunch Break
	Session 5	
	13.00 - 14.30	Discussion of Experiences on Data Processing
	14.30 - 15.00	Tea Break
	15.00 - 16.30	Discussion of Experiences on Data Analysis
WEDNESDAY April 25th	Session 6	
	08.30 - 10.00	Discussion of Experiences on Presentation of Monitoring and Evaluation Results
	10.00 - 10.30	Coffee Break
	10.30 - 12.00	Synthesis of Theme II
	12.00 - 13.00	Lunch Break
	Session 7	
	13.00 - 14.30	Theme III: Institutional Aspects of Project Monitoring and Evaluation
	14.30 - 15.00	Tea Break
	15.00 - 16.30	Continuation of Theme III
THURSDAY April 26th	Session 8	
	Practical Exercise on the Design of a Monitoring and Evaluation System for a National Rural Development Program	
	(Whole Day Exercise)	

FRIDAY

April 27th

Session 10

08.30 - 10.00	Presentation of the Results from the Practical Exercise
10.00 - 10.30	Coffee Break

Session 11

10.30 - 12.00	Wrap-up Session
	Evaluation of the Workshop
	Closing Statements

- - -

S. Agriculture & Rural Dev -

January 8, 1979

Mr. F.C. Hsieh
Director, Agriculture and Rural
Development Department
Asian Development Bank
P.O. Box 789
Manila, Philippines

Dear Mr. Hsieh:

The Rural Operations Review and Support Unit of the World Bank is organizing a Regional Workshop on Monitoring and Evaluation of Rural Development Projects in Eastern Africa.

The major purpose of this Workshop will be to review issues, problems, and approaches encountered in monitoring and evaluation of rural development projects in Eastern Africa. The Workshop will aim primarily at cross-fertilization of ideas by providing project managers, monitoring and evaluation, and planning officers with an opportunity to exchange experiences. It will also provide a forum for extracting lessons from field experiences, which might be useful for improving ongoing systems and/or future design and implementation of monitoring and evaluation systems.

The major themes for discussion at this Regional Workshop will be:

(i) Management Use of Monitoring and Evaluation Information
(ii) Data Collection, Processing, Analysis and Presentation
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The Workshop is intended to be of practical benefit both to users of project information systems, i.e. project managers and planning staff, and to those responsible for project monitoring and evaluation. It is

therefore expected that participants will obtain the necessary travel funds and per diem from their agency. The World Bank will make arrangements for accommodation of all participants at the Milimani Hotel in Nairobi.

I should be grateful if you would let me know, as soon as possible and preferably before February 10, who you will designate to attend this Workshop. Mr. Ettinger has expressed interest in this Workshop. I would appreciate if you would share this letter with him.

I shall look forward to meeting your representative in Nairobi and to his/her participation in the Workshop.

Yours sincerely,

Ted J. Davis
Chief, Rural Operations Review and Support Unit, Agricultural and Rural Development Department

Attachments

TJD/dc

cc: Mr. Bill Kinsey
External Relations Department (IBRD)

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- - -

S. Agriculture & Rural Dev.

Messrs. James Hendry (EAP), John Blaxall (AEP)

January 8, 1979

Michael Cernea (AGR)

Participants in Training Workshops on M & E

Per your request, attached is the list of Bank staff who attended the first three in-house training workshops on project Monitoring and Evaluation, organized by RORSU. These workshops were designed to assist staff who have to design and supervise M & E components in agricultural and rural development projects.

Attachment

MCernea/dc

cc: Messrs. Davis, Dosik, Christoffersen

Workshop

PARTICIPANTS IN WORKSHOP ON MONITORING AND EVALUATION

OF RURAL DEVELOPMENT PROJECTS

May 25 - 26, 1978

Room E-436

Chairman: Mr. Ted J. Davis - Chief, RORSU

Session Leaders:

Session 1: Guido Delboeck - RORSU

Session 2: Michael Cernea - RORSU

Session 3: Bill Kinsey - Consultant

Name	Department	Room & Extension	
Mr. S. Bhalla	Development Economics	K4302	61234
Mr. J. Coates	LAC - Agric. 3	E539	72679
Mr. P. Garg	South Asia Projects	F518	74668
Mr. E. Goetz	East Africa Projects	F1025	75643
Mr. A. Hassan	East Asia Projects	A400	75832
Mr. J. Intrator	LAC	C913	72630
Mr. D. Lomax	East Africa	A1000	74918
Mr. E. Lutz	Agric. & Rural Dev.	D803	75428
Mr. A. Mercer	Agric. & Rural Dev.	D845	74779
Mr. A. Osei	West Africa Projects	B212	72349
Mr. R. Reidinger	South Asia Projects	A542	75009
Mr. F. Sands	EMENA - Agric. 4	B719	74720
Mr. P. Streng	West Africa - Agric. 3	E301	76224
Mr. F. Thornley	South Asia Projects	B510	73895
Mr. A. Uhlig	LAC - Agric. 1	A938	75944
Mr. V. Bhargava	EMENA	D703	76934
Mr. J. Goering	Agric. & Rural Dev.	D805	73495

Workshop II
June 22-23, 1

PARTICIPANTS IN WORKSHOP ON MONITORING AND EVALUATION
OF RURAL DEVELOPMENT PROJECTS

June 22-23, 1978

Name	Department	Room	Extension
G. Ablasser	East Asia - Gen. Ag.	B-615	72112
L. Andreu	East Asia - Gen. Ag.	B-619	72773
G. Ashkenazi	LAC - Ag. 3	F-540	73966
M. Asseo	LAC - Ag. 3	A-325	74034
C. Bolt	South Asia	F-415	73443
A. Bose	EMENA - Ag. 4	B-705	76063
B. Cuddihy	AGR	D-802	73693
Ms. A. Duerston	LAC	C-922	73570
S. Ettinger	East Asia Projects	A-400	76829
Ms. L. Effron	East Africa - Ag. 3	A-1021	74921
H. Floyd	EMENA - Ag. 2	A-718	75540
J. Goldberg	East Asia Projects	A-640	74274
I. Harvey	South Asia Projects	B-507	73894
A. Hasan	East Asia Projects	A-400	76832
G. Hayes	South Asia Projects	B-514	74095
E. Hunting	South Asia Projects	F-513	72244
~~A. Israel~~	~~PAS~~	E-1028	76153
W. Kock	West Africa	E-301	78103
~~D. Leeuwrik~~ C. Carr	AGR	D-847	75344
D. Lister	East Africa	F-1006	75573
F. Lucca	LAC - Ag. 1	A-942	75948
A. Meimaris	West Africa	E-301	76228
K. Meyn	East Africa Projects	F-1006	75574
J. Olivares	OED	N-1127	61765
C. Plaza	LAC - Ag. 2	A-942	75937
F. Reeb	West Africa - Ag. 3	E-301	76226
D. Steeds	West Africa - Ag. 3	E-301	76225
Ms. J. Stockard	ASPAD	A-542	74795
W. Stolber	East Africa - Ag. 3	A-1026	75858
J. Tillier	West Africa	B-206	72301
J. Wallis	LAC - Ag. 2	A-924	72183
M. Wilson	South Asia Projects	B-507	73648

PARTICIPANTS IN WORKSHOP ON MONITORING AND EVALUATION OF RURAL DEVELOPMENT PROJECTS

July 27-28, 1978

Name	Department	Room	Extension
Ms. D. Babelon	LCP - Ag. 2	A-923	75927
Ms. J. Ball	East Africa	F-1025	76641
J. Bazo	LACA1	A-942	75941
Ms. A. Duersten	LCP	C-922	73570
~~H. Eisa~~	~~EMENA - Ag. 1~~	~~D759~~	~~76920~~
M. Fairless	EMENA - Ag. 1	D754	76888
H. Feuerstein	EMENA	C-913	72639
Ms. S. Fukuda-Parr	EMENA - Ag. 1	D-744	76913
~~J. Goldberg~~	~~AEP~~	~~A-640~~	~~74274~~
~~G. Gunasekara~~	~~AGR~~	~~D-852~~	~~75627~~
N. Krafft	So. Africa	F-413	73445
~~Ms. U. Lele~~	~~East Africa~~	~~F-1035~~	~~76636~~
J. Lindt	So. Africa	F-429	74241
Ms. G. Lituma	So. Asia	F-518	75329
N. Monteith	EM - Ag. 2	A-718	74802
P. Nelson	So. Asia	B-507	73649
K. Neimann	East Africa	F-1030	76649
D. Notley	West Africa	F-218	72905
C. Nottidge	So. Asia	F-417	73441
J. Peberdy	East Africa	A-1026	75798
~~J. Pelissier~~	~~LAC - Ag. 1~~	~~A-942~~	~~75942~~
~~G. Polti~~ J. Voigt	~~EM - Ag. 2~~ ASA	C 514 ~~A-722~~	~~74930~~
C. Redfern	West Africa	B-214	72686
~~J. Roman~~	~~LAC~~	~~C-913~~	~~73670~~
J. Russell	East Africa	F-1030	76647
F. Schorosch	So. Asia - Ag. B	B-507	74120
N. Sharma	LCP	A-942	75804
P. Sihm	East Africa	F-1030	76646
T. P. Sinha	ASP	B-519	73906
~~B. Thoolen~~	~~AGR/RD~~	~~D-841~~	~~78034~~
T. Turtiainen	ASPAD	B-412	73922
J. Weijenberg	West Africa	E-301	78101
P. Whitford	East Asia	A-642	74273
J. Wijnand	East Africa	C-1022	73938
A. Seth	ASP	B-507	73901
Sfeir-Younis	AGR	D-806	73496

S. Agriculture & Rural Dev
Jan. 5, 1979

FORM NO. 75
(1-76)

THE WORLD BANK

ROUTING SLIP	DATE: 1/5
NAME	ROOM NO.
Mr. Rees	E808

	APPROPRIATE DISPOSITION		NOTE AND RETURN
	APPROVAL		NOTE AND SEND ON
	CLEARANCE	X	PER OUR CONVERSATION
	COMMENT		PER YOUR REQUEST
	FOR ACTION		PREPARE REPLY
	INFORMATION		RECOMMENDATION
	INITIAL		SIGNATURE
	NOTE AND FILE		URGENT

REMARKS:

Education & Basic Needs

FROM: Ken Lawless	ROOM NO.:	EXTENSION:

January 5, 1979

Mr. Kwaku,

As you requested, I have reviewd the draft paper "Education and Basic Human Needs" and wish to make the following observations:

(1) I think the paper is generally good and clearly demonstrates the urgency for an additional effort to tackle the illiteracy problem. It gives many new ideas on how to improve our education and other projects and to make them more effective with respect to the needs of the poor. However, specifics clearly have to be worked out on a country basis. For instance, the objective of the basic production skills training (para. 2.39) is to prepare people for self employment since they will not be able to find working places. Such training seems a doubtful solution to the unemployment problem unless the need for the particular skill is substantiated in the light of the country's economic and social development.

(2) I have difficulty with the concept of progressiveness of Bank (per capita) education lending among country income groups (para. 3.6) which together with the authors' judgement on "demonstrated commitments" of countries to meeting the needs of the poor leads to the suggestion that the Bank concentrate its resources on 12 countries in South Asia and East and West Africa over the next five years. I believe we should continue to design our lending programs on the basis of total developmental needs. An assessment of the country's willingness (and ability) to satisfy the basic needs of the poor is already a standard input of our CPPs.

(3) The paper stresses the need for multidisciplinary projects benefitting the poor. CPS (Rural development division or the Training unit of the Education Department) could assume the coordinating function at a central level and the Country Programs Departments at the country level (para. 3.14). Some strengthening of the country programs departments may be needed to effectively carry out the task. The 1978 Afghanistan Basic Economic Report is given as an example of how human resource development issues can be brought out.

(4) The proposal (para. 3.22) of dividing the lending programs into "base loads" to ensure a level of resource transfer and "peak loads" for innovative projects requiring a substantial dialogue with the country seems interesting and to merit further consideration.

Hans Schlechtriem

H. Schl.

c.c.: Messrs. Kaps, Köpp (o/r), Fares

S - Agriculture

Mr. Ted J. Davis (AGR) January 5, 1979

Guido J. Deboeck (AGR)

How the Indians Manage...

1. Several of RORSU's case studies on monitoring and evaluation identify data processing as a major obstacle (e.g. the M & E efforts for IADP in Kenya, APMEU in Nigeria, etc.). RORSU's second Progress Report pointed out that in many instances the data collected is not matched with the local processing and analysis capacity. This results often in enormous delays if not the complete absence of monitoring and evaluation results.

2. We have been insisting on the collection of the minimum amount of information, but rural development projects are complex, and therefore "what is minimal" is often quite a substantial amount of information. It is also clear that manual processing is seldom a pragmatic solution, while the use of centralized computing services (e.g. in Ministries or Universities) has in almost all instances caused long delays due to poor accessibility or turn-around time.

3. A solution to this problem might be found in the recent developments of low-cost technology for information processing. In October 1978 I submitted to you a paper on the "Dawn of the Age of Personal Computing" which synthesized some of these developments. The attached article illustrates the applications of this new technology. This article shows how a mini-computer system is employed in a program to restore 190,000 acres of Indian (Quinault) reservation land to manageable forest property. A mini-computer is used:

(i) to maintain forestry and fishery records;

(ii) to store, retrieve and analyze large quantities of data on harvests, water temperature, chemical analyses and fish growth to salvage the salmon fishing industry;

(iii) to provide information to help Indians acquire land;

(iv) to develop feasibility and research studies;

(v) to simulate resource production models;

(vi) to train resource managers through simulation games, such that their decisions can be evaluated before they are practiced on the lands.

(vii) to evaluate the impact of management policies;

(viii) to educate Indians in basic skills (reading, spelling, math and writing) through computer-assisted instruction;

(ix) to acquaint Quinault children with reservation problems;

4. The most significant benefit derived from the use of a minicomputer on the reservation is "the strengthening of professional discipline among (Quinault) resource managers." The article states that in the process of transforming raw data into usable information, the staff must become intimately aware of the need to collect data in an efficient form, and the managers must clearly specify the assumptions behind their decisions (the lack of explicit hypotheses for evaluation is one of the major weaknesses of most M & E designs). The article, finally, warns that "taking action without adequate information is dangerous practice that can result in serious consequences."

5. I believe that the attached article is sufficiently interesting to warrant some further study, and therefore recommend that:

(i) the use of low-cost information processing technology be studied more carefully, possibly by a visit of a RORSU staff member to this or other similar experiments;

(ii) a consultant be appointed to systematically review the new information processing technology and its applicability for M & E efforts;

(iii) studies resulting from (i) and (ii) be the subject of Bank-wide seminars;

(iv) the topic of data processing be integrated in our training courses on M & E.

Attachment

GDeboeck/dc

cc: Messrs. Yudelman, Pickering, Christoffersen, Turnham, Dosik, RORSU Staff

HOW THE QUINAULT INDIANS MANAGE THEIR LAND

Minicomputer in Taholah, Washington, provides data bases for management decisions

by Tom McCusker, News Editor

Gary Morishima first heard of the Quinault Indian Nation in the late '60s when the tribe announced it was closing to the public the beaches of its reservation on the State of Washington's Olympic Peninsula. Howard Shipley became familiar with the tribe when he left "big city" life in Seattle to settle down as a police officer in the tiny Pacific Coast town of Taholah, Wash., at the mouth of the Quinault River which runs through the reservation.

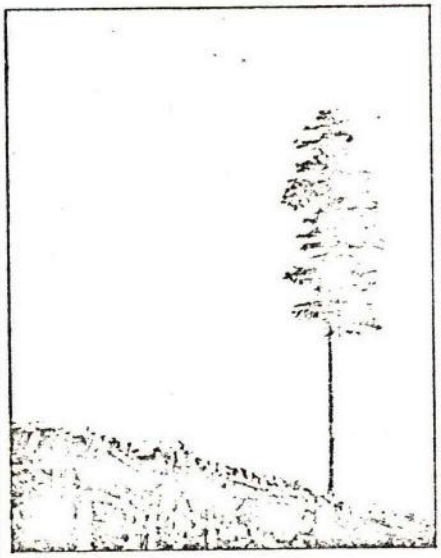
Today, Morishima, 34, and Shipley, 32, play key advisory roles in an ambitious program by the Indians to restore their 190,000 acres of reservation land to a manageable forest property. In the process, the 2,000 member tribe also is assuming from federal agencies greater control of its land and other natural resources.

Computers have been important tools.

The tribe uses an interactive Prime computer system, made by Prime Computer, Inc., Wellesley Hills, Mass., to do much of its work. Housed in the one-story trailer-like forestry building in Taholah, the computer is used to maintain forestry and fishery records, analyze field data, provide information to help the Indians acquire land, develop feasibility and research studies, simulate resource production models, and evaluate the impact of management policies.

Earlier, much of this work was done by sharing time on a CDC 6400 some 150 miles away at the Univ. of Washington. "The usage became so heavy that communications charges were prohibitive," says Morishima, a former systems analyst at Boeing Co. in Seattle who works for the tribe as a technical adviser to its department of natural resources and economic development.

Shipley, a systems analyst who functions as chief programmer in Taholah, once operated his own computer software firm in Seattle. He left Seattle after being divorced to join the police force in Taholah. When Morishima, whose wife Dorothy had been acting as chief programmer for the Indians, learned of Shipley's computer background, he persuaded him to get back into the business. "One day I walked in for my paycheck as a cop and the next day I was working in the computer room," says Shipley.



IS THAT ALL THERE IS? the Indians ask in a booklet called "Portrait of Our Nation."

All of the information gathered and processed provides the Quinault management with the tools to analyze data and develop effective management policies to reach economic and governmental self-sufficiency.

The Quinault Reservation is a triangular shaped mass of land with the base running along the Pacific Ocean coast and the apex inland at Lake Quinault. Lives of Quinault Indians historically have been tied to the salmon that return to their rivers each year. The runs of Chinook, coho, chum, steelhead, and blueback salmon provided the bases for their culture and economy. They settled along the river banks in small family groups to harvest and process the salmon. There was no formal government, and land ownership was an alien concept. The land, ocean, and rivers were part of a spiritual and cultural heritage that could not be owned or sold.

But by the late 1700s, their way of life was changed drastically as Spanish, English, and Russian explorers searched the Pacific Coast for furs and the mythical Northwest passage. In 1855, the Quinault River Treaty ceded nearly a third of the Olympic Peninsula to the U.S. Two decades later, President Ulysses S. Grant established 300 sq. mi. within the peninsula as the Quinault Reservation.

During the next century, the federal government allotted the Quinault land to individual Indians for farming in an attempt to assimilate them into the mainstream of American life by forcing them to give up the practice of communal land tenure. Virtually all of the Quinault land was allotted by 1933, even though the coarse, gravelly soil largely was unfit for agricultural use.

During this period, many millions of dollars worth of timber was harvested from the Quinault's forest land under the supervision of the Bureau of Indian Affairs. The land paid a terrible price.

Says Joseph B. Delacruz, the Quinault Nation president: "For more than 50 years, our lands have been managed to meet the demand for short-term profit, with no thought to the future. This harvest produced mountainous accumulations of logging residue and brush that cover thousands of acres of once productive forest land."

He says, "Streams that once supported large salmon runs are now clogged with silt and debris, and land ownership problems caused by allotment become worse each passing day. Today, the prospective yield from Quinault forest lands may be as low as 3% of its potential. By 1986, all of our virgin forests will be cut, and annual timber yields will fall dramatically."

Serious questions regarding the Bureau of Indian Affairs' management of the Quinault resources eventually resulted in Congressional investigations and four lawsuits were filed by the Quinault Indians against the U.S. government and the BIA, alleging mismanagement of their timber resources.

"The BIA's management of our land and timber can best be termed 'forestry by omission,'" the Indians said in a recently published booklet on their nation called, "Portrait of Our Land."

The booklet, of which about 2,000 copies have been printed, explains how the Quinault Indians are going about their program to restore the land and reduce their dependence upon federal management. Their goals are to establish competent, tribal-controlled forestry and

QUINAULTS closed their beaches in late '60s to keep out persons pilfering and littering their natural beauty.

fishery programs, develop tribal businesses, agressively acquire land, and implement training programs for their people.

Morishima's second encounter with the Quinault Nation—other than the news he read about them closing down the beaches along the Pacific because surfers and others had been littering the area and pilfering driftwood—was at the Univ. of Washington in 1969 where Morishima was doing post-graduate work in forestry. Morishima, an American of Japanese descent, left his job at Boeing to become involved in environmental subjects at the universtiy. "Today," he says wistfully, "I feel that the militancy you once found among young persons concerning environmental concerns and concern for their fellow man seems to have disappeared, or at least diminished from the days of the '60s during the Viet Nam war."

Representatives from the Quinault Nation showed up at the university to ask for help and one of Morishima's professors suggested that a class project might be launched to study their problems. Morishima, who was interested in land management problems, prepared a report which reached the Ford Foundation. The foundation liked Morishima's reasoning and hired him as a Ford Foundation Fellow, assigning him to the Quinault Nation for five years to help the Indians cope with their land management problems. At the end of the grant in 1974, Morishima went on the nation's payroll as an adviser.

FOR 50 YEARS the land was managed to meet the demand for short-term profit. The result: mountainous accumulations of logging residue and brush covering thousands of acres.

The Quinault Reservation is located in an area of very heavy rainfall—70 to 120 inches a year. The climate creates ideal conditions for growing trees. Its lands once supported dense forests of commercially valuable coniferous trees, primarily western red cedar, western hemlock, Sitka spruce, and Douglas fir.

An essential element of the Quinault's forestry program is an inventory that locates and quantifies available resources. Satellite and aerial photographs have been used to generate map overlays and color-coded summaries that represent macro-level vegetation patterns. Micro-level information about the number, size, and condition of tree and brush

species, as well as slope and soil data, routinely is collected during field surveys. After the information is gathered, it is put into the computer system and is processed and analyzed. Then it can be accessed, summarized, and updated by Quinault foresters.

By interpreting the photos, management quickly can identify new and old growth forests, brush, slash (logging residues), and roads. Using the data base, the Quinaults can develop forest simulation models, estimate rehabilitation costs, examine the impact of alternative development strategies, and assess land market value.

Morishima says the Indians acquired the Prime computer a year ago last June through a contract with the BIA which purchased the system according to Quinault specs under what is called an Indian self-determination contract. The system is configured with 512K bytes of main memory; 80MB of disk storage; one 9-track, 45ips tape drive; a 200 lpm printer from Tally Corp.; 16 three-phone ports; 7 terminals; and an Execuport, a terminal which Shipley and others use to take home for programming work in off hours. The FORTRAN language is used in 80% of the applications, while BASIC also is used and some COBOL. Soon, RPG II will be used for reporting information.

The Prime system is used to develop feasibility studies that determine which forestry and fishery projects have the best chance for commercial success as tribal industries. Some of the industries currently owned and operated by Quinaults are a fresh and frozen seafood processing plant, a tribal shake mill, and a forest products company that is relogging cedar slash for the shake and shingle market.

The computer also is used to measure and track timber harvesting operations and in assisting in numerous accounting applications.

A significant benefit derived from the use of computers on the reservations, Morishima says, is the strengthening of professional discipline among Quinault resource managers. In the process of transforming raw data into usable information, the staff must become intimately aware of the need to collect data in efficient form and also must clearly specify the assumptions behind these decisions.

"Taking action without adequate information is a dangerous practice that can result in serious consequences," says Morishima. "The Prime system helps us make the right decisions in our effort to rehabilitate and manage our reservation's natural resources."

The reservation's tribal government also is seeking to acquire land allotments from the original allottees and their many descendents who've inherited smaller and smaller parcels over the years. About 800 acres already have been acquired—small numbers because only about 15% of the 4,000 allotment land owners live on the reservation. The nation needs to own the land to manage a forestry program.

QUINAULT Nation seeks to provide economic health on behalf of those to come.

The Prime system is used to store and analyze complex ownership, inventory and resource information used by their management to examine market trends and Quinault land value. The data is used in property acquisition negotiations.

Computers also are used to salvage the nation's salmon fishing industry which since the early 1940s has been well below historic levels. Two factors contributed to this: past logging activities and increased commercial and sports fishing in the ocean, the former choking the rivers and the latter depleting the number of salmon that return to the rivers.

The computer is being used to store, retrieve, and analyze large quantities of data on harvests, water temperature, chemical analysis analyses, and fish growth. The Indians hope eventually to integrate all aspects of the fisheries program into one tribally managed resource development effort—from egg fertilization and diet production to harvest management and disease control—including fish processing, product marketing, and shipping to local markets.

The program begins with incubation and rearing of salmon in two hatcheries. After the stocks are reared, the smolts are tagged and transported to satellite stations where they're held for a brief time before release. The fish feed and grow in the vast nutrient-rich waters of the North Pacific for about two to four years. At that time, an instinctive homing impulse impels the fish to return to the specific body of water from which they migrated. As the fish return to the river they're harvested by tribal fishermen and some are spawned for stock propagation to begin the cycle again.

The computer is used in studies that determine the migration timing of natural and hatchery salmon and to improve the production potential of natural salmon populations. Soon, the computer will be used in about 20 applications that include the effect of stock density on salmon production, in formulating diets to produce the highest quality salmon, and in studying salmon reproduction to ensure future runs.

It also will be used for hormone experimentation, stress reduction testing, vaccine development, disease resistance studies, and to help compute the volume of migrating salmon. Several simulation models will help evaluate how Quinault fishery prepropagation and restoration efforts will impact the reservation's economy.

A labor force is being trained to develop the Quinault forest and fishery resources as the nation works eventually to manage all aspects of their reservation. An educational program is being developed to train tribal members in such computer-assisted programs as reading, spelling, mathematics, and writing. Morishima thinks this program should start within the next year. Plans also are being developed to include the use of resource management games as part of the school curriculum to help acquaint Quinault children with reservation problems and the management techniques needed to solve them. Quinault kids, like any others, really get turned on by "machines where you can get answers by pressing a button," said Morishima. "And it wasn't just the computer that turned them on. They were excited when we only had a Teletype communicating with the computer in Seattle."

Reflecting on what he has accomplished for the Quinaults over the past nine years, Morishima talks of the need for tools to "make effective management decisions" to achieve the nation's goals of land restoration and self-determination. "Good decisions can't be made without adequate information, and that's where computers fit in.

"Our forests are a precious resource that must meet today's needs," says Morishima. "But this heritage must be managed in the interests of future generations of Quinault people. Computer systems, such as the Prime system, will help us evaluate management decisions before they are practiced on our lands. We hope that our children—and their children after them—will remember us not in shame, but with pride of a stewardship well performed." ✲

S - Agriculture

Mr. Leif Christoffersen (AGR) January 5, 1979

A.M.S. Ahmad (AGR)

Monitoring the Bank's Agricultural Credit Portfolio

1. Mr. Von Pischke, in his memorandum to Mr. Donaldson dated December 22, 1978 on the above noted subject, proposed engaging Mr. McNally to establish format for and extract required data from appraisal reports. He suggested clearance of the Terms of Reference by Messrs. Spall and Davis.

2. I discussed the subject with you and on your suggestion with Mr. Spall. RORSU's Data Bank has already information from which data on a variety of items relating to credit projects and credit components of other projects can be extracted. We, however, have not extracted information on such aspects as types of credit institutions, interest spread, types and sizes of credits, terms and conditions, credit recovery, etc. Mr. Spall is interested in these types of information for a revision of the Credit Policy Paper. He told me that Mr. McNally will be studying a few appraisal reports of credit projects and indicate the types of information that could be extracted for use in the revision of the Credit Policy Paper.

3. The draft Terms of Reference for Mr. McNally is too broad and general in scope. I would suggest that these should be made as specific as possible and explicitly exclude data already available in RORSU's Data Bank.

AMAhmad/dc

cc: Mr. Ted Davis, Mr. Guido Deboeck

S - Agriculture

January 4, 1979

Mr. R. Hewlett
Executive Secretary
COPAC
FAO
Via Terme di Caracalla
00100 Rome
Italy

Dear Mr. Hewlett:

Thank you for your letter TA 17/6 General of December 15, 1978. The details provided by you are being circulated to our Regional Offices who will, no doubt, bring the Interlending Program facilities to the attention of those countries able to meet the criteria specified by you.

However, as you so rightly say, considerable further efforts will be required before a program can be finalized and there are many questions regarding administration of funds and other matters which will have to be discussed. We are pleased to learn that you will be able to visit Washington in the first half of 1979 and would suggest that we explore matters in greater depth with you at that time, when we can exchange viewpoints and ideas. We would be grateful if you would give us ample notice of the dates of your proposed visit in order that we may make appropriate arrangements.

