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INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE

Yellow

OFFICE MEMORANDUM

TO: Messrs. R. Chaufournier, W. Clark, S. Please, DATE: August 30, 1976 and W. Wapenhans

FROM: Uma Lele UM

INTERNATIONAL DEVELOPMENT

SUBJECT: The Nairobi Seminar on African Rural Development (Sponsored by Department of Information & Public Affairs; EDI; Eastern and Western Africa Regional Offices; Department of Agriculture & Rural Development)

Before reporting on the outcome of the seminar, perhaps it would be useful to recall the considerations that were involved in arranging the above meeting, particularly as these have never been recorded explicitly although frequently discussed and generally well recognized. These were:

- to disseminate the findings of the ARDS as the study had been carried out to learn lessons from the past experience in Africa - in particular to upper and middlelevel bureaucrats who may otherwise not have access to the book or an occasion (or an incentive) to read it;
- 2. to elucidate their reactions to the findings and thus indirectly to provide an input into improving the quality of the national contribution to project formulation; and relatedly
- 3. to provide in addition to the normal channels used by the Bank - a channel for establishing a dialogue with African governments related to rural development.

After much discussion about the merits of holding many meetings in individual countries as distinct from a single meeting involving participants from a number of countries, the latter option was preferred, as the former may have made excessive demands on the time of the Bank staff members who may have to organize and participate in individual meetings. Holding a meeting under international auspices, such as the IAAE, was considered desirable as it would minimize the potential problems related to favoring a particular location and, in addition to the seminar, provide participants an opportunity to attend a major professional gathering.

In retrospect, the seminar has served a number of these and other purposes. First, the seminar undoubtedly provided participants from Eastern and Western Africa with an opportunity to read, think and express their views on an important subject. Unlike their academic colleagues many of the participants drawn from government bureaucracies have not had this opportunity in the past. This opportunity was very widely appreciated. Many also expressed their appreciation of the 'soul searching' that had been done in the Bank and of the fact that the information gathered through its research effort was brought back to them directly in the context of its operational implications.

The backseat presence of Bank staff and in particular of Mr. Please was valued by participants as it conveyed both the importance attached to the subject in the Bank as well as the willingness to sit back and listen.

The seminar in itself was illuminating in a number of respects. There was generally widespread recognition of the importance of many of the points stressed in the study including the resource constraint, the need for a sequential approach including establishment of priorities, simple programs, identification of critical needs, demonstrated profitability of the innovations, consultations with local people, etc. However, there were considerable differences among participants as to the details related to planning and implementation of programs to take into account some of these general principles, not in small part due to the very considerable differences in the sociopolitical and the ideological framework within which the participants expected the development to be carried out in their respective countries. These differences were reflected throughout the seminar - in particular in the discussions related to "involving" farmers a point emphasized by Ethiopians as distinct from "reaching" them - a concept assumed by almost all other participants. Of course, even in accepting the concept of "reaching" there were differences, with some stressing the need for local consent and support while others emphasizing the need for compulsion.

The problems involved in "reaching" large numbers of small farmers were stressed in various ways including discussion of the limitations of the model farmer approach frequently adopted in extension, the difficulties of reaching subsistence food crop producers who do not grow a traditional cash crop, and the problems of attracting and retaining staff in the rural sector without the necessary incentives. Once again, while the Ethiopians and Tanzanians stressed the importance of the overall political commitment and its implications for specific policies in attracting and retaining the qualified staff, others emphasized the lack of relatively narrow economic and administrative incentives in their countries to work in the rural sector as being the major obstacle.

Despite recognition of these various problems, there was inadequate tendency to explore solutions. For instance decentralization for planning and implementation was not sufficiently explored, the need for more adaptive research on food crops and a better link between research and extension was not recognized and the marketing and pricing policies towards food crops were accepted as given. In summary, there was too much readiness to accept that nothing can be done about the masses of the low income subsistence food crop producers, except through conventional means of delivery systems organized from the top, export crop production and parastatal organizations. These were important conclusions in view of the much interest in international agencies to seek solutions including the interest in the Chinese approach to peasant mobilization!

There was considerable difference among participants both in the degree of articulateness as well as in the tendency to examine the framework in which development is being carried out in their respective countries. While the contributions by some members were excellent, the general paucity of this latter tendency seemed to be a result - to some extent - of a desire

to defend one's national approach whether capitalistic or socialistic. However, it also seemed to arise from inadequate critical faculties stressing the need for developing such capabilities among African administrators if the policy framework within their respective countries is to be improved in the long run. The seminar served a very useful function in this regard, although of course the results will be less than dramatic in the short run.

There also were a number of side benefits including opportunities for participants to attend the IAAE meetings, discussions with the RMEA staff on matters of immediate operational concern and most of all a very considerable interchange of experience through formal and informal discussions among participants from various countries. There also were the expected and the unexpected logistic problems such as the difficulties of entry by the Somalis into Kenya. The seminar would not have gone so smoothly without the careful preparations done by the Department of Information.

Probably the most appropriate index of its usefulness to the participants is the fact that the seminar originally planned to last for one day was extended at the wishes of the participants for two additional half-day sessions. There have also been suggestions that similar seminars should be organized in other Regions of the Bank.

cc: Mr. Kamark

Mr. Gittinger

Mr. Merriam

Mr. Morris

Mr. El-Tinay

Mr. Yudelman

Mr. Christoffersen

Mr. Davis

Mr. Wiehen

Mr. Adler

Mr. Hendry

Mr. Walton

Mr. Walden

Mr. Cleave

Mr. Wright

Mr. de la Renaudiere

Mr. North, RMEA

Mr. Dewar

PARTICIPANTS: WORLD BANK SEMINAR ON RURAL DEVELOPMENT

Cameroon

M. Francois Myomo
Directeur General
Fonds National de developpement
rural
B.P. 1548
Yaounde

Ethiopia

Ato Addis Anteneh
Deputy Commissioner for
Planning
Planning Commission
P.O. Box 1037
Addis Ababa

Ato Tekola Dejene
Planning Commission Office
P.O. Box 1037.
Addis Ababa

Ghana

Mr. Percy Yamoah Principal Agricultural Officer Ministry of Agriculture P.O. Box M37 Accra

Kenya

Mr. Paul Denis Roads Department Ministry of Works Nairobi

Mr. E.K. Kandie, Principal Bukura Institute of Agriculture Kakamega

Mr. G.M. Kimani
Head of Land and Farm
Management Division
Ministry of Agriculture
P.O. Box 30028
Nairobi

Kenya (Cont'd.)

Mr. Francis Maina (Seminar Chairman)
General Manager
Agricultural Finance Corporation
Development House
Government Rd.
P.O. Box 30367
Nairobi

Mr. Philip M. Mbithi Associate Professor and Chairman University of Nairobi Department of Sociology Nairobi

Mr. J.K. Muthama
Commissioner for Cooperatives
Development
Ministry of Co-operatives and
Social Services
Co-operative Development
Kenya House
Koinange Street
P.O. Box 40811
Nairobi

Lesotho

Mr. M.P. Sejanamane Deputy Director Central Planning Office Maseru

Malawi

Mr. Elwyn Mponda Development Program Lilongwe

Mr. N.K.S. Sichinga c/o Ministry of Finance P.O. Box 30049 Lilongwe 3

Mauritius

Mr. Oumashankar Hawoldar Rural Development Unit Ministry of Planning Anglo-Mauritius House Port Louis

Nigeria

Mr. Joseph Akinwolemiwa Permanent Secretary Ministry of Agriculture and Natural Resources Ondo State, Ibadan

Somalia

Mr. Mohamoud Ahmed Ali Director of Planning Livestock Development Agency P.O. Box 928 Mogadiscio

Mr. Mohamed Abukar Haji Director for Cooperatives Ministry of Agriculture Mogadiscio

Mr. Hussen M. Siad Somali Development Bank * P.O. Box 1079 Mogadiscio

Sudan

Dr. Mohamed El-Shazeli Minister of State Ministry of Agriculture Food and Natural Resources Khartoum

Tanzania

Mr. Philip Magani, Chairman Tanzanian Rural Development Bank Dar es Salaam

Mr. Rwechungura Prime Minister's Office Dodoma

Mr. P.E. Temu
National Planning Controller
The Treasury
P.O. Box 91111
Dar es Salaam

Uganda

Mr. L.L. Kyeyune-Sentongo Makerere Institute of Social Research P.O. Box 16022 Kampala

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Mr. Timothy Kasapu Senior Agricultural Economist Ministry of Rural Development P.O. Box RW197 Lusaka

Mr. Ng'andu P. Magande Senior Economist Ministry of Rural Development P.O. Box RW197 Lusaka

Mr. Mwape Mufwaya Planning Coordinator Ministry of Rural Development Malungushi House Independence Avenue P.O. Box RW 197 Ridgeway Lusaka

World Bank

Mr. Stanley Please

Mr. John North

Mr. Robert Dewar

Mr. Ted Davis

Mr. John Cleave

Mr. Alun Moris

Mr. Hashim El-Tinay

Ms. Uma Lele

Distribution below

December 17, 1975

Benjamin B. King, VPD Signed B. B. King

Rural Development (Ethiopia)

I have received (from sources unknown) the paper, whose cover page is attached. Because of its connection with Research Project 670-18, we have retained it in our library. You are welcome to borrow it, if you do not have it already.

Attachment

Distribution

Messrs. H. Adler

L. Christoffersen

L. Hansen

M. Leiserson

Ms. U. Lele

BBKing:gm

AFRICAN RURAL EMPLOYMENT RESEARCH NETWORK

African Rural Employment Paper No. 12

THE EVOLUTION OF ALTERNATIVE RUPAL DEVELOPMENT STRATEGIES IN ETHOPIA:

INPLICATIONS FOR EMPLOYMENT
AND MIGORE DISTRIBUTION

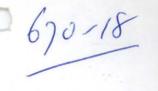
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Institute of Boyelopment Research Addis Ababa University Addis Ababa, Ethiopia Department of Agricultural Economics Michigan State University East Lansing, Michigan

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BANK NEWS RELEASE

OCTOBER 28, 1975

LESSONS FROM AFRICA IN RURAL DEVELOPMENT

A major practical contribution to an understanding of the problem and potential of African rural development is made by a study to be published for the World Bank by The Johns Hopkins University Press on October 31, 1975.

The Design of Rural Development: Lessons from Africa, by Uma Lele, draws on detailed evidence of 17 diverse rural development programs in sub-Saharan Africa. The lessons learnt offer guidelines for the design, implementation and evaluation of rural development policies and methods.

The publication is a centerpiece in the World Bank's search for more effective ways to counter both food shortages and maldistribution of income in developing countries by increasing the productivity of the rural poor.

It distills the results of a World Bank study of African rural development, which began in 1972 under the author's direction and has been closely followed by scholars and professionals of many disciplines in academic institutions and government ministries.

The projects reviewed by the study are in Cameroon, Ethiopia, Kenya, Malawi, Mali, Nigeria and Tanzania. They include projects for regional integrated rural development, production of food and commodity crops, livestock development and rural industries, as well as programs undertaken with much broader objectives, such as Tanzania's Ujamaa movement.

The author has also drawn extensively on existing literature about African rural development and on her own earlier experience in Asia and her field investigations in Africa. The

result is a meticulously documented, comprehensive treatment of some of the most critical policy, institutional, and economic issues now confronting the governments of developing countries.

The author, Uma Lele, is an economist in the World Bank. An Indian national, she is a graduate of the University of Poona. She earned a Ph.D. degree in Agricultural Economics at Cornell University, where she has served as a Visiting Professor and Senior Research Fellow at the Center for International Studies. She is the author and co-author of two books and several professional papers on rural development.

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The Design of Rural Development: Lessons from Africa. Baltimore and London: The Johns Hopkins University Press, October 1975. XIII, 246 p., \$12 cloth, \$3.95 paper.

August 14, 1975

Mr. Roger A. Sutcliffe
Department of Economic and Political Science
School of Oriental and African Studies
University of London
77 Stockwell Park Road
London SW9 ODB
England

Dear Mr. Sutcliffe,

Enclosed is a copy of "Small Scale Rural Industries in Nigeria: A Review of Industrial Development Centers" which you requested in your letter of August 8, 1975. This report is being sent to you for your personal use. As an internal working document it must be treated as confidential and not quoted or referred to as representing the views of the Bank.

Sincerely yours,

Mark W. Leiserson Chief, Employment & Rural Development Division Development Economics Department

Enclosure

77 Stockwell Park Road, London SW9 ODB, England.

Employment and Rural Development Division,
Development Economics Department,
I.B.R.D.,
1818 H Street, N.W.,
Washington D.C. 20433,
U.S.A.

8th August 1975

Dear Sir,

I am a research student doing work on the development of indigenous industries in Nigeria. I have been referred to an I.B.R.D. Report produced by your Division on Nigerian industrial training centres, but have found difficulty in getting hold of a copy. I would be very greatful if you could send me one. The Repeort is "Studies in Employment and Rural Development No.11" produced by the Employment and Rural Development Division of the Development Economics Department.

