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R1986-088 Other #: 42 Box #: 6060B

Population Project (01) - Kenya - Credit 0468 - P001241 - Correspondence



SWEDISH EMBASSY

Development Co-Operation Office

Drafted by

B. Johansson/mh

Date

4 August 1981

Reg. No.

1366/81

Encl.

John Malone

• Chief Evaluation Officer  
Operations Evaluation Department  
The World Bank  
1818 H Street, N.W.  
Washington, D.C.  
20433 U.S.A.

Our ref.

7.3.1/IBRD

Your ref.

Re

*Kenya First  
Population Project*

*Project File*

*8/7*

Dear John,

Thank you very much for the documents on the evaluation of the First Population Project. They arrived well in time before the discussions in May between the Kenya Government and the donors on the Second Population Project and I found them extremely useful as a basis for the discussions.

Yours Faithfully,

*Birgitta*

Birgitta Johansson  
Counsellor,  
Development Co-operation

ROUTING SLIP		DATE: <i>July 21, 1981</i>	
NAME		ROOM NO.	
<i>Mr. John Malone</i>		<i>OED</i>	
<i>Mr. Kapur</i>			
APPROPRIATE DISPOSITION		NOTE AND RETURN	
APPROVAL		NOTE AND SEND ON	
CLEARANCE		PER OUR CONVERSATION	
COMMENT		PER YOUR REQUEST	
FOR ACTION		PREPARE REPLY	
<input checked="" type="checkbox"/> INFORMATION		RECOMMENDATION	
INITIAL		SIGNATURE	
NOTE AND FILE		URGENT	
<p>REMARKS: <i>Apparently the PPAR provided a very useful learning input in the substantial project revisions now proposed for the green cover stage. A very fortunate opportunity was put to good use. J.M.</i></p>			
FROM: <i>Hugo Diaz</i>		ROOM NO.: <i>N-356</i>	EXTENSION: <i>60194</i>



## OFFICE MEMORANDUM

File Kenya  
Pop. PPAR

TO: Mr. Warren C. Baum, Vice President, CPS

DATE: July 21, 1981

FROM: Dr. John Evans, Director, PHN JRE.

SUBJECT: KENYA--Shortcomings in Population Project I  
and Design of Population/Health Project II

1. Reference is made to your question of whether the proposed Kenya II project would deal effectively with the shortcomings of Kenya I as noted in the corresponding Project Performance Audit Report (PPAR) dated July 2, 1981. In our view, these shortcomings can be grouped in four main categories as follows: (i) inadequate commitment of Ministry of Health (MOH) officials to the family planning program, including continuing inadequate support to the National Family Welfare Center (NFWC); (ii) insufficient emphasis in project design to the demand side of family planning; (iii) excessive reliance on the MOH; and (iv) inadequacies in the management capacity of MOH. We comment on these four issues below, with reference as to how they are expected to affect performance under the second project. In sum, we believe that the proposed second project takes account adequately of the shortcomings in the first project.

2. Inadequate Commitment to Family Planning. Although it is true that family planning services seem to have a low priority for most MOH staff, we believe that the situation in this respect may be slowly improving. In any event, the design of the second project takes this factor into account in that it includes a strong component of information and education activities on population matters for all relevant sectors of Kenyan society, including specifically, MOH staff as one of the key target audiences. Since attitudes of MOH staff towards family planning tend to mirror negative attitudes in the general population, it is likely that positive changes in MOH staff's attitudes will occur only at about the same pace as changes in the general population's attitudes. We believe that the one other possible avenue to increase MOH's staff commitment to the family planning program, i.e. use of incentives and disincentives, is infeasible given the present political environment. The project design also strongly signals to the MOH the importance attached by the Bank to a well-functioning NFWC in that it has made the filling of key vacant posts at the NFWC a condition of Board presentation (to be changed to a condition of negotiations at green cover stage). J X

3. Insufficient Attention to the Demand Side. The first project concentrated heavily on the supply side of family planning. However, available evidence clearly indicates that the major constraint to expansion of the family planning program in Kenya is the almost universal desire for large families. The second project would be much better balanced in that it would include the establishment and initial operation of an ambitious multi-agency information and education program on population and family planning matters. We expect that through this program, the first of such magnitude for Sub-Saharan Africa, many more families will come to appreciate the advantages of limiting family size, thus resulting in an increased demand for family planning services. Other factors that are generally believed to be important determinants of desired family size (such as status of women in the society, average household income, etc.) cannot be influenced directly by PHN-type projects, but would be influenced



July 21, 1981

by other Bank projects in education, agriculture, etc.

4. Excessive Reliance on the MOH. The MOH was the sole implementing agency in the first project. In the second project, while MOH would continue to play a dominant role in implementation, many other Governmental agencies and Non-Governmental Organizations (NGOs) would be involved. This is especially true of the proposed information and education program [paragraph (3) above], but there would also be an important element of NGOs participation in the health/family planning services aspects of the project.

5. Inadequacies in the Management Capacity of MOH. The PPAR casts doubt on the MOH's ability to manage efficiently the implementation of the second project, which is deemed to be of a much larger magnitude than the 1974-79 maternal and child health/family planning five-year plan of which the first project was a part (paragraph 30 of PPAR). The second project, as conceived in the Yellow Cover SAR (issued March 31, 1981), envisaged an annual scale of expansion of MOH activities which was actually about 10% lower, in real terms, than that envisaged in the 1974 five-year plan. Since first project activities and most other activities under the five-year plan had been finalized by the end of 1980, the annual scale of expansion of MOH activities envisaged in the Yellow Cover SAR of the second project was only marginally larger (in real terms) than actual expansion under the five-year program. Nevertheless, because of financial considerations it has now been agreed with the Government that developmental activities under the second project will be stretched out over a period of six years, instead of the four envisaged in the Yellow Cover SAR (on which the PPAR's comments on the second project are based). Moreover, we have now received from the MOH a satisfactory proposal for its Core Project Staff (paragraphs 6.02 to 6.04 of Yellow Cover SAR) and the project's organizational structure. Also, the project design includes substantial provision of additional staff and consultants for the implementation of all MOH components in the second project. These three factors taken together are, in our view, sufficient to ensure that an adequate implementation capacity will exist for implementation of MOH components in the second project. Finally, a comprehensive management study of MOH is expected to be undertaken by an outside consulting agency starting in the Fall of 1981 (financed by SIDA). To the extent that this study may yield useful recommendations on ways to strengthen the MOH's capacity to implement its various programs and projects, we intend to work together with MOH staff through our supervision missions in identifying appropriate paths to implementation of the consultants' recommendations.

cc: Mr. H. W. Messenger, PHND1  
Mr. E. M. Schebeck, PHND1  
Mr. H. Diaz, PHND1  
Mr. G. McBride, EAL  
Mr. F. Lethem, PAS  
Mr. J. Hendry, EAP  
✓ Mr. J. Malone, OED  
KENYAII Files

KENYAII/PHN

HDiaz:mmh



Mr. Kapur

Mr. Malone  
 Thank you. However, the PHN view might have been elaborated in all of this business to him.