Yours sincerely,

M. Yudelman
Director
Agriculture and Rural
Development Department

cc: Mrs. Boskey
Mr. Hornstein
Mr. Spall
(with copy of incoming letter)

WHSpall:sj

S. Agriculture

January 4, 1979

Professor Royal D. Colle
Graduate Teaching and Research Center
Department of Communication Arts
New York State College of Agriculture
and Life Sciences
Cornell University
640 Stewart Avenue
Ithaca
New York 14853

Dear Professor Colle:

Thank you for your letter of December 21, 1978, and your kind invitation to lead one of your seminars at Cornell. Unfortunately I am already committed to go on mission in the second half of February and regret that it would be impossible to accept at that time. I have spoken to the regional projects staff who are involved in the Bank's projects in India, and it is likely that Mr. John Lindt would be available and could attend the seminar on February 23---but he is away on mission until February 10. He could be contacted after that date; his telephone number is (202) 477-4241.

I also enquired whether Mr. D. Benor might be visiting Washington at that time but gather this is unlikely. However, you might wish to contact him with a view to getting him to visit you at some future date. His home address is:

Mr. D. Benor
20 Haim Cohen Street
Petah Tikva
ISRAEL

However, as he spends much of his time in India, it would be well to copy correspondence to him:

c/o World Bank Resident Mission
P.O. Box 416
New Delhi
INDIA

Yours sincerely,

J. Clive Collins
Agriculturist
Agriculture and Rural
Development Department

JCCollins:rm

WORLD BANK / INTERNATIONAL FINANCE CORPORATION

Non-Regional File

S - Agriculture

OFFICE MEMORANDUM

TO: Distribution List Below

DATE: December 29, 1978

FROM: F.L. Hotes (Irrigation Adviser, AGRDR/CPS)

SUBJECT: Irrigation Seminars

It would be appreciated if the following two seminars could be brought to the attention of potentially interested Bank staff:

January 4, 1979 - "Planning of Irrigation Developments to Take Account of Project Operations"

January 5, 1979 - "Monitoring of Irrigation Projects"

Professor J.R. Rydzewski of Southampton University, England, will be the guest lecturer at the above seminars in Room E436 from 0930 until 1230. Anyone planning to attend, please contact my secretary, Mrs. Melonson, on Extension 7-2763 by January 3.

FLHotes:rm

cc: All Agriculture Divisions; All Agriculture Assistant Directors; Agriculture and Rural Development (6 each); RORSU (4); OED (6); PAS (6); DRC (6)

Non-Regional File

S-Agriculture

The World Bank / 1818 H Street, N.W., Washington, D.C. 20433, U.S.A. • Telephone: (202) 477-1234 • Cables: INTBAFRAD

December 29, 1978

Mr. S. S. Kirmani
c/o World Bank
P.O. Box 1025
Islamabad
Pakistan

Dear Mr. Kirmani:

As per your request, I am forwarding herewith xerox copies of some articles on the general topic of "Irrigation Production Functions." For strict technical accuracy the subject must be considered in all of many complex interrelationships. For practical purposes, however, one should bear in mind that technical precision is not possible because of the lack of data--this lack in turn resulting from the complexity and number of variables. Researchers have only, in recent years, begun performing the necessary experiments and, since the experimental data is good only for the climate, soils, water, and farming system used, there theoretically are almost an infinite number of possible combinations. Millions of dollars of research work and several decades of time would be required to collect all data needed.

Nevertheless, these articles do provide insights into the problem and should help technical planners understand that their computer programs will not give them absolutely correct answers, but that they can perhaps help in providing a better basis for preparing advice to farmers, agriculturists and engineers on whether to use more or less water and when. Such advice will have to be over a range of values---not in absolute precise amounts of water to be used.

Now for a few works on the enclosures, which are:

1. Water Deficits - Irrigation Design and Progamming
   (Hagan and Stewart, June 1972)

2. Functions to Predict Effects of Crop Water Deficits
   (Stewart and Hagan, December 1973)

3. Functions to Predict Optimal Irrigation Programs
   (Stewart, Hagan and Pruitt, June 1974)

4. Optimization of Water Use Efficiency Under High Frequency Irrigation (Howell, Hiler and Redell - in two parts, 1975)

5. Effect of Irrigation Regime on Maize Yields
   (Barrett and Skogerboe, 1978)

6. Extracts from New Book: Water Production Functions for Irrigated Agriculture (Hexem and Heady, 1978)

The first five articles are from engineering journals and should be understandable to agriculturists and engineers. The sixth article is economist-oriented and is the most sophisticated. Non-economists may find it a bit difficult to read, but the concepts are not that difficult ---only the details.

I hope that these will be of help. Some day I would like to see Pakistan's irrigation myself.

Happy New Year!

Sincerely,

Frederick L. Hotes
Irrigation Adviser
Agriculture and Rural
Development Department

Enclosures

F.L. Hotes

cc: Messrs. Kirmani (AEP); Picciotto, Pranich (ASP); Yudelman (AGR/CPS) (without enclosures)

S. Agriculture

December 28, 1978

Professor Lucien Duckstein
Systems and Industrial
Engineering Department
University of Arizona
Tucson
Arizona 85721

Dear Lucien:

I apologize for not responding to your letter of February 24, 1978, which transmitted a preliminary proposal to research "Manpower Requirements for On-Farm Irrigation." It hardly seems possible that I received it as long as ten months ago, since I have had it in my "action" drawer in my desk and have looked at it many times since. My only excuse is "the press of operational requirements."

I had circulated it to a few of my colleagues but did not get much response from them. Early this month I discussed the topic with two members of an "outside" international consulting Board retained to review all of the Bank's research program in agriculture. Most of such research sponsored by the Bank is of an economic nature, and the problem we are considering is significantly different from anything previously proposed. I thought it important to let them know of a few areas where little or no research has been done, and which I believe have an important bearing on portions of our economic choices. While the two Board members seemed sympathetic, it remains to be seen if and how comments on this type of research appear in their final report.

The status of the proposal, therefore, is "still under consideration." Perhaps I can get this finalized and a decision made by mid-spring, so that work could start this summer. In your handwritten note of December 4 you mentioned manpower studies in Mexico. One weakness in your February proposal is that it contains very little information on past manpower studies. It is heavy on the hydrologic-water resources-systems aspects but needs more evidence of experience with manpower studies (incidentally, Trzeciak's resumè was not enclosed with the proposal). Could I ask you to look over your proposal again and perhaps submit some supplemental supporting information?

With very best wishes for 1979, I am

Sincerely,

FLHotes:rm

Frederick L. Hotes
Irrigation Adviser
Agriculture and Rural
Development Department

S. Agriculture

Mr. M. Lejeune, CGR

December 28, 1978

Graham Donaldson, Chief, AGREP

Distribution of the "Schuh Report" as a Staff Working Paper

1. Further to our conversation, you will recall that we are proposing to release several background papers (as Staff Working Papers) to coincide with the release of the forthcoming Bank Policy Paper on Agricultural Research.

2. The section on research evaluation and planning draws on the "Schuh Report", but it can, of necessity, cover the subject only briefly. It would be useful if we could have the full paper available for people in developing countries and other agencies who may call for it. This would be greatly facilitated if it were a Staff Working Paper.

3. If you will agree to its release in this form we will, of course, acknowledge its origins with the CGIAR Secretariat and original purpose, in whatever manner you will find satisfactory. All we need in order to proceed is the original MSS.

cc and cleared: M. Yudelman (AGR)

GDonaldson:itw

OFFICIAL FILE COPY S. Agriculture & Rural Dev.

December 28, 1978

Dr. A. Van Wambeke
Professor of Soil Science
Department of Agronomy
Cornell University
Ithaca
New York 14853

Dear Dr. Van Wambeke:

As requested, I am sending the enclosed answers to the questions posed by Dr. Eswaran concerning my presentation entitled "The Role Of Water and Land Resource Information For Agricultural Development" made at the Workshop on Soil Resource Inventories and Development Planning. The final draft of my paper will be submitted shortly.

I wish to express appreciation to USAID and Cornell University for the invitation to attend the Workshop and the fine hospitality extended.

With best wishes for a good New Year.

Yours sincerely,

W.B. Peters
Soils Specialist
Agriculture and Rural Development
Department

Encl.

cc: Dr. Tej S. Gill, Senior Project Officer
Development Support Bureau
United States Agency for International Development
Washington, D.C. 20523

Dr. R.W. Arnold
Professor of Soil Science
Department of Agronomy
Cornell University
Ithaca, N.Y.

Mr. G. Darnell (all above with enclosure)

Soil Resource Inventories and Development Planning

Cornell University, Ithaca, New York. 11-15 December 1978

SESSION NO: IV

PAPER NO: 2

NAME OF AUTHOR: PETERS

QUESTIONS/COMMENTS

Does the Bank have guidelines for making assessment of SRIs before granting a loan or is it made from personal experience and judgement.

Are these guidelines available?

QUESTIONS/COMMENTS BY (Please print your name): ESWARAN

ANSWERS

As indicated in the paper, the borrower, on its own or with the assistance of advisers or consultants, is expected to propose and conduct suitable soil survey and land classification procedures. They are encouraged to prepare techniques drawn from their experience or that of others, applicable to the particular conditions of the project under investigation. These are reviewed by the Bank for relevancy and adequacy. In exceptional cases, at the request of the Government, the Bank may propose standards, methods, procedures and specifications for conduct of a specific survey.

As stated in the paper, the Bank is in the process of establishing general requirements and guidelines for scope, kind, and amount of work for the various types of planning investigations and situations encountered. Major requirements of land classification surveys are given in the paper. When completed these generalized guidelines probably will be available upon request.

Note: Please use a separate sheet for each question/comment.

WORLD BANK / INTERNATIONAL FINANCE CORPORATION

S Agriculture

OFFICE MEMORANDUM

TO: Mr. William Clark, VPE

DATE: December 27, 1978

FROM: U. Lele, S. Reutlinger, W. Candler, H. Walters

SUBJECT: CIMMYT-IFPRI International Food Security Conference, Nov. 21-23, 1978

1. The Conference was attended by about forty people, including CIMMYT and IFPRI staff members. Many representatives of developing countries were present. Four Bank staff members presented papers or served as commentators.

2. Three different types of issues were dealt with:

(a) general perceptions regarding long-term food security;
(b) country studies of food security problems or programs; and
(c) food "insurance" schemes.

3. The Conference had considerable difficulty relating these three areas of concern to each other. This is in part a reflection of what has (not) been happening in the food security area. The failure to establish some form of international food security scheme -- through negotiations in the International Wheat Council in 1975-77 and in the UNCTAD sponsored Conference in 1978 -- has created a costly and confused vacuum. Some countries, such as the U.S. and Canada and to some extent India, have accumulated stocks because of changes in domestic production or world markets. Others, many of them developing countries, have undertaken to establish national reserve schemes, while still others have done nothing. Meanwhile, because no clear food security system exists, many analysts have searched for less costly and hopefully more palatable "insurance" schemes.

4. Surprisingly, at no time during the Conference was serious notice taken of the fact that world grain stocks are at an all time high -- 200 million tons, 80 to 90 million tons above normal operating stock levels. This has much to do with the slow progress toward a system of international food security -- the urgency is gone. It also explains much of the lack of interest in the food "insurance" schemes. With from 5 to 10 times as much grain in stock as such schemes call for, it is difficult for many to see the need. It is also hard to understand the concern for cost effectiveness in the "insurance" proposals when the cost of existing stock levels vastly exceeds anything the "insurance" schemes would require.

5. Two cautions should be offered about current discussions of food security:

i) In at least some LDC's, the basic food production statistics are too unreliable to serve as a useful basis for policy formation (c.f., in Tanzania where USDA and Government estimates of production have only a .59 coefficient of correlation), and

ii) The "insurance" scheme proponents do not sufficiently emphasize that an insurance fund would do nothing to transfer grain from periods of plenty to periods of scarcity. (Unless the private market foresaw changed price relationships). It would, of course, change the position of LDC's in bidding for the (fixed) amount of grain available in times of scarcity.

6. The Conference raised a number of significant issues, not all of them directly:

(a) the failure to establish some form of international food security is contributing to the development of national food security schemes which may need to be seriously reconsidered if an international system is created and in light of the record stock levels that now exist;

(b) local (national) food security schemes, which are usually quite expensive, often serve primarily the needs of governments or urban areas and, because their links are often to external sources of supply, may hamper local food production;

(c) expenditures for national food security schemes may be excessively syphoning funds away from longer-term food security efforts -- food production and improved food distribution -- because, despite the large level of grain stocks in the world at present, many schemes operate as though no external food security can be depended upon.

7. The Conference was useful and had an additional benefit in that it suggested that the Bank has a significant interest in the creation of some form of international food security. Policy and lending for grain storage in developing countries -- to the extent that it is related to food security objectives -- should be greatly influenced by whether such a system is brought into existence and how it operates.

Attach.

cc: Messrs. Duloy, Yudelman, King, Eccles, Boskey.

WCandler:mcc

PAPERS TO BE PRESENTED AT THE

CIMMYT/IFPRI INTERNATIONAL FOOD SECURITY CONFERENCE

November 21 - 23

"Long-Term Consequences of Technological Change on Food Security: The Case for Cereal Grains," Randolph Barker and Donald Winkelmann.

"Food Security: Some East African Considerations," Uma J. Lele and Wilfred V. Candler.

"Compensatory Financing for Cereal Imports," Louis Goreux (to be presented by David Bigman).

"National Food Security Program in Egypt," Ahmed A. Goueli.

"Grain Reserves, Food Aid, and Food Insurance: How a Comprehensive Scheme Might Operate," Barbara Huddleston.

"Food Insecurity in Colombia: A Food Supply or a Poverty Problem?" Jorge Garcia Garcia.

"Grain Insurance, Reserves and Trade: Contributions to Food Security for LDCs," D. Gale Johnson.

"World Food Security: Principles and Policies," Timothy Josling.

"The Public Sector Grain Distribution System in India," Raj Krishna.

"Policy Options for Attaining Food Security: Feasibility, Effectiveness, and Costs," Shlomo Reutlinger.

"Security of Rice Supplies in the ASEAN Region," Ammar Siamwalla.

"Assessing Food Insecurity in Developing Countries," Alberto Valdes and Panos Konandreas.

INTERNATIONAL FOOD SECURITY AND "INSURANCE SCHEMES"

Comments by Harry Walters

International food security has proven to be an ellusive goal. Although interest in it has waxed and waned for decades, if not centuries, the need was especially acute at the World Food Conference in November 1974. That Conference met at a time when, in less than two years, world cereals prices had risen to unprecedented heights and food aid had fallen by half. The impact of this on the poor, food importing, developing countries was especially severe, compounding their deeper food insecurity problems: progressive dependence on food imports and their widespread and increasing malnutrition.

Food security was therefore the critical issue. The immediate concern was to establish an international grain reserve (Resolution XVII) and a minimum 10 million ton level of food aid (Resolution XVIII). It was recognized that such measures could only provide food security at existing levels of consumption however. The deeper problems of food insecurity had to be corrected by a major acceleration in food production in developing countries and measures to augment inadequate levels of food consumption.

International food security was therefore seen as combining protection against disruptions in existing levels of food availability -- grain reserves and food aid -- and measures to improve the availability of food in the long-run.

The world has drifted a long way in the past four years from these concerns and these perceptions. This Conference reflects some of that drift. We are considering three issues here as though they were still parts of an integral whole. But our discussions and the papers presented

suggest that governments and individuals have progressively come to view these issues separately. First, we are considering the relative merits of various food reserve "insurance" schemes which place a high priority on cost effectiveness and seek to involve the least quantities of grain or financial resources. Second, we are considering various country and regional schemes for food security which are emerging in part because of the absence of an effective international food security system. Third, many of the papers and much of the discussion continues to reflect a deep concern with the fundamental sources of food insecurity, which are not influenced directly by "insurance" schemes or most country food security systems.

There are few points to quarrel with the "insurance" schemes that have been presented here. For what they are designed to do they have considerable merit. But their relationship to the larger issues of world food security needs to be clarified before we can determine whether they represent a desirable approach to international food security, or are simply the best we can hope for given present circumstances.

Food "insurance" schemes do not provide food security in the short or long term. They insure against a too serious decline in the existing level of food insecurity. They come into effect only when production has fallen by from 4 to 6 percent or when import costs of food have risen well above trend costs. Most of them also propose that much of the cost of such a scheme be borne by the recipient countries. This is not a criticism of the schemes. They have limited objectives and have arisen in part out of a recognition that broader proposals for international

food security have met with little success. They also reflect a deep pessimism about the adverse effects on food security of previous developmental, grain stocks and food aid policies.

Why are we now searching so hard for schemes that provide such modest levels of "food security"? One reason is that the "recovery" in the food situation in the past four years has essentially taken the form of a resumption of past patterns of food production, stock accumulation and food aid policies and practices. Production has expanded most rapidly in the developed countries which produced food surpluses in the past. Stocks have therefore been reaccumulated in those countries. Food aid has risen to roughly 10 million tons, influenced in large part by the existence of these surpluses and the much reduced price of grains. Efforts to establish a grain reserve with some elements of international coordination and a new Food Aid Convention at 10 million tons, through the International Wheat Council and UNCTAD, have been protracted and inconclusive. Overall development assistance for food production has increased little in real terms since 1975 and efforts to improve nutrition have been largely limited to discussions and institutional modifications. Progress toward international food security as it was conceived at the World Food Conference has therefore been very limited.

"Insurance" schemes have attracted little support, because they seem modest, inadequate and excessively complex when measured against the larger concerns for international food security and existing world capacity to build a broader-based international food security system.

The larger concerns for international food security -- the expansion of food production and the improvement of food distribution --

are issues the food insurance schemes do not address. Changes in those elements of food security depend upon the total development effort and the shape of development policies. Only to the extent that reserve schemes ensure that long-term efforts to increase food production or improve food distribution are not interrupted by short-term shortages of food or high food prices do they contribute to longer term food security.

The existing world capacity to build a broader-based system of international food security is revealed in the latest data published by FAO. The level of 1979 world carryover stocks is estimated at 200 million tons -- some 80 to 90 million tons above "pipeline" requirements and 21% of annual world consumption. This is a world record stock level, 92 million tons above the level in 1974 and 1975, and these estimates do not include stocks that may have been accumulated in the USSR as a result of its 1978 record crop. FAO also indicates that allocations for food aid in 1978/79 have reached 9,991 thousand tons.

The irony in all this is not hard to see. On the one hand "insurance" schemes are being proposed that involve amounts of grain ranging between 6 and 20 million tons. Some of them suggest that much of the grain that would move under such schemes could substitute for existing food aid shipments. On the other hand, the world, for whatever reasons, has accumulated stocks, above current needs, of over 80 million tons, and in addition is supplying 10 million tons of food aid. By any measure these are quantities which would provide a very large degree of international food security.

This is the crux of the matter. There is both the capacity and the resources to provide international food security yet there is no

guarantee that such security will result from what exists now. In the absence of such a guarantee -- either through a new grains agreement with reserve and food aid provisions or through the International Undertaking on World Food Security -- individual countries have gone their own way creating stocks and food security programs as though no system of international food security existed. Meanwhile, fearing that the existing stock levels and food aid shipments could again be dissipated as happened between 1969 and 1972, the "insurance" schemes are being proposed.

This is not to say that the "insurance" schemes do not have merit. They do. They point up how a modest quantity of grain could provide an important measure of defensive food security for selected countries. In the present circumstances this seems both modest and unnecessary, but would, in fact, provide more assurance than presently exists. The existing stock levels could be dissipated.

The "insurance" schemes suggest that there is much greater concern to provide food security for particular groups -- poor, grain importing, developing countries for example -- than for the world as a whole. If this is so, and if it is indeed easier to gain support for such "target" reserves, while the rest of the world absorbs fluctuations in prices and supplies, then by all means a smaller reserve earmarked for poor, grain importing countries should be sought. It is not obvious however that this is so. The past decade suggests that international agreement on complex programs is quite difficult. Also, despite the concern with cost effectiveness, countries and pressure groups seem prone to accept large stocks and their costs so long as they serve their own interests.

Those opposed to simplistic grain reserve proposals and rigid food aid targets fear the detrimental effect such programs have had on the incentive to produce food in developing countries. Food aid, again for political reasons, has proven to be a source of development assistance which would probably not be available in other forms. It can provide short-term food security by offsetting shortfalls in production and contribute to long-term food security by supporting efforts to raise production and augment existing food supplies. That it has not always done so has more to do with how food aid has been used than with food aid as such. The insurance schemes suggest that countries within specified income/need parameters could receive food or financial assistance based on shortfalls in protection or unexpected rises in food import costs. This positive suggestion would remove a part of the food aid from the often subjective considerations that influence it now. Programmed amounts of food aid could then be geared to specific developmental, nutrition improvement and local food security objectives.

In conclusion, some fundamental issues need to be faced before the present confusion and inconclusiveness can be eliminated from discussions of food security.

First, if international food security means not only the stabilization of existing supplies but also the improvement of food production and consumption, the issue is not essentially one of food reserves or "insurance" schemes. It is the total developmental effort and the direction of that effort that is at issue, particularly the priority given to food production and consumption among specific groups. Without a greater internal and external development effort and a further shift of that effort

to such groups, world food security in the larger sense is not likely to improve very rapidly.

Second, if the concern for international food security is the narrower one of ensuring against disruptions in existing trend levels of food consumption -- an important objective in itself -- then the issues are largely ones of grain reserves and food aid, or financial assistance in lieu of one or both. There is little doubt that such protection could be provided for the world as a whole, as proposed at the World Food Conference. Existing stocks and levels of food aid are more than adequate to provide such protection. And since the costs of these stocks and this food aid are already being borne by governments and individuals, cost alone cannot be the determining factor.

Third, if a broader based system of food security cannot be established, "insurance" schemes become relevant and point the way to at least protect the most vulnerable developing countries. Whether any part of the cost of such a system needs to be borne by the recipient country and what degree of protection should be secured seems arguable. In view of the resources presently tied up in stocks and food aid, and the purposes they serve for the countries which hold or provide them, a case could be made that these countries should continue to bear much of the cost of such an "insurance" scheme.

Fourth, we need to recognize the cost of "going it alone". Not only have the United States and Canada accumulated large grain stocks, but so has India. Many other developing countries are also creating or planning to create their own grain reserve programs. These are all costly undertakings and not often well conceived. The cost of these separate

and defensive measures greatly exceeds the cost of any conceivable international scheme and thereby reduces expenditures that might have gone to provide greater long term food security. Furthermore these national schemes operate more or less as though the others did not exist and, for the most part, are not readily or predictably available in case of a major emergency in the world. They are therefore larger than they would need to be and less effective.

Finally, lest we lose sight of the feasible in our search for perfection, we need to rethink the merits and demerits of the system of stock holding and food aid that existed prior to 1972. It has become fashionable to see every conceivable evil in that system, and indeed there were many. Its greatest weaknesses were that indiscriminate stocking and food aid programs undoubtedly discouraged food production, especially in developing countries, and obscured the world's long run needs for food. But what we have now is very similar to what we had then, except possibly less secure, and the analysis of the past four years has not resulted in convincing alternatives. There may be good reasons for this. Given the complexities of the food world and the difficulties nations face in dealing with their own food policies and problems, something like what we have now and had before 1972 may be the only feasible result of international political interaction. In that case we should concentrate on how to use the stocks and food aid we have in the most effective way to achieve the maximum short and long run food security. There are many opportunities to do so and well established institutional mechanisms through which improvements could be made.

S - Agriculture

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ORGANISATION DES NATIONS UNIES POUR L'ALIMENTATION ET L'AGRICULTURE

ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Via delle Terme di Caracalla, 00100 - ROME | Cables: FOODAGRI ROME | Telex: 61181 FOODAGRI | Telephone: 5797

Ref.

27 December 1978

Dear Mr. Davis,

ACC RURAL DEVELOPMENT WORKING GROUP - Meeting of 29 - 31 January 1979

As indicated in our previous cables, I am pleased to confirm that the second Meeting of the Working Group on the Inter-Agency Field Exercise at Country Level is scheduled to be held during the period 29 - 31 January 1979. The Meeting will take place at the FAO Headquarters in Rome at the Pakistan Room (A-357).

Please find attached the Agenda and a disaussion paper as background material. We would appreciate receiving any comment you may wish to make by 17 January 1979.

I am looking forward to meeting you or your representative.

Sincerely yours,

for C. Beringer
Director
Field Programme Development Division

Mr. Ted J. Davis
Chief,
Rural Operations Review and Support Unit
World Bank,
Washington, D.C. 20433
U.S.A.

SECOND MEETING OF THE WORKING GROUP
ON INTER-AGENCY FIELD EXERCISES AT COUNTRY LEVEL

Rome, 29 - 31 January 1979

(Pakistan Room - A 357)

A G E N D A

Monday, 29 January 1979

9.30	- Opening statement by Mr. C. Beringer, Director, DDF
10.00	- FAO Approach to UN involvement in Rural Development by Mr. R. Moreno, Director, ESH
10.30	- Field Exercise in Liberia - presentation by UNDP/RR - discussion
12.30	- LUNCH
14.30	- Liberia (cont'd)
16.30	- Field Exercise in Bolivia - presentation by UNDP/RR - discussion

Tuesday 30 January 1979

9.30	- Field Exercise in Lesotho - presentation by UNDP/RR - discussion
11.00	- Field Exercise in Somalia - presentation by UNDP/RR - discussion
12.30	LUNCH
14.30	- Field Exercise in Western Samoa - presentation - discussion
16.00	- General discussion on problems encountered and constraints to inter-agency coordination

Wednesday 31 January 1979

9.30	- Discussion on establishing an effective mechanism of the inter-agency coordination
11.00	- Preparation of the draft report
	- LUNCH
15.30	- Discussion and adoption of the Report of the Meeting

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ACC Task Force on Rural Development

Discussion Paper

Second Meeting of Working Group on Inter-Agency Field Exercises at Country Level, 29/31 January, 1979

1. INTRODUCTION

Following the recommendation ACC of the Task Force on Rural Development for a coordinated inter-agency exercise in five selected countries to develop an anti-poverty rural development programme, five inter-agency missions visited Bolivia, Liberia, Lesotho, Somalia and Western Samoa to explore the governments' commitments to, and interest in, pursuing an intensive programme of anti-poverty rural development - including the active participation of the rural poor - with coordinated assistance from the UN system. The results of these missions were considered by the ACC Task Force Working Group which met in New York from 28 to 30 September 1977. The report of the Working Group was submitted to the 4th Meeting of the ACC Task Force which was held in Rome from 6 to 8 March 1978. The present paper summarizes the progress achieved through joint action at country level since March 1978, and constitutes a discussion paper for this meeting. As an outcome of present discussions, the report of the Working Group will be submitted to the 5th meeting of the Task Force t be held in Rome, 5-9 March 1979. It is expected that discussions during the current meeting will focus on the constraints hindering progress of the inter-agency exercise on rural development, and will also identify practical and effective measures to foster cooperation between the UN agencies and the countries concerned, as well as improving the coordination among the agencies themselves.

2. REVIEW OF THE JOINT ACTION AT COUNTRY LEVEL

B O L I V I A

The exercise in Bolivia suffered as a result of the uncertainties prevailing in the country and the continuous changes of key personnel involved in the rural development programme. Moreover, the exercise has been affected by a reduction in financial appropriations which were made available for the implementation of integrated rural development programmes. Notwithstanding these difficulties, considerable progress has been achieved since March 1978. It is certain that political commitment is at the heart of production-based poverty-oriented rural development, and it is noted that it is this commitment or its absence which makes or mars a socially sensitive programme like rural development, which essentially tries to integrate various segments of the population to establish an institutional frame work appropriate for increased economic growth and for greater allocative justice leading to a better quality of life.

/ ...

It is significant that one of the first public announcements by the present Government indicated that the integrated rural development programme would enjoy top priority. The previous President of the Republic, in his meeting with Miss Anstee, Assistant Administrator, UNDP expressed in the strongest terms his personal commitment, and that of his Government, to proceed with the programme as agreed with the ACC Task Force and the full implementation of presidential decree No. 4666, establishing the mechanism for the elaboration and preparation of a National Programme of Rural Development, with a particular focus on the rural poor.

Following this decree, the Government set up a Joint Working Group whose work is divided into two phases:

(a) the preparatory phase, financed by UNDP, comprising a diagnosis of rural problems, an inventory of all on-going rural development activities; and the preparation of alternative models for an institutional framework. This was expected to be completed by the end of the year;

(b) the formulation of the National Programme on Rural Development.

Support is expected from the UN system for both phases; an allocation of US$ 2,500,000 was originally earmarked from UNDP resources for BOL/77/003 project for this purpose. However, the July Country Programme Management Plan reduced the amount to US$ 750,000. Assistance to the preparatory phase is being provided by a nucleus of experts working in the National Directorate of Integrated Rural Development, and supplemented by several Agencies through short-term consultancies.

Miss Anstee undertook a follow-up Mission to Bolivia in September 1978 when she visited the project and discussed it at the highest Government level and with opposition leaders. She prepared Aide-mémoires for the President of the Republic and for the reformulation of the project, and as a result, it was hoped that the project document for the main phase of the project would be ready for submission by mid-October 1978 mainly for UNDP funding.