With many thanks. I look forward to hearing from you.

Yours faithfully,

Roger A. Sutcliffe

Plager Subliffe

Department of Economic and Political Studies School of Oriental and African Studies, University of London.

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77 Stockwell Park Road, London SW9 ODB, England.

Employment and Rural Development Division, Development Endnomics Department, 1. B. R.D.,

U. S. A.

8th August 1975

Dear Sir,

Washington D. C. 20433,

1818 H Street, N. W.,

I am a research student doing work on the development of of indigenous industries in Nigeria. I have been referred to an I.B.R.D. Report produced by your Division on Nigerian industrial training centres, but have found difficulty in getting hold of a copy. I would be very greatful if you could send me one. The Repeort is "Studies in Employment and Rural Development No.11" produced by the Employment, and Rural Development Division of the Development Economics Department.

With many thanks. I look forward to hearbng from you.

Yours faithfully,

lagar harifle

Roger A. Sutcliffe

Department of Economic and Political Studies School of Orlental and African Studies, University of London.

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1981 AUG 14 AM 8: 49
INCOMING MAIL UNIT

July 23, 1975 Mr. William Anderson Office of: Congressman Clarence Long 2421 Rayburn Building Washington, D. C. 20515 Dear Mr. Anderson: In reference to our telephone conversation about Lilongwe I am pleased to enclose copies of the following documents:-- The Design of Rural Development: An analysis of Programs and Projects in Africa by Uma Lele. - Rural Development in Malawi: A Review of the Lilongwe Land Development Program by B. H. Kinsey (about which I have many reservations). - My own brief report on the Lilongwe Project. All three documents are of course confidential. As I mentioned on the telephone, I think it is important for you to contact Mr. Amusa-Shonubi, or Mr. Walton of the Bank. Yours sincerely Dennis Anderson Encls: vcc: Mr. M. Leiserson cc: Mr. Amusa-Shonubi cc: Mr. Walton DAnderson:krt

Mrs. Doris Bomstein, Info. & Public Affairs May 21, 1975
Department
Ravi Gulhati, ECDDR

The Design of Rural Development

On my return from holiday I have seen Mr. Pryor's memorandum of May 16 and hurry to request twenty copies of Uma Lele's book on Africa Rural Development for distribution without charge to staff members of the Development Economics Department.

cc: MLeiserson, ECDER

RG/mo

Dela ask slat.

INTERNATIONAL DEVELO.
ASSOCIATION



OFFICE MEMORANDUM

TO: Mr. M. W. Leiserson, Development Economics

DATE:

May 20, 1975

FROM: Frank Povey, thief, WAfrica CPIA

SUBJECT: Release of Bank Working Paper

- 1. Reference is made to the letter dated May 7, 1975 from the Vanderbilt University for copies of Bank working papers.
- 2. Please be advised that we have no objection to the release of Study No. 11 by H. Turner on "Small Scale Rural Industries in Nigeria: A Review of Industrial Development Centers."

/ebb

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7 May 1975

Mr. Mark W. Leiserson
Chief, Employment and Rural Development Division
Development Economics Department
Development Policy Staff
International Bank for Reconstruction and Development
1818 H Street NW
Washington, D. C. 20433

Dear Mr. Leiserson:

I would very much appreciate receiving one copy of each of the following working papers prepared as studies in employment and rural development:

Study No. 7, N. Bedi, "Rural Development in Kenya: A Review of Special Rural Development Program"

Study No. 9, B.H. Kinsey, "Rural Development in Malawi: A Review of the Lilongwe Land Development Program"

Study No. 11, H. Turner, "Small Scale Rural Industries in Nigeria: A Review of Industrial Development Centers"

Study No. 14, P. Abraham and F. Robinson, "Rural Development in Tanzania: A Review of Ujamaa"

Study No. 3, T. Tecle, "Rural Development Programs in Ethiopia: A Review of the Chilalo Agricultural Development Unit" m

Thanking you for your assistance, I am,

Sincerely yours,

Dennis A. Rondinelli

Associate Professor

DAR: ms

Reports mintel 5/21/75

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OFFICE MEMORANDUM

TO: Distribution: See below

DATE: May 16, 1975

FROM:

Donald J. Pryor W

The Design of Rural Development -- Working copies required.

Mrs. Una Lele's book derived from The African Rural Development Study is expected from the press some time in August.

Copies will be distributed routinely to the Board, the President, Vice Presidents, President's Council, Department heads and other principal officers of the Bank, as well as to our regular exchange lists, depository libraries, and a specially-compiled list of recipients in governments, academic institutions, etc.

Copies will be available to all Bank staff members, either on loan from the Joint Library or at a cost of \$1 (while the supply lasts) from the Publications Unit.

In addition, if you request it soon, before other commitments are firm, a limited number of copies will be held aside for distribution without charge to staff members in your department to whose work the study may be especially relevant. Would you kindly advise Mrs. Bomstein (X 2057) how many copies you will need for this purpose. If the totals involved are too large, pro-rate adjustments may have to be made.

Distribution: Messrs, Ballantine, Barry, Denning, Dulay, Finzi, Gulhati, Kanagaratnam, Perez, Ruddy, Street, Yudelman.

DJP/mi

The African Rural Development Study was the result of a substantial Bank interest in rural development programs which could effectively reach a large percentage of the low income, rural population. The interest was prompted by financial constraints and especially the limited availability of trained manpower and institutional capability in many African countries. The study involved analysis of a number of multilateral, bilateral and national programs which represented considerable diversity not only in the environment in which they were situated but also in the approaches to planning and implementation.

The objectives of the analysis were:

- (i) to assess a) the extent to which the programs were beneficial to low income groups;
 - b) the role of national policies, institutions, manpower and technology in the accomplishments and deficiencies of the programs;
 - c) the effectiveness of the programs in developing indigenous manpower, institutional and economic capability; and
- (ii) to draw lessons from this experience for design and implementation of future rural development programs in Africa.

Thirteen reports were prepared on the basis of reviews of individual projects or groups of projects. A final, comparative

review, entitled <u>Design of Rural Development: Lessons from Africa</u>, synthesizes the findings of the project reviews and discusses their implications for future rural development programs.

Responsibility: Development Economics Department - Uma Lele, in cooperation with the East and West Africa regions of the World Bank and the governments and research institutes of the countries in which the programs are located. The project reviews were supervised by Uma Lele, Graham Donaldson and Robert Shaw of the Bank staff and were carried out by consultants.

Completion date: Project completed March 1975

Reports:

- Donaldson, G.F. amd von Pischke, J.D. <u>A Survey of Farm in Kenya</u>.

 AID Spring Review of Small Farmer Credit, Vol. VII, No. S

 SR 107, Washington D.C., February 1973.
- Lele, Uma. "Designing Rural Development Programs: lessons from Past Experience in Africa", a paper presented to the Second International Conference on Change in Agriculture, organized by the Overseas Development Administration and the University of Reading and co-sponsored by the World Bank, held at Reading, England, September 9-19, 1974.
- Lele, Uma. <u>Design of Rural Development: Lessons from Africa</u>.

 Johns Hopkins Press, forthcoming.

African Experience in Rural Development: A Digest Report

on the African Rural Development Study, Bank Staff

Working Paper, No. 195, January 1975. (Catalog No. I/302).

Reference No.: 670-18

OFFICE MEMORANDUM

TO: Distribution List

DATE: April 28, 1975

FROM: Uma Lele

SUBJECT: A paper prepared for Rockefeller Foundation meetings on Social

Science Research on Rural Development

in box

Attached please find a paper prepared for presentation at the above meetings, being held in New York on April 29 and 30. I will be interested in your reactions.

ULele/1b

cc. Messrs. Adler Hendry . Walton Krishna Gen. Agr. Div. staff Walden Please Hansen Acharya B. King

ARD'S April 22, 1975 Mr. Harris Mule Deputy Permanent Secretary Ministry of Finance and Planning P.O. Box 30007 Nairobi, Kenya Dear Mr. Mule: Let me again thank you for the excellent arrangements made for me in connection with the visit to special rural development projects in Kenya. As promised, I am sending you a copy of the report on Africa Rural Development as well as the Kenyan case studies. I hope that you will find these documents of some interest. If you have any reactions, we will be very happy to hear of them. Looking forward to seeing you and with best wishes. Yours sincerely, Ravi Gulhati Director Development Economics Department Enclosures: 11. The Design of Rural Development: An Analysis of Programs and Projects in Africa by Uma Lele 2. Range Development in Kenya: A Review of Commercial, Company, Individual and Group Ranches by H. Jahnke, et.al. Small Farmer Credit in Kenya: A Review of Major Credit Schemes (in four volumes) by J.D. von Pischke 4. Smallholder Tea Project in Kenya: A Review of Kenya Tea Development Authority by D. Sullivan 5. Rural Development in Kenya: A review of Special Rural Dev. Program by N. Bedi 6. Land Settlement in Kenya: A Review of the Squatter Problem by P.Mbithi and C. Barnes cc: Messrs. Please, EAIDR Leiserson, ECDER



DEPARTMENT OF
AGRICULTURAL ECONOMICS
AND RURAL SOCIOLOGY
PHONE (403) 432-4225



THE UNIVERSITY OF ALBERTA EDMONTON, ALBERTA T6G 2H1

April 8, 1975

Mr. Mark W. Leiserson, Chief,
Employment & Rural Development Division,
Development Economics Department,
International Bank for Reconstruction
& Development,
1818 H. Street, N.W.,
Washington, D.C.
20433 U.S.A.

Dear Mr. Leiserson:

I appreciate the attempt you made to accommodate Mr. Bobe in one of the Bank's Departments. Naturally I am disappointed for him that an arrangement couldn't be worked out.

The material you forwarded to us is very useful and I trust we can contact you further in this regard.

Yours sincerely,

L.P. Apedaile,

Associate Professor



AND RURAL SOCIOLOGY



THE UNIVERSITY OF ALBERTA EDMONTON, ALBERTA T60 AH1

April 8, 1975

Mr. Mark W. Ledserson, Slides, Saployment & Runal Development Division. Sevelopment Economics Department, International Bank for Beconstruction & Development, 1818 M. Street, M.V.,

Dear Mr. Leiserson:

I appreciate the attempt you made to accomplate Mr. Bobe in one of the Bank's Departments. Maturally I am disappointed for him that an arrandement couldn't be worked out.

The material you forwarded to us is very useful and I brust we can contact you further in this megard.

Yours sincerely

L.P. Apedaile, Associate Professor COMMUNICATIONS
SECTION

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DEPARTMENT OF
AGRICULTURAL ECONOMICS
AND RURAL SOCIOLOGY
PHONE (403) 432-4225



THE UNIVERSITY OF ALBERTA EDMONTON, ALBERTA T6G 2E1

March 4, 1975

Mr. Mark W. Leiserson, Chief, Employment & Rural Development Division, Development Economics Department, 1818 H Street, N.W., Washington, D.C. 20433

Dear Mr. Leiserson:

Thank you very much for your-letter of 24/1/75 concerning the possibility of having Mr. Augustine Bobe work in your Division this coming summer. I also want to express my appreciation for the early expedition of the two IBRD works on the Lilongwe project and rural development in Africa received early last month.

Returning to Mr. Bobe, I just today received confirmation from the Canadian International Development Agency of the feasibility of supporting Mr. Bobe in Washington. I have had him draw up the c.v. you requested, which you may find enclosed.

If you find your way open to have Mr. Bobe join your staff for a couple of months, they will find him very self reliant and able to work with a minimum of supervision. Pending your decision I am working with him to define exactly what objectives he wants to achieve in his thesis research. In the meantime, I believe the enclosed c.v. should give you some idea of his program of work.

Sincerely yours,

L.P. Apedaile

Associate Professor

Enc.



Record Removal Notice



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			drawn by ne M. Thompson	Date December 28, 2017	

COMMONWEALTH DEVELOPMENT CORPORATION

33 HILL STREET LONDON W1A 3AR

3rd April, 1975

Mr M.W. Leiserson,
Chief, Employment and Rural Development Division
Development Economics Department,
International Bank for Reconstruction
and Development,
1818 H Street, NW,
Washington DC 20433,
USA

Fleros

Dear Mr Leiserson,

Many thanks for your letter dated 28th February 1975, and for the Reviews which I hope to receive shortly. I appreciate the nature of the views and assure you they will be treated with the confidentiality appropriate to internal documents of the Bank.

The review of KTDA is of interest as CDC is a major investor in the Authority. The reviews of the Ethiopian and Malawi programmes are of interest as an type of approach not so far pursued to implementation by CDC. Thank you again for your cooperation.

Yours sincerely,

hmmis.