In ref. to # 26, PHN is not stating their view, but merely quoting some unspecified "MOH officials". The problem created by the occupation of the hostels is a major bottleneck, and was a topic for discussion at our round up meeting with "MOH officials".

In ref. to # 30, PHN's views were incorporated, as follows: (see copy)

F. M.

Project File  
~~Mr. Malone~~

## OFFICE MEMORANDUM

TO: Mr. J. Malone, OED

DATE: June 25, 1981

FROM: Harold W. Messenger, Division Chief, PHNDI

SUBJECT: KENYA--First Population Project PPAR

*If you couldn't agree on these two points, why were their views not bootnoted on reflecting in some other manner?*

1. Reference is made to: (i) Mr. M. Weiner's note of June 16, 1981 addressed to Messrs. Baum and Wapenhans, enquiring whether comments by PHN staff had been adequately taken into account; and (ii) my memorandum to Mr. S. Kapur containing said comments and dated May 15, 1981. We have now reviewed the final version of the PPAR and find that for the most part our comments have been satisfactorily incorporated into that version. There are two exceptions however, on which we comment below. The second of these matters, paragraph 30, you will recall we discussed at some length last week.

2. Paragraph 26: As indicated in my memorandum of May 15, 1981, we believe that the PPAR exaggerates the impact of the misuse of the project-financed dormitory facilities on the in-service family planning training program for nurses. According to MOH officials, there is not much difficulty in finding alternative accommodations for the trainees in Nairobi.

*informed the OED mission that there is a lot of difficulty. Not officials misappropriation of the hotel creates a major bottleneck. The*

Paragraph 30: The PPAR states that three of the organizational issues raised in the first project still appear to require more attention in the design of the second: (i) clarity of the role of the National Family Welfare Center (NFWC); (ii) the lack of commitment and support for family planning program activities from key officials in the MOH, including the continuing lack of support for the NFWC; and (iii) the management capacity of the MOH to implement "the much larger planned program". On (i) we reiterate our comments in the May 15 memorandum (paragraph 12); in our view the role of the NFWC is clearly defined in the context of the second project. Regarding (ii), although it is true that family planning services seem to have a low priority for most MOH staff, we believe that the situation in this respect may be slowly improving. In any event, the project design takes this factor into account in that it includes information and education on population matters for all relevant sectors of Kenyan society, including specifically MOH staff as one of the key target audiences. Since attitudes of MOH staff towards family planning tend to mirror negative attitudes in the general population, it is likely that positive changes in MOH staff's attitudes will occur only at about the same pace as changes in the general population's attitudes. We believe that the one other possible avenue to increase MOH's staff commitment to the family planning program, i.e. use of incentives and disincentives, is infeasible given the present political environment. The project design also strongly signals to the MOH the importance attached by the Bank to a well-functioning NFWC in that it has made the filling of key vacant posts at the NFWC a condition of Board presentation. With regard to (iii), we wish to reiterate our argument (paragraph 12 of my memorandum of May 15, 1981) that the second project as conceived in the Yellow Cover SAR, envisaged an annual scale of expansion of MOH activities which was actually about 10% lower, in real terms, than that envisaged in the 1974-79 five-year MCH/FP program of which the First Project was a part. Since First Project activities and most other activities

JUN 29 1981

785



under the five-year program had been finalized by the end of 1980, the scale of expansion of MOH activities envisaged in the Yellow Cover SAR of the second project was only marginally larger (in real terms) than actual expansion under the five-year program. Nevertheless, because of financial considerations it has now been agreed with the Government that developmental activities under the second project will be stretched out over a period of six years, instead of the four envisaged in the Yellow Cover SAR. This should reduce the burden of implementation on MOH considerably. Moreover, we have now received from the MOH, a satisfactory proposal for its Core Project Staff (paragraphs 6.02 to 6.04 of the Yellow Cover SAR and paragraph 12 of my memorandum of May 15, 1981) and the project's organizational structure. Finally, the project design includes substantial provision of additional staff and consultants for the implementation of all MOH components in the second project. These three factors taken together are, in our view, sufficient to ensure that an adequate implementation capacity will exist for implementation of MOH components in the second project and form an appropriate response to the lessons of the first project.

4. We understand the report has been put in final form and regret that it was not possible to agree on more appropriate wording for these two paragraphs. Nonetheless, we felt, that clarification of these issues would serve a useful purpose, since they have a bearing on our present work in Kenya in the context of the second project.

cc to: Dr. J. R. Evans, PHN  
Mr. J. Kraske EAL  
✓ Mr. S. Kapur, OED  
Mr. J. North, PHN  
Mr. G. McBride, EAL  
Mr. H. Diaz, PHND1

HDiaz:mmh  
KENYA II/PHND1

missions of the donors, and in particular the mid-term review. As few GOK or MOH officials were involved directly in either the supervision or mid-term review, the donors were left with the same problem they faced in initiating the original design process - how to translate their learning into actions that had the genuine commitment of the relevant Kenyan officials. The lack of an effective internal learning system caused the donors as a result of the mid-term review to miscalculate the strength of the program. At the time of the review the program was going as well as it had ever been. The program advisor was in place and had developed an effective team including an effective deputy director and several other key staff in the NFWC. However, the basic problems of commitment had not been solved. The evaluation team foresaw an increase in influence for the NFWC. This failed to materialize. The program advisor left and was not replaced; the deputy director was transferred along with the other key staff. To correct the fundamental problems would have taken strong intervention from outside of the MOH. The Ministry of Finance and Planning had no active role in the project. The international donors, if well coordinated, might have been able to bring about such an intervention, but their position had been weakened by the internecine struggle over project priorities. As the second project is being appraised, the same fundamental problems remain: how to design a project that has the genuine commitment and support of the most influential officials of the Ministry of Health; how to develop a learning process within the MOH that will enable it to increase its capacity to manage its own staff and resources more effectively. Considerable learning from the first project has been incorporated in the design of the second. This time the other donors have been involved in a joint appraisal, allowing the diversity of their knowledge and experience to enrich the design process. Greater emphasis has been placed on management of the external environment of the project by involving more ministries and private organizations in the project. There has been a wider participation of MOH officials in the gathering of information, if not in the decision-making process, which has involved mainly senior-level MOH managers in Nairobi.