Though active in the past in the field of rural development in Bolivia, FAO's participation in the present endeavour has been limited to comments on the project proposals, the visit of a consultant from the Regional Office, and the provision, at a late date, of an agricultural economist who withdrew almost immediately for health reasons. It was unfortunate that this coincided with the departure of the SAA/FAO Country Representative; as a result the Organization has not been involved in the substantive work of the preparatory team. FAO looks forward with interest to the project document for the main phase, particularly since it had expressed reservations on the previous versions.

Conclusions: In the absence of first-hand observations, Miss Anstee's recommendations concerning inter-Agency coordination are endorsed in general. Despite the progress already achieved it will still be necessary to supplement the work of the National Rural Development Task Force by periodic visits at a sufficiently senior level to facilitate a dialogue with the highest level officials of the Government in order to follow up Miss Anstee's missions in May 1977 and September '78.

It will also be necessary to better harmonize the UN system's assistance in support of national efforts in the formulation of an integrated rural development programme in Bolivia.

Bolivia's experience clearly shows a very enlightened and non-partisan understanding of this approach. This was demonstrated by the firm support of the President of the Country as well as by his two leading opponents (who are themselves ex-Presidents). The inter-agency exercise has helped in providing a ground for building up such a consensus of opinion in favour of rural development.

L I B E R I A

The 4th Conference on Development Objectives and Strategies for Liberia was held in Monrovia between 10 and 14 April 1978. The Conference considered (i) the report of the UN Assessment Mission on rural development in Liberia, (ii) the Bentol Report on the consultations with the various national government implementing and supporting agencies and (iii) the report of the Inter-Agency Workshop which was held in Monrovia from 3 to 7 April 1978 and made a number of recommendations to the Government, as outlined in its report.

The fundamental concern that emerged from the Inter-Agency Workshop and the Conference was the need to formulate a National Rural Development Programme based on:

(a) the Decentralization of planning and operational activities by the Government;

(b) the Popular participation by the rural poor;.

(c) the Coordination of national and external inputs to the Programme;

(d) a Multi-sectoral approach which considers a proper balance between economic and social investments.

The Ministry of Planning presented to the National Planning Council a detailed plan of action for the introduction of these new strategies and measures to be used as a basis for the overall National Socio-Economic Plan to be implemented from 1980 onwards.

The President of the Republic issued Executive Order No. 1 in 1978, by which the National Rural Development Task Force - under his Chairmanship - was established. This Task Force was assigned the responsibility for the overall coordination and implementation of the recommendations of the 4th Conference on Development Objectives and Strategies. The Task Force prepared a two-year Programme of Action in three phases:

Phase I which is expected to be completed in March 1979, will undertake an assessment of the capacity of the national government agencies and identify the needs for support from external sources for subsequent phases.

Phase II will have as its major goal the identification of projects and programmes to be implemented within the National Rural Development Plan. It is expected to start in April 1979 and be completed by July 1979.

Phase III overlaping with the latter part of Phase II will cover the detailed preparation of rural development projects and programmes identified under Phase II to be incorporated and implemented in the course of the second National Socio-Economic Development Plan.

A UNDP-financed project (LIR/78/003) in support of the rural development Task Force has been approved by UNDP with UNDTCD as the Executing Agency. The project finances the appointment of the Coordinator, Dr. Cyril Bright, and a consultant, Mr. Tracy Wilson to the Liberian Rural Development Task Force. Additional support for equipment supply and the training of five super-intendants in Tanzania through a rural development orientation mission as a TCDC component is also included.

The UNDP Resident Representative in Liberia, Mr. John Gordon, visited all UN agencies in June and July 1978, and Dr. Bright also visited the UN agencies in October 1978. Requests have been submitted for UN consultants/experts in various disciplines to assist the Rural Development Task Force for a period of six to eight weeks, from 1 November 1978, in support of Phase I of the Exercise. It is expected that these consultants will also assist government agencies in the preparation of their assessments as well as in the identification of rural development programmes and projects for Phase II.

Moreover, the Rural Development Task Force completed its series of briefing sessions with legislators, members of the cabinet, representatives of Government Agencies, County superintendants, Donor Agencies, Youth and Welfare Organizations, concessions, businessmen, rubber planters, and UN advisers in the various fields of Rural Development assigned to Liberia, to promote the strategy envisaged by the Task Force.

Local volunteers from Government were recruited and briefed, and subsequently travelled to the County capitals to assist the County Administrations in the assessments of their programmes and activities. These draft assessments have been received by the Task Force. The Task Force will return these assessments with its comments to the counties to be finally submitted by 31 December 1978. Draft assessments of the various Government Agencies are under preparation and submission to the Task Force is expected shortly.

The response of the UN system to the request of the Liberian Government so far has been a limited success in which FAO was ahead of others in responding to this request.

Conclusion. The Liberian Exercise has reached an advanced stage compared with the other four countries. Substantial support from the UN system would be needed as the Government has already taken major steps in implementing the 4th Conference's recommendations mainly with their own resources. It remains, however, to be seen how much the Government will follow the ACC approach and focus on the poorest sector of the rural population in formulating its own rural development programme.

L E S O T H O

Following the recommendations of the ACC exploratory mission, the Kingdom of Lesotho concentrated its efforts regarding an Integrated Rural Development Programme, in two projects: (i) the Thabana Morena Rural Development Project and (ii) Assistance for strengthening the Ministry of Rural Development through the UNDP financed (LES/77/026): Assistance for Integrated Rural Development.

The Thabana Morena project has been approved in principle by the Netherlands Government for finance under trust fund arrangements with UNDP. A draft Preparatory Assistance Document was recently submitted to UNDP by the Government. The Government also arranged a consultative meeting with the District Development Committee in Mafeteng on 31 August 1978 to explain the project to Government district staff and representativ of the people and to solicit their views on it.

In addition, the Government took great pains to explain to the people that it had firstly to be assured of the financial arrangements before soliciting their participation. The process for consultation and dialogue between the Government and the people is, however, considered by the Government as one of the cardinal principles of rural development.

As an outcome, it is now agreed that the Preparatory Phase Document is acceptable to the Government in terms of concept and coverage. The Government may also wish to execut the project itself.

As for LES/77/026 project: Assistance to IRD, the draft Project Document and the Report of Mr. Wilmot, FAO Consultant under the Preparatory Phase, are now under review by UNDP and FAO. ILO indicated interest in both projects and contributed with some useful comments at this stage.

Conclusions: Despite the slow progress of this exercise, the programme has started to take shape. The UN system support to speed up the process and maintain the momentum achieved by the ACC inter-agency mission is essential. At present, the exercise in Lesotho focuses both on strengthening the Ministry of Rural Development and support for the establishment of a pilot integrated RD project. Care must be taken that the basic element of the joint UN agencies' exercise, i.e. the anti-poverty orientation, is not lost sight of, in various steps of planning and implementation of the relevant programmes/projects.

SOMALIA

The political situation in the country has delayed the effective implementation of the recommendations of the ACC exploratory mission. The Rural Development Adviser whose services are financed by FAO and who is expected to prepare for the National Workshop on Rural Development is not yet in Mogadishu, but should arrive soon. This Workshop is likely to consider the formulation of future strategies and structures for rural development in Somalia through the participation of high-level central government officials as well as representatives from the regional, district and village levels. It will be followed by the National Conference on Rural Development which will consider the recommendations of the workshop and adopt a National Plan.

Other related activities in Somalia include:

(i) Strengthening of Agricultural Cooperatives: Following a one-year FAO/TCP project, which ended in March 1978, a follow-up project costing about $ 1 million has been formulated, but so far no donor has yet been found. It was recently suggested to the Government to sollicite UNDP-funding or use the Somalia/SIDA allocation for this purpose.

(ii) National Seminar on Cooperatives: Two seminars were organized in May and June 1978 (cost: US$ 10,000): one for the managers and accountants of cooperatives, and another one for women activists. Two FAO staff members visited the country on this occasion to assess the results of the seminars and to review the activities of the cooperatives sector.

(iii) Establishment of a multi-disciplinary Rural Development Training Programme: After the UNDP office in Mogadishu made a preliminary enquiry to seek assistance from the Dutch Trust Fund with UNDP, no further development has taken place and the Government has not taken a definite position on it.

(iv) Villagization Programme in the Nomad Settlement Areas: This project is now on the way to being fully financed since USAID and Dutch Aid have committed themselves to the housing programmes in Kurtunwaary and Sablaale respectively.

In August 1978 a mission from ILO and UNCHBP updated the information on this programme and revised the draft UNDP project document SOM/77/003 - Support to a Special Labour-Intensive Works Programme in three nomad settlement areas of Kurtunwaary, Sablaale and Fanole. It also prepared a request for submission to UNCDF. UNDP SOM/77/003 project will provide technical assistance for the housing programme in Fanole and for link/feeder roads as well as wells in the three areas. The UNCDF request includes equipment and building materials primarily for the housing programme in Fanole. WFP is providing food in the three areas. A further US$ 3.7 million is required for the settlement programme in Fanole.

Conclusions: Some of the objectives stated in the report of the ACC inter-agency mission have been achieved, while others are in the process of being achieved; several are still at the inception stage.

One of the main activities planned, i.e. the holding of a Workshop on Rural Development, should take place soon, after considerable delay in locating a suitable consultant. Such delay has considerably hampered the execution of the programme.

WESTERN SAMOA

Western Samoa's Village Development Programme (VDP) was formulated as an integral part of the Third Five-Year Plan which covers the period 1975-79. However, it was not implemented until last year (1977) when a Village Development Section (VDS) was established under the Prime Minister's Department. The VDP has two major objectives: to stimulate village agricultural production and to foster a system of planning from below. Both of these are, of course, strong components of the ACC Task Force for Rural Development exercise.

Considerable delay in the implementation of the ACC inter-agency exploratory mission (July 1977) recommendations has been experienced. This has in part been due to the difficulties the UNDP Office in Fiji faced in communications with Western Samoa, and partly because the Government did not fully subscribe to the recommendations of the mission.

In October 1978 an UNDTCD Economic Adviser, Mr. Fairbairn, was appointed in the Prime Minister's office, and was designated as the focal point for the ACC exercise.

In the meantime, the UNDP Country Programme for Western Samoa, 1978-1982, was endorsed only after it was redesigned to reflect Government priority for the development of the rural village sector and regional decentralization. This is evidenced by the fact that an estimated 46 percent of the US$ 6,430 thousand available for programming during the five-year period will be used as direct inputs to VDP.

The Economic Analysis and Planning Section of the Department of Agriculture, which assists RDS carry out preliminary village surveys as a basis for assistance under RDP, is aware of the need for improvement in this area, especially in regard to carrying out more detailed techno-economic analysis. However, not much progress is expected until new staff have taken up their posts - two FAO experts to replace three outgoing FAO officers and four rural development officers recruited locally. The latter group will be engaged in applied research as well as village survey work.

On the Government side, a number of measures were recently adopted by the Rural Development Committee (RDC) in an attempt to strengthen rural development:

- Membership of the RDC was widened thus strengthening inter-departmental participation;
- Five technical teams were formed under the RDC: fisheries, cattle, poultry, pigs, and bananas;
- Other measures: administrative changes and publication of articles.

Since its inception (1977) VDP has developed quickly. At this point, 170 villages have requested assistance; while 109 have had projects approved. This expansion has stretched staff resources to the limit; the most difficult area being those working at village level. There is a vital need to strengthen front-line staff - those who make contact with villagers; provide technical advice; and, in general, assess the economic and technical worth of a project.

In general, VDP needs to be strengthened in a number of respects if the desired objective of a coherent and integrated programme aimed at improving the conditions of the rural poor is to be attained. Some of these gaps were specifically noted by the ACC Exploratory Mission. Thus, there is a need to look ahead and to try and pinpoint the next stages and programme components which could then be considered for implementation - i.e. essentially a blue-print for development of RDP. A stronger effort should also be made to promote a multi-sectoral approach which is critical for proper integration and the avoidance of duplication and possible production pitfalls (e.g. over-supply leading to a spoiling of the market).

However, the programme itself must be judged as a fairly promising start to Western Samoa's rural development effort. It has at least got off the ground and there is tangible evidence that it is beginning to make a contribution to rural development as a whole.

Conclusions: The above information indicates that progress has been very slow, although some activities have been launched. Consideration may be given to organizing another UN inter-agency mission to Western Samoa to review the present situation and identify the role for the UN system in the Government's programme. The Resident Representative's advice should be sought in March 1979 prior to any further action.

3. EVALUATION OF THE INTER-AGENCY COORDINATION

B O L I V I A

During the preparatory phase, as the reports prepared by the Principal Adviser show, contributions have been received from many sources within the UN system. While the present three experts are provided by the UNDP preparatory assistance project, brief short-term consultancies have been funded from the regular budgets of agencies as well as from the UNDP project. Nonetheless, a number of difficulties have arisen. We are obliged to Miss Anstee for the following observations:

(a) There have been the usual delays in appointments, in taking decisions and in communication. The Chief Technical Adviser enumerated some of these in an aide-mémoire and individual cases will be taken up separately.

(b) Excessive centralization continues to be a problem, both in administrative and budgetary matters and in matters of substance.

(c) Some individual experts appear to respond only to their own agency, rather than to the Project itself whereas the overall success will largely depend on the fuller integration of activities into the project and the coordinated and harmonized work of the national and international technicians.

(d) Coordination between the Agencies also needs to be improved. With the UNDP Resident Representative as the focal point a local inter-agency group has been formed and meets periodically. The group was, however, unable to meet while Miss Anstee was there, owing to the absence of a number of the principal participants. This point was specifically included at the end of the aide-mémoire to the President in order to avoid the impression that the only faults were on the government side.

L I B E R I A

(1) The position taken by the UN agencies at the Workshop Meeting in Liberia was most encouraging as agencies spoke with one voice and submitted one report to the Conference endorsed by all agencies without dissent.

(2) Although the Government of Liberia was expecting each agency to announce its pledge in support of the rural development exercise in Liberia, none were in a position to commit their headquarters, especially in the absence of a specific request from the Liberian Government.

(3) The present arrangement, whereby the UNDP Resident Representative is the focal point at the country level, can only be evaluated when the proposed consultants and experts arrive in Monrovia. Cooperation and coordination among the experts, the UNDP Resident Representative and the National Liberian Rural Development Task Force will be the main factor in producing successful results.

(4) Coordination among the agencies' headquarters and their representatives in Monrovia needs to be improved through the UNDP Resident Representative as the focal point. An inter-agency working group in Monrovia has been formed and has met twice. So far it has proved unable to coordiante the inputs of the various agencies. This led to the Liberian Government's request for a special meeting of the ACC Task Force at FAO Headquarters to review UN System support to the Liberian exercise.

L E S O T H O

The initial visit of the ACC Task Force in July 1977 was effective in stimulating interest in Rural Development Problems and initiating innovative efforts on behalf of the Government in this field. This was evidenced by L E S/77/026, UNDP Project for Integrated Rural Development and the proposed Thabana Morena Rural Development Project. Since both Projects are still at the formulation stage Inter-agency cooperation at country level has not yet been fully required. The mechanism for Inter-agency cooperation has been effective in obtaining comments from agencies on the draft of the Thabana Morena Rural Development Project, and the same cooperation is expected on draft Project Document for the UNDP Project LES/77/026. The UNDP Resident Representative made a proposal to facilitate the reporting to agencies. Present procedure requires field offices to send bimonthly reports to concerned agencies and 30 copies to FAO. Reproduction and posting of these copies is cumbersome and time consuming. He proposed that reports be posted directly to lead agency and brief summaries of relevant items from all countries could then be forwarded by FAO to concerned agencies. The effectiveness of the existing mechanism for Inter-agency coordination at country level can only be judged in the course of the forthcoming implementation stage.

S O M A L I A

Due to the absence of a UNDP Resident Representative and representatives of other agenices, during the last year, it has not been possible to assess inter-agency coordination at the country level.

W E S T E R N S A M O A

The situation is not entirely c l e a r. The difficulties the UNDP Resident Representative is facing in communicating with the Western Samoan Government and the agencies' personnel have made it difficult to identify the specific role for and the coordination among agencies in Western Samoa. However, should the exercise continue, the UNDP Resident Representative should confirm the designation of the Senior Economic Planning Adviser, i.e. Mr. Jan Fairbairn as focal point. At least one staff member of each agency present should be instructed to liaise with the Senior Economic Planning Adviser in order to maintain an effective follow-up to this exercise.

4. SUMMARY AND GENERAL CONCLUSIONS

Almost two years have elapsed since the ACC embarked on this experimental exercise for anti-poverty oriented rural development activities. While it is still too early to make a full assessment of the impact and success of this approach, in the five selected countries, some definite trends have been identified. The inter-agency field missions which visited all five countries made a considerable positive impact on the national governments. However, the initial reaction has been influenced by the changing political situations and emerging competing priorities.

The Liberia exercise has so far provided most of the material for discussions on this experimental approach, while it is difficult to judge the prospects, for the Somalia and Bolivia exercises as they are still in the preparatory stage. Western Samoa has shown the least progress of all as far as its relationship with the UN Exercise is concerned.

The implication of the anti-poverty rural development approach has not yet been distinctly reflected in the on-going activities in these countries. There is always a danger that, in time, the specific country programmes may depart from the main focus of the ACC Exercise. The ACC may wish therefore to establish a workable monitoring system to closely follow progress in the five selected countries On that basis it could make necessary modifications in its approach or interventions with the Governments concerned. Specific action to strengthen national governments' commitments to this approach may be worthwhile to seek.

Inter-agency coordination has not so far given sufficient support to national governments' efforts and there is room for improvement at both country and headquarters levels. The ACC may wish to draw the attention of the agencies to specific measures to strengthen such coordination at both levels, to elaborate and specify further the role of the leading agency in fostering this coordination.

S-Agriculture

Mr. Ted J. Davis (AGR) December 26, 1978

Guido Deboeck (AGR)

Preparation "Regional Workshop on Monitoring and Evaluation of Rural Development Projects in East Africa"

From December 10 to 15, I worked in Nairobi with Mr. Bill Kinsey on the finalization of the preparatory work for the above workshop. Attached is a full report on the proposed workshop (including sections from Mr. Coleman's initial report). This report is structured as follows:

A Summary Outline of theobjectives, agenda, participation, organization and management, workshop methodology, and proposed timing and location, with

Annex A: Outline of a provisional agenda
Annex B: List of topics for discussion during the workshop
Annex C: List of potential participants
Annex D. Terms of Reference for background papers to be submitted by participants
Annex E. Updated Schedule for Preparation
Annex F: List of documents participants will receive
Annex G: Draft Letter of Invitation
Annex H: Selection of Venue for the workshop
Annex I: Estimates of Consultant Charges
Annex J: Cost Estimates of the Workshop

Attachments

GDeboeck/dc

cc: Messrs. Yudelman, Christoffersen, Hendry, Turnham, Cernea, Ahmad North, Dewar, Kinsey (Consultant)

REGIONAL WORKSHOP ON MONITORING AND EVALUATION OF RURAL DEVELOPMENT PROJECTS IN EAST AFRICA

NAIROBI
APRIL 23 - 27, 1979

OBJECTIVES

The major objective of the workshop will be to review and assess the major issues, problems and methods in monitoring and evaluation of Rural Development projects in East Africa. The workshops primarly goal is to provide an opportunity to project managers, monitoring/evaluation and planning officers from various projects to exchange ideas and experiences regarding monitoring and evaluation. As such it will provide a forum for learning lessons from field experiences, that might be useful for improving ongoing systems and/or the design and implementation of future monitoring and evaluation systems.

AGENDA

An outline of a provisional agenda is attached in Annex A. An outline of the topics that will be discussed during the workshop can be found in Annex B.

PARTICIPANTS

Some 30 project managers, monitoring/evaluation and/or planning officers from at least six countries in East Africa. About 10-12 international participants, including two representatives from Regional Development Banks, nine from IBRD and a consultant. (A list of potential participants is shown in Annex C)

ORGANIZATION & MANAGEMENT

The workshop will be organized and managed by the Rural Operations Review and support Unit (IBRD), who will hire the Overseas Development Group of the University of East Anglia, to prepare the workshop files and to assist in monitoring the workshop.

WORKSHOP METHODOLOGY

All participants would be requested to prepare a case study based on detailed terms of reference. (See Annex D) ODG will assist RORSU, in workshop preparation: it will prepare a synthesis of the case studies submitted, and make workshop files available upon arrival, of the participants in Nairobi (See Annex E).

During the workshop, case studies and field experiences will be discussed in small working groups. The conclusions from these working groups will be presented in plenary, and incorporated the workshop report.

TIMING AND LOCATION

The workshop will be conducted from April 23 to 27, 1979 in the Milimani Hotel in Nairobi. All participants are, expected to arrive at least 24 hours in advance, in order to prepare for the workshop.

OUTLINE OF A PROVISIONAL AGENDA FOR THE REGIONAL WORKSHOP ON MONITORING AND EVALUATION OF RURAL DEVELOPMENT PROJECTS IN EAST AFRICA

NAIROBI:
APRIL 23rd - 27th, 1979

MONDAY 4/23/79

Session 1

8.30 - 8.45	Official Opening
8.45 - 9.15	"Monitoring and Evaluation as Management Tools" by Mr. T. Davis
9.15 - 10.00	Workshop Objectives and Methodology by Messrs. G. Deboech and B. Kinsey
10.00 - 10.30	Coffee Break

Session 2

10.30 - 12.00	Theme I: Management Use of Information
12.00 - 13.00	Lunch Break

Session 3

13.00 - 14.30	Continuation of Theme I
14.30 - 15.00	Tea Break
15.00 - 16.30	Continuation of Theme I

TUESDAY 4/24/79

Session 4

Theme II: Data Collection, Processing, Analysis and Presentation

8.30 - 10.00	Practical Exercise on Scheduling of Activities for Monitoring and Evaluation
10.00 - 10.30	Coffee Break
10.30 - 12.00	Discussion of experiences on Data Collection
12.00 - 13.00	Lunch Break

Session 5

13.00 - 14.30	Discussion of Experiences on Data Processing
14.30 - 15.00	Tea Break
15.00 - 16.30	Discussion of Experiences on Data Analysis

WEDNESDAY 4/25/79

Session 6

8.30 - 10.00	Discussion of Experiences on Presentation of Monitoring and Evaluation Results
10.00 - 10.30	Coffee Break
10.30 - 12.00	Synthesis of Theme II
12.00 - 13.00	Lunch Break

Session 7

13.00 - 14.30	Theme III: Institutional Aspects of Project Monitoring and Evaluation
14.30 - 15.00	Tea Break
15.00 - 16.30	Continuation of Theme III

THURSDAY 4/26/79

Session 8

Practical Exercise on the Design of a Monitoring and Evaluation System for a National Rural Development Program

(Whole day exercise)

FRIDAY 4/27/79

Session 10

8.30 - 10.00	Presentation of the results from the Practical Exercise
10.00 - 10.30	Coffee break

Session 11

10.30 - 12.00	Wrap of Session
	Evaluation of the workshop
	Closing statements

DISCUSSION TOPICS FOR WORKING GROUPS

THEME 1 : Reporting, Monitoring and Evaluation as Management Tools

(1) Who are the consumers of information?

Management structure:
- project level
- borrower agency level
- donor agency level

(2) What information does management want?

(a) Does management specify the type of information to be collected by the reporting, monitoring and evaluation system?

(b) What is the basis for the management specification of information requirements?
- cash flows specified in loan agreements
- input/output goals specified in feasibility/appraisal documents
- identification of key variables or significant relationships between inputs/outputs and effects
- ad hoc, i.e. requested when required.

(c) What type of information does management want from the reporting system?

Is the reporting system seen as the most important source of information?

(d) What type of information does management want from monitoring and evaluation exercises?

(e) Do the goals specified for projects originate from
- feasibility studies
- research studies (e.g. crop trials)
- pilot projects
- appraisal studies.

Are the goals realistic? Do they form an adequate basis for subsequent reporting, monitoring and evaluation? Can they be realised in practice? Can they be realised in the time-span allotted for them?

(f) Do the different management levels have different

(g) Given the limited resources available for reporting, monitoring and evaluation, is there some irreducible minimum information package which is essential?

What information elements make up this package?

What level of management does the package serve, i.e. who has priority for information needs?

(3) What does management need the information for?

- to allow continuous adjustment of implementation : activities, inputs, phasing.

- to allow sporadic refinement of goals : outputs, effects, impact

- to allow rapid mid-project or ex post evaluations of project impact.

- to plan subsequent phases or new projects.

Do the consumers of information have sufficient authority to make effective use of the information?

(4) Barriers to effective management use of information

(a) Why does management fail to get the information it needs?
- Because the information need was not specified in the first instance.
- Because management had little effective control over what information was collected.
- Because the system produces the required information too late.
- Because the presentation of information is obscure.
- Because the reporting system fails to report accurately/ regularly.
- Because the information is not made available to the right person.
- Because the budget available for reporting, monitoring and evaluation is so small that it cannot collect and analyse the required information.
- Because the turnover of reporting, monitoring and evaluation staff - both local and expatriate - is so rapid that continuity of operations is impossible.

(b) Why does management fail to use available information?

- Because the information arrives too late to be of use.
- Because the information is known/thought to be unreliable.
- Because the information lacks critical assessment/ analysis.
- Because the information is presented obscurely.
- Because the information presents a picture which management doesn't want to see.
- Because management does not believe the information.
- Because the information comes from junior/inexperienced personnel.
- Because the information comes from an outside (intrustive?) agency.
- Because the information does not match the 'gut feeling' of experienced management.
- Because management is under pressure from other directions to make particular decisions no matter what the monitoring and evaluation results indicate.

(c) Once the purely technical problems relating to information availability, accuracy and timeliness have been overcome, how to we ensure that the information is actually used?

(5) Substitutes for reporting, monitoring and evaluation information

Lacking adequate information from the reporting, monitoring and evaluation system (or ignoring available information), how does management assemble the information required to make vital decisions?

- By 'gut feeling'.
- By rapid, informal 'look and listen' visits to project areas.
- By rapid, formal ad hoc surveys.
- By assuming that everything is as per target.

In particular, how are second phases planned when monitoring and evaluation results from the first phase are unavailable?

THEME 2 : Data Collection, Analysis and Presentation

Session 1 : Data Generation and Processing

(1) What should be measured?

- input variables
- output variables
- effect variables
- impact variables.

Is it possible to establish criteria to define key variables?
- those which are the most important for measuring the success or failure of the project?
- those about which we know least, or whose potential change as a result of the development project is least clearly understood?
- those whose change is significant for the management of the project?
- those which measure hypothesised causal relationships on which the project is based?

What use can be made of proxy variables?
- to measure change in qualitative variables?
- to measure change in quantitative variables more cheaply than measurement of the variable itself?
- to collectively measure a group of interacting variables?

Specification of goals: how do we operationalise (especially qualitative) goals and variables, and define yardshticks to measure success or failure of the project components to which they relate?

(2) Evaluation Design

Examine the relative advantages and costs of the evaluation designs given below and their feasibility in practice:
- case study : one observation, no control group
- case study : two (or more) observations, no control group
- time series
- control groups
- quasi-experimental designs
- experimental designs.

Is it possible to identify types of information for which one of these designs is generally most cost-effective?

(3) Data collection instruments

(a) Selecting the sample

- choice of sample design
- determination of unit to be investigated
- determination of number of units to be investigated

(b) The use of existing information systems

How can existing information be used/modified so that it is possible to integrate it into the monitoring and evaluation system?

(c) The use of reports, formats and standardisation

How far is it possible to use simple reporting formats to collect information? What sort of information can be collected? How far is standardisation possible?

(d) Special data collection efforts

What are the advantages and disadvantages of the instruments given below and under what circumstances is one instrument clearly more appropriate than another?

- reconnaisance surveys
- farm records
- statistical surveys
- ratings by experts
- simplified methods of data gathering

(4) Data collection techniques

For what information and under what circumstances are the following data collection means possible/desirable/necessary?

- direct observation
- participant observation
- questionnaires: what are the major factors which affect:
  - the design of questionnaires
  - the recall period chosen
  - the selection and training of interviewers
  - supervision requirements
  - the major sources of error

Are there simplified data collection methods available?

(5) Data processing

(a) What are the relative merits of:
- hand processing
- machine processing
in terms of:
- time constraints
- manpower constraints
- equipment constraints
- other resource constraints
- sources of error

(b) What are the main sources of delay in processing data?

(c) Are there particular data collection techniques which ease the problems of subsequent data processing?

(d) To what extent can the design of the data collection instrument ease the problems of subsequent data processing?
- for instance, by using precoded data collection forms.

(e) Is the data collection system phased sympathetically with the capacity of the processing system? i.e. does raw data tend to arrive infrequently in large indigestible lumps or more regularly in smaller more manageable packages?

(f) In what form should processed data be made available?

Session 2 : Data Analysis and Presentation

(1) Data Analysis

(a) What level of analysis is required?
- should the analysis be limited to statements of whether particular events did or did not occur (targets achieved or not achieved)?
- or should the analysis attempt to explain why these events did or did not occur?
- should the analysis be limited to a tabulated data set with or without comment?
- or accompanied by descriptive statistics (measures of central tendency, dispersion, association etc.)?
- or accompanied by inferential statistics (confidence limits, tests of hypotheses etc.)?