MPC/MAC

1

M.P. COLLINSON
Agriculture Department

1975 APR -7 PM 3: 35

RECEIVED

COMMONWEALTH DEVELOPMENT CORPORATION

33 HILL STREET LONDON W1A 3AR

3rd April, 1975

Mr M.W. Leiserson,
Chief, Employment and Rural Development Division
Development Economics Department,
International Bank for Reconstruction
and Development,
1818 H Street, NW,
Washington DC 20433,
USA



Dear Mr Leiserson,

Many thanks for your letter dated 28th February 1975, and for the Reviews which I hope to receive shortly. I appreciate the nature of the views and assure you they will be treated with the confidentiality appropriate to internal documents of the Bank.

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Yours sincerely,

hmm si.

MPC/MAC

M.P. COLLINSON
INCOMPTEUTUE DEPARTMENT
IBLE VAN 3: 32
WEGENAED

April 1, 1975

Prof. L.P. Apedaile
Department of Agricultural Economics
and Rural Sociology
University of Alberta
Edmonton, Alberta
Canada

Dear Professor Apedaile,

Upon receiving your letter of March 4th I explored with this and other Departments of the Bank the possibility of having Mr. Augustine Bobe carry out this summer his proposed work on the Lilongwe Land Development Program. Unfortunately, I have to report that it is not feasible for us to make this arrangement. I am sorry that things could not be worked out more satisfactorily.

Sincerely yours,

Mark W. Leiserson Chief, Employment & Rural Development Division Development Economics Department

OFFICE MEMORANDUM

TO:

Mr. Henk Busz

DATE: March 27, 1975.

FROM:

Uma Lele

SUBJECT:

Completion Report on RPO 218

Attached please find a Completion Report on the ARDS. I hope it serves the purpose. I am very sorry for the delay. If you have any questions or need any further information, please do not hesitate to call me.

Attach.

ULele:mrk

670-18 W/m/d 3/27/75

WORLD BANK RESEARCH PROGRAM

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5/ Actual or expected publication date
5/ Indicate publication details if rele
7/ News of other publications linked

Indicate publication details if relevant

Names of other publications linked to the project, e.g. symposium articles, journal articles, working papers, etc.

III. EVALUATION BY SUPERVISOR

cllowing aspects of the project must be covered in an evaluation by its cipal supervisor, to be submitted as a part of this Form:

- Quality of output in terms of its expected pay-off to intended users, both inside and outside the Bank, and the appropriate form of its distribution and dissemination.
- 2. The identification of further research problems that the project brings out.
- 3. Consistency of the output with the terms of reference to the consultants and with the approved work program of the study as a whole.
- 4. Implementation factors:
 - staff input, supervision and execution;
 - nature and extent of collaboration with outside research institutes, and problems encountered, if any;
 - quality of consultants.

This paper has been circulated to the Board at the Secretary's request and it is being translated into French for distribution in Francophone countries.

I. Final Report on ARDS

The following reports were published in September 1974. Report No. 1 is the main report and from 2-14 were issued as Background Papers.

The Design of Furel Pevelopment: An Analysis of Programs and Projects in Africa, by Uma Lele. Studies in Employment and Eural Development No. 1.

French Technical Assistance in Cameroon: A Review of the Zones d'Action Prioritaires Integress (ZAFI) and the Societe du Developpement du Nkam (SODENKAM), by G. Falloncle and D. Gentil. Studies in Employment and Rural Development No. 2.

Rural Davelopment Programs in Éthiopia: A Review of the Chilalo Agricultural Development Unit, The Wolamo Agricultural Development Unit and The Minimum Package Program, by T. Tecle. Studies in Employment and Rural Development No. 3.

Range Development in Kenya: A Review of Commercial, Company, Individual and Group Ranches, by H. Ruthenberg, H. Thimm, and H. Jhanke. Studies in Employment and Eural Development No. 11.

Small Farmer Credit in Kenya: A Review of Major Credit Schemes, by J. D. von Pischke. Studies in Employment and Rural Development No. 5.

Smallholder Tea Project in Kenya: A Roview of Kenya Tea Development Authority, by D. Sullivan. Studies in Employment and Rural Development No. 6.

Rural Development in Kenya: A Review of Special Rural Development Program, by N. Bedi. Studies in Employment and Rural Development No. 7.

Land Settlement in Kenya: A Review of the Squatter Problem, by P. Moithi and C. Barnes. Studies in Employment and Rural Development No. 8.

Rural Development in Malawi: A Review of the Lilongwe Land Development Program, by B. H. Kansey. Studies in Employment and Rural Development No. 9.

French Technical Assistance in Mali: A Review of Groundnut Operation and Cotton Scheme, By G. Anderson. Studies in Employment and Rural Development No. 10.

Small Scale Hural Industries in Nigeria: A Review of Industrial Development Centers, by H. Turner. Studies in Employment and Rural Development No. 11.

Smallholder Tobacco Development in Tanzania: A Review of Urambo and Tumbi Schemes, by M. Agarwal and D. Linsenmeyer. Studies in Employment and Rural Development No. 12.

Cotton Development in Tanzania: A Review of Cotton Program in Sukumaland, by M. Collinson. Studies in Employment and Rural Development No. 13.

Rural Development in Tanzania: A Review of Ujamaa, by P. Abraham and F. Robinson. Studies in Employment and Rural Development No. 14.

B. Drafts of the ARDS circulated in the Bank

- 1. Lele, Uma J. "A Preliminary Report on the Findings of the Phase I African Rural Development Study." September 1973.
- 2. Lele, Uma J. "Phase I Report Africa Rural Development Study Part II." February 1974.
- 3. Velji, Shirin. "Bibliography for African Rural Development Study." / January 1974.
- 4. Kinsey, B.H. Annex. "Evaluation Units in African Rural Development Projects." July 1973.

II. Cther Publications Related to ARDS

Uma Lele, "Designing Rural Tevelopment Programs: lessons from Past Experience in Africa", a paper presented to the Second International Conference on Change in Agriculture, organized by the Overseas Development Administration and the University of Reading and co-sponsored by the World Bank, held at Reading, England, September 9-19, 1974.

African Experiences in Rural Development: A Digest Report on the African Rural Development Study, Bank Staff Working Paper No. 195, Jenuary 1975.*

Donaldson, G.F. and von Pischke, J.D. A Survey of Farm Credit in Kenya. AID Spring Review of Small Farmer Credit, Vol. VII, No. SR 107, Washington, D.C.: Agency for International Development, Department of State, February 1973.

Publication of the Study

A revised version of the main ARDS report authored by Uma Lele is being published by Johns Hopkins Press. The final drafts of the book were completed during Fall 1974 while Uma Lele was on leave from the Bank as a Senior Research Fellow at Cornell University's Centre for International Studies.

III. NAMES OF CONSULTANTS

- G. Belloncle
- D. Gentil
- T. Tecle
- H. Jahnke
- H. Ruthenberg
- H. Thim
- J.D. von Pischke
- D. Sullivan
- N. Redi
- P. Mbithi
- C. Barnes
- B.H. Kinsey
- W. Anderson
- H. Turner
- M. Shah
- M. Agarwal
- D. Linsenmeyer
- M. Collinson
- F. Robinson
- P. Abraham

Evaluation by Supervisor

- 1. Quality of Output: The analysis carried out in the study has been considered to be highly relevant to current policy and operational problems in rural development by researchers, policymakers and administrators, not only in the Bank but also in other donor agencies, national governments and research institutions. The evaluation of the study carried out by the Eastern Africa Pegion illustrates the nature of the reception to the study. Since Mr. Hendry's memo has already covered this particular aspect of the evaluation in considerable detail, it is attached to the status report in place of additional discussion of the quality of output.
- 2. Identification of further research problems: The major objective in carrying out the ARDS was to identify, on the basis of existing information, those aspects of rural development about which considerable knowledge already exists, and to specify areas which require further enquiry. The report, therefore, discusses in considerable detail the numerous issues faced in rural development, upon which operational judgements can or cannot be made and points out the areas on which further research needs to be carried out. Given the very diverse set of issues covered in the main report, it is virtually impossible to summarize them in a few paragraphs. The interested reader is, therefore, urged to read the main report. However, a few areas of enquiry can be emphasized relatively easily:
 - (i) Impact of overall policies on the distribution of benefits in individual programs although it is usually possible to identify the direction of the distributional effect of the various national policies, far too little empirical information exists to arrive at policy interventions that are optimum in a specific situation, given the politicial and the administrative constraints within which distributional objectives have to be realized in practice. Commodity pricing and fiscal policies followed in the rural sector provide particularly good examples of this point.
 - (ii) Physical and Institutional Potential: The study emphasizes the very considerable diversity in the physical and institutional potential for rural development. Partly because of the diversity and partly because relatively little hard statistics exist, the knowledge as to the potential and the means of exploiting it in specific situations is usually extremely limited. The study, therefore, points out a range of areas for research related to output and activity mix which require substantial attention if quality of rural development planning and implementation is to be improved.
 - (iii) Monitoring and Evaluation: Much of the past research on rural development has been of the type of a 'post mortem'. Although such research has been invaluable in improving an understanding of the overall processes of rural development, and frequently to explain past failures, it has had little impact on institutionalizing means for improving the quality of decision-making in planning and implementation of rural development programs. The study, therefore, emphasizes the need for research on developing rudimentary planning and monitoring systems which can be institutionalized in most projects to improve their performance. Such research needs to be distinguished from indepth analyses of a few projects. Although the latter are desirable, given the constraint of trained manpower, concentration of research resources on a few projects frequently prohibits their use for improvement of overall performance in the rural sector. Very little attention has been given by researchers so far to identifying critical minimum data needs, and to finding ways of collecting and analysing reliable information in a relatively short period so as to be of genuine assistance in management.

- 3. Consistency of Outputs etc.: Although the output of the consultants has been generally consistent within the terms of reference, it has varied significantly in terms of breadth of the issues analysed as also the quality of analyses. Since the greyiews were confined almost exclusively to secondary sources of information, availability was frequently a major factor in determining the quality of output. In many cases, where hard statistics were inadequate and judgemental analyses were involved, the quality of output depended largely on the extent to which the consultants had earlier had first hand experience in analysing rural development issues in the specific projects or in similar other projects.
- 4. Implementation Factors: Because the study coincided with the reorganization of the Bank, it experienced a severe shortage of in-house manpower. Nevertheless, ARDS was basically an in-house exercise, with a very substantial staff input both of those directly involved in the study as well as/operational staff, first in drafting the detailed terms of reference for individual project reviews and later in supervising field investigations and report writing. Such close supervision was necesitated by several factors:
 - (i) The study was carried out with very specific operational concerns which were not always obvious to the outside consultants.
 - (ii) Because of the modest budget (\$12,000 per review) available for individual project reviews, some of the consultants employed were relatively inexperienced graduate students. Their reports, although frequently less definitive, nevertheless, involved substantial search for information, and, therefore, provided useful insights into the data availability. The work of the relatively senior consultants, of course, required far less supervision.

As to institutional collaborations, research carried out on African rural development in institutions in developed and developing countries was reviewed and utilized extensively in the final report. The earlier drafts of the individual project reviews and in particular of the final report were reviewed by several people in the various research institutions in DC's and in Africa. The Institute of Development Studies in Kenya was directly involved in the conduct of the review of the squatter settlements. However, the rather personal nature of the interaction with outside professionals as distinct from formal institutional collaboration, was in most cases necessitated by several factors such as the bureaucratic redtape in many institutions, the shortage of highly qualified researchers in most African countries and the severe time constraint within which the individual project reviews were carried out.

J. B. Hendry

Evaluation of the Africa Rural Development Study (ARDS)

The evaluation of the ARDS paper by Uma Lele ("The Design of Rural Development: An Analysis of Programs and Projects in Africa") which follows is based primarily on my own assessment, although supplemented by both written and verbal comments received thus far from other staff members in the Eastern Africa Region. Because my travel plans were moved shead very suddenly over the past week, there has not been time for any Region-wide clearance or discussion of their views. The format used is that set forth in Mr. Chenery's memorandum of April 5, 1974 to the Research Committee Members.

Quality of Output

The ARDS grew out of interest being generated within the Bank about two and a half years ago on the subject of rural development. Much of the debate at that time was somewhat sterile because of the vagueness surrounding the concept of rural development, and as a result the (then) East Africa Area Department requested the (then) Economics Department to carry out research which would serve as a basis for guiding future action. The principal objective was to see if some approach could be fashioned which would enable an improvement in the living standards of large numbers of people to be brought about within a relatively snort period of time, and at low unit cost. The suggested focus for this was Africa, where the difficulties of identifying and preparing morel public mese very great and the need for some conceptual breakthrough seemed particularly urgent. initial proposals coming from the Economics Department in response to this request were not sharply focussed, and it was not clear how the proposed research would be responsive to the request for an operationally-oriented inquiry. insistence of a Steering Committee set up to monitor the research, a decision was made to limit the first phase of research to an examination of a selected group actual efforts to bring development to rural areas of Africa, and to derive generalizations from this body of experience which could be incorporated in future Bank projects seeking to promote rural development. The study which has now emerged has greatly exceeded the expectations held for it in these respects -there is much more in the way of useful insights and guides to project formulation in this volume than I ever thought could be obtained from the research originally as proposed.

