Index

Addresses, McNamara's
  and international income distribution, 80-81
  Nairobi speech, 4, 9, 20, 92, 104, 110, 148
  1975 annual, 20, 148, 215
  and RWG approach, 79
  themes of, 20, 22-24
  valedictory, 20
Affordability, of urban poverty
  projects, 162-163, 193-197
Agriculture. See also Rural development
  extension services for, 97
  policy paper on, 25
  research on, 28, 97
  World Bank impact on, 34
  World Bank lending for, 5, 18-19, 93, 96-97
Agriculture and Rural Development
  Department, 6
  Alliance for Progress, goals of, 9
Annual Review of Project Performance
  Audit Reports, 46
Appraisal reports, 45
Argentina, World Bank lending to, 57, 234

“Bank Group,” members of, 17
  Basic-human-needs approach (BHN), 83-88
  nation-by-nation study for, 87-88
  radical implications of, 85-86, 90
  Basic urbanization projects, 150-151
  Bolivia
  and implementation, 141, 180, 190
  “learning by doing” in, 142-143
  rural output in, 131, 132
  Brandt Commission, on North-South
  relations, 253, 254

Brazil
  antipoverty commitment of, 213, 214, 215
  beneficiaries in, 102, 134, 137, 222
  indirect effects in, 138, 142
  land tenure problems in, 104, 116-118, 190, 271 n.3
  output constraints in, 132
  relocation problems in, 125
  and rural implementation, 120, 121, 123, 130
  urban projects in, 159, 172-173, 204
  wider project impact in, 144-145
  Bretton Woods conference (1944), 1, 52, 254

Calcutta, institution-building in,
  161-162, 178, 179
Capital accumulation, by project
  beneficiaries, 139
Carter administration, 57
Chile
  spread effects in, 220, 221-222
  World Bank lending to, 57, 71-72, 234
  Clausen, A. W.
  addresses of, 236, 289
  appointment as World Bank
  president, 229
  views of, 235-238
  Cofinancing, and private sector role,
  238-239, 241-242
Colombia
  antipoverty commitment of, 213, 214, 215
  cost recovery in, 197
  relocation in, 192
  rural development in, 119-120, 130, 137-138, 140, 144
Community participation, in urban implementation, 185-189, 200
Consciousness-raising, as World Bank function, 19-21, 24-51
Conservative World Bank critique, 11-12, 13, 14-15, 58, 75, 230-232
Corporate regimes
definition of, 223-224
poverty-oriented projects under, 224-226
Cost recovery
dilemma of, 171-172
and political sensitivity, 94, 121
in urban projects, 163, 171-172, 197-199
Counterpart funding difficulties, 127, 181
Country allocation
and country-programming papers, 70-71
factors in, 67-70
graduation from, 73-74
political considerations in, 71-73
Country economic and sector work
(“country dialogues”), 31-41
antipoverty orientation of, 234-235
assessment of, 32-34
through country economic reports, 31-32
and general policy, 21
and poverty alleviation, 37-41
and structural reform, 34-37
Country-programming papers, 70
Creditworthiness, as country-allocation factor, 68

Defensive modernization, poverty alleviation as, 226-228
Democracy, and recipient countries’ policy, 54-57, 210-211
Developing countries. See also Recipient countries
debt of, 51-52
land distribution in, 104 (see also Land tenure)
and petroleum crisis, 51-52
political trends in, 54-55, 210-211, 223
and poor-vs.-rich gap, 81
rural-development demands on, 93
rural per capita incomes in, 92
World Bank contribution to, 53-54
Development. See also Rural antipoverty development; Urban antipoverty development

institution building in, 47-50 (see also Institution building)
McNamara on, 22-24
and poverty alleviation, 22, 78-79, 212, 214-217, 232-233, 235
vs. role as bank, 3-4, 10
tickle-down strategy of, 8, 110, 208
World Bank views on, 2
Development Economics Department, projects by, 28
Development Policy Staff, 6, 9
Development Research Center, projects by, 28, 76
Directors. See Executive Directors, World Bank
Disaggregating the recipient, 217-219

Education
policy paper on, 25
research on, 28
in rural-development projects, 98, 99
World Bank lending for, 5-6
El Salvador
affordability in, 193-194, 195
impact in, 204-205
implementation in, 179-180, 183-184, 186, 190, 201-202
participants’ class consciousness in, 202, 227
popular participation in, 186
real estate concentration in, 164
self-help in, 201

Employment
country economic work on, 40
policy paper on, 25
research on, 28
and urban poverty projects, 160-161, 166-169, 205-206
Equity performance, as country-allocation factor, 69
Executive Directors, World Bank role of, 66-67, 268 n.37
and rural-development decisions, 110

Financing, World Bank, 58-64
concerns about, 60-64
in future, 240-241
and lending constraints, 59-60
by U.S., 59, 234
and voting power, 58-59
Ford administration, 57, 71-72

Goals
of rural development, 92, 93, 99-100
Index 277

for urban development, 154
Graduation, from World Bank eligibility, 73–74
Growth. See Development
Guatemala
land-acquisition problems in, 190
land-value inflation in, 195–196