(b) What are the resource requirements for data analysis?

- time
- money
- manpower
- equipment

(c) What are the sources of delay in analysing data?

(d) Are there particular analytical models or procedures which are especially suitable for the analysis of data for rural development projects?
Are simplified models/procedures available?

(e) Does the quality or quantity of data available limit the type of analysis which can be undertaken?

(f) How do we ensure that the throughput capacity of the data analysis system matches the output of the processing system? Are the analysts alternately starved of and then inundated with data?

(2) Data Presentation

How can the information be presented so that project managemen can understand and use it?

- presentation of results
- recommendation of action
- organisation of feedback

THEME 3 : The Institutional Setting for Reporting, Monitoring and Evaluation

(1) The Institutions

Specify and categorise the various institutional settings for monitoring and evaluation.

- internal - project-specific
  - programme-specific: single unit covering several projects
- external - central agency: relevant ministry
  - autonomous external agency
  - national research institute

Are there particular types of project for which one of the above is most appropriate?

Is the institutional arrangement a reflection of project requirements? Do problems arise because institutional settings are inappropriate?

Are there particular institutional arrangements which (a) increase and (b) decrease problems of control/authority/co-ordination between various management levels?

(2) Project-specific monitoring and evaluation systems

What factors have encouraged the creation of project-specific monitoring and evaluation systems?

Do such systems have a sufficient depth and spread of expertise to undertake monitoring and evaluation effectively?

Do such systems have sufficient continuity of personnel? Is this problem specific to projects?

Do these systems complement/duplicate/undermine existing data collection agencies?

- complement: extend geographical range/data list/data detail of information system
- duplicate: repeat work already done - perhaps in a way more specifically suited to the requirements of the project
- undermine: reduce workload of agency to such an extent that resources are left unused - budget reduced?

reduce 'visibility' of existing agency and encourage further fragmentation of data collection

'poach' high level manpower from existing agency

reduce potential for standardisation of data collection/processing

What should be the relationship between project-specific monitoring and evaluation systems and national administrations and institutes?

- relevant ministry
- other ministries, especially those concerned with planning
- national data gathering/processing units
- development institutes
- universities and research institutes

(3) The role of specialised agencies

Are there some elements of the data collection/processing/analysis exercise which would be best left to specialised agencies? For example, what would be the advantages and disadvantages of

(a) baseline and follow-up surveys undertaken by national statistical and research agencies - central statistical bureaux, agricultural/economic survey departments within ministries, census offices, university research institutes etc.

(b) more narrowly based effect/impact studies undertaken by university research teams or individuals.

Should monitoring and evaluation be undertaken either wholly or in part by external agencies? Would this produce
- greater objectivity of monitoring and evaluation output?
- greater resistance to monitoring and evaluation by management?
- less co-ordination between those who use information and those who collect it?

What is the monitoring and evaluation role of short-term donor-agency supervision missions?

(4) The personnel

What is the source of the manpower requirements of the monitoring and evaluation system?

- local
- expatriate

What is the training role of projects? Do projects consume trained personnel or produce them?

Are the establishment posts which are created for monitoring and evaluation systems at a sufficiently senior level? What are the implications of a 'junior' monitoring and evaluation system?

Is it possible to fill these posts with people who are sufficiently qualified and have sufficient experience?

What are the qualifications/experience requirements of the various posts?

LIST OF PARTICIPANTS

KENYA

1. G. Mburathi	Head IADP
2. K. Swanberg	Evaluation Officer IADP
3. J. K. Gachui	M & E Co-ordinator IADP
4. L. Ngutter	Head Project Preparation Section
5. P. Singh	Dir. C.B.S.
6. J. Helland	ILCA
7. M. Collinson	
8. H. Ngunjuna	Deputy Project Manager Rural Access RoadsMOW
9. C. M. Kamua	Planning Officer M.O.W.

MALAWI

1. T. Standen	Project Manager Lilongwe
2. S. Atkins	Evaluation Officer Lilongwe
3. S. Shumba	Project Manager Karonga
4. E. Mackey	Evaluation Officer Karonga
5. J. Veen	Project Manager Shire Valley
6. D. Nsyaludzu	Evaluation Officer Shire Valley
7. N. Sichinga	Project Officer Namwera
8. J. Doughty	Senior Economist/Evaluation
9. E. Ching'anda	Officer in Charge of Agro Eco survey

TANZANIA

1. E. N. Mbuya	Project Co-ordinator Tabora
2. A. Mwakalingwa	Evaluation Officer Tabora
3. J. Kinyunyu	Project Manager Mwanza/Shinyanga
4. D. Pudsey	Evaluation Officer Mwanza/Shinyanga
5. G. Mwakatundu	Dairy Project
6. Kimario	Planning Officer Dairy Project

BOTSWANA

1. Ramablobo	Project Co-ordinator Livestock II

LESOTHO

1. G. Mochochoko	Dir. Basic Agr. Services Project
2. T. Guma	Evaluation Officer BASP

ETHIOPIA

1. B. Gebre	Head Planning Div. M & A
2. John Toborn	Evaluation Officer Minimum Package
3. Ato Teshome Woldesemey	Project Manager at Minimum Package

SWAZILAND

1. Allen Low	Evaluation Officer Rural Development I
2. Martan Doran	Evaluation Officer Rural Development I

SUDAN

1. Alex Duncan	Southern Sudan Agr. Project
2. Scopus Dima	Southern Sudan Agr. Project

SOMALIA

1. Abshir Farah	Project Manager Trans Tuba Project
2. Abukar Osman Abukar	M & E North West Project

INTERNATIONAL

IBRD	CPS	Ted Davis
		G. Deboech
		M. Cernea
	Regions	3 (unidentified)
	OED	1 (unidentified)
	RMEA	2 (unidentified)

African Development Bank 1

Asian Development Bank 1

Consultant: B. Kinsey

Summary Total:

East African Participants	35
International IBRD	9
Other	2
Consultant	1
Proposed Total	47
Expected Drop-Out rate	15%
Total Participants	+ 40 participants

DISTRIBUTION OF PROPOSED PARTICIPANTS

COUNTRY	Number of Participants	Number of Project Managers	Number of M & E Officers	Others
Kenya	8	2	2	4
Malawi	9	4	3	2
Tanzania	6	3	2	1
Botswana	1	1	0	0
Lesotho	2	1	1	0
Ethiopia	3	1	1	1
Swaziland	2	0	2	0
Sudan	2	0	2	0
Somalia	2	1	1	0
	35	13	14	8

Background Papers by Management Users of Reporting, Monitoring and Evaluation Systems.

GUIDELINES FOR PAPERS

1. Brief description of the project
   - Funding, budget, manpower, duration
   - Area of operations
   - Population - target population
   - Inputs, implementation, phasing
   - Goals
2. Brief description of the management structure
   - Organigram
3. Brief description of the reporting, monitoring and evaluation system
   - Organisation
   - Manning - level of seniority of establishment posts
   - Position in project hierarchy
4. For spheres of responsibility outlined previously indicate how much authority exists to:
   - change project phasing/inputs/activities
   - change project goals

   Differentiate between management within the project and management at borrower ministries and donor HQ
5. To what extent were you involved in the design of the reporting, monitoring and evaluation system?
   - Organisation
   - Information flow
   - Type of data to be collected
   - Methods of data collection
   - Methods of processing
   - Methods of analysis
6. What information do you need?

   Specify how you have measured, or intend to measure, the success or failure of the project.

   Specify how the information requirement for this measurement has been identified:
   - by reference to inputs/activities/goals specified in appraisal document?

- by reference to inputs/activities/goals specified in annual work plans?

- by reference to stated information needs of various members of the project management team?

- by reference to the stated information needs of borrower ministries/donor agencies?

- by identification of key variables by the project management based on past experience?

Specify the time-frame of the information needs:
- What information is required before the start of the project?
- What information is required frequently and regularly, e.g. monthly and quarterly?
- What information is required periodically and regularly, e.g. annually?
- What information is required infrequently and irregularly, e.g. only once or twice during the lifetime of the project?

7. What information do you use?

On the basis of your own experience:

(a) Specify instances in which information from the reporting, monitoring and evaluation unit has been used in decision-making (i) on a regular and continuous basis, and (ii) on a discontinuous (one-off) basis.

(b) Give instances where decisions have not been made due to the lack of information.

(c) Give instances where decisions which were made despite the lack of information would have been made differently in the light of subsequently available information.

(d) Give the reasons why you may have ignored available information when making decisions:
- Did you not believe the information? Why not?
- Did the information contradict your own conclusions regarding a particular input/activity/goal? What was the information source for your own conclusions?
- Were there other considerations - political pressure for example - which were more significant in decision-making?
- Did you know that the information actually existed, i.e. had available information failed to reach you?

8. Does the reporting, monitoring and evaluation system provide information which cannot be used?
   - because the information is available too late?
   - because the information is irrelevant?
   - because the information is presented in an incomprehensible form?
   - because the information involves decisions which are outside your effective authority?

9. Does the reporting, monitoring and evaluation system fail to provide all the information which you require:
   - because the information is not collected?
   - because the information is available too late?
   - because the information is presented in an incomprehensible form?
   - because the information is collected too infrequently?

10. Has the reporting, monitoring and evaluation system been changed in order to overcome the problems noted above, and to meet your (changing?) requirements for information?

11. If the reporting, monitoring and evaluation system has not given you sufficient information, then what substitute sources of information have you used?

    Specify the 'informal' reporting, monitoring and evaluation methods which you have used in project management.

12. What results have you gained from the measurement of the success or failure of the project?

    What have been your most important findings?

    Which part of the information system has been most important in producing these findings:
    - reporting?
    - monitoring?
    - evaluation?

13. Specify instances of 'unanticipated consequences' of project activities. What element of the information system has revealed them? What action has been taken as a result of them?

    Are there areas in which you suspect that significant unmeasured changes are taking place?

Terms of reference for background paper by J.K. Gachui
(IADP, Kenya)

A paper detailing the design of the data collection system used by IADP.

(1) Define and describe the reporting system used in IADP: Who reports on what, to whom and how often?

(2) Collection, processing and analysis of monitoring and evaluation information.
Indicate in detail:

(a) How the information is collected. Specify the type of data and the procedure used to collect it:
- proforma reporting
- reconnaissance surveys
- farms records
- statistical surveys
- ratings by experts

If sample surveys were undertaken specify:
- the respondent unit
- the sample design
- the sampling frame
- sample size
- sample selection

Was the information collected by:
- direct observation
- participant observation
- questionnaire

For questionnaires specify:
- design
- recall period
- potential sources of error

Attach examples of survey forms, questionnaires etc.

Have any simplified methods of data collection been attempted?

What level of accuracy is expected from these procedures? Indicate the way in which a required level of accuracy was built into the design of data collection.

Were pilot surveys undertaken to check the accuracy of the survey design or the efficiency of questionnaires?

(2) (a) Cont....

Was a baseline survey undertaken for IADP?
Specify all of the above elements in relation to this baseline survey.

Was any existing information used in setting up this baseline?
How long did it take to (a) collect the baseline information

(b) make the baseline information available?

If no baseline survey was undertaken then what will be the benchmark against which subsequent changes will be measured?

(b) How often the information is collected. Specify at what stage of the project each information type is collected and the periodicity of cyclical data collection.

(c) Who collects the information. Indicate the number and organisation of enumerators and supervisors. Who trains them? Is any data collection undertaken by outside agencies?

(d) How the information is processed. By hand? By computer?
Are the data collection forms designed to aid processing?
If a computer is being used, are special programs being written or is a standard package being used?
How have you ensured that the amount of data being collected is matched by the capacity of the processing system?

(e) How the data is analysed. Are the data simply tabulated? If they are subject to more rigorous analysis specify the nature of this analysis. As in (d) above, specify the physical means used for this analysis.
How have you ensured that the amount of data collected and processed is matched by the analytical capacity available in IADP?

(3) Indicate the problems which have arisen in relation to the data collection system.

(3) Cont...

In particular, specify (a) sources of error and (b) sources of delay in collecting, processing and analysing the information.

Terms of reference for background paper by K. Swanberg
(IADP, Kenya)

A paper detailing the monitoring and evaluation methodology used in IADP and an assessment of the results obtained.

(1) The choice of an evaluation design.
Specify the type of evaluation design:
- case study/studies, no control groups
- use of control groups
- time series
- quasi-experimental designs
- experimental designs

(2) What is the source of the monitoring and evaluation system used in IADP?
Is it a variation/development of a design used elsewhere?
Is it an individual (one-off) design which specially matches the particularities of IADP/Kenya?

(2) How is the success or failure of IADP to be measured?
What are the most important inputs/outputs and projected effects of IADP?
Specify the most important causal links between inputs, outputs and effects.
What are the empirical/theoretical bases for these causal links, i.e. what makes you think that they will work?

(3) Have any key variables been identified?
What criteria were used to identify these variables?

(4) What activities/inputs/outputs/effects are subject to regular reporting?

(5) What information is collected for monitoring and evaluation?
Indicate in detail the type of information collected. Under each major heading explain why this information is required and the use to which it is put.
How has this information requirement been arrived at?

(6) Are there particular hypothesised relationships between project inputs/outputs and effects which are to be tested by monitoring and evaluation exercises?

(7) Results obtained from the monitoring and evaluation system.

(7) Cont....

Do the results indicate success or failure in terms of the measures specified in response to (2) above?
Do the results validate the choice of key variables?
Do the results suggest new hypotheses to be tested?
Do the results highlight any deficiencies in the evaluation design or in the quality/quantity of data?
Do the results match 'informal' evaluations of project progress?
Do the results suggest the need for changes in the project?
Do the results show any significant unanticipated consequences of the project?

Terms of reference for background paper by Mr. Singh

(Central Bureau of Statistics, Nairobi)

A three-part paper examining:

(a) the design of the data collection effort for the evaluation of the Rural Access Roads Programme (RARP);

(b) the cost of data collection;

(c) the problems associated with the institutional setting for monitoring and evaluation - more specifically the growth of transient project-specific monitoring and evaluation systems at the expense of existing data gathering agencies.

(a) The design of the data collection effort for the evaluation of RARP.

(1) Give a brief description of CBS.
- funding
- staffing
- role

Specify the nature of the relationship with the Ministry of Works and RARP in particular.

(2) Specify the information to be collected by CBS for RARP.
- who specified the information requirement?
- what part did CBS personnel play in specifying the information requirement?

Were any constraints imposed on CBS by RARP in terms of:
(i) the cost of the data collection exercise?
(ii) the time frame within which the exercise had to be completed?
(iii) the required accuracy of results?

(3) Specify in detail the methodology of data collection for RARP.
- pro-forma reporting
- sample surveys
- questionnaires
- sample selection
- sample size

(4) How long will it take to collect, process and present the information to RARP personnel?

Have there been any unforeseen delays or other problems in the data collection exercise?

(b) The cost of data collection

(1) For RARP in particular, specify the cost of the data collection effort.
Is it possible to specify the cost per questionnaire, per per question and (if more than one questionnaire was applied per household/other reporting unit) the cost per household/ other reporting unit? Can non-questionnaire surveys be similarly costed?
Include actual examples of questionnaires/survey forms.

(2) For the above, is it possible to break down the total cost into direct field cost (i.e. exclusing HQ overheads) and then into wages/salaries, transport costs etc. components?

(3) For the avove, is it possible to indicate the cost of different types of information? For example, if both demographic and crop yield data were collected can the different questionnaires/survey methods used be separately costed?
If some or all of the above cannot be done for RARP is it possible to quote other particular examples of costs associated with data collection efforts?

(4) For RARP or any other particular data collection exercise, is it possible to indicate (estimate?) the trade-offs between cost, accuracy and speed in data collection? For example, if the RARP information was required in half the time with the same accuracy what would it cost?
Or if the information was required for half the cost but in the same time what would be the impact on accuracy?

(5) Is it possible to assess the marginal cost of information? For any one data collection effort is it possible to calculate the average and marginal cost per questionnaire/ survey unit?

(c) The problems associated with the insititutional setting for monitoring and evaluation.

(1) What are the particular advantages and disadvantages to the

(c) (1) Cont....

project of using an existing agency such as CBS for all or part of the data collection for monitoring and evaluation?

(2) What are the particular advantages and disadvantages to agencies such as CBS of the growth of project-specific or or other autonomous or semi-autonomus units for monitoring and evaluation?

Terms of reference for background paper by L. Neutter (IADP Kenya)

A paper detailing the design of phase II of IADP with particular reference to the role of feedback from the monitoring and evaluation of phase I of the project.

(1) Brief description of phase II.
- Funding, budget, manpower, duration
- Area of operations
- Inputs, implementation, phasing
- Goals

(2) Specify the ways in which phase II is different from phase I.
Is phase II simply an areal extension of phase I?
Does phase II have any different inputs, either in amount or in kind?
Does phase II have any different goals? Or a changed emphasis in terms of potential impact?
Are there to be any significant organisational changes in phase II?

(3) For each of the changes noted above indicate why the change has been necessary or desirable.
Do the changes relate to areas of phase I which were inadequate?

(4) What was the source of the information which was the basis for the changes specified previously?
Specify what information came from:
(a) Reporting
(b) Monitoring
(c) Evaluation
} of phase I

In addition, specify the nature, quality and source of information which did not come from the formal information system but which was used in the design of phase II. Why was this information used?
- Because information was not available from formal sources?

(4) Cont....

- Because the informal information is easier to get
  - easier to understand?
  - quicker to get?
  - more reliable?

Does phase II involve any changes in the monitoring and evaluation system to overcome deficiencies in the system noted from phase I?

Are there changes which might have been made in phase II but which have not been made because the required information was not available?

Are there changes which have been made despite the lack of the necessary information?

Overall, has the formal monitoring and evaluation system provided an adequate information base for the planning of phase II?

Terms of reference for background paper by J. Helland

(ILCA, Kenya)

A paper detailing the monitoring and evaluation activities of ILCA, with particular reference to the problems of monitoring and evaluation by external agencies.

(1) Brief description of ILCA.
- Manpower
- Funding
- Activities

(2) For one or a group of livestock projects for which ILCA has undertaken monitoring and evaluation:
(a) Provide a brief description of the project(s):
- Location, funding, budget, duration
- Inputs
- Implementation
- Goals

(b) Indicate the role of ILCA in monitoring and evaluation:
- Did ILCA provide management information on a continuous basis?
- Did ILCA provide a once-and-for-all ongoing or expost evaluation?

(c) Specify the evaluation design:
- Case study/studies, no control groups
- Use of control groups
- Time series
- Experimental designs

(d) Specify the information collected

(e) Specify the methodology of data collection:
- Proforma reporting
- Reconnaissance surveys
- Farm records
- Statistical surveys
- Ratings by experts

(f) If sample surveys were undertaken specify:
- the respondent unit
- sample design

(2) (f) Cont...

- sample frame
- sample size
- sample selection

Was the information collected by:
- direct observation
- participant observation
- questionnaire

For questionnaires specify:
- design
- recall period

Attach examples of survey forms, questionnaires etc.

(g) Were any simplified methods of data collection used?

(h) What level of accuracy was achieved by these data collection procedures? Indicate the way in which a required level of accuracy was built into the design of data collection.
Were pilot surveys undertaken to check the accuracy of the survey design or the efficiency of questionnaires?

(i) Who collected the information? Indicate the number and organisation of enumerators/supervisors. Who trained them?

(j) How was the information processed? If computers were used, were special programs written or was a standard package used?

(k) How was the information analysed? Specify statistical/analytical manipulations of the basic data.

(l) Indicate problems which arose in relation to the data collection system. In particular specify:
- sources of error
- sources of delay
- imbalances between the amount of data collected and the ability to process/analyse this data

(m) Indicate the results of the monitoring and evaluation work. In particular, did the results indicate any

(2) (m) Cont....

deficiencies in the evaluation design or in the quality/quantity of data?

(3) Indicate the particular advantages and disadvantages of monitoring and evaluation being undertaken by external agencies such as ILCA:

- Greater objectivity of monitoring and evaluation output
- Greater resistance to monitoring and evaluation by project management
- Reduced coordination between those who use information and those who collect it
- Reduced use of monitoring and evaluation output by project management

Terms of reference for background paper by Messrs. H. Ngunjuna & M. Kamva

(Rural Access Roads Programme, Kenya)

A paper providing the descriptive background to RARP, the pre-construction engineering and economic criteria for roads and the design of evaluation studies.

(1) Descriptive background to RARP.
- Organisation, funding, budget, manpower, duration.
- Inputs, implementation, phasing.
- Area of operations.
- Goals - length and quality of roads built.
  - employment creation.
  - expected impact.

(2) Pre-construction criteria.
- Role of the District Development Committees.
- Specification of the engineering criteria
- Specification of the development criteria:
  - what is the empirical/theoretical basis for these criteria?
  - i.e. how do you know that they are valid?
- Give examples of the above in operation.

(3) Monitoring, Reporting and Evaluation.
- What criteria are to be used to assess the success or failure of RARP?
- What inputs/outputs/goals are subject to regular reporting?
- What inputs/outputs/goals are subject to regular monitoring?
- What evaluation exercises have taken place so far?
  - specify the design of the evaluation: Case studies? Control groups? Time series? Experimental designs?
  - what was this evaluation exercise designed to discover?
  - what were the results of the exercise?
  - have any changes been made in RARP as a result of this exercise?
  - have any changes been made in RARP as a result of any information which has come from the reporting, monitoring and evaluation system?
- What evaluation exercises are currently underway or planned for the future?

(3) Cont...

- specify the design of the evaluation exercises
- what are the exercises designed to discover?
- in particular, how have the development impact criteria been specified and operationalised in terms of the type of data to be collected?

- Is there a baseline against which change can be measured?
  - what is the source of this baseline information?
- What hypothesised relationships between inputs/outputs and impact are being tested by the evaluation exercises?
- What is the relationship between the development criteria under item 2 and the design of the evaluation exercise?

(4) If preliminary results are available from ongoing evaluation exercises what do these results indicate about the success or failure of RARP? Does the evaluation indicate why a particular impact either has or has not been achieved?

Terms of reference for background paper by S. Atkins

(LLDP, Malawi)

A paper tracing the development of the reporting, monitoring and evaluation system used in LLDP and more particularly the changes which Atkins has made or intends to make in this system.

(1) Specify the reporting monitoring and evaluation system which existed in LLDP before you arrived.
- Describe the reporting system: Who was reporting what, to whom and how often?
- Describe the evaluation design: use of control groups, case studies, time series, experimental designs.
- What information was being collected?
- What data collection methods were being used?
  - proforma reporting
  - reconnaissance surveys
  - farm records
  - statistical surveys
  - ratings by experts
- If sample surveys were being undertaken describe the design of the samples, sample selection, sample size etc.
- If questionnaires were being used describe the design, recall period etc.
- Were pilot surveys carried out to check the accuracy and efficiency of surveys and questionnaires?
- Had any simplified methods of data collection been attempted?
- Was a baseline survey undertaken for LLDP?
- If no baseline survey was undertaken, then what is the benchmark against which subsequent change can be measured?
- For the monitoring and evaluation information, how was the data being processed?
- How was this data being analysed? Simple tabulations or more complex statistical manipulation?

(2) Trace the evolution of the reporting, monitoring and evaluation system since its inception.
What factors have brought about changes in the system?
- Dissatisfaction with the quality/quantity/timeliness of of information available from the system?

(2) Cont....

- Identification of new information needs during the lifetime of the project?
- Changes in the project brought about by results from the monitoring and evaluation system?
- Developments in the availability of new research hypotheses or research results or improvements in data collection, processing or analysis techniques or hardware?
- External pressure?
- Personnel turnover?

(3) The fact that you have changed certain elements of the reporting, monitoring and evaluation system, or intend to change them, suggests that the system remains unsatisfactory in some respects. Specify these unsatisfactory elements and indicate the ways in which you have changed the system, or intend to change it, to eliminate or replace them.

Terms of reference for background paper by J. Doughty.

(NRDP, Malawi)

Two separate papers: the first provides the descriptive background to NRDP as a basis for the exercise on Day 4 of the workshop; the second paper specifies the reporting, monitoring and evaluation system being designed for NRDP. The second paper will not be made available to workshop participants until the conclusion of the exercise.

Paper I: The Descriptive Background to NRDP

(1) Malawi: rural development policy and practice.
Agriculture in the Malawian economy
Agriculture in Malawian economic planning
Rural development practice:
- Large scale integrated projects
- Settlement schemes
- Crop-specific development programmes
- Smallholder schemes
- Plantations

(2) The concept of NRDP.

Describe the development of the NRDP concept.
Does it reflect deficiencies or success in other types of rural development policies? In what ways is it substantially different from previous policies?

(3) NRDP.

- Organisation, funding, budget, manpower, duration
- Area of operations
- Inputs, implementation, phasing
- Goals

Paper II: The Reporting, Monitoring and Evaluation System for NRDP

Describe the role of the reporting, monitoring and evaluation system.

Paper II Cont....

(1) The organisation of reporting, monitoring and evaluation.
- Manpower
- Location
- Hierarchical structure

Note especially the centralisation and standardisation of the system.

(2) The choice of evaluation design.
- Case study/studies, no control groups
- Use of control groups
- Time series
- Experimental designs

(3) The measurement of success and failure.
How is the success or failure of NRDP to be measured?
What are the most important inputs/outputs and projected effects of NRDP?
Specify the most important causal links between inputs, outputs and effects.
What are the empirical/theoretical bases for these causal links, i.e. what makes you think that they will work?
Have any key variables been identified? What criteria were used to identify these variables?

(4) Baseline survey.
Are baseline surveys to be undertaken?
What information is to be collected by these surveys?
Specify how this information requirement was arrived at.
Who will undertake these surveys?
How long will it take to (a) collect this information?
(b) make this information available?
What level of accuracy is expected from these baseline surveys?

(5) Reporting
What activities/inputs/outputs/effects are to be subject to regular reporting? Describe the proposed reporting system - who is to report on what, to whom and how often?

(6) Monitoring and evaluation.

(a) What information is to be collected for monitoring and evaluation. For each major heading, explain why this information is required and the use to which it will be put.

(b) How is the information to be collected?
Specify the type(s) of data collection procedure:
- Proforma reporting
- Reconnaissance surveys
- Farm records
- Statistical surveys
- Ratings by experts

If sample surveys are to be undertaken specify:
- Respondent unit
- Sample design
- Sample size
- Sample selection

Is the information to be collected by:
- Direct observation
- Participant observation
- Questionnaire

For questionnaires specify:
- design
- recall period

Attach examples of survey forms, questionnaires etc.

(c) How often is the information to be collected? Specify at what stage of the project each information type is to be collected and the periodicity of cyclical data collection.

(d) Who is to collect the information? Specify the manpower requirements for the data collection effort. Who will supply this manpower? Who will train them?

(e) How is the information to be processed? Are the data collection forms designed to aid processing? If a computer is to be used what will be the source of the programs?

(6) Cont...

(f) How is the data to be analysed? Are the data to be simply tabulated? If they are to be subject to more rigorous analysis specify the nature of this analysis. Specify the physical means to be used for this analysis.
How will you ensure that the amount of information to be collected is matched by the physical capacity of the processing/analysis system?

Terms of reference for background paper by E. Ching'anda

(Agro-Economic Survey, Malawi)

A paper describing AES and examining the costs of data collection

(1) Brief description of AES
- Organisation
- Funding
- Staffing
- Role

(2) The cost of data collection.
For two particular surveys, each concerned with different types of information:
- Provide examples of the questionnaires/survey forms
- Explain the context of their use:
  - purpose
  - responding unit

For sample surveys indicate:
- sample design
- sample size
- sample selection

Specify the cost per completed questionnaire/survey form and per question/item:
- total cost (i.e. including HQ overheads)
- field cost (enumerators, transport, supervision etc.)

- Indicate why and by now much one type of information is more expensive to collect than the other type.
- Assess the marginal cost of information. For the above questionnaires/survey forms is it possible to calculate the average and marginal cost per question/item?
- What is the level of accuracy of the information collected via these questionnaires/survey forms?
- How long did it take to collect the information via these questionnaires/survey forms?
- Indicate, in general terms if necessary, the potential trade-offs between cost, accuracy and speed of data collection for the above questionnaires/surveys.

(2) Cont....

- For example, what would be the impact on cost and speed of a:

  (a) 10%)
  (b) 25%) decrease in accuracy?
  (c) 50%)

- What would be the impact on speed and accuracy of a:

  (a) 10%)
  (b) 25%) decrease in cost?
  (c) 50%)

- What would be the impact on cost and accuracy of a:

  (a) 10%)
  (b) 25%)
  (c) 50%) increase in speed?

- For yield data collection:
  - describe the method used to measure yields.
  - indicate the number of yield sub-plots per unit area.
  - calculate the total and field costs per yield sub-plot and, by extension, per unit area.
  - what level of accuracy is achieved by this method?

Terms of reference for background paper by T. Guma

(BASP), Lesotho)

A paper providing the descriptive background to BASP with particular reference to the reporting, monitoring and evaluation system.