The methodology followed was to compare the experience of 13 rural development projects/programs in both eastern and western Africa countries, all examined from the standpoint of a set of consistent questions about their design and implementation. The field work for this included both interviews with persons knowledgeable about the projects and an examination of records and other data relating to the projects. This was further supplemented by an extensive review of the literature on rural development in Africa. The methodology was clearly appropriate to the purposes of the research, which were to analyze actual experience on the spot and derive operationally useful guides. Because of constraints imposed by the Research Conmittee on the number of personnel and amount of expenditure to be devoted to the study, the data used had to be limited to those already available; there was no opportunity to gather new data. In retrospect this constraint still seems advisable, since this was viewed as an initial research effort and no one really knew how much could actually be accomplished.

Collection of new data was reserved for future "in-depth" studies which might be done as a follow-up to the first one, which was expected to provide valuable leads as to where new data collection efforts were needed and could be successfully carried out. This first ARDS volume, in my opinion, will become a landmark work in the field of African rural development, and well deserves the support it received from the Research Committee. I say this as someone who was very skeptical of the research proposal in its early stages, and only slightly less so with respect to the more limited comparative approach which was finally adopted.

Implementation

The implementation of the ARDS was a monumental cooperative effort, within the Bank and with a large and diversely representative group of interested parties outside the Bank. Area Department and Agricultural Projects Department staff were exhaustively engaged at the stage of research design and in the review of early draft materials; the RMEA staff were involved at the field work The field work was coordinated with rural sector studies being conducted separately by the Agriculture Projects Department. The case studies on which the surmary volume Is based were carried out by consultants - some of these were from LDCs and some were expatriate researchers. There was continuing dialogue with research institutes, universities, government agencies and project administrations in the IDCs being studied. I do not think the research design per se was discussed with any of these, but I presume that the actual approach used in the field was fully discussed with them and probably bonefitted substantially from the advice received from these sources. I feel equally confident that there year a proceed of discussion of initial impressions, working hypotheses and the nature of the data being assembled. In addition to these groups in the LDCs, there was wide contact with university personnel in the developed countries concoined with research on development in general, and African rural development in particular, and this carried through the data gathering phases and during the time of reviewing first draft results. My overall impression is that the effort to tap the widest possible sources of knowledgable advice was conscientious, thorough and highly successful. I cannot judge whether further LDC collaboration would have been fruitful, or even possible, but my guess would be that the ARDS has done as much in this respect as could have been done.

Dissemination

The results of this research are eminently worth disseminating; potential users form a large and diverse group. Within the Bank, the staff of Programs and Projects Departments in both Eastern and Vestern Africa should find the study most valuable in helping to focus on the elements in project formulation which would be most conducive to eventual success in achieving rural development objectaves. The resident russions in Africa are, of course, included in this group. The Agriculture and Rural Development Department in CPS would be another major user of the research results. Planners, ministry officials, project administrators, university researchers and training programs for project personnel in the LDCs would find the research results enormously valuable in their work, and to this should be added the large number of people working with bi-lateral aid agencies who would benefit from the practical project/program orientation of the study's findings. Beyond those who will find the study vital to their day-to-day operations there is the university community in the developed countries. Not only does the

Mr. Hans Adler - 3 - . October 14, 1974.

ARDS provide a valuable source of empirical observations to those engaged in research on a wide range of rural development aspects, but it should also be a readable and informative text for students in the field of development. It is rate that one finds such a wealth of cogent and useful information on the subject in one place, and with the further advantage that an effort is made to take the next step and carry the descriptive and analytical material to an operationally useful set of recommendations.

The study has been distributed videly within the Bank in white cover, and the present yellow cover version is a revision of that which took into account comments received. The principal author has recently presented a paper at a University of Reading seminar which incorporated the major findings and conclusions of the ARDS, and she informs me that it elicited an enthusiastic response. To ensure that the research results are applied to Bank operations it would be desirable to have the ARDS discussed as widely as possible, and particularly among those primarily responsible for the identification and preparation of rural projects. Participation by the staff of resident missions in Africa is critical in this respect, and the discussion should be arranged in a way which will result in as broad an area of agreement on the findings as possible. This implies that not all the recommendations in the ARDS will be acceptable to those actively engaged in field work, and because of this there must be a forum where the doubts and disagreements can be thrashed out. The participation of those in the LDCs concerned with project formulation and preparation is equally necessary. The suggestion has been made that a seminar be held in Africa (possibly one each in Mast and Most Africa) so that the ARDS report can be thoroughly discussed and some common points in the approach to rural development agreed upon. This gooms not only consiste, but probably essential to ensure that Bank operations can procond on a basis of common understanding and mutual confidence.

Conclusion

From the foregoing it is evident that I have a very high opinion of the ARDS in terms of its quality as a research effort and the value of its findings. It deserves publication by the Bank under the Johns Hopkins University Press arrangement, in addition to the various formal and informal efforts which should be undertaken to have the study discussed widely. I have not included specific points of criticism or comment, since Mr. Chenery's guidelines did not call for them. The reactions received by me thus far contain some of these, and are attached hereto for your information, and I assume that in the course of further discussion of the ARDS there will be opportunity for the author to receive suggestions for modifying or revising specific points.

Attachs

JBM endry: of

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

INTERNATIONAL FINANCE CORPORATION

OFFICE MEMORANDUM

Mr. Cerserson

TO: Ms. Uma Lele, East Africa

DATE: March 25, 1975

FROM:

Henk Busz, ECDDR

SUBJECT:

Completion Report - RPO 218

In a telephone conversation several weeks ago you promised a completion report for RPO 218 by March 20, which was an extension of several earlier "deadlines". May I now ask you to give this matter some priority, and submit a draft completion report (form attached) to me by the end of this week please? Attached to the report should be a list of papers produced in connection with the project. Also, you may wish to attach a list of seminars conducted on the ARDS.

Attachment

cc: Ms. Hughes (w/o att)

Mr. Krishna (w/o att)

Mr. Leiserson (w/o att)

HBusz:hs

OFFICE MEMORANDUM

TO: Mr. Purviz N. Damry, Secretary's

File

DATE: March 21, 1975

FROM:

Helen Hughes, Development Economics

SUBJECT:

Working Paper No. 195: African Experiences with Rural Development: A Digest Report on the Africa Rural Development Study

Following my telephone conversation with Mr. Owen, I would like to suggest that Working Paper No. 195 might be circulated informally to the Board members. You will recall that this study received a great deal of attention from several Directors in last year's discussion of the Bank's research by the Board, and it was referred to in "Rural Development and Bank Policies: A Progress Report" on pages 23 and 31.

c.c. Mr. Chenery

Mr. Stern

Mr. Leiserson \

Mrs. Lele

HHughes/kg

2) 218

OFFICE MEMORANDUM

TO: Mr. Benjamin King, Development Policy

DATE: March 21, 1975

FROM:

1

Colin Bruce, Agricultural Economics Adviser

SUBJECT:

African Rural Development Study (RPO 218): Evaluation

Reference your memorandum of March 11, which I have just seen on return from mission, I was not asked by Mr. Yudelman to prepare an evaluation of this study, but I agree with David Turnham's comments. In preparation for the Rural Development Policy Paper, I and my colleagues read the study and found it very valuable background material. We in fact refer to this study in the Rural Development Policy Paper and suggest that similar studies be carried out in other continents or parts of continents.

cc: Messrs. Yudelman.o/r Christoffersen Turnham

CBruce:ssp

Ala Hotustein

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PMENT

TERNATIONAL FINANCE
CORPORATION

OFFICE MEMORANDUM

TO: Mr. Michael Wiehen, Director, Country Programs DATE: March 18, 1975
II, Eastern Africa Regional Office

FROM: Mark W. Leiserson, Chief, Employment & Rural Development Division

SUBJECT: Summer Internship for Mr. Augustine Bobe

MAR 1 9 1975

1. Professor L.P. Apedaile of the University of Alberta is interested in a summer assignment in the Bank for one of his graduate students. The student--Mr. Augustine Bobe--who would be financially supported by the Canadian International Development Agency has indicated that he would like to work on the income distribution aspects of the Lilongwe Land Development Programme.

2. Could you let me know if you think it desirable and feasible for Mr. Bobe to undertake such a study and if so whether you prefer that he do so in the Regional Office or in this Division.

Wer. Spilet. te lould not contitude We dooks . On feward thought, I for in draduantage their advantage (precedent, national going Moongh the ablecting his country, confidentiality, etc). Since you have no commune, I trypelt we answer negatively

Mr. Michael Wiehen, Director, Country Programs March 18, 1975

II, Eastern Africa Regional Office

Mark W. Leiserson, Chief, Employment & Rural Development Division

Summer Internship for Mr. Augustine Bobe

- 1. Professor L.P. Apedaile of the University of Alberta is interested in a summer assignment in the Bank for one of his graduate students. The student--Mr. Augustine Bobe--who would be financially supported by the Canadian International Development Agency has indicated that he would like to work on the income distribution aspects of the Lilongwe Land Development Programme.
- 2. Could you let me know if you think it desirable and feasible for Mr. Bobe to undertake such a study and if so whether you prefer that he do so in the Regional Office or in this Division.

Mr. E. Peter Wright, Director, Country Programs March 13, 1975
I, Western Africa Regional Office
Mark W. Leiserson, Employment & Rural Development Division

Summer Internship for Mr. Augustine Bobe

- 1. Professor L.P. Apedaile of the University of Alberta is interested in a summer assignment in the Bank for one of his graduate students. The student--Mr. Augustine Bobe--who would be financially supported by the Canadian International Development Agency has indicated that he would like to work on the income distribution aspects of the Lilongwe Land Development Programme.
- 2. Could you let me know if you think it desirable and feasible for Mr. Bobe to undertake such a study and if so whether you prefer that he do so in the Regional Office or in this Division.

March 11, 1975

Ms. Carolyn Barnes
African Studies Center
Michigan State University
East Lansing, Michigan 48824

Dear Ms. Barnes,

Your note to Mr. Ravi Gulhati of February 19th has been passed on to me for reply and it was with some chagrin that I noted my failure to respond to your earlier letter.

I am sending you under separate cover three copies of the "Land Settlement in Kenya: A Review of the Squatter Problem" along with a copy of Dr. Ruthenberg's report on "Range Development in Kenya: A Review of Commercial, Company, Individual and Group Ranches."

I am also sending a copy of a Digest Report (Working Paper No. 195) of the whole Africa Rural Development Study which has been prepared from Uma Iele's main report. Mrs. Iele's manuscript is in the process of being prepared for publication in book form later this year.

With regard to your interest of obtaining a position with the World Bank, I am unfortunately unable to provide any definite encouragement. I will keep your resume on file in case there is any change in the staffing plans for this Division.

Sincerely yours,

Mark W. Leiserson

Chief, Employment & Rural Development Division
Development Economics Department

OFFICE MEMORANDUM

Mr. Benjamin B. King, Development Policy

DATE: March 11, 1975

David J. Turnham, Apriculture & Rural Development Dept.

SUBJECT:

African Rural Development Study (RPO 218): Evaluation

In response to your note about the missing evaluation of RPO 218 to Messrs. Christoffersen and Bruce, I must confess that Mr. Yudelman asked me to prepare a response to your earlier memorandum of January 9th and in the rush of preparation and departure on mission - from which I have just returned - my response did not get prepared. My apologies for this omission. An evaluation of RPO 218 is attached with this note. I am not sure, however, whether Mr. Yudelman asked others to contribute to the Agriculture and Rural Development Department evaluation; I suppose this cannot readily be clarified until his return from mission on March 24th.

Attachment

cc: Messrs. Bruce Christoffersen

DJTurnham:1cm

African Aural Development Study (RPO 218): Evaluation

- 1. The summary study addresses squarely many of the issues that are posed in project design and development work in rural development under African conditions, and for this reason alone the work is both timely, relevant and extremely useful. Indeed, that the work is so problem-oriented side stepping "big picture" theoretical complexities and the wider implications of introducing change forces into situations exhibiting various degrees of dynamism and social complexity makes this a rather unique study. It has been an extremely useful source for the Rural Development sector policy paper recently completed.
- 2. While I have not looked at more than a few of the individual or component studies on which the ARDS summary volume draws, my impression is that they are rather variable in quality and depth, in part due to considerable differences in the available background data, but in part also due to other factors. My guess is that some funding for primary surveys to supplement the available detail relating to these projects might be worth including in any future project of this kind.

^{1/} The Design of Rural Development: An Analysis of Programs and Projects in Africa by Uma Lele, Studies in Employment and Rural Development No. 1, Employment and Rural Development Division, Development Economics Department, IBRD.