29. Information and education activities, designed to stimulate demand for FP services, have been given much greater emphasis in the second project, and a stronger differentiation has been made between MCH and FP activities and their organization. The need for more powerful support for family planning activities has been recognized by the proposal of a National Council on Population Development. The Council would be placed in the President's Office and would include members of participating ministries and NGOs. It would have budget approval powers over I&E spending.

30. Three of the organization issues raised in the first project still appear to require more attention in the design of the second, however: (i) clarity of the role of the NFWC and reasons for the continuing lack of support for its activities, (ii) the lack of commitment and support for FP program activities from key officials of the MOH, and (iii) the management capacity of the MOH to implement the much larger planned program. The Population, Health and Nutrition Projects Department does not agree with this particular finding of the audit, but believes that enough attention has been given to these issues in the appraisal of the second project. The audit does not share in this belief.



2:30 pm  
Friday, 6-19

Steve -

These comments arrived today. After reading through them, I do not think any further changes are necessary. May we have your approval to print?

Mr. Malone -

I have not read the attached comments. In view of your statement above, however, I have signed the PPAR for printing. 6/19

TIPTON AND KALMBACH, INC.

ONE PARK CENTRAL, SUITE 1401  
1515 ARAPAHOE STREET

DENVER, COLORADO 80202

PHONE (303) 572-8081

June 18, 1981

CLINTON W. MEHRING, PRESIDENT  
E. R. MIGHELL, EXEC. VICE PRESIDENT  
H. F. BISHOP, VICE PRESIDENT  
A. J. DEUTSCH, TREASURER  
J. H. TURNER, SECRETARY

CABLE:  
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*Project file*

Mr. John M. Malone  
Chief Evaluation Officer  
Operations Evaluation Department  
The World Bank  
1818 "H" Street, N.W.  
Washington, D.C. 20433

Subject: Project Performance Audit Report on  
Yemen Arab Republic Tihama Development  
Project (Credit 376-YAR)

Dear Mr. Malone:

We have reviewed the first draft of the project performance audit report on the Yemen Arab Republic Tihama Development Project sent with your May 14, 1981, letter and offer several comments as follows:

1. Arab - Israeli War in 1973 - Two references are made to this event, one on page 1 of the PPAM and the other on page 2 of the PCR, both implying that this event was a substantial factor in cost increases. Undoubtedly, this event had some bearing in delaying the progress of the work and on cost increases, but many other factors were also involved, and considering the controversial nature of the Arab - Israel War and its effect, reference to the event might best be omitted.
2. References to Consultants - With full realization that the PPAR is to present a critical evaluation of the project performance, we feel that the report unfairly singles us out for criticism. References to our performance are made on pages 7, 9, 10, 11, 12 and 13 of the PPAM and on page 5 of the PCR, which are generally critical. In support of our performance are factors not mentioned which include pioneering the first major work on modern irrigation in the Tihama, close cooperation with the Yemen Government in solving the many problems constraining implementation on this project, and assisting in developing ideas and procedures for development on other wadis in the Tihama.

*Already covered in PPAR*



3. Implementation - The discussion in the first paragraph of page 7 on implementation omits many of the factors involved in the initial phases of the project. A considerable amount of time was used in resolving conflicting issues. Some of these issues and factors were:

- a) Wadi Mawr Access Road - The Appraisal Report and the loan agreement both specified that the construction be carried out by a competitively tendered local contract. The bidding documents were thus prepared in consultation with TDA. The Government then decided that The Highway Authority should construct the road and requested meetings with The Highway Authority. This led to revisions in the documents to tailor the construction documents to the numerous conditions necessary to reach agreement with The Highway Authority. The documents were then signed by the Deputy General Manager of The Highway Authority during the absence of the Director who was in the United States for training. When the Director returned, he refused to honor the agreement and requested unacceptable compromises in the specifications. In conjunction with the Chairman of CPO it was then decided to return to the original concept of a competitively tendered local contract.

While tendering for construction and at the request of the Governor of Hodeida, the alignment was changed for the first half of the road, about 27 kilometers, so that the road could directly serve two villages within his Province. This in turn required resurvey and new plans for the affected section.

- b) Deir Akhrash and Al Zuhra Camps - In the first two months of implementation reconnaissance of the Wadi Mawr area was made and two sites, Deir Akhrash and Al Zuhra, for the Wadi Mawr camp were evaluated. In consultation and with full concurrence of TDA a site at Deir Akhrash was chosen for the Wadi Mawr Camp. Factors considered in making the choice were (1) Deir Akhrash was closer to the center of the project area; (2) Deir Akhrash was on the south side of Wadi Mawr thus crossing of the wadi would not be required during the flood season; (3) Deir Akhrash was closer to the headquarters at Wadi Zabid and to Hodeida; and (4) Of three exploratory wells drilled in 1972, well WM - 3 near Deir Akhrash was the only one producing potable drinking water.

Based on the choice of the Deir Akhrash site, construction of the initial camp was undertaken and completed in the spring and summer of 1973. Designs were then undertaken for the permanent camp incorporating features of the initial camp. Next, the Government expressed concern over the site selection and the Minister of Agriculture and Chairman of the CPO made a visit to the area. As a result of this visit, it was decided and directed that the permanent camp be constructed at Al Zuhra. Plans were started over for camp construction at Al Zuhra and a contract for the construction let. Substantial delay during construction was encountered due to extraordinary flooding occurring in April 1975 and throughout the summer of 1975. Crossing the wadi during this flooding was impossible and this cut the Contractor off from supplies for extended periods of time.