India. See also Calcutta economic and sector work in, 36–37
implementation politics in, 182–183
rural output gains in, 131

Indonesia
affordability in, 196
community participation in, 188–189
maintenance problems in, 200
relocation in, 125–126, 192–193
slum upgrading in, 158, 192–193, 203

Institution building, 47–50
importance of, 47, 54, 250
and special project units, 123
in urban projects, 162–162, 177–178
Inter-American Foundation (IAF), and future Bank role, 246–247, 274 n.31
Interim Report on Urban Poverty (1976), 153

Intermediate institutions, and future Bank role, 247–249

International Bank for Reconstruction and Development. See World Bank
International Development Association in “Bank Group,” 17
and Clausen, 236–237, 240
financing of, 59, 60, 234
lending by, 3, 4, 12, 18–19, 258 (Appendix B)
and World Bank, 18, 19, 67, 73

International Finance Corporation (IFC)
functions of, 17–18
future possibilities for, 239
and poorest countries, 242–243

International Financial Institutions Act (1977), and human rights violations, 55

International income redistribution
Brandt Commission on
International Development Issues (Brandt Commission), 253, 254

India. See also Calcutta
economic and sector work in, 36–37
implementation politics in, 182–183
rural output gains in, 131

Indonesia
affordability in, 196
community participation in, 188–189
maintenance problems in, 200
relocation in, 125–126, 192–193
slum upgrading in, 158, 192–193, 203

Institution building, 47–50
importance of, 47, 54, 250
and special project units, 123
in urban projects, 162–162, 177–178
Inter-American Foundation (IAF), and future Bank role, 246–247, 274 n.31
Interim Report on Urban Poverty (1976), 153

Intermediate institutions, and future Bank role, 247–249

International Bank for Reconstruction and Development. See World Bank
International Development Association in “Bank Group,” 17
and Clausen, 236–237, 240
financing of, 59, 60, 234
lending by, 3, 4, 12, 18–19, 258 (Appendix B)
and World Bank, 18, 19, 67, 73

International Finance Corporation (IFC)
functions of, 17–18
future possibilities for, 239
and poorest countries, 242–243

International Financial Institutions Act (1977), and human rights violations, 55

International income redistribution
Brandt Commission on, 253–254
Clausen on, 236–237
and internal poverty alleviation, 82–83

World Bank position on, 80–82
International Monetary Fund (IMF)
stabilization programs of, 243
and World Bank, 52–53

Ivory Coast
land-acquisition problems in, 191
relocation in, 192
urban impact in, 204

Health
policy paper on, 25–26
research on, 28
in rural-development projects, 98, 99
World Bank lending for, 6

Housing
and basic urbanization, 150
policy paper on, 24
and urban projects 156–158, 176–177, 178, 205–206

IAF. See Inter-American Foundation
IDA. See International Development Association

Ideology
and RWG victory, 90
of World Bank, 74–75, 90, 226, 235

IFC. See International Finance Corporation

IMF. See International Monetary Fund

Implementation, rural poverty projects and appraisal reports, 112
disbursement shortfalls in, 126–127
and land-tenure problems, 116–119
maintenance problems in, 120–121
and project-design problems, 121–126
recipient-country problems in, 112–121
and supervision time, 127–128, 249

Implementation, urban poverty projects
community participation in, 185–189, 200
cost recovery in, 197–199
institutional problems in, 178–182
land-tenure problems in, 189–191
maintenance concerns in, 199–200
political difficulties in, 182–185
resettlement in, 191–193
and supervision time, 249
unanticipated developments during, 200–202

Haq, Mahbub ul, resignation of, 230

Haiti
indirect effects in, 139–140
obstacles in, 115, 118–119, 120

Health
policy paper on, 25–26
research on, 28
in rural-development projects, 98, 99
World Bank lending for, 6

Housing
and basic urbanization, 150
policy paper on, 24
and urban projects 156–158, 176–177, 178, 205–206

IAP. See Inter-American Foundation
IDA. See International Development Association

Ideology

and RWG victory, 90
of World Bank, 74–75, 90, 226, 235

IFC. See International Finance Corporation

IMF. See International Monetary Fund

Implementation, rural poverty projects and appraisal reports, 112
disbursement shortfalls in, 126–127
and land-tenure problems, 116–119
maintenance problems in, 120–121
and project-design problems, 121–126
recipient-country problems in, 112–121
and supervision time, 127–128, 249

Implementation, urban poverty projects
community participation in, 185–189, 200
cost recovery in, 197–199
institutional problems in, 178–182
land-tenure problems in, 189–191
maintenance concerns in, 199–200
political difficulties in, 182–185
resettlement in, 191–193
and supervision time, 249
unanticipated developments during, 200–202

Independent Commission on
International Development Issues (Brandt Commission), 253, 254

India. See also Calcutta
economic and sector work in, 36–37
implementation politics in, 182–183
rural output gains in, 131

Indonesia
affordability in, 196
community participation in, 188–189
maintenance problems in, 200
relocation in, 125–126, 192–193
slum upgrading in, 158, 192–193, 203