R. P. D 218

Messrs. C. Bruce & L. Christoffersen
Agriculture & Rural Development Dept.
B. B. King, Development Policy

March 10, 1975

African Rural Development Study (RPO 218): Evaluation

- 1. I attach copies of two memoranda on this subject, dated September 20, 1974 and January 9, 1975. As I understand that Mr. Yudelman will be away for some time, I would be grateful, if you would let me know whether we should now write off the possibility of obtaining an evaluation from the Agriculture and Rural Development Department. If not, when can we expect something?
- 2. The question of evaluation of research, especially in terms of effect on operations, was raised in the Board meeting of February 4. It is intended that this subject will be prominent in next year's report on research. What contribution can we expect from your Department as regards agricultural research projects?

Attachments

cc: Messrs. Chenery van der Tak Rao, D.C.

BBKing:gm





THE UNIVERSITY OF ALBERTA EDMONTON, ALBERTA T6G 2E1

March 4, 1975

Mr. Mark W. Leiserson, Chief, Employment & Rural Development Division, Development Economics Department, 1818 H Street, N.W., Washington, D.C. 20433

Dear Mr. Leiserson:

Thank you very much for your letter of 24/1/75 concerning the possibility of having Mr. Augustine Bobe work in your Division this coming summer. I*also want to express my appreciation for the early expedition of the two IBRD works on the Lilongwe project and rural development in Africa received early last month.

Returning to Mr. Bobe, I just today received confirmation from the Canadian International Development Agency of the feasibility of supporting Mr. Bobe in Washington. I have had him draw up the c.v. you requested, which you may find enclosed.

If you find your way open to have Mr. Bobe join your staff for a couple of months, they will find him very self reliant and able to work with a minimum of supervision. Pending your decision I am working with him to define exactly what objectives he wants to achieve in his thesis research. In the meantime, I believe the enclosed c.v. should give you some idea of his program of work.

Sincerely yours,

L.P. Apedaile

Associate Professor

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COMMUNICATIONS SECTION

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Record Removal Notice



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Archives 01 (March 2017)

February 28, 1975

Mr. M.P. Collinson Agriculture Department Commonwealth Development Corp. 33 Hill Street London WIA 3AR England

Dear Mr. Collinson:

In response to your request to Mr. Gulhati of January 16th, we are sending you under separate cover the following background papers prepared for the Africa Rural Development Study.

"Rural Development Programs in Ethiopia: A Review of the Chilalo Agricultural Development Unit, The Wolamo Agricultural Development Unit and the Minimum Package Program," by T. Tecle. Studies in Employment and Rural Development No. 3.

"Smallholder Tea Project in Kenya: A Review of Kenya Tea Development Authority," by D. Sullivan. Studies in Employment and Rural Development No. 6.

"Rural Development in Malawi: A Review of the Lilongwe Land Development Program," by B. H. Kinsey. Studies in Employment and Rural Development No. 9.

The report on the "Follow up of the Lilongwe Land Development Program" by Kinsey has not yet been completed.

I should emphasize that these background papers have been prepared, as you know, for internal use in the Bank and represent the views of the individual authors. The Bank is not responsible for any position taken, accuracy, etc. and it will be appreciated if you would treat them with confidentiality appropriate to their status as internal documents.

Sincerely yours,

Mark W. Leiserson

Chief, Employment & Rural Development Division Development Economics Department

African Studies Center Michigan State University East Lansing, Michigan 48824 19 February 1975

Mr. Ravi Gulhati
International Bank for Reconstruction
and Development
1818 H Street NW
Washington, D.C. 20433



Dear Mr. Gulhati,

I understand from Dr. P. M. Mbithi that you have available copies of the report which he and I did as part of the World Bank African Rural Development Study. Our study was on spontaneous settlement in rural Kenya.

I would appreciate receiving three copies of the report which was prepared by Dr. Mbithi and me. Also, if available, I would appreicate obtaining a copy of Dr. Ruttenberg's report on the livestock industry in Kenya.

Your assistance in this manner is greatly appreciated.

Sincerely yours,

Carolyn Barnes

1975 FEB 25 PM 2: 06

African cooles Center Mich gan state un versity East Lansing, Mich gan 50025 19 February 1975

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International Sunk for Requiring on and Development.

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Doar Mr. Gulliat.

I unutritional from Dr. P. M. Moith: thet you have available copies of the report which he and I tid at part of the Norld Bank African Rural Development beady. Our stody was on apontaneous settlemint in coral Kenya.

I would appreciate their no three topics of the report which was prepared by Dr. More and we. Also, it avoitable. A would appreciate some ming a copy of Dr. Ruttenberg's report on the live stock intolly in Kenya.

Your assistance a bis dames a greatly appreciated.

Sinverely yours,

Carolyn Barnes;

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COMMUNICATIONS
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Mrs. Doris Bomstein, Info. & Public Affairs

February 19, 1975

Mark W. Leiserson, Chief, Employment & Rural Development Division

Internal Circulation of Digest Report on the ARDS (Working Paper No.

We have prepared a Digest Report on the Africa Rural Development Study drawing on the full report by Uma Lele which is to be published by the Bank later this week. This Digest Report is being issued as a Working Paper for circulation within and outside the Bank until Mrs. Lele's book becomes available.

I would like to request that when the Digest Report is circulated within the Bank it be accompanied by the paper Mrs. Lele delivered at the University of Reading entitled "Designing Rural Development Programs: Lessons from Past Experience in Africa." However, this need not be done when the Digest Report is sent to persons outside the Bank.

cc: Mr. Stern, VPD

Ms. Swift, Addressograph

OFFICE MEMORANDUM

TO: Distribution below

DATE: February 18, 1975

FROM:

R. A. Berry, Employment and Rural Development Division

(through Mark Leiserson, Chief, ECDER)

SUBJECT:

Report on the Seminar Discussion with Regional Offices on the African

Rural Development Study, December 19, 1974

The discussion ranged across many issues, and focused substantially on lessons learned from the ARD Study with respect to rural development projects in Africa, the applicability of what has been learned from the African experience to other continents, and some of the implications for World Bank activities in the rural development area.

1. The Human Resource Constraint on Effective Rural Development Projects

The ARD Study emphasized the scarcity of human resources as contrasted with lack of financial capacity, and the importance of taking this fact into account in the way projects are planned. At the same time the need for flexible planning was emphasized; and the question was raised as to whether that objective is consistent with the objective of limited human resource requirements. It would appear that a flexible administration is in general a better administration. Closely tied to the human resource constraint is the issue of whether and when foreigners can be effective in rural development programs.

A representative of the East African office cited a brief survey of projects where it was concluded that in two-thirds of those where implementation was slow (this was true of about 90% of all projects) the main problem was identified as managerial. This may be illusory in the sense that slowness relative to the original plan may relate primarily to the unrealism of the plan and the undue complexity of the programs in relation to the time allowed for their implementation. In any case there was no obvious correlation between the extent of the managerial problems and the extent of foreign participation in the management. In some cases the foreigners create an alienation to the project; there is an important difference between advisors and technicians being foreign and the managers being foreign, and in the latter instance it tends to become known as a foreign project with attendant problems. Sometimes foreigners are of lower quality than might be expected because they may be accepted on the urging of the funding agency who wants to place someone; they also may be misused because the country tends to treat them as if they were not a scarce resource. Their presence may delay local initiative and responsibility, especially unless there is a well built in training element in the project.

Evidently planning of projects and programs must take into account the usually serious human resource constraint, the nature of

the human resources available, and so on. In some cases, it was noted, there are underutilized local human resources for which an interesting project can provide a focus.

2. The Need for Flexible and Sequential Planning

Ms. Lele emphasized the desirability of flexible and sequential planning in her report, along with some of its implications such as the need for more attention to monitoring and collection of information in the pre-project and early stages of the project. Evidently this unquestioned need runs into bureaucratic obstacles both within the Bank and frequently in the countries themselves. One speaker noted the constraint within the Bank placed by the great resistance to going back to the Board on a given project. The operations of appraisal and report writing would have to be geared more to consideration of improvements and changes than to simple evaluation against fixed goals. There was some sentiment to the effect that projects are currently being overdesigned, related to a reluctance on the part both of the Bank and the host Government to proceed with loosely designed projects, and a tendency to make the plans appear more precise and concrete than they really are. It was noted that the tendency to projectize carries over after the transfer to local control, and the same sort of problems persist.

3. Relative Emphasis and Timing of "Productive" Investment and Social Services

Ms. Lele's general tendency to feel that first priority should go to productive investment, especially in comparison with sophisticated social services, was not too much debated, except for the observation that in Mexico there seems to be an argument for providing the farmers with something of direct benefit to them before trying to persuade them to adopt a new technical package. This is related to their suspicion, built out of unhappy experiences with the Government in the past; a good experience of some sort seems to change their attitude and make them more willing to adopt and innovate. The Mexicans are now trying a combined program, involving a technical package and a rural works program which avoids the cash income decline often characterizing the start of projects where farmers are asked to invest part of the capital cost.

4. Merits and Demerits of the "Integrated Project" Approach

Most rural development projects, as presently constituted, have definite regional delineations and involve the provision of a variety of components including modern inputs, infrastructure, social services, and so on. Frequently they are under separate and at least partially autonomous administration. Discussion around the question of whether that administration should be autonomous is reported in the next section. A prior question, and perhaps the broadest issue which arises out of the experience with integrated projects to date, is whether the concentration of resources which they usually involve is wise.

Ms. Lele feels that there is no strong general case for large integrated projects. To some extent, of course, it is a false dichotomy to compare such projects to some opposite. The issue is better phrased in terms of where various alternatives lie along several spectra, one relating to the regional versus national character of the program, another to the number of services and inputs managed by the same authority and another to the total amount of inputs in the program.

The relative payoff to the regional approach and the integrated package approach warrant detailed consideration. One discussant raised the question of whether there may not be a greater payoff to improved sectorial policy including such things as price policy, extension, general infrastructure construction, etc. In such an instance, the Bank might be better to provide sector loans with attached conditions for sectorial policy, or at least complement the project approach with sectorial policy conditions and/or some sector lending. He argued that rural development calls for a move away from simple goals like raising the production of a given product in a given region to more general ones. This could imply program lending or something similar or it could imply more extensive use of smaller repeater projects, in order to avoid moving into big ones with relatively little understanding. The present tendency to move directly into large projects is a dangerous one.

The desirability of concentrating in limited project areas is a matter of the situation. A strong case can be made when the institutional setup is weak and when demonstration effects are substantial. The alternative of decentralized project lending is very difficult and requires a good system of checks and balances.

A major aspect of the context in which this question must be viewed is the appropriate emphasis to be placed on research relative to everything else, i.e., extension, infrastructure, social services, etc. This issue was not discussed extensively in the ARDS report except as it relates to the design of Rural Development projects; since it is normally a national level activity, it tended to fall outside the framework of discussion. But to the extent that research and integrated rural development projects are competitive for financial and human resources, it becomes a central issue. One participant described the problem currently faced by such projects as that of getting farmers to innovate for only a 10 or 15% rate of return, i.e., in the face of relatively small technological improvements currently on the shelf. In such a situation many problems and difficulties may arise in trying to make programs and projects work, whereas if the rate of return is 50%, it is hard to conceive of their not working, especially after a period of demonstration.

5. Relation of Projects to Existing Administrative and Institutional Machinery

Substantial emphasis was placed by several discussants on the dangers of separate administrative structures for rural development projects.

The weight of opinion seems to be that the presence of foreign advisers and technicians was not per se a serious problem; some even felt that foreign management was not too much of a problem as long as the project was conceived as "of the government" rather than of a foreign agency. But difficulties of subsequent integration and replicability of projects with extensive foreign management were emphasized. Managers usually do not leave records of their activities; the whole process of transfer has been little thought through and is usually helter-skelter. How and when to transfer depends intimately on the nature of the local organization; some Bank project managers know nothing about district administration. It is crucial for the Bank to start to grapple with this sort of problem.

There was emphasis on the need for much better understanding of administrative systems if the route of immediate local control is to be followed. Frequently the national administrative system inhibits good projects, and few outsiders know enough about these systems to push them in more beneficial directions.

Conflicting with the desire to avoid the difficulties created by a foreign body in the administrative structure is the problem that country administrations, and especially those at the local level, are likely to be squarely in the hands of vested interests not desirous of social change and willing to block economic change if it does not benefit primarily them. One person noted that in many countries it is simply not possible to use the existing system to bring real social change. Uma Lele noted that in CADU it would clearly be detrimental to use the existing structure.

6. The Question of Crop Concentration

Ms. Lele had noted a tendency, especially in some earlier programs in Africa, to focus on a specific crop, usually a commercial and exported item, to the exclusion of other usually food crops. The discussion revealed a wide range of opinions as to whether the one crop emphasis was bad or not; some people thought the issue was substantially different in Africa from Asia or Latin America. In some Asian countries where food-crops are the export, the problem is different. One participant noted that the food crop/commerical crop conflict might be greater in Africa because of the labor intensive character of African agriculture, with heavy peak labor demands and usually a one crop (or at least a non-irrigated) system. One observer raised the question of whether its absence may force the concentration in cash crops. Others felt that such a package did exist.