- c) Wadi Mawr Crossing - Tremendous access difficulties experienced in the summers of 1973 and 1974 in the Wadi Mawr area due to prolonged flooding of the Wadi Mawr led to the decision of adding a stable bed level crossing structure at the location of the Wadi Mawr Access Crossing. Plans were prepared, tenders received, and a construction contract let. Construction was started in March 1975. From April 1 to April 10, 1975, extensive flooding occurred, sufficient in magnitude to wash out construction in progress, to erode the south wadi bank - 50 meters in width by several hundred meters in length - at the crossing site, and to erode southward by 200 meters closely adjacent to the site. The duration of the flood was such that no vehicle could cross at any of several crossing sites for 10 days. During the flood the Contractor had to dismantle and reconstruct his storage building twice due to the flood cutting away the ground under the building. Following the flood, inspection of the wadi course over about a 10 - kilometer reach was made examining its substantially altered alignment of the wadi and selecting the most stable crossing location. New plans were then drawn up for the new crossing site, a site about 600 meters wide and 3 km upstream of the original site. Construction was undertaken and completed by March 1976 following the end of late fall flooding in November



and December 1975. The changed location of this crossing also required a realignment and resurvey of the last 14.4 kilometers of the Wadi Mawr Access road. Fortunately there was no wasted construction as construction had not reached these last 15 kilometers at the time of the change.

- d) Procurement of Vehicles - Project vehicles for various project functions including agricultural services, engineering and management were secured at several times during the project. Initial procurements were made in 1973 and 1974 under separate purchases and competitive tendering. In 1975 vehicle needs were thoroughly reviewed and conclusions reached that additional vehicles would be needed to properly serve the many project functions and for replacements of vehicles retired or expected to be retired due to the extremely rugged field conditions. With Government approval the lending agencies were apprised of the needs and approved the request. Solicitations of local quotations were then undertaken with the lowest quotations received from the Toyota dealer. An order was placed, but difficulties arose. Yemen had placed an unofficial but extremely effective ban on the import of Japanese products due to a trade dispute between the countries. Subsequent efforts with the Government were futile in arriving at any means of allowing the dealer to import the vehicles to fill the order. The Nissan dealer also was curtailed from importing vehicles and could not supply the order. The only other local dealer of four-wheel drive vehicles was the Landrover dealer. He could supply the vehicles but the project was unable to secure IDA permission for the purchase as his prices were roughly 50% higher than the Toyota or Nissan prices, and the Yemen Government assured IDA that there was no ban against Japanese products.

The next approach used was to secure quotations for U.S. four-wheel drive vehicles and to secure clearance for importing them. Names of suitable four-wheel drive vehicles were submitted to the Yemen Government. All were blacklisted except Jeep Corporation. Quotations were obtained from Jeep; approvals secured; and the vehicles were shipped. Upon reaching the Yemen port, the ship had to wait its turn of several months for unloading due to port congestion. The vehicles were finally received in December 1976 some 21 months after the need for the vehicles was first discussed, and some 18 months after approval by the lending institutions for the purchases.

This delay in securing vehicles was felt through the crucial middle of the project period and shortage in sufficient transportation was felt by all component project activities.

- e) Procurement of Construction Supplies - The first of the major construction contracts, the Wadi Zabid Diversion and Appurtenant Works, was tendered in July 1975 and the contract award made in October 1975. Port facilities were handling cargo quite satisfactorily in the summer of 1975, but indications of problems developed in late 1975. By early 1976 a delay of several months was required to unload ships. By June 1976 the waiting period at the Hodeida port was a full 6 months, and during most of 1977 the port remained highly congested. The construction contractor for the Wadi Zabid Diversion works was caught in the middle of this problem. A number of ways were explored and employed. These included driving construction equipment in overland from Saudi Arabia; securing permission through the North and South Yemen Governments to use the Aden Port and drive equipment overland from South Yemen; use of the shallow port at Mocha with lightering equipment for importing cement; and working through Government channels to secure priorities to unload goods at the Hodeida port. All of these methods helped in overcoming the import problem, but they were time consuming and had an effect on the contract performance and ultimately delayed the contract completion.
- f) Procurement of Gates - Gates for both of the two major contracts were purchased under a separate contract and shipped in two consignments. The receipt of the first consignment was delayed a full six months due to the port congestion. The ship carrying the consignment reached Hodeida January 7, 1977, but in spite of numerous contacts with the Government and the securing of a priority for early unload, the ship was not allowed to unload until July 7, 1977. This delay in turn delayed the installation and completion of certain of the irrigation structure. The second consignment arrived late in 1977 and was unloaded without undue delay.



4. Design Comments - On page 9 of PPAM comments are made on certain design, operational and maintenance problems. These problems are inherent in systems where new diversions are imposed on existing systems, and where streams having the extreme variations in flows are experienced on the Tihama wadis are tapped for irrigation. The problems of turnout command have been solved by working with the water master on making system adjustments, adding several additional turnouts, adding some secondary and tertiary connecting channels to adapt the new system to the existing system, and in preparing irrigation service area maps to assist the TDA operational personnel and the water masters in administering the irrigation operations. Damage to the apron and chute blocks of diversion structure 1 caused by the large and abrasive bedload carried by Wadi Zabid has been repaired using epoxy-modified concrete. A supply of the components for making additional repairs was also stored for future use. Siltation and erosion problems are common problems on systems taking off from wadis, with the key factor being careful maintenance and operation. With the procedures developed and set forth in the Wadi Zabid Operation and Maintenance Manual we are confident that TDA can satisfactorily control these problems.
5. Management Information - On page 9 of the PPAM the statement is made that the slow performance of the consultants and shortage of staff meant that during implementation the focus was narrowed to the bare essentials of achieving schedules and targets. The statement does not reflect our activities at all fairly. We were involved to a considerable extent in a role beyond that described. Certain activities illustrative of this were our securing of equipment on behalf of the TDA for all aspects of the project - management, agricultural, and engineering activities; our involvement in recruiting personnel in Pakistan on behalf of TDA; operational problems with TDA and water masters in irrigating various lands; our assistance to the TDA on budget reviews and in corresponding with the lending agencies; and advice and involvement in development of other wadis particularly Wadi Rima.

The reasons for the cost increases and delays experienced in completing the Wadi Zabid Agricultural Development Project are manyfold and complicated. A considerable amount of time and effort was spent in resolving the many misconceptions brought about by the unworkable nature of the Wadi Zabid Feasibility Report. The misleading information, inadequate designs and the poor conceptual planning contained in this report resulted in

Mr. John M. Malone  
June 18, 1981  
Page Seven

poor time and cost estimates at the beginning of the project. These factors in conjunction with world - wide inflation and congested ports contributed significantly to increased costs and time delays. Without the financial agencies and the engineers' policies of constant review and reappraisal, this project could have been less than successful. We feel that many of the delays in the implementation of this project was time well spent and has assured the success of the project. We feel all involved parties should be commended for their contributions and efforts.

We sincerely hope that our comments will be of assistance and value for your draft of this project's performance audit report.

Very truly yours,

TIPTON AND KALMBACH, INC.