(1) Brief description of BASP
- organisation, funding, budget, manpower, duration
- area of operations, target population, phasing
- inputs
- goals

(2) Has a baseline survey been undertaken?
What information was collected by this baseline survey?
Specify how this information requirement was arrived at.
Who designed the baseline survey?
Who undertook the baseline survey?
How long did it take (a) to collect the information?
(b) to make the information available?
What is the level of accuracy of the results?

If no baseline survey was undertaken, and none is intended, then what will be the benchmark against which subsequent changes will be measured?

(3) What activities/inputs/outputs are to be subjected to reporting?
Describe the reporting system - who reports on what, to whom and how often?

(4) How is the success or failure of BASP to be measured?
What are the most important inputs/outputs and projected effects of BASP?

(5) Have any key variables been identified?
What criteria were used to identify these variables?

(6) What information is to be collected for monitoring and evaluating the project?
Indicate in detail:
(a) The type of information to be collected. For each

(6) (a) Cont...

major heading explain why this information is required and the use to which it will be put.

(b) How the information is to be collected. Specify the type(s) of data collection procedure. If appropriate, specify the method of sampling, sample design, sample size etc. Attach samples of survey forms, questionnaires etc.

(c) How often it is to be collected. Specify at what stage of the project each information type is to be collected and the periodicity of cyclical data collection.

(d) Who is to collect it. Specify the manpower requirements for the data collection effort. Where will this manpower come from? Who will train them? Will the data collection be done by BASP personnel or by another agency?

(e) How is the information to be processed? By hand? By computer? Are the data collection forms designed to correspond to a particular type of processing? If a computer is to be used will it be located in Lesotho or elsewhere? Will a package program be used? If not, who will write the programs? How have you ensured that the amount of data to be collected is matched by the capacity of the processing capability?

(f) How are the data to be analysed? Are the data to be simply tabulated? If they are to be subject to more rigorous analysis specify the nature of this analysis. As in (e) above specify the physical means to be used for this analysis. How have you ensured that the amount of data to be collected and processed is matched by the analytical capacity available in BASP?

How has the information requirement specified above been arrived at? To what extent is the problem of 'unanticipated consequences' of project activities foreseen in the design of the reporting, monitoring and evaluation system?

(6) Cont....

To what extent is it intended to measure 'social change'? Indicate why and how you intend to measure this. In particular, specify any 'attitude' surveys which are to be undertaken.

(7) Are there particular hypothesised relationships between project inputs/outputs and impact which are to be tested by monitoring and evaluation exercises?

(8) What is the main purpose of the reporting, monitoring and evaluation system to be used in BASP?

- To provide a continuous flow of information to allow adjustment of the project?
- To provide the basic information for a rapid expost evaluation of project impact?

Documents on Monitoring and Evaluation of Agriculture and Rural Development Projects

I. PRINCIPLE SOURCES:

i) On Policies and Progress

1. "Monitoring and Evaluation of Rural Development Projects: A Progress Report." Rural Operations Review and Support Unit, AGR Department, April 1978 & Complement: April-November 1978.

2. "Monitoring and Evaluation of Rural Development Projects: An Early Assessment of World Bank Experiences." Paper prepared by Guido Deboeck for O.E.C.D. Workshop, Paris, March 1978.

3. "Built-in Project Monitoring and Evaluation: A First Review." Operations Evaluation Department, October 1977 (Report No. 1758).

4. "Project Monitoring and Evaluation." Operations Manual No. 3.55, March 1977.

5. "Issues in Monitoring and Evaluation of Rural Development Projects: A Progress Report." Prepared by Dennis Anderson, March 1976.

ii) On Concepts and Methodology

6. "Systems for Monitoring and Evaluation of Nutritional Interventions." Prepared by Guido Deboeck, RCRSU, August 1978.

7. "Systematic Monitoring and Evaluation of Integrated Development Programmes: A Source Book." New York: U. N., 1978.

8. "A System for Monitoring and Evaluation of Agriculture Extension Projects." Staff Working Paper No. 272, prepared by M. Cernea and B. J. Tepping, December 1977.

9. "Summary Report of the Technical Workshop on Monitoring and Evaluation of Rural Development Projects and Programs." Copenhagen, December 1976.

10. "Field Data Collection in Developing Countries: Experiences in Asia." Seminar Report prepared by Frank Lynch, Agriculture Development Council, June 1976.

II. SECONDARY SOURCES:

Project Specific Monitoring and Evaluation Papers

1. Draft Report on Monitoring and Evaluation System in PIDER Project in Mexico. Annex of the Mid-Term Evaluation Report, October 4, 1978.

2. Summary of POLONORDESTE Workshop on Monitoring and Evaluation of Rural Development Projects in Northeast Brazil (Recife, July 3-7, 1978), July 24, 1978.

3. "Integrated Agriculture Development Project (IADP) Special Supervision of Monitoring and Evaluation." T. Davis, July 14, 1978.

4. Project Organization, Implementation, and Monitoring and Evaluation for the Bahia Rural Development Project in Brazil. Supplementary Staff Working Paper No. 13, April 1978, pp. 11-15 and attachments.

5. "Land Use and Socio-Economic Changes Under the Impact of Irrigation in the Lam Pao Irrigation Project Area in Thailand." School of Oriental and African Studies Team and Royal Irrigation Department (Thailand), March 1978.

6. "Monitoring and Evaluation Proposal for the Mwanza/Shinyanga Rural Development Project in Tanzania." Working Paper No. C-10 of the Project File.

7. "Monitoring and Evaluation of the Paraiba Rural Development Project in Northeast Brazil." RORSU Working Paper, November 1977.

8. "Case Study on the Evaluation of the Bicol River Basin Development Program in the Philippines." RORSU Working Paper, September 1977.

9. "Case Study on Monitoring and Evaluation for the Rural Development Project in Mauritius." RORSU Working Paper, January 1977.

10. "Case Studies of Monitoring and Ongoing Evaluation Systems for Rural Development Projects." RORSU Working Paper, November 1976.

ANNEX E
Page 1

SCHEDULE FOR PREPARATION OF THE WORKSHOP

TIME	ACTIVITY	RESPONSIBLE
12/11-15/1978	- Finalize Objectives and Agenda Finalize Workshop Methodology Finalize T. R. Background Papers Finalize List Participants - Select Workshop Venue - Make tentative reservations - Arrange for logistical support - Arrange for secretarial support and audio visual equipment - Draft letter of Invitation	G. Deboech and B. Kinsey
12/20-1/1978	- Prepare letters of Invitation	ODG
1/10/1979	- Send letters of Invitation from Washington	RORSU
2/10/1979	- Deadline for participants to notify ODG about their acceptance of the invitation	Participants
2/15/1979	- Tabulation of final list of participants (copies send to RORSU and Hotel Manager)	ODG
	- Letters send to participants who accepted: including Information on wrokshop Venue Final agenda List of participants Expected arrival time in Nairobi Note on Background Papers Papers on policies and basic concepts Reminder on the Deadline for submission of case studies	ODG
3/2/1979	- Deadline for submission of Case studies to ODG	PARTICIPANTS
	- Participants who have not submitted a case study receive ultimate reminder	ODG
3/16/1979	- Ultimate deadline for receipt of case studies by ODG	Participants
3/16-4/2	- Preparation of Draft workshop file in two volumes: I: Synthesis of issues and Topics for discussion during the workshop II:Collection of case studies	ODG
4/6-8	- Review of Draft Workshop File - comments to ODG	RORSU
4/10-12	- Finalization of workshop file	ODG
	- Reproduction	ODG
4/18	- Workshop moderators arrives in Nairobi	B. Kinsey G. Deboech

TIME	ACTIVITY	RESPONSIBLE
4/19-20	- Arrangements for Social Activites - Setting up of workshop room etc.	B. Kinsey & G. Deboech
4/21-22	- Arrival of Participants	
4/23	Start Workshop	

ANNEX F

LIST OF DOCUMENTS PARTICIPANTS WILL RECEIVE

JANUARY:

- Letter of Invitation and Provisional Agenda
- Outline of Method of Work
- T.O.R. for Case Studies
- Estimate of the Cost of Participation

END FEBRUARY:

- Reminder of the Deadline for submission of case studies
- Information on workshop Venue and Nairobi
- Final Agenda (including social activity plan)
- Note on expected time of arrival in Nairobi and the reading that will be required before the workshop starts
- List of Participants
- Paper on Basic Concepts and Policies.

APRIL 21 - 22:

Vol I and II of the Workshop File

APRIL 23 - 27:

- Synthesis of discussions on Themes I to III
- Results from the practical exercise and Design of a Monitoring and Evaluation System

MAY 30:

Final Workshop Report

DRAFT LETTER OF INVITATION

Dear _____,

The Rural Operations Review and Support Unit of the World Bank is organising a Regional Workshop on Monitoring and Evaluation of Rural Development projects in East Africa.

The major purpose of this workshop will be to review issues, problems, and approaches used for monitoring and evaluation of Rural Development projects in East Africa. The workshop would primarly aim at crossfertilization of ideas by providing project managers, monitoring and evaluation, and planning officers an opportunity to exchange experiences. It would also provide a forum for extracting lessons from field experiences, which might be useful for improving outgoing systems and/or for future designs and implementation of monitoring and evaluation systems.

The major themes for discussion at this Regional workshop will be:-

i. Management use of monitoring and Evaluation Information.
ii. Data Collection, Processing, Analysis and Presentation.
iii. Institutional Aspects of Monitoring and Evaluation.

In addition practical exercises on the design of M & E systems will be included in the workshop. An outline of a provisional agenda for the workshop is attached as Annex -

Participation in the workshop will be restricted to 30 project managers, monitoring/evaluation, and/or planning officers from Bank-supported rural development projects in at least six countries in East Africa.

The workshop will take place in Nairobi at the Milimani Hotel, from April 23 to 27, 1979.

The World Bank has carefully reviewed a large number of M & E systems and identified a number which appear to offer experience and approaches of value to those involved with project management, monitoring and evaluation. Your agency/project has experience which the Bank feels would be of considerable interest to other participants in the workshop, and we would therefore like to invite you to participate in the Workshop and to prepare a case study detailing this experience. It is expected that all participants will prepare papers to serve as a basis for discussion in the Workshop.

The Bank has designated the Overseas Development Group of the University of East Anglia in England to prepare a Workshop file based on the case studies expected from the participants. In order to ensure that all topics of interest are adequately covered and that there is a degree of comparability among the papers prepared by the various participants, ODG has prepared terms of reference to serve as a guideline to you in the preparation of your case study. (See Annex -) If you accept this invitation to participate, we expect you to send to ODG (address) your case study no later than February 20, 1979.

The workshop is intended to be of practical benefit both to users of project information systems, i.e. project managers and planning staff, and to those responsible for project monitoring and evaluation. It is therefore expected that participants

will obtain the necessary clearance and travel funds from their agencies/institutions/ projects. The World Bank will make arrangements for accommodation of all non Kenyan participants at the Milimani Hotel in Nairobi and would be willing to sponsor the full costs of accommodation and full board for the duration of the Workshop. Participants who experience difficulties in obtaining support from their project/or agency for travel to Nairobi should inform me. For those projects funded by the Bank/IDA, the Bank encourages participants to obtain project funds for the purpose of attending the Workshop. For other participants, the Bank will contact the relevant ministry or agency to advise them that you have been invited to attend the Workshop and to request sponsorship for your attendance.

As individuals will be attending the Workshop in their personal capacity it is taken for granted that those who submit papers agree to their inclusion in the workshop report.

Since places for the workshop are limited, I should be grateful if you would let ODG (address) know before February 10, 1979 whether you will be able to attend. I shall be looking forward to meeting you, and to your participation in the Workshop.

Yours sincerely,

TED J. DAVIS
Chief, Rural Operations Review
and support unit Agriculture and Rural
Development Department

SELECTION OF VENUE FOR
REGIONAL WORKSHOP ON M & E

The following alternative venue's for organising the regional workshop on M & E in Nairobi were investigated:-

1. Ministry of Agriculture
2. Kenya Institute of Administration
3. University of Nairobi - Faculty of Agriculture
4. University of Nairobi - Faculty of Social Scientist
5. Karen College
6. Edgerton College
7. Intercontinental Hotel
8. Pan Afric Hotel
9. Boulevard Hotel
10. Milimani Hotel

The following eriteria were used to select a venue:-

1. Rental charges of conference facilities and availability
2. Cost of full board
3. Quality of accommodations
4. Size and adequacy of conference room
5. Distance from downtown Nairobi ("not to close not too far")

Based on these eriteria the Milimani Hotel is recommended as the venue for the workshop.

COMPARATIVE ANALYSIS OF ALTERNATIVE VENUE'S
FOR WORKSHOP IN M & E IN NAIROBI

	DESCRIPTION & QUALITY RATING OF CONFERENCE FACILITIES	COST	ACCOMMODATION	DISADVANTAGES
1. Ministry of Agriculture	inadequate	-	In Nairobi Hotels	Inadequate conference room
2. Kenya Institute of Adm.	4 - 6 small rooms: inadequate	K.Shs.120/day incl. F.B.	31 Max	Inadequate conference room
3. University of Nairobi Faculty of Agriculture (Kabete Campus)	Several lecture rooms	-	In Nairobi Hotels	Outside Nairobi's Kabete Campus
4. University of Nairobi Faculty of Social Services	Several lecture rooms	-	In Nairobi Hotels	Too close to downtown
5. Karen College (15km. from Nairobi)	1 big room + 2 seminar rooms: excellent	K.Shs.55/day incl. F.B.	30 Max.	Very Isolated
6. Edgerton College (150km. from Nairobi)	Several rooms: suitable	K.Shs.200/day + travel		Too far from Nairobi:- Adds. Logistical problems.
7. Intercontinental Hotel	Several rooms: suitable	K.Shs.450/day	K.Shs.200/day W/O F.B. + taxes	Expensive
8. Pan Afric Hotel	2 large rooms: suitable	K.Shs.600/day	K.Shs.290/day incl. F.B.	
9. Boulevard Hotel	1 small room: inadequate free	K.Shs.176/day W/O F.B.		Conference room too small
10. Milimani Hotel	3 large rooms excellent	K.Shs.200/day	K.Shs.260/day incl. F.B.	

ANNEX H
Page 3.

Hotel Milimani
Nairobi

Milimani Road
P. O. Box 30715, Nairobi, Kenya
Telephone 29461
Telex 22613

15th December, 1978

Mr. Guido J. Deboeck,
The World Bank,
Nairobi.

Dear Mr. Deboeck,

I refer to our recent conversations and have pleasure in confirming our quotation to you for your proposed seminar from 23rd - 27th April 1979 as follows:-

1. Nos. 30 - 40 in singles
2. Price full board - 260/- per person
3. Room Hire 200/- daily
4. morning coffee - 5/- per person and afternoon tea 5/- p.p.

I trust the above quotation is to your satisfaction and look forward to your reservation.

Yours sincerely
HOTEL MILIMANI

R. van Praag MHCIMA
MANAGER

Panafric Hotel

KENYATTA AVENUE, P.O. BOX 30486, NAIROBI, KENYA. PHONE 335166, CABLES: PANAFOTEL, TELEX 22454

15th December, 1978.

Mr. Guido J. Deboeck,
The World Bank,
1818H Street N.W.,
WASHINGTON D.C.

Dear Mr. Deboeck,

It was a pleasure to meet you earlier this week on your visit to the Panafric Hotel.

Further to our discussion regarding your conference next March/April, 1979, I have outlined below our quotation for 30 single rooms at full board for one week, with 10 additional lunches per day, and finally for the hire of Jambo Room during the same period.

30 singles @ full board (breakfast, lunch, dinner) @ 290/= inclusive of all taxes.

	=	8700/= per day
for 7 days	=	60900/=
10 Lunches @ 45/= incl. x 7 days	+	3150/=
Hire of Jambo Room @ 600/= per day x 7	=	4200/=
		68250/=

We would be grateful if you could let us know as soon as possible the exact dates concerned in order that we may make provisional bookings for your conference, pending your confirmation of acceptance of our offer.

I would like to thank you in the meantime for the interest you have displayed in the Panafric Hotel.

Yours sincerely,

Nigel Williams

NIGEL WILLIAMS.

the norfolk hotel

P.O. BOX 40064, NAIROBI, KENYA. TELEPHONE: 335422 CABLES: 'NORFOLK' TELEX: 22559

15th December, 1978

Mr. Guido J. Deboeck,
The World Bank,
1818 H. Street, N.W.
Washington, D.C. 20433,
U.S.A.

Dear Mr. Deboeck,

Further to your conversation with our Mr. Thande, Food & Beverage Manager, we confirm that we can accommodate your group in the month of April, 1979. The rates will be as follows:-

Twin single occupancy	Shs: 340/= Nett
Standard Singles	Shs: 263/50 Nett

This is after giving you a discount of 15%. Meals charges will be as follows:-

Continental Breakfast	Shs: 25/=
English Breakfast	Shs: 35/=
Lunch	Shs: 60/=
Dinner minimum charge	Shs: 60/=

We would be most grateful if you could give us the definate dates of arrival and departure.

We look forward to welcoming your group at the Norfolk Hotel and hope that they will enjoy their stay with us.

Yours, sincerely,

E.M. CHECHE
Front Office

HOTEL
INTER-CONTINENTAL
NAIROBI

EXECUTIVE OFFICE

CITY HALL WAY & UHURU HIGHWAY - P.O. BOX 30353 - NAIROBI - KENYA - TELEPHONE 335550 - CABLE ADDRESS: INHOTELCOR
TELEX: 22631 INHOTCOR

14th December, 1978

Guido J. Deboeck
The World Bank
c/o Norfolk Hotel
NAIROBI

Dear Mr. Deboeck,

Thank you for inquiring into a host of the World Bank seminar at hotel Inter.Continental Nairobi in April 1979 for 4 days commencing 22nd. The room rates willobe as under.

Single room KShs.200/- + taxes (22%) and if Television is required, there will be an extra charge of KShs.30/-

Turkana room/ Conference room - KShs.450/- per day.

We regret that we will not be able to provide any overhead projectors.

Awainting to hear from you,

Yours sincerely,
HOTEL INTER.CONTINENTAL NAIROBI

A. SAVAGE
ROOMS DIVISION MANAGER

Record Removal Notice

The World Bank Group Archives & Records Management

File Title	Barcode No.
Operational Sectors - S - Agriculture and Rural Development 1978 - 1980 - Volume 4	300488664

Document Date	Document Type	
December 26, 1978	Report / Annex	

Correspondents / Participants
B. H. Kinsey

Subject / Title
Annex I - Estimate of Consultant Charges for Regional Workshop

Exception(s)
Personal Information

Additional Comments

The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.

Withdrawn by	Date
Kim Brenner-Delp	December 12, 2022

ANNEX J

COST ESTIMATES OF
REGIONAL WORKSHOP ON M & E IN EAST AFRICA

		K.SHS.	$
I	Rent of Workshop Facilities (Milimani Hotel)		
	Rent of Workshop Room K.Shs. 200/day x 5 days	1,000	134
	Audio Visual Equipment (free from M.O.H.)	-	-
II	Accommodation and full Board for Participants in Milimani Hotel		
	Unit prices: Accommodation K.Shs. 180/day Full Board K.Shs. 80/day		
	Kenyans 10 x 5 days x K.Shs 35 (Lunch only)	1,750	233
	Non-Kenyans 10 participants arriving Saturday 4/21 10 x 6 days x K.SHS. 260	15,600	2080
	15 particpants arriving Sunday 4/22 15 x 5 days x K.SHS. 260	19,500	2600
	International Participants (own Department's resources)		
	Sub total	36,850	4,913
III	Consultant		11,000
	Including - Professional time - Travel as/per Diem - Secretarial and Editorial Assistance		
IV	Secretarial Support		
	7 days x 175 K.Shs/day	1,225	163
	Overtime 5 days x 4 hours x 40 KShs./hour	800	106.6
	Sub total	2,025	270
V	Logistical Support		
	Transport to/from Airport Local Transport	6,000	800
VI	Representational/Miscellaneous	7,500	1000
	Grand total		$ 18117

Proposed Financing

RORSU 50%	9058.5
Region 50%	9058.5
	18117.0

S - Agriculture

December 25, 1978

Dr. S. Kanani, DDMS
Deputy Director Medical Services
Ministry of Health
Apya House
Cathedral Road
P.O. Box 30016
Nairobi, Kenya

Dear Dr. Kanani:

In follow-up to my discussions of December 11 and 13 with Dr. Peter Schlüter, of the Administrative Support Unit, I would like to thank you for the logistical support your Unit has volunteered for a Regional Workshop, on Monitoring and Evaluation of Rural Development projects, that the World Bank plans to organize from April 23 to 27, 1979 in Nairobi.

We appreciate it very much that the Administrative Support Unit will make available for that period:

- two overhead projectors
- six flipcharts
- a transparency producer
- a stencil machine, and
- possibly a "dry copier" or xerox machine

All complementary supplies that might be consumed during the workshop (e.g. markers, pencils, transparencies, etc.) will be reimbursed to your Unit.

Since the workshop will be held at the Milimani Hotel, we would appreciate if the above equipment or supplies could be made available as of April 21 at Milimani. I will contact Dr. Schlüter upon my arrival in Nairobi in mid-April.

Thanking you again, I also would like to use this opportunity to send you my best wishes for the holiday season.

Sincerely yours,

Guido J. Deboeck
Rural Operations Review and Support Unit

cc: Dr. Peter Schlüter
Dr. Bill Kinsey

EP

S. Agriculture

Mr. G.F. Donaldson, Div. Chief, AGREP

December 22, 1978

J.D. Von Pischke, AGREP

Monitoring the Bank's Agricultural Credit Portfolio

1. The purpose of this memo is to summarize our discussions concerning the monitoring of the Bank's agricultural credit projects, and to request consulting assistance for the establishment of a monitoring system.

2. At the present time there is no systematic oversight of Bank agricultural credit projects which produces easily accessable, global information. It is impossible at present for anyone in the Bank to know how these projects are performing as a group or to obtain an overall picture of their performance or even the expectations to which they were designed. Symptomatic of this situation is the lack of any centralized list of the agricultural credit institutions which are currently Bank clients - after $2.1 Billion in commitments for agricultural credit.

3. The advantages of having an information system which would provide design and performance data need little elaboration. The activities of OED and RORSU indicate that there is value in monitoring our project portfolio and that management is aware of this value.

4. I propose that a management information system be established specifically for agricultural credit projects and for agricultural credit components of other projects. The basis forthe system would be data from appraisal reports of current projects. As the system is developed, it could incprporate supervision and evaluation data.

5. The system proposed here would be taken over and incorporated into the project monitoring activities of RORSU whenever their priorities and resources permit. A conversation with Mr. Ted Davis, RORSU Division Chief, indicated that it would be some time before RORSU would tackle credit in great detail. No attempt would be made to computerize the data gathered in the proposed exercise without active RORSU involvement. Hence, this proposal does not conflict with or pre-empt RORSU activities or priorities.

6. In order to establish the proposed system and undertake initial data collection, I propose that we engage Mr. W. McNally, a consultant with considerable Bank experience. His task would be to establish a format for data collection from appraisal reports and to extract the required data, working back in time from projects currently going into buff cover. Draft terms of references are attached, which should be cleared by Messrs. Spall and Davis.

w/att.

6. Mr. Spall has been consulted concerning this proposal, and has indicated his consent in principle.

cc: Messrs. G. Darnell, AGR
W. Spall, AGR
T. Davis, AGR

JDVonPischke:mw

S - Agriculture

Mr. Graham Donaldson, Chief, AGREP

December 22, 1978

Belai Abbai, AGREP

Measures for further development of the coconut industry

1. It would seem that this is a worthwhile proposal. The research aspects are important and should interest Jim Goering. What step should be taken next? Before the idea could be submitted for international financing, a careful review should be undertaken to assess the benefits derived from the expansion of this sector. We would need some robust numbers with respect to demand prospects, and cost studies are needed to show that it is suitable as a smallholder crop and can benefit a large segment of the population, i.e., Third World. As I understand it, Brian Gray is thinking of calling a meeting to discuss what the next step should be. We should support it.

BAbbai:sw

S - Agriculture

Mr. Walter Schaefer-Kehnert, EDI
(through Graham Donaldson, Chief, AGREP)
J. D. Von Pischke, AGREP

December 22, 1978

Format of Farm Cash Flow Projections

1. This memo is in response to yours of December 4 bearing the above title which was circulated to Agricultural Division Chiefs. Although we have discussed this subject many times, I have been asked to put remarks down for the record, and hence this memo.

2. I agree with your desire to encourage greater standardization of treatment of farm budget items in Bank analyses. I share your view that complete uniformity is not desirable, and that the more important issue is agreement on the underlying principles. The presentation of the cash flow table is a reasonable place to begin, as you suggest.

3. Time adjustment is conceptually preferable to the conventional treatment, for reasons dramatically illustrated in your Table 1. It reports a truer rate of return and also indicates more clearly the financial implications of projected production increases, including the financing gap.

4. The recommended adjustments in incremental working capital streams given on page 5 of your memo should not be adopted by analysts uncritically, but used as a check on their own calculations arising out of their field investigations.

5. One shortcoming, from the purely financial point of view, is that the proposed format includes non-cash income treating production rather than sales as "inflow". The inclusion of non-monetized income is of course justified for rate of return calculations, although valuation problems arise if most production is not marketed. We are both in agreement that the rate of return is not a very useful measure, except for bureaucratic reasons in the Bank, when applied to smallholder agriculture which is only partially commercialized. I note that in your paragraph 17 you propose an adjustment to address this problem by the addition of an additional line deleting non-monetary income.

6. Your efforts to explore the financing of projected farm budgets is also very useful. I refer specifically to breaking out financing as a separate component, with itemized breakdowns by loan term and type of funds flow, in the cash flow presentation, and elaboration on an annual basis for the development of financing terms. I think that the cash balance and cumulative cash balance figures in your Table 4 are most useful in providing a check on financing assumptions used by the analyst. A zero cash balance provides the limiting case. However, positive figures in themselves would not appear to be very meaningful for decision-making, although their timing could give some indication of the types of financing assumptions involved.

7. Your work brings out once again the necessity for more critical examination of the financial logic of our activities in agriculture. In your table 3, for example, the analyst expects the farmer to provide a contribution of 13.5 to project investment in Year 1, while his total benefits after financing (which benefits include home consumption) without the project are only 10.5. This would be similar to assuming that someone with an income of $10,500, or a family business with a profit of $10,500 a year before salaries and other withdrawals by the owners, would have $13,500 of resources available to commit to an investment. If this assumption is valid, then many people's ideas about smallholder agriculture should be changed!

8. It is my impression that further progress might be made in dealing with issues you raise by bringing more accounting knowledge into the debate, and I understand that Mr. Crowe is providing comments from this perspective. It is also my belief that any method which is used for decision making purposes which does not take into consideration the variation in projected farm income (i.e., risk) is financially naive, especially when used to draw up a credit package. This concern is dealt with in my EDI course notes 20, 21 and 33. The "practical" disadvantage of your proposal is that it decreases the rate of return reported for projected activities. While I wholly share your view that the conventional method reports erroneously high rates of return, this impact of your proposal will probably weigh more heavily than any other, if only as the muffled cadence in the background, on deliberations and on the rate of its adoption within the Bank.

9. I am in general accord with your proposals and will generally encourage analysts to employ your suggested format. Without guidance from higher management, I am reluctant to urge the use of your format for projects which have a rate of return considered marginal from the point of view of project missions' understanding of Board concerns. To make such a suggestion would be tantamount to urging analysts to make compensating "adjustments" elsewhere in their analysis.

cc: Messr. Spall
Pickering
Darnell
Cooksey

J.D.Von Pischke:sw

WORLD BANK / INTERNATIONAL FINANCE CORPORATION S. Agriculture

OFFICE MEMORANDUM

TO: Files

DATE: December 22, 1978

FROM: Ted J. Davis, AGROR

SUBJECT: Asian Development Bank - Cooperation on M & E Workshops

Today I received a telephone call from Mr. E. J. Ettinger, Deputy Director for Post Evaluation of Asian Development Bank.

He said that a visit by Mr. Cernea would not be convenient for next January because of an in-house seminar they were holding in ADB on management of irrigation projects from January 28 - February 18, 1979. (In any event Mr. Cernea's travel plans are indefinite because of the cancellation of the China trip).

He did, however, express great interest in collaborating on an M & E Workshop in the Far East, suggesting that ADB could provide the facilities and share in some of the costs. He suggested that an appropriate time would be September/October. He wanted it no later because ADB is on a "calendar year" and their bunching takes place November/December.

I made no commitment, but expressed interest. He would welcome an invitation to our Nairobi Workshop on April 23-27, to learn.

He received most of our material on a visit with me in September. He would like additional materials if available particularly on irrigation M & E.

He mentioned that Mr. Kapur would be visiting on February 2-4 and could perhaps bring such material.