A representative of the EMENA Region noted the greater success recorded in the improvement of existing crops as contrasted with the introduction of new ones in his experience. He felt that difficulties in improving the food crops were very related to marketing problems. Since bringing in a new package tends to have a long lag (say 5 or 6 years) and

to require an extension system which is not there at the beginning, it is important to have good timing and institutional unity; this augurs, according to this discussant, in favor of improving the existing crops. Examples were brought forward of cases in which the emphasis was on one crop or one product and this led to quick and substantial income increases; this was felt to argue for an initial focus on the best bet item and then letting the chips fall where they might subsequently, in the reasonable anticipation that other products would be pulled along or could be encouraged. The essential criticism of this approach is that the initial bias may distort the product mix irreversibly toward the first item, or that during the transition period a misallocation favoring that item may occur.

One discussant emphasized the need for a "box of tools" to use in the design of an activity mix in a given project; he noted that obviously there is no universally appropriate mix or time-phasing of activities. In Israel a sort of multi-sectoral budgeting approach is used; alternatively, where data is adequate a programming approach like the one which has been applied by the DRC in Mexican agriculture may be promising. He thought that this area must receive much more work for the activity mix planning not to the haphazard and random. Others asked whether a programming approach, for example, would be sufficiently flexible.

An East African representative noted the possibility that careful product mix planning could run into inconsistencies with national pricing policy, as has indeed been the case in Zambia where products being encouraged in the Bank's projects do not receive price incentives. Such problems raise again the question of the relative emphasis which should be placed on rural development projects as contrasted with national policy.

7. Some Indications for World Bank Activities in the Rural Development Field

Each of the discussions reported above has implications for World Bank policy in this area. Some more specific questions were also the focus of discussion. One was the rate of return and benefit/cost analyses the Bank employs in its project planning. There was considerable feeling that, with programs as general as Rural Development ones, it is not possible to capture enough of the externalities for the usual benefit cost ratios to be very indicative. Further, needless to say, it is difficult to predict the impact, for even the traditional components of benefits, of the dramatic change sometimes wrought by successful programs. There was concern that failure to be able to incorporate externalities appropriately would bias investment patterns against Rural Development. In the context of the Tanzanian livestock program, the Willoughby evaluation came out very negatively, the rate of return being only 3%; but one observer noted that this is a substantially Africanized project and the externalities of administrative learning may have been important. Some of the discussion of exactly what rate of return should be acceptable for Rural Development programs suggested a rather misplaced concreteness and exaggerated ability to predict.

It was noted by a representative of the Latin American region that in rural development projects, preparation is much more important than appraisal. But the Bank has to rely very much on FAO for this; this introduces problems, partly because the FAO is so far away; he feels the Bank should take a greater role in this area.

The difficulties of appraisal of projects involving considerable capital and current expenditures were found to constitute a serious problem by some, and worthy of greater attention in the Bank.

It was pointed out that the EDI probably does not spend enough time on management and administrative issues in its courses; this is clearly an area of weakness in the Bank.

8. On the Generalizability of the African Experience

A representative of the South Asia region noted that a major problem group in Asia is the landless and that, especially in the face of the food crisis, helping them will be very difficult. There is lots of scope for helping the small farmer in Asia and although trickle down does work in spots (as with the higher wages observed in the Punjab since the Green Revolution) the problem will still be very severe. The contrast with Africa is less than might appear at first; Kenya, for example, has a landless problem with 300,000 squatters. And with civil servants allocating land to themselves in some countries (e.g., Malawi) a rural elite seems to be beginning to emerge also along the Asian pattern. It is already there in Ethiopia. Water is a major problem in Asia and increases in its supply a major source of growth. In this respect Africa seems to be different. The general feeling seemed to be that a good number of the lessons emerging from the ARD Study were relevant elsewhere or at least raised interesting questions warranting attention.

Distribution:

Messrs:

Adler, H., EAPDR
Berry, A., ECDER
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Collins, J., EMPAG
El Serafy, S., EM1DB
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Gulhati. R., ECDDR

Gulhati, R., ECDDR Haasjes, K., LCPAC Hansen, L., EA1DR Hazell, P., DRCDP

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Swayze, T., AS1DD
Turnham, D., AGPRD
Walden, M., EAPAG

Ms.: Hughes, H., ECDDR
Lele, U., EAPDR
Velji, S., ECDER

Messrs. Chenery, H.B., VPD Stern, E., VPD

February 13, 1975

Prof. Dr. H. Ruthenberg Universitat Hohenheim 7000 Stuttgart 70 (Hohenheim) Schwerzstrasse 33 Federal Republic of Germany

Dear Professor Ruthenberg:

Thank you for your letters of January 17th and February 2nd. We have corrected the spelling and listing of Mr. Jahnke's name as requested. However, we should perhaps emphasize that these reports are internal Bank documents so that care should be taken in quoting from them.

Because of the internal status of the background reports and the sensitive character, in many cases, of their analyses and conclusions, we are severely limiting their circulation in their present form. I regret therefore that we will not be able to accede to your request for the other 12 reports for use in your teaching. However, we are sending you copies of a Digest Report on the whole study which is being issued as a Bank Staff Working Paper pending the publication of the full report by Uma Lele later this year. I hope that you and your students will find this material useful.

Sincerely yours,

Malhot

Ravi Gulhati

Director
Development Economics Department

Enclosures

February 13, 1975

Dr. H.E. Jahnke Universitat Hohenheim 7000 Stuttgart 70 (Hohenheim) Schwerzstrasse 33 Federal Republic of Germany

Dear Dr. Jahnke:

My sincere apologies for the error in the listing and spelling of your name on the background report "Range Development in Kenya." We are correcting the cover page and the listing of this report accordingly.

Sincerely yours,

Ravi Gulhati

Director

Development Economics Department

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le 12 février 1975

Monsieur Guy Belloncle Institut de Recherches et d'Applications de Méthodes de Développement 49, Rue de la Glacière Paris 13e.

Leisedon

Cher Monsieur Belloncle,

J'ai bien reçu votre lettre du 20 janvier relative à l'étude du Développement Rural en Afrique ainsi que votre réponse à Monsieur Gulhati.

Je tiens tout d'abord à vous remercier très vivement de m'avoir fait parvenir votre étude sur les trois projets de développement intégré au Cameroun. Ces documents ont été traduits en anglais et c'est sous une forme résumée qu'ils apparaissent en Annexe au rapport de synthèse rédigé par Madame Lele.

La publication de ce rapport a été approuvée et j'espère que la version finale sera prête au début du printemps. A ce propos j'ai pris bonne note de votre suggestion concernant sa publication en français et le principe en est maintenant acquis afin de rendre ce travail accessible aux gouvernements africains d'expression française.

La version définitive en français comprendra donc un résumé de vos travaux avec référence aux auteurs et c'est pourquoi il ne nous parait pas nécessaire d'envisager la publication de l'étude dans sa totalité.

Nous ne voyons bien entendu aucune objection à ce que Monsieur Gentil et vous même entrepreniez cette publication, mais ne pouvons malheureusement pas y participer. Indépendamment de l'autorisation que vous devrez solliciter auprès du Directeur de notre département Information et Relations Extérieures, il serait indispensable que vous obteniez l'accord des autorités camerounaises avant de donner une suite concrète à ce projet.

Je ne manquerai pas de vous faire parvenir un exemplaire du document final en français.

Je vous prie de croire, cher Monsieur, à l'expression de mes sentiments distingués.

OFFICE MEMORANDUM

TO: Mr. Ernest Stern, VPD

(l

DATE: February 7, 1975

. ...

FROM: Helen Hughes, ECDDR

SUBJECT: ARDS Digest Report

- 1. I am enclosing a digest report on the African Rural Development Study. As you might recall we had it prepared to get out a reasonably succinct, logical and quick information paper after several attempts by Uma Lele to prepare such a paper.
- 2. Uma is not particularly happy about this, but she had given me her personal assurance that she has no objections to it being issued. It has been cleared by James Hendry and Lyle Hansen of the Eastern Africa Regional Office who reviewed it on Uma's suggestion. They rather take her point of view.
- 3. In my opinion it is not only in the general interest to get this workmanlike summary out as soon as possible, but also in Uma's interest. I have no doubt that it will whet the appetite of serious readers of her book. She apparently expects the book to be out by June, but I am afraid this is rather optimistic; the end of 1975 is likely to be more realistic.
- 4. Uma would like her Reading paper to be circulated with this Working Paper in the Bank. I think we should go ahead and do so. However, I do not think that there is any necessity to circulate both papers outside the Bank.
- 5. If you are agreeable we will have it retyped in single space.

Att.

c.c. Mr. Leiserson

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Ravi:

I am sure you understand the background to this as well as I.

I would suggest you recommend to Stern its issue, together with the Reading paper as an incentive to further interest in Mrs. Lele's work. However, it is of course up to you.

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OFFICE MEMORANDUM

TO: Mr. Ravi Gulhati, Mrs. Helen Hughes, ECDDR

DATE: February 6, 1975

FROM: Mark W. Leiserson, Chief, ECDER

SUBJECT: ARDS Digest Report

Lyle Hansen and Jim Hendry have read the ARDS Digest Report. They indicated that they have no objections to its issuance as a Working Paper but that they have strong reservations about desirability and usefulness of doing so in view of the fact that Uma Lele's book may be published as early as June of this year. Their concern is that the digest report may in fact detract from rather than stimulate interest in the published book and that it might be preferable to respond to requests of results of the ARDS simply by circulating Mrs. Lele's shorter paper which she delivered at the conference at Reading, England. If, however, it is decided to issue the digest report as a working paper they suggest that Mrs. Lele's Reading paper be circulated by the Bank along with the working paper.

cc: Mr. J. Hendry, Eastern Africa Regional Office Mr. L. Hansen, Eastern Africa Regional Office

UNIVERSITÄT HOHENHEIM

(LANDWIRTSCHAFTLICHE HOCHSCHULE)

Dr. H.E. Jahnke

LEHRSTUHL FÜR ÖKONOMIK DER LANDWIRTSCHAFTL. PRODUKTION IN DEN TROPEN UND SUBTROPEN LEITER: PROF. DR. H. RUTHENBERG

Mr. Ravi Gulhati Direcktor Development Economics Dept.

IBRD

1818 H Street N.W.

WASHINGTON, D.C. 20433, USA

7000 STUTTGART 70 (HOHENHEIM)
SCHWERZSTRASSE 33

FERNSPRECHER: (0711) 47011 BEI DURCHWAHL (0711) 4701 - 2581

DEN Febr. 6, 1975 J:ib

Mr leiser

Dear Mr. Gulhati,

thank you for sending a copy of Mrs. Lele's Rural Development Study and copies of our background report "Range Development in Kenya".

With respect to the latter I should like to ask you to have the cover page changed to restore the alphabetical order of authors as had been agreed upon by us and to have my name spelled correctly. (H.E. JAHNKE)

I should be grateful for your confirmation of these changes.

Sincerely yours,

(H.B. Jahnke)

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Mr. Savi Gulhati Birecktor Bevoloument Econo

1018 H Street M.W.

WranineTon, b.c. 20433, DSA

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I should be grateful for your confirmation of these changes.

Sincerely yours,

(H.M. Jahnke)

RECEINED 1975 FEB 12 AM III 299 INCOMING MAIL UNIT pros February 6, 1975

Dear Professor Gerhardsen:

Regarding your interest in a set of the draft Africa Rural Development Study, I have discussed this matter with Mark Leiserson, Division Chief, DPS, who has given me clearance to release these documents to you on a personal basis. You should be aware that they still have not received final clearance inside the Bank and, therefore, have not been made available to any of the governments concerned.

As a frequent consultant to this division and as someone deeply interested in rural development. I believe you will find these draft documents of considerable interest.

Sincerely.

Leif E. Christoffersen Chief Rural Development Division

Professor Gerhard Gerhardsen Starefossvingen 9 5000 Bergen, Norway

LEC: jo'd

cc: Mr. Leiserson Reports Desk

UNIVERSITÄT HOHENHEIM

(LANDWIRTSCHAFTLICHE HOCHSCHULE)

LEHRSTUHL FÜR ÖKONOMIK DER LANDWIRTSCHAFTL. PRODUKTION IN DEN TROPEN UND SUBTROPEN LEITER: PROF. DR. H. RUTHENBERG

Mr. Ravi Gulhati
Director
Development Economics Dept.

International Bank for
Reconstruction and Development
1818 H Street N.W.

WASHINGTON, D.C. 20433, USA

7000 STUTTGART 70 (HOHENHEIM) SCHWERZSTRASSE 33

> FERNSPRECHER: (0711) 47011 BEI DURCHWAHL (0711) 4701 - 2581

DEN February 2, 1975 R:ib

In Laisener

Dear Sir,

Please note that the sequence of names on the report about range development in Kenya rural development studies No 4 is not the same as the one submitted to the Bank. Originally the sequence was "Jahnke, Ruthenberg, Thimm" (in alphabetical order), also Jahnke's name has not been spelled correctly. The problem is that he has recently quoted this report and misunderstandings might arise from the fact that there is a difference in the sequence of names. Copies that leave the Bank in future should be corrected.