  
E. R. Mighell

ERM:cy



Mr. Mervyn L. Weiner, Director-General, OE

June 5, 1981

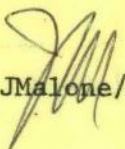
Shiv S. Kapur, Director, OED

Project Performance Audit Report on Kenya  
First Population Project (Credit 468-KE)

I am attaching for your approval the Performance Audit Report on Kenya First Population Project, supported by Credit 468-KE of 1974. Comments received from Eastern Africa Region and Central Projects Staff have been taken into consideration.

Attachment

Mr. Ernest Stern , SVPOP  
cc: Mr. Warren C. Baum, CPSVP  
Mr. Willi A. Wapenhans, EANVP  
Mr. Heribert Golsong, VPG

 JMalone/HKordk:rak

OFFICIAL FILE COPY

May 8, 1981

Ms. Birgitta Johansson  
Counsellor, Head of Development  
Co-operation Office  
Swedish Embassy  
P.O. Box 30600  
Nairobi, Kenya

Dear Birgitta,

Re: Project Performance Audit Report on Kenya First Population  
Project (Credit 468-KE)

I think I may have told you that we hired a rural sociologist from IDS to help us with the evaluation of the Kenya Population Project. Unfortunately, his report arrived too late for inclusion in our evaluation document. It is such an interesting report, however, that I am sending you a copy as additional background for the forthcoming donors' meeting.

With my best wishes,

Sincerely yours,

John M. Malone  
Chief Evaluation Officer  
Operations Evaluation Department

Enclosure



# OFFICE MEMORANDUM

TO: Distribution List

DATE: May 6, 1981

FROM: John M. Malone, OED *JM*

SUBJECT: KENYA - First Population Project (Credit 468-KE)

As some of you know, OED retained the services of Prof. S.E. Migot-Adholla, Senior Rural Sociologist of the IDS, University of Nairobi to assist in the audit of the First Population Project in Kenya. In addition to providing invaluable advice and assistance during the field visit of Mr. Smith and myself, Dr. Migot-Adholla continued the visits to rural health centers in Coast and Nyanza Provinces (we covered Central Province together) and has recently submitted a report synthesizing his findings. Unfortunately, his report was received too late for inclusion in the PPAR package, which has already been sent to the GOK and the co-donors for comment. Since we were together for two weeks in country, however, Mr. Smith and I have already reflected most of Dr. Migot-Adholla's views in the draft PPAR.

His report does contain a number of valuable and interesting insights which are not fully reflected in the PPAR and which may have relevance for the design of the second project. In the interest of enabling all concerned to benefit from Dr. Migot-Adholla's vast local knowledge and experience, I am sending you attached a copy of his report. If you think it would be useful, I could also pass along some copies to the co-donors on an informal basis.

Attachment

cc: Drs. Evans

~~Kanagaratnam~~

Messrs. ~~Hendry~~

Kraske

Messenger

Sandberg

Lethem

Diaz

Pratt

Franckson

**WORLD BANK OUTGOING MESSAGE FORM (Telegram, Cable, Telex)**  
IMPORTANT (PLEASE READ INSTRUCTIONS BELOW BEFORE TYPING FORM.)

Class of Service: Telex Date: May 6, 1981  
Telex No.: 22264 Originators Ext: 6-1763 12 10

START  
1 HERE

TO

SWEDISH EMBASSY

CITY/COUNTRY

NAIROBI, KENYA

MESSAGE NO

FOR BIRGITTA JOHANNSON

4

THANKS FOR YOUR LETTER 22 APRIL. SUBJECT REPORT WAS MAILED TO YOU

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UNDER COVER OF LETTER FROM S. KAPUR DATED APRIL 27 AND SHOULD

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ARRIVE IN TIME FOR MEETING. REGARDS. JOHN MALONE, OED.

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END  
OF  
TEXT

**NOT TO BE TRANSMITTED**

SUBJECT:

PPAR

~~KENYA First Population Project~~

CLEARANCES AND COPY DISTRIBUTION:

DRAFTED BY:

~~John Malone: rak~~

AUTHORIZED BY (Name and Signature):

DEPARTMENT: **John Malone**

**OED**

SECTION BELOW FOR USE OF CABLE SECTION  
CHECKED FOR DISPATCH



April 28, 1981

Dr. Koinange  
Director of Medical Services  
Ministry of Health  
Nairobi,  
Kenya

Dear Dr. Koinange:

Re: Project Performance Audit Report on Kenya First  
Population Project (Credit 468-KE)

The Operations Evaluation Department is an independently constituted unit within the World Bank Group. The functions of the Department include a review, shortly after completion of loan disbursements, of the experience and results of all projects assisted by the Bank and the International Development Association. These performance audits are intended to evaluate the extent of achievement of project objectives, reasons for shortfalls or outstanding achievements, and the general effectiveness of the World Bank support for the lending operation. The audit focuses particularly on what the organization can learn from past experience.

I enclose a copy of the first draft of the project performance audit report on the Kenya First Population Project, supported by Credit 468-KE of 1974. I would appreciate receiving any comments that you may have on the draft by June 19, 1981 so that we can take them into consideration in formulating our final conclusions before distributing the report to the Bank's Executive Directors.

We consider your views and comments as of crucial importance to reaching balanced conclusions concerning this project experience. In addition to reflecting them in the conclusions of the performance audit, we also propose to fully reproduce your views and comments in the final report. Should you find the present draft of this project performance audit report satisfactory and have no comments to make, I shall be grateful if you can inform me accordingly, preferably by cable. A copy of the final report, as distributed to the Executive Directors, will be sent to you for your information.

I am also sending a copy of the present draft report to the Permanent Secretary, the Director and the Deputy-Director, NWGC, the Head of Administrative Support Unit in the Ministry of Health, and the Permanent Secretary in the Ministry of Finance and Planning.

May I take this opportunity to thank you for the kind help extended by you and your staff to Mr. Malone and Mr. Smith on their visit regarding this audit.

Sincerely,

Shiv S. Kapur  
Director  
Operations Evaluation Department

Enclosures

JohnMalone:trak



April 28, 1981

Ms. Birgitta Johansson  
Counsellor, Head of Development  
Co-operation Office  
Swedish Embassy  
P.O. Box 30600  
Nairobi,  
Kenya

Dear Ms. Johansson

Re: Project Performance Audit Report on Kenya First  
Population Project (Credit 468-KE)

The Operations Evaluation Department is an independently constituted unit within the World Bank Group. The functions of the Department include a review, shortly after completion of loan disbursements, of the experience and results of all projects assisted by the Bank and the International Development Association. These performance audits are intended to evaluate the extent of achievement of project objectives, reasons for shortfalls or outstanding achievements, and the general effectiveness of the World Bank support for the lending operation. The audit focuses particularly on what the organization can learn from past experience.