TJD/cc

cc: Messrs. S. Kapur, OED; L. Christoffersen, AGR; M. Cernea, AGR; G. Deboeck, AGR; M. Ahmad, AGR

S. Agriculture

Mr. Leif Christoffersen, AGR

December 21, 1978

Ted J. Davis, AGR

Preliminary Thoughts on Alternatives for Improving M & E Systems

RORSU has, through its progress report on M & E in rural development projects dated April 1978, identified the serious gaps in designing and implementing M & E systems in agriculture and rural development projects.

The most serious problem has been the one of staff constraints and training of operational staff in the techniques and substance of M & E systems. We in RORSU were only able to devote 1 1/2 man years to the subject during the last fiscal year (including consultant time). The alternatives for reducing these shortcomings are listed and commented on below:

1. A centralized unit within the Bank to perform research and give technical assistance and guidance to the regions. I have doubts about the wisdon of such centralization because the type of M & E required in the various sectors of lending are quite different. They are particularly difficult in the rural development projects which are designed to raise the productivity of thousands of small operators through a myriad of institutional operations.

2. Appoint a specialist in each of the operating divisions or perhaps in the front offices of the projects department in the regions whose primary duties would be M & E design and implementation. This suggestion has considerable merit but should be linked with a CPS capability to maintain some functional guidance and control as well as conduct research on the subject.

3. Increase the staffing arrangements in the CPS sectoral departments, particularly in AGR where the problem appears to be of a more complex and difficult nature. Such increased staffing would permit the continuation and expansion of the operations already undertaken particularly in terms of research and training workshops for both the Bank staff and project managers and evaluation officers in the field.

My tentative recommendations would be for a combination of 2 and 3 above, so that AGR would have the necessary links with staff in the regions for translating its work directly into operational activities.

TJD/cc

S - Agriculture

Mr. Leif Christoffersen, AGR

December 21, 1978

Ted J. Davis, AGR

Overseas and In-house Workshops on Monitoring and Evaluation of Rural Development Projects

I attach our planning document for the Monitoring and Evaluation Workshop to be held in Nairobi from April 23 - 27, 1979. Mr. Deboeck and Mr. Kinsey (consultant) have prepared these materials and all plans are in their final stages. Jim Hendry has some very significant plans to improve M & E systems in East Africa and is enthusiastic about this workshop being a center piece in a much larger effort to improve M & E systems. EMEA has been fully involved in the exercise and welcomes the opportunity to participate and be of assistance both procedurally and substantively in the workshop.

As you know we helped organize such a workshop involving managers and evaluation officers from some 10 states in N.E. Brazil which either have Bank financed rural development projects under implementation or under preparation. This workshop in Recife, July 3-7, 1978 gave us considerable insight into improving the organization and content of M & E in N.E. Brazil.

We have had several inquiries and requests for such workshops in Colombia, Indonesia, and a special request to join with the Asian Development Bank in a regional workshop in the Far East. Depending upon our staff availability we think such a series of workshops is extremely important to furthering the improvement of M & E systems.

As you know we have conducted 3 workshops for Bank staff in-house covering some 60 agriculture and rural development staff. The evaluations of the workshop by the participants show that they felt the workshops to be operationally important.

TJD/cc

5-Agriculture & Rural Dev

MP

I did not read this; I passed it on to Oubouzar whose comments are attached (cleared with EK & Ikram) and passed on to Ian Hume who is preparing the Region's comments. Ken

1) ~~Kandy~~ ~~Mathi~~ 2) Int cap in blues 3) File

DRAFT
MOubouzar:mbw
December 21, 1978

The draft report on "Nutrition and Basic Needs" has the merit of describing the different aspects of under-nourishment and their effects on social and economic growth of the developing countries. In so doing it also demonstrates the complexity of the problem of poverty in general.

If the Bank's role with respect to nutrition problems is defined in general terms, the report does not seem to stress the caution with which Bank staff should handle this issue especially when it comes to setting nutritional targets for a given country. As well pointed out in the paper, the long-term solution of this issue could only be found in a proper development of a country's agriculture and capacity to import food without putting too much constraint on capital goods imports. The solution to this issue also depends on the degree of social acceptance of the concept of population control.

Another constraint that seems to be overlooked in the paper is the resistance to changes in the social structure generally reflected in existing differentiated standards of living. If in the short-term or even in the medium-term one could, through a well devised ration or subsidies system, achieve an effective income redistribution, in the long run there is a tendency to return to the initial social structure. By raising the standard of living of the poorest we strengthen the demand for even better standard of living of higher income households. This phenomenon occurs at a time when the developing country needs to maintain a high rate of investment

to sustain its economic development.

In view of all the constraints, Bank staff, while always preoccupied with the level of nutrition of the poor, should attempt to define feasible medium-term nutrition targets. One should be very careful not to raise too high expectations of the poor in a given country. For in that case governments would be locked in a dangerous dilemma:

- satisfy the high expectations of the poor as far as nutrition is concerned and reduce investment potential in key sectors such as education, health and economic infrastructure which in turn would reduce future development potential of the country.
- or not satisfy the expectations of the poor and face growing social unrest.

S - Agriculture

20 1978

December 20, 1978

Dear Dr. Al-Sudeary:

Thank you for your letter of December 4, in which you raised some questions about the meeting we are proposing to hold in February to follow-up the World Food Council's Mexico Communique.

I am pleased to learn that you will arrange for IFAD to participate in this meeting. It is my understanding that the meeting itself will be an informal one, the purpose of which is to prepare inputs for a document which is to be prepared by the World Food Council Secretariat. In the light of this I'm sure you will agree that selected outside experts can add to the substance of the discussion.

I understand from Mr. Yudelman that he discussed these issues with members of your staff, and that they should now be in a position to brief you on any outstanding questions you might have on the meeting.

Sincerely,

(S

Robert S. McNamara

Dr. Abdelmuhsin M. Al-Sudeary
President
International Fund for Agricultural Development
107, Via del Serafico, 00142
Rome, Italy

cc: Mr. Koch-Weser

MYudelman:lkt
12/19/78

S- Agriculture

DEC 20 1978

Dear Mr. Saouma:

Thank you for your letter of December 12 in which you raised some questions about the meeting we are proposing to hold in February to follow-up the World Food Council's Mexico Communique.

I am pleased to learn that you will arrange for FAO to participate in this meeting. It is my understanding that the meeting itself will be an informal one, the purpose of which is to prepare inputs for a document which is to be prepared by the World Food Council Secretariat. In the light of this I'm sure you will agree that selected outside experts can add to the substance of the discussion.

12/19

I'm inclined to agree with you that the discussants should focus a good deal of attention on the question of the adequacy or otherwise of the project pipeline, and how the pipeline might be strengthened. I also agree that this meeting will not be the best forum to discuss the effectiveness of projects.

I understand from Mr. Yudelman that he discussed these issues with members of the FAO staff and that they should now be in a position to brief you on any outstanding questions you might have on the meeting.

Sincerely,

(Signed) Robert S. McNamara

Robert S. McNamara

Mr. Edouard Saouma
Director-General
Food and Agriculture Organization
of the United Nations
Rome, Italy

cc: Mr. Koch-Weser

MYudelman:lkt
12/19/78

WORLD BANK / INTERNATIONAL FINANCE CORPORATION Non-Regional file

OFFICE MEMORANDUM

S-Agriculture

TO: Distribution List DATE: December 20, 1978

FROM: F.L. Hotes (Irrigation Adviser, AGRDR/CPS)

SUBJECT: Irrigation Engineers' Roster

1. As you were unable to be present at the meeting of Bank irrigation engineers and water resources specialists on December 15, 1978, the purpose of this memorandum is to advise you of subject roster, one of the topics discussed at that meeting.

2. For some time a summary roster of Bank agriculturists has been maintained by Don Pickering, AGRDR/CPS. Two sample resumes from that compilation are attached. We would like to prepare a similar summary roster for Bank irrigation engineers and water resources specialists. This is not a mandatory requirement, but it would be appreciated greatly if each of you could prepare a similar summary covering your own education and professional experience and submit it to me. Please limit your summary to one page, if possible.

3. These will be maintained in a central loose-leaf file in my office. Copies also will be circulated to each of you and to Agriculture Assistant Directors and Division Chiefs.

4. The purpose of these files will be to help Bank staff identify other Bank staff who have had experience in various regions and countries and in specific professional and technical disciplines. To that end, individuals should prepare their resumés with emphasis on their strongest areas of expertise. If you have questions, call (ext. 7-2763) or drop me a note.

Attachments

FLHotes:rm

cc: Messrs. Dumoulin, Cornejo, Martinod, Pret (LCP); Laeyendecker, Niaz, Plusquellec, Tirmazi (EMP); Patorni, Pradithavanij (EAP); Ginnsz (WAP); Cunningham, Tennent, Tibor, Unhanand, van Tuijl, Fairchild, Greenwood (ASP); Khan, Tarafdar, Smith (AEP); Hodges (EMP); Bolt (Nairobi); Sullivan (Abidjan); O'Brien, Kramer (New Delhi); Zagni (Dacca); Caparas (Jakarta)

REGISTER OF AGRICULTURISTS

NAME (Surname first): PICKERING, Donald C.

Room: D828 Phone: 5762

Region: CPS, Agriculture and Rural Development Division: Office of the Director

Relevant Academic Qualifications:

B. Sc. (Agric) Hons, Leeds, U.K.
Diploma in Agriculture, Cambridge, U.K.
Diploma in Tropical Agriculture, Trinidad

SUMMARY OF WORK EXPERIENCE:

(a) Prior to Joining World Bank: 1954-1967. Northern Nigeria, Department of Agriculture. Initially research agronomy, subsequently organization and implementation of field trials, extension and input supply services for crop production by smallholders primarily under rainfed conditions. Principal commodities: sorghum, maize, millet, cassava, yams, groundnuts, sesame, soyabeans, cowpeas, cotton, oil palm, kola, cocoa, robusta coffee. Final year of Nigerian service spent initiating agricultural development planning.

(b) After Joining World Bank:

1967/68 Thailand and Iran - Assessment of agricultural potential to justify feeder ro road programs.
Ethiopia - Wollamo Soddu Agricultural Development Project Preappraisal
Ethiopia - Settit Humera Agricultural Development Project Identification
Trinidad - Crownlands Project Supervision
India - Tarai Seeds Project Appraisal

1969/72 Brazil - Agriculture Sector Survey
Nigeria - Agriculture Sector Survey
Ethiopia - Agriculture Sector Survey
Brazil - Special Economic Survey
Kenya - Rural Sector Survey
Nigeria - Gusau, Funtua, Gombe Agricultural Development Projects Preparation.

1972 to date - Review of agriculture and rural development projects from identificatio through performance audits. Field missions to Algeria, Mali, Mexico, Philippines, Nigeria, Tanzania and Togo related to identification, preperation, appraisal and supervision of agriculture and rural development projects.

REGISTER OF AGRICULTURISTS

NAME (Surname first): FALLOUX, Francois M.

Room: D-853 Phone: Ext. 5149

Region: CPS Agriculture and Rural Development Division: AGR

Relevant Academic Qualifications:

B.S. (Mathematics) St. Louis, Paris

Diploma in Agriculture, Institut National Agronimique, Paris

Diploma in Economics, Universite Sciences Economiques, Paris

SUMMARY OF WORK EXPERIENCE:

(a) Prior to Joining World Bank:

1966-68 - Upper Volta extension, input supply and marketing services for crop production by smallholders primarily under rainfed conditions - Principal commodities: cotton, sorghum, millet, groundnuts, rice and beans.

1968-71 - Senegal project manager in Diourbel - extension input supply and marketing services for the Diourbel region. Principal commodities: groundnuts, cotton sorghum. Then in Dakar in charge of a "Bureau d'etudes et de Methodes" to prepare new R.D. projects.

1971-75 Paris - expert in consulting firm - rural development and agro-industries studies in Brazil, Zaire, Ethiopia, Venezuela, Mali, Niger, Egypt etc.

(b) After Joining World Bank:

1974/75 Brazil - Rio Grande do Norte Rural Development Project appraisal, last appraisal and supervision (beginning as a consultant).

1976/77 Brazil - Rio Grande do Norte Rural Development Project supervision.
Paraiba Brejo Rural Development Project preparation and appraisal.

Cameroon - Zapi de L'est Rural Development preparation.

Madagascar - Rural Development Project - identification.

December 15, 1978

BANK IRRIGATION/WATER RESOURCES ENGINEERS

CPS

F. Hotes (D-819)
B. Kanchanalak (D-816)
T. Kimura (D-826)
C. Gunasekara (D-852)

Latin America & Caribbean

J. Dumoulin (A-942)
E. Gazit (C-913)
L. Moscoso (B-919)
A. Cornejo (A-942)
U. Kuffner (C-913)
J. Martinod (A-932)
Y. Pret (E-544)

Europe, Middle East & N. Africa

P. Economides (B-704)
H. Laeyendecker (A-723)
W. Eric Roell (D-759)
M. Mian (D-757)
S. Niaz (E-736)
H. Plusquellec (A-722)
M. Tirmazi (D-717)
I. Zamfir (A-723)
S. Rehman (B-703)

East Africa

F. Patorni (A-1040)
R. Stevenin (F-1025)
C. Pradithavanij (F-1034)
C. Bolt (Nairobi)

West Africa

C. des Bouvrie (F-327)
J. Ginnsz (F-315)
C. Gois (E-301)
A. Meimaris (E-301)
R. O'Sullivan (Abidjan)

South Asia

J. Vivas (F-418)
S. Baker (F-518)
J. Cunningham (A-500)
G. Finlinson (F-533)
P. Gupta (F-545)
K. Pranich (F-518)
W. Rodger (F-506)
H. Tennent (F-518)
G. Tibor (F-418)
K. Unhanand (F-515)
W. van Tuijl (F-430)
E. Kramer (New Delhi)
J. O'Brien (New Delhi)
A. Zagni (Dacca)

East Asia and Pacific

J. Caparas (Jakarta)
A. Khan (A-623)
M. Tarafdar (B-611)
W. Smith (A-642)
P. Whitford (A-642)
R. Morton (A-600)
I. Naor (A-642)
R. Qureshi (A-642)

Additional:

Contract Specialists for Irrigation Works

G. Greenwood (South Asia - Irrig.) (F-518)
A. Schwenneker (EMENA - Irrig.) (D-720)

Water Resource Planners (Agriculturists)

W. Fairchild (South Asia - Irrig.) (F-508)
R. Hodges (EMENA Tech. Assistance) (A-732)

WRIC:
S. Agriculture

December 20, 1978

Messrs.
Carl L. Anderson and
Walter J. Ochs
USDA - SCS
P.O. Box 2890W
Washington, D.C. 20013

Dear Carl and Wally:

This will confirm my telephone call to Carl earlier this week regarding two seminars which will be held at the Bank the first week of January. They will be led by Professor J.R. Rydzewski, Head, Postgraduate Course in Irrigation Engineering, Southampton University, England:

January 4, 1979 - Planning of Irrigation Development to Take Account of Project Operations

January 5, 1979 - Monitoring of Irrigation Projects

Both seminars are scheduled for the period 0930 - 1230 in Room E436.

We would be pleased to have one or two of your staff join us in the discussions. Could you please give my secretary, Mrs. Melonson (477-2763), by January 3, the names and titles of those who plan to attend?

Looking forward to seeing you again, I am

Sincerely,

F. L. Hotes
Irrigation Adviser
Agriculture and Rural
Development Department

FLHotes:rm

S. Agriculture

CLARK UNIVERSITY

To: Friends of the African Environmental Training Program

From: Richard Ford

Re: Results of the December 11, 1978 Meeting

Date: 19 December, 1978

On 11 December, 1978, the following participants in the UNC/SECID/ Clark met at the Washington office of Tuskegee Institute at the courtesy of Finley McQueen. The agenda is attached.indicating topics considered. The most important items considered were logistical details, project design, and procedures for site visits. Among the issues discussed were:

a) hotel reservations will be handled by Clark for Ford, McQueen, Schwarz, Berry, Shiffman and Mahotiere. SECID or UNC will handle hotel accommodations for Ridgel, Okun and Isely.

b) visas are underway.

c) options were discussed with regard to the handling of project expenditures. Okun and Ford both suggested that travel advances be processed through the business offices of the individual institutions in lieu of being directly handled by SECID.

d) Okun presented a verbal report for Chanlett concerning the 3-9 December, 1978 UNEP Conference in Nairobi. The conference brought together representatives from most of the African universities which have particular interest in environmental training. Chanlett will submit a written report of his views of the links which can be developed through individuals contacted. He noted that discussions among the several university people indicated a strong and positive response to the possibility of collaborative work.

e) A project design paper prepared by Berry was discussed(a revision to this paper is in preparation and will be mailed soon). Several comments and suggestions were offered. Okun noted that he could provide examples of several of the options, as indicated in the design paper. Ford will provide some from previous programs which Clark has offered. Thus when the site teams visit various countries, they will be able to distribute examples of seminars which have already been offered, not to preclude or limit choices, but instead to show the range or breadth of possibilities.

A second point of concern was whether the current paper was too rigid in its design. Amendments will be inserted to suggest that ideas suggested in the paper are merely examples and not limitations or restrictions on the program.

f) Invitations for representatives to attend March workshop in Dakar were discussed. It was recommended that the site team initiate a process with the US-AID Missions so that final decisions about Dakar representatives will be determined between the mission, the local host government, and a representative from the SECID/UNC/Clark group.

Tp that end, a time table will be worked out establishing when AID missions should identify the representatives, how the name will be relayed to the U.S., and how tickets, visas, and other will be managed.

g) A tentative date for meeting after site visits is 16 February, 1979 at the Tuskegee Institute in Washington, D.C. Country Reports and a draft PID will be the order of the day.

h) Schwarz will provide forms for site teams to facilitat interview reports as well as to make uniform the several ranges of questions which different site teams ask of local host government personnel.

i) Barbara Lausche reported on her recent visit to Nigeria where she met with Dr. Ojikuto and others concerned with environmental priorities in Nigeria. Because Nigeria is not a traditional AID country, they can probably not participate directly in training programs. However, regional arrangements can be planned whereby Nigeria can serve either as host, trainor, with assistance from AID or have other regional responsibilities. To this end, additional visits are being planned for Nigeria, possibly with Harry Schwarz and Gus Ridgel visiting Nigeria; or as an alternative, we will attempt to meet with Dr. Ojikuto in Washington.

5 - Agriculture & Rural Dev.

December 19, 1978

Dr. Dean Peterson
DS/AGR
Room 409-SA18
AID
Washington, D.C. 20523

Dear Dean:

This letter will confirm my telephone conversation of this morning regarding two forthcoming seminars at the Bank. They will be led by Professor J.R. Rydzewski, Head, Postgraduate Course in Irrigation Engineering, Southampton University, England:

January 4, 1979 - Planning of Irrigation Development to Take Account of Project Operations

January 5, 1979 - Monitoring of Irrigation Projects

Both seminars are scheduled for the period 0930 - 1230 in Room E436.

We would be pleased to have one or two of your staff join us in the discussions. Could you please give my secretary, Mrs. Melonson (477-2763), by January 3, the names and titles of those who plan to attend?

Looking forward to seeing you again, I am

Sincerely,

F.L. Hotes
Irrigation Adviser
Agriculture and Rural
Development Department

FLHotes:rm

S. Agriculture

Mr. D. Pickering (AGR) December 19, 1978

Judith Graves (AGREP), (through Graham Donaldson, AGREP)

Economic Rate of Return of First Stage Rural Development Projects

Pursuant of our discussion, although it is true that rural development projects, which out of necessity involve substantial investment in physical infrastructure, considerable institution building and the careful introduction of pilot schemes, can generate low economic rates of return (ERRs) when only the first round effects are considered, the use of a longer-term perspective can result in higher more acceptable rates of return. Basically, such regional development has to be thought of as occurring in two or more stages. In the first stage, the technical package is not well-tuned and infrastructural support is just beginning. By the second and each subsequent stage, expected yields increase and infrastructure becomes less and less constraining. Because the second and each subsequent stage cannot occur without stage I, as long as the ERR of any stage combined with all previous stages exceeds the opportunity cost of capital, stage I can be considered to be economically justifiable. 1/ This type of approach necessitates more guess work than is usual even for Bank projects, but I see no other way out of this dilemma as long as ERRs are required for agricultural projects.

Within the Bank, the practice of excluding components, whose benefits cannot be readily quantified, from both the cost and benefit streams used to calculate the ERR has become institutionalized. However, the components which can be so excluded have traditionally been limited to research and to social infrastructure, such as education, health and village water supply. Situation in which a pilot project can be considered a research component and hence excluded from the ERR calculation are still not well-defined. However, it would be safe to say that if a pilot project represents less than 10% of total project costs, its exclusion is usually seen as reasonable. Conversely, when a pilot project represents more than 20% of total project costs, Bank practice seems to require a quantification of benefits no matter how hypothetical.

The treatment of rural roads in rural development projects appears to be erratic. If the project cannot be implemented without road improvement (which should be the case otherwise there is no need to include the road component in an agricultural project), construction and maintenance expenses should be included as project costs. On the benefit side, vehicle operating cost savings or its equivalent in terms of producer surplus 2/ should be included. If inclusion of the road component lowers the ERR below the opportunity cost of capital, possible

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1/ Both the Savannah Development Project in the Sudan and the forthcoming Bay Region Agricultural Development Project in Somalia use this approach.

2/ See World Bank Staff Working Paper No. 241 "The Economic Analysis of Rural Projects"

reductions in this component or a shift to more labor-intensive technology can be considered.

cc: Messrs:
Aklilu (EDC)
Ray (PAS)

Judith Graves/rk

S- Agriculture

December 19, 1978

Dr. Alfonso Blandon
Room 743-A
Inter-American
Development Bank
808-17th Street, N.W.
Washington, D.C. 20577

Dear Dr. Blandon:

This letter will confirm my telephone conversation of this morning regarding two forthcoming seminars at the Bank. They will be led by Professor J.R. Rydzewski, Head, Postgraduate Course in Irrigation Engineering, Southampton University, England:

January 4, 1979 - Planning of Irrigation Development to Take Account of Project Operations

January 5, 1979 - Monitoring of Irrigation Projects

Both seminars are scheduled for the period 0930 - 1230 in Room E436.

We would be pleased to have one or two of your staff join us in the discussions. Could you please give my secretary, Mrs. Melonson (477-2763), by January 3, the names and titles of those who plan to attend?

Looking forward to seeing you again, I am

Sincerely,

F. L. Hotes
Irrigation Adviser
Agriculture and Rural
Development Department

FLHotes:rm

S. Agriculture

December 19, 1978

Mr. Joe Cutschall
Foreign Activities Division
Room 7023
U.S. Bureau of Reclamation
19th and "C" Streets, N.W.
Washington, D.C. 20240

Dear Joe:

This letter will confirm my telephone conversation of this morning regarding two forthcoming seminars at the Bank. They will be led by Professor J.R. Rydzewski, Head, Postgraduate Course in Irrigation Engineering, Southampton University, England:

January 4, 1979 - Planning of Irrigation Development to Take Account of Project Operations

January 5, 1979 - Monitoring of Irrigation Projects

Both seminars are scheduled for the period 0930 - 1230 in Room E436.

We would be pleased to have one or two of your staff join us in the discussions. Could you please give my secretary, Mrs. Melonson (477-2763), by January 3, the names and titles of those who plan to attend?

Looking forward to seeing you again, I am

Sincerely,

F.L. Hotes
Irrigation Adviser
Agriculture and Rural
Development Department

FLHotes:rm

S. Agriculture

Mr. Montague Yudelman, AGR
through Mr. Leif Christoffersen, AGR
Ted J. Davis, AGROR

December 18, 1978

Special Working Group on Monitoring and Evaluation -- RORSU Representation

I have been preparing some materials for use by the Working Group on Monitoring and Evaluation when it is finally constituted and begins its work. I attach a list of documents available in RORSU.

I have given the matter considerable though after discussing our department's representation on the Working Group. I have personally concluded that someone from RORSU be on the Working Group. This could be Mr. Cernea, Mr. Deboeck or myself. My conclusion is that I would prefer to represent the Department myself, drawing on the considerable knowledge of my other staff members.

Operating divisions will be represented by group members appointed from the Regions and I believe I can represent the CPS view. Certainly noone else in the Bank has given more time and attention to the subject than RORSU.

Attachment

TJD/cc

Non-Regional File

SENT AIR MAIL SPECIAL DELIVERY

S. Agriculture

The World Bank / 1818 H Street, N.W., Washington, D.C. 20433, U.S.A. • Telephone: (202) 477-1234 • Cables: INTBAFRAD

December 15, 1978

Mr. Ken McSwain
P.O. Box 2288
Merced, California 95340

Re OM&R Study

Dear Ken:

Again I apologize for the delay in getting a detailed response to you on your September 1978 draft report on OM&R costs in California Irrigation Districts. However, our operational responsibilities to get projects appraised and before the Board, and projects supervised, take priority over our research efforts, and I had to put this reply aside until now. Am still running behind on a lot of my work.

First let me say that the report contains the kind of information we are seeking, and that you have presented it succinctly and in a very lucid manner. I like it. I hope, therefore, that you understand that the following comments and the notations in the enclosed marked copy of the report are intended to be constructive; to help you complete it in a way which will minimize further work at this end after we receive the final copies.

1. The cover page should be revised as marked.

2. Place the Table of Contents next.

3. A brief preface giving the reason for the report should immediately follow the Table of Contents. One page is sufficient. Mention the Bank's need for factual data on OM&R (see Terms of Reference). Indicate that California IDs have been operating for many years and that, while uniform accounts are not kept, they are kept in considerable detail. Then mention that you and your associates were asked by the Bank to undertake the task---and give their titles as you did on p 30. You could include your acknowledgment list, in sentence form in the preface.

5. Towards the end of the report, or in some other appropriate place, you should consider including a summary similar to the enclosed xerox copy of a rough table I just completed. I think that only the 13 numbered columns (11-13 are at the bottom of the sheet) need be included. You may, however, suggest others.

6. One bothersome feature which I have been unable to resolve is the large sums spent by Districts C and D for water purchases. This makes their OM&R costs not exactly comparable to the others. However, since their per cubic meter (m^3) costs are only slightly higher than for the other two districts, the results are still indicative and meaningful. It also seems to show that the price of the purchased water is "not out of line." Please check my figures before typing.

7. We discussed the four detailed maps by telephone. As presented, some are illegible. If you could send at least one set of clear, sharp prints, even at a larger scale, we probably could reproduce here more easily. If we do that, indicate in the Table of Contents that the four maps are packaged separately.

8. If we would want to circulate this information outside of the Bank, could we get the Districts' permission(s)? Would it be better to identify them as Districts A, B, C and D as in my draft table? (Not for your report; for ours)

Ken, I will be around all the holidays except December 25 and January 1, so give me a call if you have any questions.

Best Wishes for Happy Holidays!

Sincerely,

F. L. Hotes
Irrigation Adviser
Agriculture and Rural
Development Department

Enclosure

FLHotes:rm

S - Agriculture & Rural Dev

Assistant Directors and Division Chiefs
for Agriculture and Rural Development

December 14, 1978

Ted J. Davis (RORSU)

Agriculture and Rural Development Data Bank on FY74-78 Projects

1. The first phase of a Data Bank document on IBRD/IDA supported agriculture and rural development projects for FY74-78 has now been completed. It should not be considered a final document, but rather a draft to show its contents and capabilities. It includes some 30,000 figures relating to 358 projects. The attached document outlines the structure of the system, contains the raw data and a full explanation of the data in the system. If you have any comments on it we would be very appreciative.

2. We particularly invite your attention to the tentative cost categories on page 3. An attempt has been made to acpture on a more comparative basis, within cost categories, the nature of the investments supported by the Bank Group over the last five years. A detailed breakdown appears in Section D. The need for improvements in this presentation has already been detected. For example, the grouping should be renamed "Directly Productive - Agriculture." Also in the grouping called "Social Services" by mistake several productive or indirectly productive components have been included (eg. small industry development). This will be corrected in the next version.

3. The system allows for retrieval of data on each of the 45 specific cost components listed. The data on agricultural commodities in Section G are designed to capture the expected incremental production effects expected at full development; those can also be retrieved on a region, country, project, and even commodity specific basis.

4. These data have been extracted from project appraisal documents primarily by RORSU staff but often in conjunction with other regional and CPS project staff.

5. The large number of projects and the varied nature and changing emphasis of a rapidly expanding lending volume in agriculturaland rural development (US$ 10 billion over the last five years) have led to numerous requests for information on it - both from inside and outside the Bank. Hence, there has been an urgent need to develop a more systematized data system. This is our first effort. (Queries have ranged from "how much palm oil is expected to be produced from Bank projects and what proportion is export oriented" to "please provide a detailed analysis of the use of IDA funds in agriculture and rural development projects over the last five years.")