In my letter dated January 17, I asked for a copy each of the other 12 reports on rural development since I need the material for teaching. Please let me know whether they are being mailed.

Yours sincerely,

d Bron

(Prof. Dr. H. Ruthenberg)

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r. avi Gulhati

evelopment Economics Dept.

International Bank for reconstruction and seve

1118 B Street M.W.

WASHINGTON, D.C. 20433, USA

Dear Sir,

Please note that the sequence of names on the report about range development in Kenva rural development Studies No 4 is not the same as the one submitted to the Bank. Originally the sequence was "Jahnke, Buthenberg, Thimm" (in alphabetical order), also Jahnke's name has not been spelled correctly. The problem is that he has recently quoted this report and misunderstandings might arise from the fact that there is a difference in the sequence of names. Copies that leave the Bank in future should be corrected.

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Yours sincerely,

COMMUNICATIONS SECTION

(Prof. Dr. H. Ruthenberg

1975 FEB 11 PM 2: 45

UNIVERSITÄT HOHENHEIM

(LANDWIRTSCHAFTLICHE HOCHSCHULE)

LEHRSTUHL FÜR ÖKONOMIK DER LANDWIRTSCHAFTL.
PRODUKTION IN DEN TROPEN UND SUBTROPEN
LEITER: PROF. DR. H. RUTHENBERG

Mr. Ravi Gulhati,
Director
Development Economics Dept.
International Bank for
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1818 H Street N.W.
WASHINGTON, D.C. 20433, USA

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FERNSPRECHER: (0711) 47011 BEI DURCHWAHL (0711) 4701 - 2581

EN January 17, 1975 R:ib

Mr Luserson

Dear Mr. Gulhati,

With best thanks I acknowledge receipt of Mrs. Lele's report and our Kenya report. I will be teaching this summer on rural development and because of this I would most urgently need the other reports as well. Please send me a copy of the other 12 reports by airmail as early as possible. Costs will of course be refunded.

Yours sincerely,

(Prof. Dr. H. Ruthenberg)

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1418 H Street M.W.

12 reports by airmail an early as possible. Costs will of the other reports as well, Please send he a copy of the other With best thanks I acknowledge receipt of Mrs. Lele's report

COMMUNICATIONS SECTION

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WORLD BANK GROUP

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FINAL (DRAFT) MRPayson:mee January 31, 1975

TO:

Mr. Xavier de la Renaudière

FROM:

Michael H. Payson

SUBJECT:

Translation and Distribution of Rural Development Report (Cameroon)

The situation concerning the Uma Lele Rural Development Report is this:

- (a) The overall report has been approved for publication. When it emerges as a book, there is no reason not to have it translated —at Bank expense—and circulated to African Governments. Gulhati does not have a budget for translation, but I think it is worthwhile enough for us to find the funds. He said he will inform me when the publishable version is ready.
- (b) The overall report now contains <u>summaries</u> of all the annexes, including the Cameroon annex, with attribution to the respective authors. If we have the overall report translated, it will presumably include these summaries and additional detail should not be needed.
- (c) Belloncle sent the French originals of the Cameroon annex to Mr. Chaufournier. The annex had been translated by the Bank verbatim into English. We appreciate his sending us the French originals.
- (d) Our Projects Department (Rowe) does not endorse sending the annex under Mr. Chaufournier's name to Cameroon, and I agree. The material is inadequate quality; even if it were first class, we doubt that Cameroon is ready for it, and confusion would result.

Mr. de la Renaudière - 2 -January 31, 1975 (e) If Messrs. Belloncle and Gentil wish to distribute their material in French under their names, they may do so, but not at Bank expense and not with our endorsement. They should seek approval of the Cameroon Government. (f) A reply should be written to them along the foregoing lines. cc: Messrs. Steckhan (with relevant correspondence and reports) Rowe Gulhati de Azcarate

FORM NO. 80 WORLD BANK GRUP (7 - 73)**MESSAGES DEPT./OFFICE** PHONE EXT. DATE CALLED CALL BACK CAME TO SEE YOU WILL CALL AGAIN URGENT RETURNED YOUR CALL REQUESTS APPOINTMENT REMARKS

OFFICE MEMORANDUM

TO: Mr. Mark Leiserson, ECDER

DATE: January 30,1975

FROM:

Ravi Gulhati, ECDDR /

SUBJECT: Africa Rural Development Study

Mr. Michael Payson of the West Africa Regional Office called me to enquire about the schedule for publication of the Africa Rural Development Study.

He is considering the desirability of translating the English manuscript into French for use in West African countries. Would you please call him and answer his questions regarding the publication schedule.

RGulhati/kg

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January 24, 1975

Mr. L.P. Apedaile Associate Professor The University of Alberta Edmonton 7 Alberta, Canada

Dear Mr. Apedaile:

Thank you for your letter of January 14. I am sending to you a copy of the draft report on the African Rural Development Study which has been prepared by Uma Lele. This report is being revised for publication and is therefore being given only limited circulation so I would appreciate it if you would treat it as confidential.

I am also sending background reports on CADU and Lilongwe which were prepared for the African Rural Development Study. These also are internal working documents which we can circulate only on restricted basis.

I do not know the status of the final project outline for the Mixed Farming Settlement Scheme in Zambia. But I will pass on your note to Agriculture and Rural Development Department.

Finally, we have on occasion accepted students for summer assignments in this Division if they are financed from outside sources. But we have only done so when we can satisfy ourselves that there is a specific program of work which can be worked out to fit with our interests and that of the student. It is important that any candidate be able to work with minimal degree of supervision. I would be glad to raise the possibility with members of the Division staff if you would send me a copy of the curriculum vitae of the student from Malawi whom you mentioned along with some statement of his particular research interest.

Sincerely yours

Mark W. Leiserson Chief, Employment & Rural Development Division Development Economics Department

African Studies Center Michigan State University East Lansing, Michigan 48824 January 23, 1975

Mr. Mark Leiserson
Employment and Rural Development Division
Development Economics Department
Room D544
International Bank for Reconstruction and
Sevelopment
1818 H Street, N. W.
Washington, D. C. 20433

Dear Mr. Leiserson,

You may recall that I was introduced to you by Graham Donaldson last November. I am interested in obtaining a position with the World Bank.

Enclosed is my resume. You will note that I carried out a study for the World Bank on "The Spontaneous Settlement Problem in the Context of Rural Development in Kenya," as part of their African Rural Development Study. My experience includes project identification, design, and evaluation. In particular I am concerned with methods for bringing the poorer persons within the rural areas of the underdeveloped nations into the development process and appropriate techniques for monitoring progress in this sphere. During my four year stay in Kenya I worked closely with the Rural Planning Unit of the Ministry of Finance and Planning. I served as Assistant Coordinator of the Special Rural Development Programme evaluation team (1972), was a major contributor to A Manual for Rural Planning, and was on the Working Committee of the Ministry of Finance and Planning to draft the chapter on Rural Development for the national Development Plan 1974-78.

I shall be glad to furnish you with additional information and would be willing to meet with you at our mutual convenience. I look forward to hearing from you.

Yours sincerely,

Carolyn Barnes

COMMUNICATIONS

1975 JAN 27 PH 2: 27

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African Studies Center Michigan State University East Lansing, Michigan 68824 January 23, 1975

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INTERNATIONAL FINANCE

January 21, 1975

ONICE MEMORANDUM

TO: Leif E. Christoffersen

Michael Cernea

FROM:

SUBJECT: COMMENTS ON THE PERFORMANCE AUDIT REPORT ON LILONGWE LDP

As you suggested, I have read the Performance Audit report on Phase I of Lilongwe Land Development Program. I think that the report is of little relevance as to the social impact the project has had in the area. No sociological variables were identified. Although I realize that not enough data are available for that purpose, I have nevertheless the feeling that within existing data much more could have been done for a more in-depth evaluation of the project's social impact on the target group.

For instance, one fact which I consider very meaningful, is mentioned only incidentally. On p.35 the author mentions that "the number of farm families affected by the Program" had increased from 38,000 in 1966-68 to 40,600 in 1969-71, and that the latest estimates indicate that by June 1975 the number of families affected will be 48% above appraisal estimates. I believe that this is a major indicator of progress; perhaps higher-than-expected effects with respect to the extent of coverage are more significant than lower-than-expected annual yields per acre. However, no evaluation is made in the Report of the above-mentioned figures.

I have found some inconsistencies in the last section of the Report ("conclusions"). On page 44 the Report maintains that with the approach employed in construction works and road building "local people viewed this type of work simply as another activity carried out by a distant government and bearing little relation to their own wants (?) and needs (?) . . . An opportunity was missed to stimulate a powerful local commitment to the program and to promote a sense of local self-identity." However, convincing evidence that the area people actually viewed the program in this way, feeling themselves estranged, is not given in the Report, to support this interpretation. Or is the conclusion a simple inference made by the author as to how he thinks that local people have felt? The figure about the number of families affected by the project - and their increase - does not seem to support the author's speculation.

Moreover, four pages later, (p.48) the Report takes a totally different stand in respect to the same matter - the impact of the project on the commitment and sense of self-identity of the target group. The author assumes that perhaps "the most significant long-term effect fostered by LLDP will be the awareness instilled in rural people that they can influence the development that takes place around them." Is that logically consistent with the earlier interpretation? If so far one major component of the project was counterproductive in respect to self-commitment, on what grounds could one expect that a diametrically opposed effect will become just "the most significant long-term effect"?

MCernea: pm

Messrs. Lyle Hansen and Jim Hendry Mark W. Leiserson, Chief, ECDER

Draft Digest Report on ARDS

Attached is the draft digest report on ARDS which we discussed sometime ago. I would appreciate having your comments and judgment within the next few days, if possible.

Attachment

THE INSTITUTE OF DEVELOPMENT STUDIES at THE UNIVERSITY OF SUSSEX, ANDREW COHEN BUILDING, FALMER, BRIGHTON BN1 9RE Telephone BRIGHTON (0273) 66261 Telegrams DEVELOPMENT BRIGHTON A Charitable Company limited by guarantee. Registered in London. No. 877338. Dr. Uma Lele, Your reference Centre for International Studies, Cornell University, RC/SH Our reference Ithaca, New York 14850, 20 January 1975 U.S.A. Dear Uma, We were sorry that you could not come to Cambridge. seminar was better than I had dared to hope and I thought we had some good discussions. The group was small enough for a high degree of informality. You should have received the papers by now, though there have been some delays. Barbara Harriss's paper on "A Which Guide to Rice Milling Technologies" was particularly well received by the Indians present. Another that I think you will enjoy is John Harriss on "Bias in Perceptions of the Green Revolution" in which he plots on a map the districts of India where research has been carried out and reported on in the Economic and Political Weekly. I owe you an apology for my long delay in commenting on the ARDS Report. Perhaps it is now too late. But I have now read substantial chunks and find myself quietly shouting hurrah! at short intervals. I shall not repeat all these to you now, but here are some comments: Please get this published and quotable. This is very important for these reasons. (a) As far as I know, (and what a reflection this is on narrow social scientists), this is the first comparative analysis of development programmes and projects in Africa with such a wide scope. (b) It is very important that people shall much more use the language and ideas (which represent progressive IBRD thinking, but not that of many political leaders or of the vast majority of civil servants) of the concern with those who are less well off. (c) A lot of the thinking is new and (I believe) correct. I do trust that there will not be any of those understandable, but exceedingly costly qualms in the Bank about publication. Perhaps the example of the much more sensitive and provocative UNRISD studies published under their authors' names could be cited as precedent. If there is any serious question of this not becoming

Dr. Uma Lele -2 - 20 January 1975

a public document, please think whether there is anything I could do to help, e.g. by writing to anyone in IBRD.

2. pp. 176-7 and elsewhere. Sequence and phases. I am so glad that this is a recurrent theme in the report. If only more of this could get through to official thinking ... I especially like these two pages.