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May I take this opportunity to thank you for the kind help extended by you to Mr. Malone and Mr. Smith on their visit regarding this audit.

Sincerely,

Shiv S. Kapur  
Director  
Operations Evaluation Department

Enclosures

JohnMalone:rak



April 28, 1981

Dr. S. Kanani  
Director,  
NFMC  
Ministry of Health  
Nairobi,  
Kenya

Dear Dr. Kanani:

Re: Project Performance Audit Report on Kenya First  
Population Project (Credit 468-KE)

The Operations Evaluation Department is an independently constituted unit within the World Bank Group. The functions of the Department include a review, shortly after completion of loan disbursements, of the experience and results of all projects assisted by the Bank and the International Development Association. These performance audits are intended to evaluate the extent of achievement of project objectives, reasons for shortfalls or outstanding achievements, and the general effectiveness of the World Bank support for the lending operation. The audit focuses particularly on what the organization can learn from past experience.

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Sincerely,

Shiv S. Kapur  
Director  
Operations Evaluation Department

Enclosures

cc: Mr. Y S.M. Abdulai, Executive Director

JohnMalone:rak



April 28, 1981

Mr. Nicholas N'ganga  
Permanent Secretary  
Ministry of Health  
Nairobi,  
Kenya

Dear Mr. Permanent Secretary,

Re: Project Performance Audit Report on Kenya First  
Population Project (Credit 468-KE)

The Operations, Evaluation Department is an independently constituted unit within the World Bank Group. The functions of the Department include a review, shortly after completion of loan disbursements, of the experience and results of all projects assisted by the Bank and the International Development Association. These performance audits are intended to evaluate the extent of achievement of project objectives, reasons for shortfalls or outstanding achievements, and the general effectiveness of the World Bank support for the lending operation. The audit focuses particularly on what the organization can learn from past experience.

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May I take this opportunity to thank you for the kind help extended by you and your staff to Mr. Malone and Mr. Smith on their visit regarding this audit.

Sincerely,

Shiv S. Kapur  
Director  
Operations Evaluation Department

Enclosures

cc: Mr. Y S.M. Abdulai, Executive Director

JohnMalone:rak



April 28, 1981

Mr. Harris Mule  
Permanent Secretary  
Ministry of Finance and Planning  
Nairobi,  
Kenya

Dear Mr. Permanent Secretary,

Re: Project Performance Audit Report on Kenya First  
Population Project (Credit 468-KE)

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Sincerely,

Shiv S. Kapur  
Director  
Operations Evaluation Department

Enclosures

cc: Mr. Y S.M. Abdulai, Executive Director

JohnMalone:rsk



April 28, 1981

Dr. Irene Gathinji  
Deputy-Director, NFMC  
Ministry of Health  
Nairobi,  
Kenya

Dear Dr. Gathinji,

Re: Project Performance Audit Report on Kenya First  
Population Project (Credit 468-KE)

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Sincerely,

Shiv S. Kapur  
Director  
Operations Evaluation Department

Enclosures

JohnMalone:rak



April 28, 1981

Dr. James Maneno  
Head of Administrative Support Unit  
Ministry of Health  
Nairobi,  
Kenya

Dear Dr. Maneno,

Re: Project Performance Audit Report on Kenya First  
Population Project (Credit 468-KE)

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Sincerely,

Shiv S. Kapur  
Director  
Operations Evaluation Department

Enclosures

JohnMalone:rak



*Also copy sent through EO's office*

April 28, 1981

Mr. Spencer Silberstein  
Population Officer  
USAID  
Nairobi,  
Kenya

Dear Mr. Silberstein,

Re: Project Performance Audit Report on Kenya First  
Population Project (Credit 468-KE)

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Sincerely,

Shiv S. Kapur  
Director  
Operations Evaluation Department

Enclosures

JohnMalone:rak

April 28, 1981

Mr. James Kuria  
UNFPA/UNDP  
Nairobi,  
Kenya

Dear Mr. Kuria,

Re: Project Performance Audit Report on Kenya First  
Population Project (Credit 468-KE)

The Operations Evaluation Department is an independently constituted unit within the World Bank Group. The functions of the Department include a review, shortly after completion of loan disbursements, of the experience and results of all projects assisted by the Bank and the International Development Association. These performance audits are intended to evaluate the extent of achievement of project objectives, reasons for shortfalls or outstanding achievements, and the general effectiveness of the World Bank support for the lending operation. The audit focuses particularly on what the organization can learn from past experience.

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- 2 -

I am also sending a copy of the present draft report to the Permanent Secretary, the Director and the Deputy-Director, NTMC, and the Head of Administrative Unit in the Ministry of Health, and the Permanent Secretary in the Ministry of Finance and Planning.

Sincerely,

John M. Malone  
Chief Evaluation Officer  
Operations Evaluation Department

Enclosures

JohnMalone:rak

## OFFICE MEMORANDUM

TO: Mr. Shiv Kapur, Director, OED

FROM: <sup>Hum</sup> Harold W. Messenger, Chief, PHND1

SUBJECT: KENYA: Comments on Project Performance Audit Report -  
Kenya First Population Project (Credit-468KE)

DATE: April 27, 1981

Pages 6 and 7 of the audit report refers to the disagreement among donors about the program strategy. In this context, para. 12 says, "The consensus was not achieved without cost. Several donors delayed or reduced their financial commitment and one did not participate. The difference of opinion may also have resulted in a relative loss of influence for the dissenting donors which was eventually to have an effect on the performance of the project." While there was disagreement among donors, we do not feel that donors delayed their financial commitment to the program. The delays occurred largely because of MOH's actions. The statement about the impact of the differences of opinion on the performance of the project is rather vague and too general. In view of this, we suggest that the above quoted statements may be either omitted from the report or suitably modified.

|| yes,  
done.

JSatia:jm

Shiv -  
 The para. in question is highly conjectural and not supported by hard evidence. Its deletion will not weaken the thrust of the argument regarding the urgency to proceed with the project. I have told Messengers, I agree to delete it. The disagreement among donors is discussed elsewhere in the PPA, anyway.  
 John W.  
 4-28

SWEDISH EMBASSY

Development Co-Operation Office

Drafted by

B. Johansson/ms

Your ref.