6. The retrieval capability of the RORSU data bank is greatly enhanced by the P & B parent system in which Basic Project Data (Loan/Credit Amount, Fiscal Year, etc.), Cofinancing, Time Recording, Supervision (Form 590), and soon to be completed disbursement data are

located. Together with the project specific data extracted by us, there seems to be a more firm basis for data to become a useful management tool for supporting analysis. For example, as part of the recent problem projects review, supporting data from the system allowed an analysis by region of the annual average supervision effort (FY73-77) for agriculture, rural development and multisectoral projects, not only by fiscal year but also according to the age of the project.

7. Hopefully, this system will be useful to the agriculture and rural development project division both as a source of general information and as a management tool for analyzing their portfolios and lending programs. We would like to hear from you Assistant Directors and Division Chiefs on how future documents of this kind and the basic data system may be designed to assist you better in your various work responsibilities.

8. A note of caution should be added. Even simple ad hoc requests for specific information require programming and therefore lead time. The system is contracted with an external vendor of computing services and is moderately expensive and our budget is currently under some strain. Hence, we need well documented requests for information, not only to be cost effective but also to assess future budget needs and priorities for future system development. If you have any questions about the capability of the system or the nature of the Data Bank, please contact Messrs. Deboeck or Bates, or me.

TDavis/ji

cc: M. Yudelman (AGR); G. Darnell (AGR); L. Christofferson (AGR); G. Donaldson (AGR); D. Pickering (AGR)

cc: w/attachment
W. Baum (CPSVP)
H. van der Tak (PAS)
R. Dasick (CPSVP)
M. Weiner (DGO)
S. Kapur (OED)
P. Malone (EDI)
A. Stevenson (EDI)
P. Gittinger (EDI)
J. Kearns (OPD)

S. Agriculture

Assistant Directors & Division Chiefs
of Agriculture and Rural Development
Ted J. Davis, AGROR

December 13, 1978

Seminar: Village Level Development - The Malawada Experience in Economic, Human and Social Development

In consultation with the South Asia Projects Department, the Agriculture Department is sponsoring a seminar on Village Level Development, presented by the Institute for Cultural Affairs (ICA).

The ICA has, over the last 15 years, experimented with methodologies for stimulating local participation in development. In addition to its work in low income areas within the United States, the ICA has about fifteen ongoing projects in developing countries. One of its most interesting projects is in the State of Maharashtra, India initiated in the village of Malawada and being extended to other villages in the State.

The purpose of the seminar is for ICA to share with us their experience with local planning and participant motivation. This experience may be of relevance to the design and implementation of Bank Group financed rural development projects. ICA have been asked specifically to discuss their system's potentials and limitations with respect to possible large scale replication.

The seminar will be held on December 20 at 11:00 A.M. in Room E-1244. Background papers will be available in Room D-712. Please call extension 76879 to indicate how many staff members from your division can be expected to participate in the seminar.

TJD/cc

cc: Messrs. M. Yudelman, AGR; G. Darnell, AGR; L. Christoffersen, AGR;
D. Pickering, AGR; G. Donaldson, AGR; B. Thoolen, AGR
Agriculture Advisors

WORLD BANK / INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

TO: Mr. M. Yudelman

DATE: December 13, 1978

FROM: H.E. Walters

SUBJECT: CIMMYT-IFPRI International Food Security Conference, November 21-23, 1978

1. The Conference was attended by about forty people, including CIMMYT and IFPRI staff members. Many representatives of developing countries were present. Three Bank staff members presented papers and I served as chairman of sessions on Tuesday and Wednesday and commentator on papers dealing with food "insurance" schemes (see attached).

2. Three different types of issues were dealt with:

(a) general perceptions regarding long-term food security;

(b) country studies of food security problems or programs; and

(c) food "insurance" schemes.

3. The Conference had considerable difficulty relating these three areas of concern to each other. This is in part a reflection of what has (not) been happening in the food security area. The failure to establish some form of international food security scheme -- through negotiations in the International Wheat Council in 1975-77 and in the UNCTAD sponsored Conference in 1978 -- has created a costly and confused vacuum. Some countries, such as the U.S. and Canada and to some extent India, have accumulated stocks because of changes in domestic production or world markets. Others, many of them developing countries, have undertaken to establish national reserve schemes, while still others have done nothing. Meanwhile, because no clear food security system exists, many analysts have searched for less costly and hopefully more palatable "insurance" schemes.

4. Surprisingly, at no time during the Conference was serious notice taken of the fact that world grain stocks are at an all time high -- 200 million tons, 80 to 90 million tons above normal operating stock levels. This has much to do with the slow progress toward a system of international food security -- the urgency is gone. It also explains much of the lack of interest in the food "insurance" schemes. With from 5 to 10 times as much grain in stock as such schemes call for, it is difficult for many to see the need. It is also hard to understand the concern for cost effectiveness in the "insurance" proposals when the cost of existing stock levels vastly exceeds anything the "insurance" schemes would require.

5. The Conference raised a number of significant issues, not all of them directly:

(a) the failure to establish some form of international food security is contributing to the development of national food security schemes which may need to be seriously reconsidered if an international system is created and in light of the record stock levels that now exist;

./...

(b) local (national) food security schemes, which are usually quite expensive, often serve primarily the needs of governments or urban areas and, because their links are often to external sources of supply, may hamper local food production;

(c) expenditures for national food security schemes may be excessively syphoning funds away from longer-term food security efforts -- food production and improved food distribution -- because, despite the large level of grain stocks in the world at present, many schemes operate as though no external food security can be depended upon.

6. The Conference was useful and had an additional benefit in that it suggested that the Bank has a significant interest in the creation of some form of international food security. Policy and lending for grain storage in developing countries -- to the extent that it is related to food security objectives -- should be greatly influenced by whether such a system is brought into existence and how it operates.

HWalters:mam
Encls.
cc: Messrs. Baum, Darnell, Donaldson, Berg, Candler, Lele, Reutlinger

PAPERS TO BE PRESENTED AT THE

CIMMYT/IFPRI INTERNATIONAL FOOD SECURITY CONFERENCE

November 21 - 23

"Long-Term Consequences of Technological Change on Food Security: The Case for Cereal Grains," Randolph Barker and Donald Winkelmann.

"Food Security: Some East African Considerations," Uma J. Lele and Wilfred V. Candler.

"Compensatory Financing for Cereal Imports," Louis Goreux (to be presented by David Bigman).

"National Food Security Program in Egypt," Ahmed A. Goueli.

"Grain Reserves, Food Aid, and Food Insurance: How a Comprehensive Scheme Might Operate," Barbara Huddleston.

"Food Insecurity in Colombia: A Food Supply or a Poverty Problem?" Jorge Garcia Garcia.

"Grain Insurance, Reserves and Trade: Contributions to Food Security for LDCs," D. Gale Johnson.

"World Food Security: Principles and Policies," Timothy Josling.

"The Public Sector Grain Distribution System in India," Raj Krishna.

"Policy Options for Attaining Food Security: Feasibility, Effectiveness, and Costs," Shlomo Reutlinger.

"Security of Rice Supplies in the ASEAN Region," Ammar Siamwalla.

"Assessing Food Insecurity in Developing Countries," Alberto Valdes and Panos Konandreas.

INTERNATIONAL FOOD SECURITY AND "INSURANCE SCHEMES"

Comments by Harry Walters

International food security has proven to be an ellusive goal. Although interest in it has waxed and waned for decades, if not centuries, the need was especially acute at the World Food Conference in November 1974. That Conference met at a time when, in less than two years, world cereals prices had risen to unprecedented heights and food aid had fallen by half. The impact of this on the poor, food importing, developing countries was especially severe, compounding their deeper food insecurity problems: progressive dependence on food imports and their widespread and increasing malnutrition.

Food security was therefore the critical issue. The immediate concern was to establish an international grain reserve (Resolution XVII) and a minimum 10 million ton level of food aid (Resolution XVIII). It was recognized that such measures could only provide food security at existing levels of consumption however. The deeper problems of food insecurity had to be corrected by a major acceleration in food production in developing countries and measures to augment inadequate levels of food consumption.

International food security was therefore seen as combining protection against disruptions in existing levels of food availability -- grain reserves and food aid -- and measures to improve the availability of food in the long-run.

The world has drifted a long way in the past four years from these concerns and these perceptions. This Conference reflects some of that drift. We are considering three issues here as though they were still parts of an integral whole. But our discussions and the papers presented

suggest that governments and individuals have progressively come to view these issues separately. First, we are considering the relative merits of various food reserve "insurance" schemes which place a high priority on cost effectiveness and seek to involve the least quantities of grain or financial resources. Second, we are considering various country and regional schemes for food security which are emerging in part because of the absence of an effective international food security system. Third, many of the papers and much of the discussion continues to reflect a deep concern with the fundamental sources of food insecurity, which are not influenced directly by "insurance" schemes or most country food security systems.

There are few points to quarrel with the "insurance" schemes that have been presented here. For what they are designed to do they have considerable merit. But their relationship to the larger issues of world food security needs to be clarified before we can determine whether they represent a desirable approach to international food security, or are simply the best we can hope for given present circumstances.

Food "insurance" schemes do not provide food security in the short or long term. They insure against a too serious decline in the existing level of food insecurity. They come into effect only when production has fallen by from 4 to 6 percent or when import costs of food have risen well above trend costs. Most of them also propose that much of the cost of such a scheme be borne by the recipient countries. This is not a criticism of the schemes. They have limited objectives and have arisen in part out of a recognition that broader proposals for international

food security have met with little success. They also reflect a deep pessimism about the adverse effects on food security of previous developmental, grain stocks and food aid policies.

Why are we now searching so hard for schemes that provide such modest levels of "food security"? One reason is that the "recovery" in the food situation in the past four years has essentially taken the form of a resumption of past patterns of food production, stock accumulation and food aid policies and practices. Production has expanded most rapidly in the developed countries which produced food surpluses in the past. Stocks have therefore been reaccumulated in those countries. Food aid has risen to roughly 10 million tons, influenced in large part by the existence of these surpluses and the much reduced price of grains. Efforts to establish a grain reserve with some elements of international coordination and a new Food Aid Convention at 10 million tons, through the International Wheat Council and UNCTAD, have been protracted and inconclusive. Overall development assistance for food production has increased little in real terms since 1975 and efforts to improve nutrition have been largely limited to discussions and institutional modifications. Progress toward international food security as it was conceived at the World Food Conference has therefore been very limited.

"Insurance" schemes have attracted little support, because they seem modest, inadequate and excessively complex when measured against the larger concerns for international food security and existing world capacity to build a broader-based international food security system.

The larger concerns for international food security -- the expansion of food production and the improvement of food distribution --

are issues the food insurance schemes do not address. Changes in those elements of food security depend upon the total development effort and the shape of development policies. Only to the extent that reserve schemes ensure that long-term efforts to increase food production or improve food distribution are not interrupted by short-term shortages of food or high food prices do they contribute to longer term food security.

The existing world capacity to build a broader-based system of international food security is revealed in the latest data published by FAO. The level of 1979 world carryover stocks is estimated at 200 million tons -- some 80 to 90 million tons above "pipeline" requirements and 21% of annual world consumption. This is a world record stock level, 92 million tons above the level in 1974 and 1975, and these estimates do not include stocks that may have been accumulated in the USSR as a result of its 1978 record crop. FAO also indicates that allocations for food aid in 1978/79 have reached 9,991 thousand tons.

The irony in all this is not hard to see. On the one hand "insurance" schemes are being proposed that involve amounts of grain ranging between 6 and 20 million tons. Some of them suggest that much of the grain that would move under such schemes could substitute for existing food aid shipments. On the other hand, the world, for whatever reasons, has accumulated stocks, above current needs, of over 80 million tons, and in addition is supplying 10 million tons of food aid. By any measure these are quantities which would provide a very large degree of international food security.

This is the crux of the matter. There is both the capacity and the resources to provide international food security yet there is no

guarantee that such security will result from what exists now. In the absence of such a guarantee -- either through a new grains agreement with reserve and food aid provisions or through the International Undertaking on World Food Security -- individual countries have gone their own way creating stocks and food security programs as though no system of international food security existed. Meanwhile, fearing that the existing stock levels and food aid shipments could again be dissipated as happened between 1969 and 1972, the "insurance" schemes are being proposed.

This is not to say that the "insurance" schemes do not have merit. They do. They point up how a modest quantity of grain could provide an important measure of defensive food security for selected countries. In the present circumstances this seems both modest and unnecessary, but would, in fact, provide more assurance than presently exists. The existing stock levels could be dissipated.

The "insurance" schemes suggest that there is much greater concern to provide food security for particular groups -- poor, grain importing, developing countries for example -- than for the world as a whole. If this is so, and if it is indeed easier to gain support for such "target" reserves, while the rest of the world absorbs fluctuations in prices and supplies, then by all means a smaller reserve earmarked for poor, grain importing countries should be sought. It is not obvious however that this is so. The past decade suggests that international agreement on complex programs is quite difficult. Also, despite the concern with cost effectiveness, countries and pressure groups seem prone to accept large stocks and their costs so long as they serve their own interests.

Those opposed to simplistic grain reserve proposals and rigid food aid targets fear the detrimental effect such programs have had on the incentive to produce food in developing countries. Food aid, again for political reasons, has proven to be a source of development assistance which would probably not be available in other forms. It can provide short-term food security by offsetting shortfalls in production and contribute to long-term food security by supporting efforts to raise production and augment existing food supplies. That it has not always done so has more to do with how food aid has been used than with food aid as such. The insurance schemes suggest that countries within specified income/need parameters could receive food or financial assistance based on shortfalls in protection or unexpected rises in food import costs. This positive suggestion would remove a part of the food aid from the often subjective considerations that influence it now. Programmed amounts of food aid could then be geared to specific developmental, nutrition improvement and local food security objectives.

In conclusion, some fundamental issues need to be faced before the present confusion and inconclusiveness can be eliminated from discussions of food security.

First, if international food security means not only the stabilization of existing supplies but also the improvement of food production and consumption, the issue is not essentially one of food reserves or "insurance" schemes. It is the total developmental effort and the direction of that effort that is at issue, particularly the priority given to food production and consumption among specific groups. Without a greater internal and external development effort and a further shift of that effort

to such groups, world food security in the larger sense is not likely to improve very rapidly.

Second, if the concern for international food security is the narrower one of ensuring against disruptions in existing trend levels of food consumption -- an important objective in itself -- then the issues are largely ones of grain reserves and food aid, or financial assistance in lieu of one or both. There is little doubt that such protection could be provided for the world as a whole, as proposed at the World Food Conference. Existing stocks and levels of food aid are more than adequate to provide such protection. And since the costs of these stocks and this food aid are already being borne by governments and individuals, cost alone cannot be the determining factor.

Third, if a broader based system of food security cannot be established, "insurance" schemes become relevant and point the way to at least protect the most vulnerable developing countries. Whether any part of the cost of such a system needs to be borne by the recipient country and what degree of protection should be secured seems arguable. In view of the resources presently tied up in stocks and food aid, and the purposes they serve for the countries which hold or provide them, a case could be made that these countries should continue to bear much of the cost of such an "insurance" scheme.

Fourth, we need to recognize the cost of "going it alone". Not only have the United States and Canada accumulated large grain stocks, but so has India. Many other developing countries are also creating or planning to create their own grain reserve programs. These are all costly undertakings and not often well conceived. The cost of these separate

and defensive measures greatly exceeds the cost of any conceivable international scheme and thereby reduces expenditures that might have gone to provide greater long term food security. Furthermore these national schemes operate more or less as though the others did not exist and, for the most part, are not readily or predictably available in case of a major emergency in the world. They are therefore larger than they would need to be and less effective.

Finally, lest we lose sight of the feasible in our search for perfection, we need to rethink the merits and demerits of the system of stock holding and food aid that existed prior to 1972. It has become fashionable to see every conceivable evil in that system, and indeed there were many. Its greatest weaknesses were that indiscriminate stocking and food aid programs undoubtedly discouraged food production, especially in developing countries, and obscured the world's long run needs for food. But what we have now is very similar to what we had then, except possibly less secure, and the analysis of the past four years has not resulted in convincing alternatives. There may be good reasons for this. Given the complexities of the food world and the difficulties nations face in dealing with their own food policies and problems, something like what we have now and had before 1972 may be the only feasible result of international political interaction. In that case we should concentrate on how to use the stocks and food aid we have in the most effective way to achieve the maximum short and long run food security. There are many opportunities to do so and well established institutional mechanisms through which improvements could be made.

S. Agriculture & Rural Dev

Those Listed Below

December 13, 1978

Ted J. Davis, AGROR

Seminar: Village Level Development - The Malawada Experience in Economic, Human and Social Development

You are invited to attend a special seminar sponsored by the Agriculture and Rural Development Department, on Village Level Development, presented by the Institute for Cultural Affairs (ICA).

The ICA has, over the last 15 years, experimented with methodologies for stimulating local participation in development. In addition to its work in low income areas within the United States, the ICA has about 15 ongoing projects in developing countries. One of its most interesting projects is in the State of Maharashtra, India, initiated in the village of Malawada and being extended to other villages in the State.

The seminar will be held on December 20 at 11:00 A.M. in Room E-1244. Background papers will be available in Room D-712.

TJD/cc

cc: Messrs: E. Baum, CPSVP; E. Van der Tak, PAS; R. Jaycox, URD; K. Gabriel, PAS; J. Blaxall, AEP; J. Twining, ADM; M. Weiner, DCO; A. Stevenson, EDI; M. Muller, CAD; E. Lari, LC1; M. Paijmans, EM1

S-Agriculture

ORGANISATION DES NATIONS UNIES POUR L'ALIMENTATION ET L'AGRICULTURE

ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

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Ref. ESH UN 10/65 Gen. Ext.

In your answer please quote

DEC. 1 2 1978

Dear Miss Boskey,

Kindly refer to Mr. D.J. Walton's invitation of 24 November 1978 inviting you to attend the ad hoc meeting of the Task Force on Rural Development from 5-9 March 1979 in Rome.

...

I am pleased to send herewith a copy of the Annotated Agenda of the meeting.

Yours sincerely,

Rafael Moreno
Director
Human Resources, Institutions and
Agrarian Reform Division

Miss Shirley Boskey
Director
International Relations Department
International Bank for Reconstruction and Development
1818 H Street, N.W.
Washington, D.C. 20433

UN 10/65 Gen. Ext.

Meeting of the

ACC Task Force on Rural Development

Rome, 5-9 March 1979

at FAO Headquarters, Philippine Room

PROVISIONAL AGENDA 1/

(1) Opening statement

(2) Review of the Inter-Agency Rural Development Exercises in Liberia, Lesotho, Somalia, Bolivia and Western Samoa

(3) Harmonization of rural development programme proposals

(4) Monitoring and evaluation of rural development activities

(5) Rural development data repositories

(6) Re-orientation of professional staff in rural development

(7) Draft report by ACC to ECOSOC

(8) Other business

(9) Adoption of report

1/ Annotations are attached

UN 10/65 Gen. Ext.

ACC TASK FORCE ON RURAL DEVELOPMENT

Annotations on the Agenda of the Fifth Meeting of the ACC Task Force on Rural Development, Rome 5-9 March 1979

Introduction

The Fifth Meeting of the Task Force in March 1979 follows closely the items listed in the "Record of Decisions" prepared as the summary of results of the Fourth Meeting held in March, 1978. A major focus of the Agenda for this meeting is on those items where there has been considerable activity since the previous meeting, notably, (i) joint action at the country level, (ii) harmonization of rural development programme proposals of UN agencies and (iii) their monitoring and evaluation. It also covers the other two aspects, viz., (i) rural development data repositories and (ii) re-orientation of professional staff in rural development. Provision has been made for discussion of (i) a draft report by ACC to ECOSOC and (ii) other items. In addition to these items, papers received from participating agencies would be circulated on receipt.

Agenda Item (1)
Opening Statement

Prof. Nurul Islam, Assistant Director-General, of FAO's Economic and Social Policy Department is expected to address the meeting.

Agenda Item (2)
Review of the Inter-Agency Rural Development Exercises

A meeting to review the Inter-Agency Rural Development Exercises at the Country Level will be held in Rome, 29-31 January 1979. It is expected to be attended by the participating agencies and countries.

This meeting would review the progress made and problems faced in the five countries, viz., Liberia, Bolivia, Lesotho, Somalia and Western Samoa in carrying out the Inter-Agency Rural Development Exercises. The Progress Reports show Liberia has been leading, followed by, in order of performance, Bolivia and Lesotho. No progress could be made in Somalia for reasons external to her. There was no follow-up action in Western Samoa during the year under review. The report of the meeting would be circulated in due course.

UNDP Resident Representatives continued to coordinate actions by the participating agencies and follow established procedures on reporting follow-up actions in each country.

The Task Force may wish to consider what further steps should be undertaken in the light of the experience gained so far. The latter could include consideration of the desirability of selecting some more countries for this exercise. Another Asian country, with better representative character and greater interest in rural development, might possibly be added.

Agenda Item (3)
Harmonization of Rural Development Programme Proposals

The members of the Task Force, in its last meeting, decided to submit their inputs on rural development programme harmonization to FAO by September 1978. They requested FAO to analyse the statements and prepare an analytical paper for consideration in the next meeting. Very few agencies sent substantive inputs within the deadline. Not all agencies submitted their contributions despite three reminders. However, FAO has put together the materials received so far. The consolidated paper would be discussed in a meeting to be held in Rome from 7-9 February 1979. Its report would be sent to the agencies in due course.

Agenda Item (4)
Monitoring and Evaluation of Rural Development Activities

In compliance with the wishes expressed in the last meeting, FAO, with the assistance of several consultants, prepared a draft working paper on Monitoring and Evaluation of Rural Development Activities. It will be considered by an Inter-Agency Panel in its meeting to be held from 1-3 February 1979. The report of the Panel would be sent to the agencies in due course.

Agenda Item (5)
Rural Development Data Repositories

The International Development Research Centre, Ottawa, Canada, at the request of FAO, has prepared a working paper on Rural Development Data Repositories for assisting the developing countries to set up their reference and library facilities on rural development. The paper is expected to be sent to the agencies by January 1979.

Agenda Item (6)
Re-orientation of Professional Staff in Rural Development

It was decided in the last meeting that each agency should separately develop a re-orientation programme in rural development for its professional staff. Hence, FAO has taken steps to implement, subject to the availability of funds, a project for gathering and preparing the technical content of such a course. The training is expected to begin after the course is developed. The other agencies may wish to report the action taken by them in this respect.

Agenda Item (7)
Draft Report by ACC to ECOSOC

The draft gives a brief account of the background of ACC Task Force on Rural Development and the progress made by it in various aspects of rural development since 1975. The progress made in the inter-agency country exercise on rural development in five countries is generally encouraging. A promising beginning has been made in harmonization of the rural development programme of various UN agencies despite bureaucratic inertia to coordinate. A draft of the methodology for its monitoring and evaluation has been done. A paper has been prepared spelling out the mechanism to be followed by developing countries to establish their rural development reference and library facilities. Similarly steps have been taken to develop re-orientation course in rural development for their staff. The basic issue which still remains unresolved is whether the concept of rural development is a management strategy or is an ideology which emphasizes an institutionalized assurance for equitable opportunity for all to develop their potential and contribute to and share in national development.

Agenda Item (8)
Other Business

Agenda Item (9)
Adoption of Report

S. Agriculture

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

The Director-General

DG/78/1535

Rome DEC. 1 2 1978

Dear Mr. McNamara,

Thank you for your letter of 31 October about the follow-up to paragraph 2 of the World Food Council's Mexico Communiqué.

Since I fully endorse the objectives of the meeting you are organizing at the Bank's Headquarters next February, I shall certainly arrange for FAO to participate in it. Before finally deciding on the form our participation can best take, I should welcome your comments on one or two points that are not entirely clear to me.

I would like to know whether this is a formal meeting of organizational representatives, or a seminar-type meeting. If (as you suggest) the report is to go to the World Food Council itself, I believe it must be regarded as a formal inter-agency meeting - and in this case I would like to have some clarification of the role of the independent experts. If, on the other hand, the report will not go to an intergovernmental body but will become one of several inputs to a document prepared by the World Food Council Secretariat, then I believe the matter can be handled much less formally. There would, in any event, be serious difficulties in drafting and adopting a meaningful report within the framework of a two-day meeting.

./...

Mr. Robert S. McNamara
President
International Bank for Reconstruction
and Development
1818 H Street, N.W.
Washington, D.C. 20433
USA

Via delle Terme di Caracalla, 00100-ROME Cables: FOODAGRI ROME Telex: 61181 FOODAGRI Telephone: 5797

On the substance of the issues to be discussed, I am doubtful whether a meeting of international organizations can go far beyond general exhortations regarding increased external assistance and higher domestic priority for food production and nutrition in developing countries. On the other hand, item (c) could well be regarded as the key subject. In particular, it would be useful to clarify the extent to which shortage of projects, rather than funds, is the more serious bottleneck; the reasons for it when it occurs; and the possibility of special measures to assist Governments with project preparation. The question of the "effectiveness" of projects and programmes is both more complex and more sensitive, and I am doubtful whether the meeting could usefully tackle this issue in depth.

I look forward to hearing your views on these points. In the meantime, I understand that Mr. Yudelman will be in Rome next week and this will perhaps provide an opportunity for more detailed discussion with members of the FAO staff.

Yours sincerely,

Edouard Saouma

S. Agriculture

Members of the Sociological Group December 12, 1978

Michael Cernea (AGR)

December 20, 1978 and January 24, 1979 Meetings

1. During the next meeting of the Sociological Group, Mrs. Haifaa Shanawany, who returns to her country at the end of this year, will sum up her experience in working for Bank population programs. The topic:

A Sociological Aspects of Population Components in Non-population Bank Projects.

2. The meeting is scheduled for December 20, at 12:30 p.m. in Room D 958. Bring your lunch bag.

3. The January group meeting will be devoted to project specific monitoring, more specifically to defining the specific sociological avriables which we believe should be looked at in project monitoring. I will introduce the topic and present the experience in the agricultural sector to date, for your discussion and suggestions. The outcome of our discussion can be subsequently presented to the Bank's task force on monitoring and evaluation.

4. Thus, the tentative schedule for our January 24, 1979 meeting also in Room D 958 at 12:30 p.m. is:

(a) Sociological variables in project specific monitoring (Michael Cernea)

(b) Information on current concerns of group members (suggested by Gloria Scott)

5. We had a very interesting meeting last week, discussion "Social and Behavioral Aspects in Water Supply and Waste Disposal Project Work." Heli Perrett gave an advance presentation of the review paper she is preparing currently and numerous comments and suggestions followed. A summary note on the main sociological issues discussed is attached. Dec. 7, 78

Attachment

MCernea/dc

cc: Anna Sant'Anna, N. Colletta, Gloria Davis, M. Elmendorf, S. Fukuda-Parr, R. Goodland, P. Hammond, S. Heyneman, F. Lethem, Heli Perrett, R. Noronha, M. Mason, J. Maas, J. de Regt, Gloria Scott, H. Shanawany, J. Reams, Lois Gram, Maritta Koch-Weser, J. Bharier

S Agriculture and Rural Dev

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Ref. FODU - FO 4/207

DEC. 11 1978

Dear Sid,

A couple of requests, and one piece of information, on the wood energy situation.

A recent visitor from the Bank said that the Bank had commissioned a stove booklet from VITA. She mentioned Charles Weiss, Science and Technology Adviser, as being responsible. Could you help us get a copy?

Another visitor mentioned a review of the fuelwood situation that the Bank had commissioned for its current State-of-the-World review. This is something else we would like to get a copy of if possible.

In return I enclose a letter giving information about a useful-sounding project on stove design, in case you have not heard of it yet.

With best regards and season's greetings.

Yours sincerely,

Mike

J. E. M. Arnold
Chief, Planning and Investment Studies Unit
Forestry Department

Mr. Sydney Draper
Rural Development Division
Agriculture and Rural Development Department
World Bank
1818 H Street, N. W.
Washington D. C. 20433
U.S.A.

intermediate technology Development Group Ltd
9 King Street, London, WC2E 8HN, UK. Telephone 01-836 9434

Letter dated 10 Nov. 1978.

IN 11/1
XRU 9/37

Copies to Regional Offices BP
T. Laughlin — INFO
ESH Reg

Dear Ms MARIN

Thank you for your reply to the questionnaire concerning the design of stoves for Third World countries. The response to the letter has been very gratifying. Approximately 60 letters were sent and 30 replies have so far been received. It has become obvious from these replies that

1) There is an urgent need to design suitable low cost, efficient stoves to help alleviate the "fuel-wood crisis".

2) That particular geographical and cultural areas have different stove design requirements (i.e. some respondents felt that a portable stove would be more appropriate than a fixed stove and vice versa). No one stove design would be suitable for all Third World countries.

3) I.T.D.G. could provide the following services

   a. Disseminate information on work already carried out on the design of low cost stoves.

   b. Provide technical data and alternative designs to field and research workers, who wish to introduce low cost stoves.

   c. Develop suitable test procedures to evaluate the efficiency of stoves designed by people in Third World countries. These tests would require the minimum of equipment and could be used in the field situation.

   d. Develop low cost refractory materials for use in the construction of stoves.

   e. Develop low cost pressure cookers and improved cooking pots.