3. p. 153. What to communicate. You may make the point elsewhere, but it is critical that extension staff have something worth communicating. The communications technology school of Michigan

- 3. p. 153. What to communicate. You may make the point elsewhere but it is critical that extension staff have something worth communicating. The communications technology school of Michigan State has, or had, a bit of a blind spot here, perhaps for lack of agricultural economists. I am not happy about the model here of (i) technical competence, (ii) translating technical knowledge in the context of the specific constraints and potentials which face the target populations, (iii) ability to communicate knowledge. I would argue the need for extension staff themselves to be taught how to learn from farmers. Philip Mbithi has persuasively argued somewhere the limitations of the "message model" in extension, i.e. the idea that the task is top-down communication, farmers learning from extension workers. One of the best ways of transforming extension might be to turn this on its head.
- 4. p. 153. Farmers' categories. On these lines (see para. 30) one may go further and suggest that farmers' categories, based as they usually are on intimate knowledge of an environment over the generations, are often superior to "scientific" ones. I have found this, anyway. One needs to develop questioning and listening skills among government staff (and some social scientists, I dare say, too).
- 5. p. 157, eight lines from the bottom "An annual programming exercise ..."
- 6. p. 157 (para. 39) Are we now at a stage when "native" is a neutral, technical word? One certainly hopes so. But I wonder if the bitter colonial experience may not be too close for some people who would rise at this usage. (But then many Africans would laugh at me, I expect, for even noticing this!)
- 7. pp. 161-2 Constraint-orientation paras. 5 and 6c. Elsewhere you do use the word "potential" as well. I think there are dangers in "problem" orientation. Please see Managing Rural Development, pp. 153-4, a copy of which you should have received. (If you have not, let me know and I will send you one.)
- 8. p. 176. Land use planning. The timing of this depends also on the pre-emption of choices. If the chance to choose is being lost (enclosure, settlement, setting aside for some purpose or other) then land use planning is likely to be justified regardless of the stage reached.
- 9. <u>Involvement of nationals</u> (p. 178, para. 64 and elsewhere). I am so glad you hammer home these points. It is one of the most crucial SRDP lessons. And the social contact point which you make somewhere else is <u>very</u> important.
- 10. pp. 125-132. SRDP. A very fair analysis, with which I almost entirely agree. Minor points (i) para. 8. FAO/SIDA came first and created the precedent. They visited Kenya looking for an area, and

then linked up with the SRDP. NORAD came next, when it was increasingly clear that the consortium idea hadn't a hope. And then it was dominoes, sequence - USAID, Dutch, British.

(ii) para. 22. FAO/SIDA team leader. This was not so much a communication breakdown as a failure to listen! Perhaps that is a quibble over words. I think this paragraph is admirable. But I expect you know that this was a case of very rigid behaviour and a quite extraordinary failure by two senior technical assistance staff on astronomic salaries to produce anything that remotely resembled an action plan after 15 months! Poor FAO.

11. Ujamaa

- (i) p. 136 b) Not "District" Commissioner but "Regional" Commissioner who was murdered.
- (ii) You will have heard of the recent enforced villagisation. Nasty, according to the gossip I hear; and a sad outcome from a beautiful but misguided dream.
- 12. pp. 37-42. Livestock development. I applaud your caution. We are still appallingly ignorant. One ray of hope may come from Rhodesia via Botswana in the form of the Savory System of short duration grazing (pioneered by Allan Savory, a maverick ecologist turned catastrophically unsuccessful politician he has tried to do a Blundell and fallen on his face) through which a capital-intensive (water, fencing) approach appears to demand higher and higher stocking rates in order to maintain the improvement in the pasture. I have seen the results, but have failed to stir up much interest among range managers and ecologists. This is a terrible case of an exciting innovation failing to be known about.

I do congratulate you on this report. And <u>please</u> get it published, <u>cheaply</u>. There can be few better uses of IBRD money than making this widely available.

With best wishes.

Yours sincerely,

Brus

Robert Chambers.

IRAM

INSTITUT DE RECHERCHES ET D'APPLICATIONS DE MÉTHODES DE DÉVELOPPEMENT

49. RUE DE LA GLACIÈRE - PARIS-13E

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Paris, le 20 janvier 1975

No to the last

The Leiterston

Mr. Ravi GULHATI
Director
Development Economics Department
International Bank for Reconstruction
and Development
1818 H. Street

N.W. WASHINGTON D.C. 21433

U.S.A.

Dear Mr Gulhati,

Thank you for your letter of December 30th and for the reports attached. Will it be possible too, to receive a copy of the other reports prepared for this study?

We are equally anxious to know if a french version of the main report is foreseen ?

Mr Gentil and myself would be pleased to have a look on the french translation before publication if you think it is useful.

Concerning our study on three Rural Development Projects in Cameroun, I have been in touch with a French Editor. He would agree to publish our study if the Bank could subsidize a part of the cost. A subsidize of 20 to 30 000 French francs will be necessary. Do you think that the Bank could support such expenses? We are convinced that this study could be very useful for french speaking african governments now looking for a new approach of rural development.

I am looking forwattd to know your feeling about our suggestions.

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Sincerely yours

Guy BELLONCLE

Pario, ie 20 janvier 1975

Mr. Ravi GULHATI
Director
Development Economics Decarbment
International Bank for Reconstruction
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1818 H. Street
B.W. WASHINGTON
D.G. 21433 U.S.A.

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Thenk you for your actter of December 30th and for the properts attached. Will it be possible too, to receive a copy of the other research properted for this study ?

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I gracowing survete to know your feeling about our

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January 17, 1975

Professor Carl K. Eicher Michigan State University East Lansing Michigan 48823

Dear Professor Eicher,

Shlomo Reutlinger has passed on to me your letter of January 7th asking for 25 copies of the Bank policy paper on rural development. Unfortunately the policy paper is available only for limited distribution until it has been discussed by the Executive Directors in early February. As soon as this discussion has taken place the paper will be published in the Bank rural development series and I'll see that you receive copies.

Sincerely yours,

Mark W. Leiserson Chief

Employment & Rural Development Division Development Economics Department

cc: Mr. Sholomo Reutlinger

Mona A. Hazzah, VPD

Research Project Status Reports, Second Quarter FY75

I would appreciate it if you could have the attached Quarterly Status Report Forms completed and sent to my office (F1233) not later than Thursday, January 30. The information provided in the forms should be current as of December 31, 1974. Listed below are the project numbers, and the name of the responsible staff member, for which Quarterly Status Reports are required.

I am attaching copy(ies) of the December External Research Computer Printout where necessary.

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COMMONWEALTH DEVELOPMENT CORPORATION

33 HILL STREET LONDON W1A 3AR

16th January, 1975

Mr R. Gulhati,
Director,
Development Economics Department,
International Bank for Reconstruction
and Development,
1818 H Street, NW
Washington DC 20433,
USA

Dear Mr Gulhati,

Thank you for your letter dated 30th December 1974 and for sending me one copy of the African Rural Development Study report and five copies of my report on Cotton Development in Tanzania.

Interest has been expressed here in four of the Individual Project Reviews making up the ARDS -

- (1) Lilongwe Land Development Programme, Kinsey.
- (2) Follow up of the LLDP (RPO) 293, Kinsey.
- (3) The CADU, WADU and the minimum package programme, Tecle.
- (4) Smallholder Tea Development, Sullivan.

I should be grateful for any help you can give, or any advice you can offer on getting hold of copies for use within CDC.

Yours sincerely,

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M.P. COLLINSON Agriculture Department

MPC/MAC

COMMONWEALTH DEVELOPMENT CORPORATION

LONDON W1A 3AR 33 HILL STREET

16th January, 1975

Washington DC 20433, 1818 H Street, NW and Development, International Bank for Reconstruction Development Economics Department, Director, Mr R. Gulhati,

Dear Mr Gulhati,

copies of my report on Cotton Development in Tanzania. me one copy of the African Rural Development Study report and five Thank you for your letter dated 30th December 1974 and for sending

Reviews making up the ARDS -Interest has been expressed here in four of the Individual Project

- Lilongwe Land Development Programme, Kinsey. (J)
- (5) Follow up of the LLDP (RPO) 293, Kinsey.
- Tecle. The CADU, WADU and the minimum package programme, (3)
- Smallholder Tea Development, Sullivan.

offer on getting hold of copies for use within CDC. I should be grateful for any help you can give, or any advice you can

Yours sincerely,

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Mr Lesserson MDS

January 16, 1975

Director, Information and Public Affairs Dept., IBRD, 1818 H. Street, N.W. Washington D.C. 20433, U.S.A.

Dear Sir.

I have today received a letter from Mr. Ravi Gulhati informing me that the World Bank is sending five copies of the background report on Land Settlement in Kenya prepared by myself and Caroline Barnes.

In this letter from Ravi Gulhati informs me that if we wish to publish parts of our report to the Bank we should inform you of this intent.

I have seen preliminary copies of the overall African rural development study prepared by Dr. Uma Lele. It actually does not include any identifiable sections of our report. We therefore wish to publish sections of our report in addition to other data which was not included in the report and which was collected under a separate research programme. We will, as indicated in the letter of Mr. Gulhati, indicate that part of the study was supported by the World Bank and that any views expressed do not represent those of the World Bank. As I stated earlier, the actual portion of the report prepared for the World Bank which we intend to publish accounts for only 30% of the content of our research monograph.

Yours sincerely,

Philip M. Mbithi Chairman

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1975 JAN 15 AM 9: 49

COMMUNICATIONS SECTION

Distribution: Mr. Leiserson

Mr. Gulhati

INTBAFRAD NAIROBI JANUARY 15, 1975

FOR LEICERSON

ARDS MATERIALS RECEIVED FROM GULHATI TODAY. MANY THANKS.

___AS RECEIVED.

VON PISCHKE

WORLD BANK GRO

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FROM: Incoming Mail Unit, Room F-126, Extension 2023

DEPARTMENT OF AGRICULTURAL ECONOMICS AND RURAL SOCIOLOGY



THE UNIVERSITY OF ALBERTA EDMONTON 7, ALBERTA, CANADA PHONE (AREA CODE 403) 432-4225

January 14, 1975

Mr. Mark Leiserson, Chief of the Rural Development Division, International Bank for Reconstruction and Development, 1818 HaStreet, Washington, D.C.

Dear Mr. Leiserson:

At the recent Allied Social Sciences Association Meeting in San Francisco I met up with Hollis Chenery. While discussing a number of issues related to rural development planning in Africa, I told him of my interest in following up on the progress of the Llongwe Land Development Project. I recently spent two years in the Ministry of Rural Development in Zambia under the auspices of the Canadian International Development Agency. And so I had the opportunity to meet Andrew Mencer who directs the Project, and received a thorough guided tour of the project. For our part in Zambia, we were trying to put together a plan for Intensive Development Zones.

I understand from Professor Chenery that you are in the midsts of drafting a review of the Llongwe Project. He suggested that you might be disposed to letting me have an early draft of such a document for use in our Graduate Program here. I must explain that we have a number of students from various African countries including Malawi, undertaking an M Sc program at the University of Alberta. Any supplementary documentation of comprehensive development schemes like the Llongwe Project or CADU could be very welcome. I also understand that the IBRD is going ahead with the Mixed Farming Settlement Scheme in Zambia. I would be very much obliged if you could shake loose a copy of the final project outline, having been involved myself on various aspects of the initial planning.

In a longer run context CIDA sponsors summer study tours for our African Graduate Students. Would there by any possibility of accepting one of our students in your division for a couple of months this summer? I'm confident that I can arrange for all of his expenses to be met by the Canadian International Development Agency. I especially have in mind the student from Malawi who incidently is a considerably above average performer.

Upon looking over this letter again, there do seem to be a very large number of requests. Nevertheless, I do hope that you can accommodate them.

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Yours sincerely,

L.P. Apedaile,

Associate Professor

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Rural Development in Africa

This study originated from the need to analyze the design of programs intended to reach large numbers of the rural population, requiring low financial inputs and trained manpower per capita. Several draft papers on rural development issues and research proposals were prepared and reviewed by Bank staff. As a result, it was decided to initiate this study in Africa.

Its purpose is to improve the basis for designing rural development projects in varying circumstances. The study is composed of two parts. The first part consists of rural sector surveys in Kenya and Tanzania which provide the basis for lending criteria for the rural sectors in the two countries. The second part consists of an analysis of the major elements involved in promoting the goals of rural development and evaluates 13 projects in Cameroon, Ethiopia, Kenya, Malawi, Mali, Nigeria, and Tanzania.

Projects were selected which represent diverse environments and project designs. All of the reviews are based on data which had already been collected. The analyses of secondary data are combined with field investigations which consist of interviews with persons involved in the design, implementation, supervision, and evaluation of the projects, as well as a search for additional sources of data. An extensive literature review has also been conducted to substantiate information gathered in the field investigations component.

Responsibility: Development Economics Department, in collaboration with staff from operational departments of the Bank, and from universities and government agencies in Africa, France, Federal Republic of Germany, the United Kingdom, and the United States. (Ref. No. RPO 218)

Completion date: The project reviews and sector surveys have been completed. The final report analyzing the results and discussing the implications for Bank policies is being prepared for publication.

January 9, 1975

Mr. M. Yudelman, AGP

B. B. King, VPD Signed B. B. King

Africa Rural Development Study (RPO 218)

May I remind you that you and Hans Adler were to do an evaluation of this project. We have one from Hans and would be grateful for one from you.

BBKing:gm

DEPARTMENT OF AGRICULTURAL ECONOMICS · AGRICULTURE HALL

January 7, 1975

Dr. Shlomo Reutlinger, Chief Agriculture and Rural Development Division Economics Department World Bank 1818 H Street Washington, D.C.

Dear Shlomo:

This is a follow up to our discussion in Sierra Leone. Would you kindly send 20-25 copies of the Bank's policy paper on rural development. This paper will be extremely value in Dr. Akhter Hameed Khan's seminar on rural development.

With many thanks.

Sincerely,

Carl K. Eicher Professor

CKE/1js

January 7 3*75

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Carl R. Eicher

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