Re

Date

22nd April, 1981

Reg. No.

734/81

Encl.

Mr. John Malore  
Evaluation Department  
IBRD/IDA  
1818'H Street, N.W.  
WASHINGTON, DC 20433,  
U.S.A

Our ref.

2.1.2.4

file.  
Kenya  
Pop. I  
PPAR

Dear John,

It was nice meeting you again.  
As you may know a joint donor meeting on the Integrated Rural Health and Family Planning Project is now planned to take place in Nairobi on May 25, 1981. Would it be possible for me to get the evaluation report (or a draft) you were working on here in Nairobi so that I can study it before May 25 ? If the answer should be no, kindly send me anyway a short note indicating when you expect the report to be available.

Yours sincerely,

Birgitta

Birgitta Johansson  
Counsellor,  
Development Co-operation Office



## KENYA POPULATION PROJECT - AUDIT

S. E. Mogot = Aolluolla

### Background and Objectives

The Project Completion Report adequately evaluates the hardware aspects of the project but tends to underplay the importance of socio-political factors. In addition to the expansion of health services delivery in rural areas, an important objective of this project was to reduce population growth and to increase contraceptive acceptance. Both of those goals would involve a clear political commitment by the government of Kenya and significant socio-cultural changes among the population. Not surprisingly, it is observed in the PCR that MCH components of the project have received significant success as measured by the numbers of new clients while FP activities have not recorded any remarkable improvement. Rather than decreasing, the rate of population growth has increased. The reasons for this are complex, but it is also clear that the targets for the reduction of population growth had been over-optimistic and that socio-political factors mediating population policy were underestimated.

An important objective of the Audit will therefore be to assess the characteristics of the Kenyan socio-political environment which may have some influence on the outcome of the project. Specifically, it will be necessary to analyze the reason for weak support to FP activities by the government and the general public and the lukewarm commitment to the reduction of population growth. An attempt will also be made to assess the sociological impact of the project on the rural population - especially its MCH aspects - in the effort to justify the project in the context of satisfaction of basic needs. FP activities will be evaluated with the objective of

assessing their effectiveness, particularly their information and education component.

#### Work Plan

Given the constraint on time it will not be possible to conduct an exhaustive survey. Spot interviews and focussed discussions will be conducted with officials of the Ministry of Economic Planning and Development, Ministry of Health, National Family Welfare Centre and the Family Planning Association of Kenya in Nairobi. Similar interviews will be conducted with Family Planning Officers and Community Development Officers in Nyeri, Kisumu and Mombasa. One Rural Health Centre served by the Community Nurse Training Centre in each of these towns will also be visited and their clinical officer in-charge will be interviewed. The Rural Health Centres tentatively selected are Vipingo, Kombewa and Endarasha. Within the areas in which the RHCs are located, an effort will be made to interview the FHFE on the Family Planning Field Educators employed by the FPAK. The FPAK has had an experiment utilizing village level family planning educators in two locations in Northern Tetu and Vihiga. At least one of these will be examined to assess the relative effectiveness of different motivational methods. Finally interviews will be conducted with a limited number of local residents within Kilifi Souter, Kisumu District and Nyeri District to assess the impact of MCH/FP activities on the local population.

Itinerary (Outside Nairobi)

January 22 - 25

Mombasa, Vipingo, Kauma

(interviews with FPO, PCDO, CNT  
Clinical Officer, CNS and local  
residents).

February 4 - 7

Nyeri, Tetu, Endenasha

(interviews with FPO, PCDO, CNT,  
COs, CNS and local residents)

February 18 - 21

Kisumu, Kombewa, Mirieri

(interviews with FPO, PCDO, CNT,  
COs, CNS and local residents)

Estimated nights out of Nairobi - 12

Estimated total mileage - 3,000 kilometers

Requirements

- Official authorization to conduct Performance Audit;  
letter from Harris Mule or Dr. Kanani explaining scope  
of interviews, addressed to Provincial Medical Officer,  
Kisumu, Mombasa and Nyeri.
- Financial advance to cover travel and accomodation outside  
Nairobi and services of Kikuyu interpreter in Nyeri  
for 4 days.



January 28, 1981

Dr. W. Koinange  
Director of Medical Services  
Ministry of Health  
P.O. Box 30016  
Nairobi  
Kenya

Dear Dr. Koinange:

As a matter of policy, each Bank-assisted project is evaluated at its conclusion to determine for the benefit of both the Borrower and the Bank, lessons which might be applicable to further activities of similar type. Please find attached for your information, five copies of the Project Completion Report for the First Population Project. A mission from the Bank's Operations Evaluation Department will be visiting Kenya in February and they will wish to discuss this report with you and Dr. Kanani.

With best regards,

Harold W. Messenger  
Division Chief  
Population, Health and Nutrition Department

cc: Mr. H. Diaz, PHND1  
Mr. T. Tsui, EAI  
Mr. J. Malone, OED

HDiaz:mmh  
KENYA I/PHN

July 8, 1980

Dr. Kanani  
Director  
National Family Welfare Center  
Ministry of Health  
Afya House  
Nairobi, Kenya

Dear Dr. Kanani,

Re: Project Performance Audit Report  
Kenya First Population Project

I very much enjoyed meeting you last week and discussing with you the proposed project performance audit of the Kenya First Population Project. As promised, I am enclosing a copy of the Jamaica Report to give you a rough idea of the form and content of such documents. Needless to say, we would hope to do a much better job in this case. At least, the Project Completion Report prepared by Mr. Satia is far superior to the one which was prepared on the Jamaica project.

When I returned to my office in Washington, I found a letter from Achola Pala waiting for me, and I am very hopeful that she will be available to assist me in carrying out the performance audit early next year. I will let you know when our plans are more definite. In the meantime, please do not hesitate to contact me if you need any information.

With best regards,

Sincerely yours,

John Malone  
Chief Evaluation Officer  
Operations Evaluation Department

Enclosure

cc: ~~Mr. Hugo Diaz-Etchevehere, PHN~~  
~~Mr. Tom Tsui, EAI~~

~~John Malone:rak~~

## OFFICE MEMORANDUM

*R. Start a new  
Audit file*

TO: Mr. Harold W. Messenger, Chief, Division I, PHN  
FROM: *Jay W. Morgan for* Messrs. Diaz, Franckson, Pratt, Radcl and Satia, PHN  
SUBJECT: KENYA: Project Completion Report Mission for First Population  
Project - Back-to-Office Report

DATE: May 28, 1980

1. In accordance with terms of reference dated March 26, 1980, we visited Kenya for varying periods of time from March 31 through April 26, 1980. The principal objective of the mission was to assist the Government of Kenya (GOK) in advancing the preparation of a project proposal to strengthen services and information and educational activities in the area of rural health/family planning, for submission to the Bank Group and other interested external assistance agencies and Governments. A second objective of the mission was to gather the information needed for the preparation of a Project Completion Report (PCR) for the Kenya Population I (Cr. 468-KE) Project. (A separate BTO has been prepared for the first subject.)