In the near future we will be sending out a report on the work carried out over the last three months. This will contain information on the socio-cultural factors in stove design, stoves developed in European countries and stoves developed for use in Third World countries.

My contract with ITDG as a member of the Power Project Unit has been extended until March. During this time I will be concentrating on

1) Providing technical data necessary for efficient stove design

2) Undertaking initial development of low cost refractory materials

3) Starting development of a low cost pressure cooker

4) Testing a heat storage stove that has been built at Reading University. From the result of these tests we may be designing a number of stoves that may be suitable for various Third World countries.

I hope to make a trip overseas to gain further information on the needs of stove designers. It is hoped that a further two year stove development programme, based on the information gained from the correspondence and the overseas trip, will be established with the ITDG Power Project Unit.

Please feel free to send any technical enquiries to me.

Yours sincerely,

S Joseph

Stephen Joseph
Consultant to ITDG Power Project

Thankyou for the publication It was most useful.

WORLD BANK / INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

TO: Agricultural Technical Staff

DATE: December 11, 1978

FROM: D.C. Pickering, Tropical Agriculture Adviser

SUBJECT: Agricultural Production Systems in Bank Projects

Date Received 12/12
Div. Log No. 469
Acknowledge by (date)
Reply (date)

1. A recent meeting of the International Federation of Organic Agriculture Movements on "Basic Techniques in Ecological Agriculture" drew attention, among other things, to the tendency to place excessive emphasis on high input, energy intensive technology in agricultural production systems in some developing countries. Participants felt that there was a need for national and international research bodies, and development agencies to focus more sharply on alternatives utilizing such organic approaches as green manuring and agrisilviculture in developing sustainable and replicable production systems for small farmers.

2. Walter Kock, an Agriculturist with West Africa Projects, attended the conference and has views on the appropriateness or otherwise of some aspects of the Bank's approach to rainfed agricultural production systems based on his experience and others' in both West and East Africa. Frank Thornley, a Senior Agriculturist in South Asia Projects, has been involved in the Tree Crop Diversification Project in Sri Lanka which is premised on the development of a traditional mixed forest garden system known as the Kandy garden. John Coulter, Scientific Adviser to the CGIAR, is familiar with the activities of the international research centers in this field. Brian Wilson, an Agriculturist in West Africa has introduced minimum tillage components based on herbicides and mulching for annual crop production systems in two Nigerian projects utilizing research experience from the International Institute for Tropical Agriculture (IITA) at Ibadan, Nigeria. Others concerned with the preparation, appraisal and supervision of projects premised on crop production systems, are expected to have views on possible approaches, their strengths and their weaknesses.

3. An exchange of such views could be mutually beneficial and to this end I propose a meeting on Thursday, December 21 at 2:30 p.m. in Conference Room E855. Because the subject is so large the discussion, on this occasion, will be limited to consideration of crop production systems under rainfed conditions in the tropics with emphasis on annual food crops. However, the importance of their integration with tree crops is such that experiences with the Kandy garden approach in Sri Lanka and that being developed and tested in Rwanda and elsewhere will obviously be relevant. While it is intended that our colleagues named above would initiate the discussion, there are many others who could contribute to the exchange of views proposed.

4. If you intend to participate, please inform my office ext. 73573.

cc: Assistant Directors, AGR, Division Chiefs, AGR, CPS Advisers, AGR
Office of the Environmental Adviser, Mr. C. Weiss

DCPickering:hrv

S. Agriculture

Mr. Ted J. Davis (AGR)

December 8, 1978

Michael Cernea (AGR)

Community Profile Approach to Rural Development

1. I reviewed the Community Profile from the International Economic Study Center. These are my comments:

(a) The proposal has obviously some merit in stressing the need of knowledge of rural conditions at the community level where development projects are going to be implemented.

(b) The argument made by the proposal, however, is rather strange in considering that improving the lot of poorer segments of the population in low income countries is "traditional policy" while the "community development" approach is new. In fact, it is the other way around.

2. I have two basic observations to the concept of this approach:

(a) Advocating assistance to communities as a whole, the proposal does not appear to give full consideration to the social/economic stratification of rural communities. The understanding of the stratification ought to be, in fact, one of the major objectives of any community profile in order to enable the development programs to provide selective assistance to the lower strata. The authors of the proposal may possibly consider to introduce the stratification issue.

(b) While the proposal makes the case for a baseline profile of the community (in fact, a good case study), it does not pay attention to the transition from the profile to the investment program. More elaboration of this transition would strengthen the proposal's practicality.

3. In the covering letter, Dr. Poulson asks whether we can signal him any connection between his approach and the work of the World Bank. I believe you can call his attention at least on two experiences: (i) the Village-site Feasibility Study (VSFS), which was used by the Kigoma project as a mini appraisal of communities before an investment decision is made about these communities. The VSFS was in fact a brief, simple community profile; (ii) the PIDER experience in doing micro regional profiles before investment. These micro regional profiles incorporated several communities, but basically they are similar to (and less sophisticated than) what Dr. Poulson suggests.

4. In Dr. Poulson may be interested by the fact that what he suggests about involving students to do community profiles, as a way for them "to fulfill social service requirements" and to obtain college

requirements, is exactly what was done in Romania between World War I and World Ware II by the Sociological School lead by Professor Gusti who produced a lot of such community profiles. Alas, they were never used for development and investment programs.

MCernea/dc

do you have the original already? (original was not sent to NKR 12/14/78

Files

December 7, 1978

David Bates

S. Agriculture

Cost Saving Procedures for Data System

1. Because we have already overextended our FY79 external computing services budget, and at current usage rates are likely to incur a $35,000 cost overrun for the fiscal year, I have set up the following procedures on WZ302152 that will enable a 50% savings on all but the most urgent of output needs.

2. Specifically, I have

i) set up a RURAL TEST version of the AGR data bank (The procedure I used to do so is outlined in Attachment 1.) and created a PROTEST FOCEXEC that will deplay the RURAL TEST, AND LENDING, SPNFILE, and TRSFILE TEST versions already defined by P & B on the parent system. Thus, TEST versions for the major focus files (data files) for the complete system are now accessible as specified in the PROTEST FOCEXEC (see Attachment 1).

ii) also split up the PROFILE FOCEXEC (although it is currently on file as DROFILE FOCEXEC) into a USE FOCEXEC and three separate PROFILE (1, 2, 3) FOCEXECS. (See Attachments 2 and 3.) The USE FOCEXEC should be deplayed in focus (EX USE) to gain access to all data (instead of test versions defined by PROTEST FOCEXEC). However, whether using PROTEST for testing programs or USE for output production, it is necessary to then execute either of the 3 PROFILE FOCEXECs depending on which focus file is required for obtaining output. For example, if thepprogram beings "Table File Rural," then PROFILE 1 FOCEXEC is the appropriate FOCEXEC to execute; but if "Table File Lending," then PROFILE 2 FOCEXEC should be used.

iii) carefully researched the procedures for executing programs on BATCHTIME (overnight). The procedure fully outlined in Attachment 5, simply means that output can be executed at non-prime time usage rates. It is then stored in a READER FILE and can be printed out at the terminal the next morning upon request.

3. Use of the TEST versions of the data system to write and test programs and subsequent BATCHTIME execution can reduce costs by at least 50%. I strongly recommend that these procedures be adopted for other than the most urgent requests.

DBates/jji

cc: Messrs. Davis, Deboeck, Allan (P & B)

S-Agriculture

WORLD BANK / INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

TO: Mr. Michael Cernea

DATE: December 7, 1978

FROM: Ms. Heli Perrett

SUBJECT: Meeting of Sociologists on Social and Behavioral Aspects of Water and Wastes Project Work

As agreed, I have drafted a few comments on the discussion and presentation of Wednesday, December 6, on the above topic. These follow.

The presentation by Heli Perrett, consultant, and the disuussion that followed, emphasized how knowledge of the intended beneficiaries might influence project design aud composition, and through such inputs, improve the chance of benefits of water and wastes investments reaching the rural and urban poor.

Four major social dimensions of water and wastes project work were discussed, together with alternative ways of dealing with them:

(a) motivational and informational constraints that come into play in the health benefits of water and wastes projects reaching the poor;

(b) the social appropriateness of project technologies and implementation strategies, focusing on use of community labor in construction and maintenance of water and wastes systems, and, on water and wastes technological and design options;

(c) social issues that are relevant to considering and planning community involvement in the actual management of the water or wastes system;

(d) ways that water and wastes projects may have unintended negative effects on people and the environment.

In general, the group was suprised at the range and importance of social issues in this sector's work. Cases of water and wastes components under other sector projects confirmed the findings of the review and provided relevant illustrations.

The discussion also emphasized differences in the types of social issues and their relevance, under water and wastes subsectors.

S. Agriculture

December 7, 1978

Dr. Jo Brugmans
Janssen Research Foundation
Koningstaan 17
B-2340 Beerse, Belgium

Dear Dr. Brugmans:

Thank you for inviting me to attend the "International Symposium on Health Policy in Developing Countries." The tentative programme for this symposium looks quite attractive.

My schedule in the first part of 1979 is, however, such that I will not be able to attend this symposium. I would appreciate to receive the papers that will be discussed as part of topics 1 to 3 of the first day of the symposium.

With many thanks in advance and best regards,

Sincerely yours,

Guido J. Debocck

S - Agriculture & Rural

Mr. M. D. ffrench-Mullen, Chief, EMPA1

December 5, 1978

S. Fukuda-Parr, EMPA1

Social and Behavioral Aspects of Rural Roads Work

1. I have reviewed the above paper and attended the discussion meeting held on November 30. The paper presents a fairly comprehensive discussion of the various sociological aspects of rural roads, including selection of technology, organizational arrangement including involvement of the local community, and distribution of benefits among the area population and measures which ensure that benefits accrue to the "target" population. As the authors of the paper point out, the points raised were based on Bank experience and most staff are fully aware of them. However, the paper does provide an important and useful checklist of the points to look out for, the questions which should be asked, as well as a useful framework for assessing social and behavioral aspects of rural roads. While we are no doubt all aware of the points raised, there has been no systematic analysis of the social aspects of rural roads nor any indication in our appraisal reports that they had been considered at preparation and appraisal. For example, it is often stated that the poorer segments of the population would benefit from roads without qualification. This may notaalways be the case since they may rely entirely on donkeys and have no access to motorized vehicles or even carts.

2. There are some specific implications for our work in the division:

(i) the paper as a whole should be circulated and Annex III, the checklist for Social Appraisal of Rural Roads Projects, should be copied to all staff; and

(ii) the paper would be very useful in preparing the Erzurum project in which roads would be an important component. For example, the involvement of the local community would be a possibility, particularly since in the past, villagers used to build their own roads. The village organization led by the Mukhtar could perhaps be mobilized for this purpose. We might also assess the means of transport available to the various different groups of villagers and implications for farm gate prices.

SFukuda-Parr:sw

S. Agriculture

WORLD BANK / INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

TO: Agricultural Technical Staff

DATE: December 4, 1978

FROM: D.C. Pickering, Tropical Agriculture Adviser, AGR

SUBJECT: FURADAN: A Broad Spectrum Pesticide

1. In the early part of this year the manufacturers of the above product gave a brief presentation to explain its use and potential in developing countries. Unfortunately, the presentation coincided with mission commitments for many of you and only a few people were able to attend. Those who did are in agreement that the presentation was both interesting and valuable.

2. For these reasons I have arranged for a repeat of the presentation on Wednesday, December 20 at 2:30 p.m. in Conference Room C510. The focus will be largely on the use of Furadan on rice and maize but its versatility will also be illustrated by applications in forestry and as a seed treatment on pasture, winter wheat, sorghum and cotton. The presentation, with questions, is expected to last about 1-1/2 - 2 hours.

3. I should be grateful if you would confirm your intention of attending the presentation by phoning extension 73573.

cc: Assistant Directors, AGR
Division Chiefs, AGR
CPS Advisers, AGR
Office of the Environmental Adviser
Mr. C. Weiss

S. Agriculture

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

the president

4 December 1978

Dear President McNamara,

I wish to thank you for your letter of 31 October and for your invitation to an inter-agency meeting in Washington on 22-23 February 1979 to discuss constraints on increasing food production and improving nutrition in the light of the Mexican declaration of the World Food Council.

We would, of course, be very happy to send someone to the proposed meeting but meanwhile I would like to comment on the suggested purpose and procedure for this meeting.

I hope you will agree with me that the longer-term objective of increasing the flow of external assistance for food production and nutrition cannot be meaningfully pursued in an inter-agency meeting of the kind proposed. It depends partly on the total availability of bilateral and multilateral assistance, on the proportion available for concessional lending, and on the sectoral distribution of funds available to each financing institution. Available data on the total flow of resources to agriculture is assembled periodically by the DAC secretariat and is regularly submitted to the World Food Council by its own secretariat. The extent to which different financing institutions have succeeded in allocating larger resources to agriculture would be useful to know and encourage. In the case of IFAD, however, there is no problem of inter-sector priority since all its resources are meant for agriculture.

The second issue - increasing the internal priority for food and nutrition within developing countries - is a sensitive subject and can be usefully taken up in bilateral discussions with a particular country at a suitable time. The World Bank Economic Missions to various countries, for example, examine this aspect regularly and the FAO, I understand, is undertaking a study of budgetary allocations to agriculture by developing countries.

Mr. R.S. McNamara
President
World Bank
1818 H Street, N.W.
Washington D.C. 20433
U.S.A.

614.160

107, Via del Serafico, 00142 Roma, Italy ☎ Cables IFAD ROME, Telex 61462 IFAD, Tel. 54591

The third topic, viz, increasing the number and effectiveness of projects and programmes in the areas of increasing food production and nutrition can perhaps be usefully discussed at the proposed meeting. Each agency can identify the difficulties in finding good projects in these sub-sectors and ways and means of strengthening the capacity of most developing countries to prepare and implement such projects.

In the light of the above, while the proposed meeting might be of some use in furthering the underlying objective, the procedure of formal written statements by each agency, commented on by outside experts and then consolidated into a formal report to the World Food Council might perhaps be reconsidered. It may be difficult to reach a consensus on what the key constraints on increasing food production are and even more difficult to prepare a meaningful report on the subject for the World Food Council on behalf of all the agencies.

The proposed meeting can therefore usefully exchange information and views on sub-items (a) and (b) but devote greater attention to item (c). The World Food Council secretariat can then report to the World Food Council on these discussions.

I would, of course, be anxious to explore ways and means of increasing the utility of the proposed meeting or in furthering our common objectives. Perhaps some informal discussions might also be useful before the proposed meeting in February.

I am sending a copy of this letter to Mr. Maurice Williams.

With regards and best wishes,

Yours sincerely,

A. Sudeary

Abdelmuhsin M. Al-Sudeary

s. Agriculture

Mr. Montague Yudelman, AGR

December 4, 1978

Ted J. Davis, RORSU

Disbursements by Sectors by Years

n/att.

Attached is a table from P & B prepared as part of the special review on disbursements.

Agriculture disbursements have increased but at a much slower rate than committments. The review shows that this is true for other sectors as well. We will be doing some additional analysis on this subject.

Attachment

TJD/cc

cc: Messrs. G. Darnell, AGR; L. Christoffersen, AGR; D. Pickering, AGR: G. Donaldson, AGR; D. Bates, RORSU

S - Agriculture

Mr. Ted J. Davis (AGR)

December 4, 1978

Michael Cernea (AGR)

Comparative Prospective on Monitoring and Evaluation

1. I came across some information which might help put in perspective where we are at in agriculture and rural development regarding the setting up of capabilities for project specific monitoring and evaluation, compared to other sectors of Bank lending. A review carried out by the Education Department on evaluation of education projects pointed out that Agriculture and Rural Development is much ahead in this respect compared, for instance, with education.. This refers to (a) number of projects containing specific monitoring and evaluation components (in agriculture and rural development - about 67% of all projects in FY73-77) and (b) amount of project funds allocated to monitoring and evaluation.

2. The following is the relevant paragraph from the comparative review of the Education Department:

> "One of the most startling facts about the Education Sector is how few resources are invested in evaluation. Of the first 155 education projects only seven (about 4%) have set aside funds specifically for that purpose. Moreover the amount of the funds themselves ($922,000) account for only .02% of the total education investment ($3.6 billion). In one recent year (FY76) the Agriculture Sector set aside evaluation funds in 20 percent of its 65 projects. Investment in professional evaluation, on an average accounted for 1.9 percent of that year's agriculture funds. By contrast the Education Sector in the same fiscal year set aside evaluation funds in only two projects (out of 16) and spent a total of only .1 percent of its funds on that purpose. Thus in FY76, proportionally, the Agriculture Sector funded evaluations about two times as many projects and invested 19 times the amount of its resources to do it."

cc: Messrs. Yudelman, Darnell, Christoffersen, Turnham, Thoolen, Dösik, RORSU STAFF

MCernea/dc

WORLD BANK / INTERNATIONAL FINANCE CORPORATION

Draper.

OFFICE MEMORANDUM

S. Agriculture

TO: See distribution below

DATE: December 1, 1978

FROM: John S. Spears, Forestry Adviser, AGR

SUBJECT: Introduction of Innovatory Technology into Bank Financed Rural Forestry Projects: More Efficient Wood Burning Stoves

1. Annex I attached 1/ outlines some thoughts on possible components of rural fuelwood projects. There is an obvious disparity between the project design proposals contained in this Annex and actual design of the various rural forestry projects which are currently under preparation or appraisal for Bank financing. The main components in most Bank projects relate to the "traditional" approach of establishment of new forest resources (construction of forest nurseries, fast growing plantations, training of forestry extension workers, etc.), but little progress has been made in actual implementation of some of the new concepts being advocated both in the Bank's Forestry Sector Policy Paper and by other agencies, for introducing into projects innovatory technology aimed at conserving existing wood resources such as more efficient wood burning stoves, biogas, solar energy or wind power. This note is concerned with introduction of improved stove design into rural areas.

2. How do we propose to test out the acceptability of more efficient wood stoves? What will they cost? Who will produce them? What incentives (if any) are needed to make them acceptable? Should their introduction be part of a "forestry" project? What alternative institutional approaches are being tried, etc? These and related questions were briefly discussed at a meeting held in AGR on November 29, 1978. The main conclusions of possible interest to Bank Regional Staff concerned with forestry project design and appraisal are summarized below.

List of Relevant Projects

1. Financial provision has already been, or is about to be included, for introduction of more efficient wood burning stoves in 15 projects located in:

East Africa (Noel Brouard 75859 for details)

Tanzania RD III
Malawi Rural Forestry
Burundi Rural Forestry
Rwanda Rural Forestry

1/ Extracted from a Bank paper entitled "Wood as an Energy Source" delivered in October 1978 to the 103rd Annual Meeting of the American Forestry Association (copies can be obtained from Mary McRae, ext. 75761).

West Africa (Bob Fishwick 72687 and/or Jean Gorse 76223)

Nigeria Ayangba
Nigeria Lafia
Niger Technical Assistance
Mali Forestry
Upper Volta Forestry

South Asia (Orhan Baykal 73902, Isabelle Girardot-Berg 73893 or Chip Rowe, Bank New Delhi Office)

Nepal Rural Forestry
India Uttar Pradesh Social Forestry
India Gujarat Social Forestry
Bangladesh
Pakistan Hazara

South East Asia & Pacific (Chris Keil 75324)

Philippines Smallholder Tree Farming

2. Stove Design

The Bank's EWT Division (David Hughart 76954) and Bill MaGrath of V.I.T.A. (Volunteers in Technical Assistance), 3706 Rhode Island Avenue, Mt. Rainier, Md. 20822 (301: 277 7000) have been collecting together information on improved wood stove design. Bill MaGrath prepared a report comparing 25 different designs. Copies of this are available for use by Regional Bank Staff. The two most widely accepted so far are the "Lorena" stove developed in Guatemala and the "Chuloo" stove developed in India. Both are made of mud and have to be made in situ.

3. Rural Energy Strategy

A comprehensive rural energy sector strategy study which reviews current and estimated future energy demands relative to available resources and the economic implications of alternative future energy solutions should be the starting point for project identification and could be expected to influence project design. The Nepal Forestry Sector Review (Isabelle Girardot-Berg 73893) made use of such a study carried out by the University of Tribhuvan in Kathmandu. The EWT Division (David Hughart, 76954) can assist Bank staff in drafting Terms of Reference for such studies (e.g. as currently being prepared for the Burundi project).

4. Dissemination Mechanisms

Key points raised were:

- Problems of identifying an appropriate agency for initiating promotion and subsequent distribution of stoves. Alternative approaches noted were the specially created Social Forestry Divisions of State Government Forest Departments in India (e.g. the India Uttar Pradesh and Gujarat projects). DEANESA - a specially created Division of the Ministry of Health in Indonesia which deals with Home Improvements (Sydney Draper 75497 for details); mobilization of Development Centres for Women Agriculturists in India (Chip Rowe in the Bank's New Delhi Office).

- Advantage of integrating the introduction of improved stoves with other home improvements, e.g. home insulation (Korean and Indonesian experience).

- Importance of ensuring villagers participation in decision making on issues such as acceptance of stove design (Guatemala).

- Manufacturing of mud stoves although relatively simple, is a 'specialized' technology and best results have been achieved where one or two persons in the village have been trained in the techniques of their manufacture and been used as extension agents to pass on this experience to other villagers.

- Most of the materials needed for stove construction (clay and sand) are available locally, but quality of these materials is important. This needs to be investigated on a case by case basis.

- The main manufactured part of the stove (the stove pipe) is usually made of metal. These can be locally manufactured and distributed in bulk.

- The cost of mud stoves is low about US$5 - US$10 (mainly a labor input). Credit mechanisms may not be needed to induce their acceptance. In the Indian Uttar Pradesh project for example, reliance is being placed on the 'demonstration' effect of one or two stoves per village. The cost of their construction and associated extension staff are being built in as an integral part of project cost.

- A major incentive to adoption by villagers of improved stoves is their obvious wood saving potential. Improved stoves can cut family fuelwood requirements by at least a half. This aspect should be emphasized in extension campaigns.

° A costing "model" of possible relevance to other Regions has been developed for the Indonesian Yogjakarta Project (see Annex 2 attached).

Distribution: Messrs. Draper, Keil, Temple, Brouard, Gorse, Fishwick, Wagner, Baykal, Lee, Goodland; Rowe (Delhi); Ljungman (Nairobi); Zurbrugg, Grut, Arnold (FAO/CP, Rome); Ewing, Harvey, Bolduc; MaGrath; Holloway; Mrs. Girardot-Berg, Friedman, Hughart, Van Gigch, Golan, Christoffersen; Agricultural Division Chiefs; Weiss, Amar.

cc: Messrs. Yudelman, Darnell, Pickering, Gray, Donaldson, Veraart

Attachment

JSSpears:mmr

DESIGNING WOOD BASED ENERGY PROJECTS

It is clear from what has been stated in this paper, that an effective forest energy project or program will include not only components which directly lead to creation of additional fuelwood resources, but also components which will ensure more efficient use of wood fuel, which will encourage the use of alternative low cost sources of energy other than wood, conserve existing wood resources and which will provide farmers with a viable alternative to their present dependence on animal dung or crop residues as a significant source of fuel for heating and cooking.

Because of the close inter-relationship between forestry, fodder and food production, rural forestry programs need to be integrated wherever possible with agricultural or rural development projects. The perceived needs of rural people, particularly those living in remote areas, usually include roads, water supplies, health clinics, schools, improved seed, fertilizers, access to credit, and agricultural extension services and, understandably, these short term needs will, to them, often be of higher priority than long term afforestation or soil conservation programs. In short, rural forestry programs will be most likely to succeed in areas where an integrated approach is being taken to rural development; where these other perceived needs are being met and where forestry is included as part of an overall development package.

Given the above proviso, the components of a well balanced forest energy project might include:

1. District level fuelwood surveys aimed at estimating local needs and assessing the volume of fuel resources already available either as natural forests, homestead plantings and shrubs or hedgerow trees and quantifying the size of additional planting programs needed to fill the rural energy gap.

2. Sociological research at the village level aimed at identifying people's perceived needs and priorities and determining ways and means of reinforcing village level support for rural forestry development programs.

3. Land use surveys aimed at delineating those marginal lands more suitable to forestry than to agricultural production.

4. Demarcation and protection from fire and grazing of village woodlots and technical assistance for preparation of management proposals for protection of those areas needed to supply village fuel and fodder requirements.

5. Construction of a network of forest access tracks and forest nurseries at the village level and production

of an assured supply of seeds or seedlings of fruit, nut, fuelwood, pole, lumber or fodder producing species for planting either in village woodlots along embankments, roadsides, in hedgerows, or around homesteads by private farmers.

6. Establishment of extension services at the village level or as an integral part of district level agriculture or rural development agencies backed up by rural forestry education campaigns and forestry training programs.

7. Strengthening of both central government and district level forestry services which may imply, in some cases, re-orientation of organizational structure to ensure greater emphasis on rural, as opposed to industrially oriented, forestry development.

8. Training of professional forestry graduates, rangers and foresters in rural forestry concepts and techniques and construction of new training facilities where appropriate.

9. Initiation of pilot credit programs for establishment of tree farms by small farmers residing close to established urban or industrial market outlets in situations where trees can play a significant role as a cash crop.

10. Research into fast growing tree species, into the technical problems and potential economic benefits of agro-forestry crop combinations and other allied forestry research problems.

11. Technical assistance or credit programs aimed at introduction of innovatory technology such as more efficient wood burning stoves, simple sawmilling and other wood-working machinery appropriate for village use and improvements in wood preservation techniques, all of which can lead to significant reductions in wood usage and thereby ease the pressure for development of new resources.

12. Financing of alternative rural energy systems at the household or village level, such as biogas, solar energy, small scale hydroelectric or wind power generators.

13. Technical assistance or credit financed programs aimed at introduction of more efficient insulation and heat conservation in the home.

14. Establishment of charcoal burning operations including introduction of more efficient charcoal kilns and, where necessary, improvement of access and transportation systems between forest and market centers.

15. Through associated agriculture or rural development programs, encouragement of production of on-farm fodder supplies which will make it possible for the small farmer to stall feed his livestock and to conserve farmyard manure for use on the farm.

16. Allied to the above, range improvement programs in Upland areas (e.g. fertilizing of pastures), rotational grazing and animal husbandry improvements which will help in the longer term to relieve grazing pressure on forest areas.

17. Introduction through agriculture or rural development programs of cash crops which will provide the farmer with some assured income during the period it takes to establish new fuelwood resources. Of particular interest from the forestry point of view are income producing tree crops and scope for introducing, for example, resin tapping, production of gums, cultivation of silk, bee-keeping, production of bark for tanning extract and fruit and nut bearing crops.

In addition to these project components, the Bank as an integral part of the project development process is using its forestry lending programs as a means of helping member governments to introduce legislative changes, which would help to ensure that the objectives of rural forestry projects are achieved as rapidly as possible. Typically, these might address issues of land ownership and tenure patterns, land use practices or taxation and pricing policies which act as a disincentive to greater fuelwood production or resource conservation. A key issue is likely to be a central government commitment to decentralizing ownership of forest resources so as to enable individuals, village or district level institutions to participate in the ownership, management and development of local wood resources. Without such individual or collective commitment at the village level, large scale rural forestry programs are unlikely to make much progress.

ANNEX 2

INDONESIA

YOGYAKARTA RURAL DEVELOPMENT PROJECT

Development and Promotion of Improved Cook Stove Summary of Activities and Costs

Estimated Timing		Activity	Requirements	Costs (Rp 000)
June 1979 to December 1980.	1.	Assembly of data on existing cook stove systems in two selected pedukuhans (50 x 2 = 100 houses).	2 man-months @ Rp 180,000/mo. Transport, 2,000 km @ Rp 40/km.	360 80
	2.	Assessment of availability of local materials for cook stove construction.	2 man-months @ Rp 180,000/mo. Transport, 2,000 km @ Rp	360 80
	3.	Development of prototype improved cook stoves on basis of 1 and 2 above.	3 man-months @ Rp 180,000/mo. Materials	540 240
	4.	Introductory trials of 100 improved cook stoves with continuous monitoring of new stoves compared with existing stoves.	8 man-months @ Rp 180,000/mo. Materials Transport, 2,000 km @ Rp 40/km	1,440 800 80
	5.	Review of 100 test stoves; selection of most efficient/ acceptable type(s); report preparation; preparation of publicity/extension material.	4 man-months @ Rp 180,000/mo. Transport, 2,000 km @ Rp 40/km Publication and typing Printing leaflets, 10,000 copies Production of slides and sound track	720 80 40 600 1,000
		Sub-total, development costs		6,420
January 1981 to December 1983.	6.	Extension of improved cook stoves to 15,000 houses (in tandem with village water supply component).	48 man-months @ Rp 180,000/mo. Transport, 20,000 km @ Rp 40/km Provision for materials @ Rp 2,000/stove	8,640 800 30,000
		Sub-total, extension costs		39,440
		Total Program Costs		45,860

US$1 = Rp. 415