2. While in the field, the mission met most of the MOH officials who were involved in the preparation and implementation of the first project and officials of other organizations concerned with the population program. A list of persons met is included as Annex 1. The major areas covered in the discussions were the process of program formulation, implementation of the project and the five-year program and impact of the program. In addition, the mission visited 2 RHDCs constructed under the project, and NFWC facilities.

3. The schedule envisaged for preparation of the completion report is as follows:

- (i) June 30 - Submittal of draft report to PHN management, EAL region and OED for comments.
- (ii) July 21 - Comments received by Mr. H. Diaz, PHN Project Officer for Kenya.
- (iii) September 15 - October 15 - Informal discussion of draft PCR with Government officials in Nairobi during the course of appraisal mission of the Second Population/Health Project.
- (iv) End of November - Submittal of Project Completion Report to OED.

Cleared with and cc: Mr. Tsui, EAL



May 28, 1980

cc: Mr. Adler, EAP  
Mr. Berg, PHN  
Mr. Barry, EANVP  
Mr. Faruquee, DED  
Ms. Goris, RMEA  
Mr. Greene, EAL  
Mr. Hendry, EAP  
Mr. Kraske, EAL  
Mr. Lee, PAS  
Mr. Miller, CTR  
Mr. Nichols, PAB  
Mr. North, PHN  
Mr. Patel, URB  
Mr. Poncia, LEG  
Mr. Rajagopalan, CPSVD  
Mr. Sandberg, EAL  
Mr. Tidrick, EAL  
Dr. Evans, PHN  
Dr. Kanagaratnam, PHN  
Mr. Kang, PHN  
Mr. Schebeck, PHN  
Mr. P. Hall, EAL  
Mr. A. Ahmad, PHN  
Ms. Shirley Boskey, IRD  
Mr. Malone, OED  
Mr. Gulhati, EANVP  
Division Files

KENYA I/PHN

JSatia:jm

List of Persons Met

Ministry of Health Officials

Drs. S. Kanani - SD DMH and Director, NFWC  
J. Otete - Director, Health Information and Education  
Mueke - Special Assistant to Director, Medical Services  
Mrs. I. Gethingi, Deputy Director, NFWC  
C. D. Lussah, Head, Clinical Services  
Messrs. A. A. Gakku - Project Construction Director  
D. N. Mathenge - Procurement Officer  
D. Mbai, Head, I & E Division, NFWC  
R. Peterson, Head, E & I Division, NFWC

Family Planning Association of Kenya

Mrs. A. Gethi, Director  
Senior Staff

Ministry of Works

Staff of MOH Construction Unit

Other Organizations

Mr. P. Singh, Director, Central Bureau of Statistics  
Dr. W. H. Mosley, Population Studies and Research Institute  
Mr. P. Muinde, Population Studies and Research Institute  
Mr. B. Jenney, Mission Member  
Mrs. F. Otete, Deputy Permanent Secretary, Ministry of Home Affairs

→ ~~SK~~ Mr Malone  
7/27

S.

Many Thanks

Please let me know  
whenever you feel a filibuster  
coming. I suspect  
This new President will not be  
too tolerant of efforts to avoid  
addressing problems of substance  
in new projects. I would not  
propose to involve him, of course;  
but the RVPs should become  
responsible for such situations. M. 7/23



July 13

Ma Wimer,

may like to see  
this interesting case.  
Unfortunately, we don't have  
too many, and when an odd  
one comes up the Regions  
usually resort to "filibuster"  
engaging in interminable  
discussions of doubtful PPARs  
while they push the next  
loan to the Board. PHN  
deserve credit for their  
responsiveness in this case.

Y

Kenya 1st Pop. Project

Cr 468 - KE

cc: Mrs Wilkerson

11/20/80

November 20, 1980

Dr. Shem Edwin Migot-Adholla  
Institute for Development Studies  
University of Nairobi  
P.O.Box 30197  
Nairobi  
Kenya

Dear Dr. Migot-Adholla,

I am pleased that you will be working with me. Please find enclosed a few background documents for your briefing. The project completion report is not yet finalized. I have asked the Bank's Nairobi Office (Extelcoms House) to provide additional material, including access to their files on the project. Please contact Mr. Rice, who is familiar with our evaluation procedures.

I suggest that you plan to visit Washington during the last week of December and the first week of January. I will see that you receive a ticket and a travel advance. I will be in office December 29-31, but you can carry on interviewing staff and reviewing the project files the following week without me.

I am looking forward to meeting you.

Sincerely yours,

John M. Malone  
Chief Evaluation Officer  
Operations Evaluation Department

Encs.

JMM:hy

OFFICIAL FILE COPY

## OFFICE MEMORANDUM

TO: Mr. Warren C. Baum, Vice President, CPSVP  
Mr. Willi A. Wapenhans, Vice President,  
FROM: Shiv S. Kapur, Director, OED  
SUBJECT: Project Performance Audit Report: Kenya First Population Project  
(Credit 468-KE)

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DATE: April 10, 1981

1. I attach, for your review and comments, the draft of a Performance Audit Report on the project supported by Credit 468-KE. I would appreciate receiving any comments you may have by May 15, 1981.
2. On April 24, we plan to send the audit report to the Government of Kenya for their comments. Your comments at this stage should normally concern themselves only with factual inaccuracies and with statements that could injure Bank/country relationship. More detailed comments are requested by the date mentioned in para. 1 above.

Attachment

cc: Messrs. Kraske EAI  
Rajgopalan, PAS  
Drs. Evans, PHN  
Kanagaratnam, PHN  
Messrs. Sandberg, EAI  
Hendry, EAP  
North, PHN  
Messenger, PHN  
Hall, EAI  
Diaz-Etchevehere, PHN  
Radel, PHN  
Dr. Pratt, PHN  
Tsui, EAI  
K. Miller, CTR  
Van Puybroeck, LEG  
  
Ms. Goris, RMEA