Institution building, 47–50
importance of, 47, 54, 250
and special project units, 123
in urban projects, 162–162, 177–178
Inter-American Foundation (IAF), and future Bank role, 246–247, 274 n.31
Interim Report on Urban Poverty (1976), 153

Intermediate institutions, and future Bank role, 247–249

International Bank for Reconstruction and Development. See World Bank
International Development Association in “Bank Group,” 17
and Clausen, 236–237, 240
financing of, 59, 60, 234
lending by, 3, 4, 12, 18–19, 258 (Appendix B)
and World Bank, 18, 19, 67, 73

International Finance Corporation (IFC)
functions of, 17–18
future possibilities for, 239
and poorest countries, 242–243

International Financial Institutions Act (1977), and human rights violations, 55

International income redistribution
Brandt Commission on, 253–254
Clausen on, 236–237
and internal poverty alleviation, 82–83

World Bank position on, 80–82
International Monetary Fund (IMF)
stabilization programs of, 243
and World Bank, 52–53

Ivory Coast
land-acquisition problems in, 191
relocation in, 192
urban impact in, 204
Jamaica
implementation problems in, 180, 181
political difficulties in, 184-185

Kenya, maintenance problems in, 199-200
Korea
cross-subsidization in, 194-195
land tenure in, 105
wider project impact in, 203

Land reform, World Bank influence on, 34
Land tenure
in developing countries, 104
and long-range gains, 138
in rural projects, 101-102, 103-105, 107-108, 116-119
in urban projects, 157, 159, 164, 189-191

Leftist critique. See Radical critique of World Bank
Lending, World Bank
for agricultural and rural development, 5, 18-19, 99, 96-97
amounts of, 3, 4-6, 18, 19, 42-43, 247
and antipoverty orientation, 4-6, 62-64, 243-245
changes expected in, 239-240, 243-244
constraints on, 59-60
country allocation in, 19, 67-74
for education, 5-6
for health components, 6
interest rates for, 18, 265 n.2
largest recipients of, 258 (Appendix B)
McNamara-era growth in, 4, 231
pre-McNamara priorities in, 2-3
and private sector, 238-239, 241-243
and program loans, 41-43
rate-of-return analysis of, 62-63
sectoral, 207-208
structural adjustment, 42-43
urban, 5, 151, 152, 154, 170
for water supply and sewerage, 170

McNamara, Robert S.
absolute poverty defined by, 76-77, 245
and Brandt Commission, 253
compared with FDR, 11
consciousness-raising activities of, 20, 22-24

on lending terms, 244
relative poverty defined by, 77
on urban poverty, 148, 150
World Bank changes under, 1, 4-7, 232-235, 254
Macroconditionality, as Clausen aim, 237, 240
Malaysia
indirect effects in, 139
wider project impact in, 146
Mexico
antipoverty bureaucracy in, 217-218
antipoverty commitment of, 213, 214
beneficiaries in, 134-136
economic and sector work in, 35
impact analysis in, 129, 136
indirect effects in, 141
rural projects in, 116, 130-131, 134-136

“Mini-banks,” as institution-building goal, 48-49
Mission-oriented approach, and poverty-alleviation efforts, 65
Modernization. See Defensive modernization; Development
Morocco
community participation in, 185-186
implementation in, 182, 191, 192
and wider impact, 203-204
Multisectoral projects
definition of, 95
problems with, 122

Nairobi speech, McNamara’s
and land reform, 104
as policy turning point, 4, 9, 20, 110, 148
on rural poverty, 92
Neoliberalism, as World Bank ideology, 74
Nepal, rural output gains in, 131
New Directions legislation, antipoverty aims of, 9
“New international economic order,” 82, 83
“New-style” projects
definition of, 95
difficulties in, 127, 249
rural, 98
in urban strategy, 154
Nigeria
beneficiaries in, 137
obstacles in, 113-114
output gains in, 131
wider project impact in, 145-146
North-South relations. See International income redistribution
Ocean liner, as metaphor for McNamara Bank, 110-111
Operations Evaluation Department, 6, 45, 46, 48
Paraguay
incremental-income use in, 138, 139
indirect effects in, 142
problems in, 115, 118
Peru
implementation difficulties in, 180, 181
implementation politics in, 183
World Bank lending to, 57, 234
Petroleum crisis, and developing countries, 51-52
Petroleum-exporting countries, as World Bank investors, 61
Philippines
beneficiaries in, 135
community representation in, 186-188
institutional problems in, 180-181
land-tenure problems in, 119, 190
land-value inflation in, 196
output gains in, 132
relocation problems in, 124-125, 192
slum upgrading in, 158, 159
wider project impact in, 140, 146, 178, 203
Physical quality of life index (PQLI), in BHN approach, 84, 87
Political considerations
and antipoverty orientation, 210, 211
and BHN approach, 86, 87-88, 89-90
in Brazil land titling, 117
and cost recovery, 84, 121
in dealings with specific recipient agencies, 218-219
and economic work, 35-36
as lending constraints, 57-58
as lending criteria, 54-56, 71-73
and McNamara speeches, 24
need to recognize, 250-251
in Paraguay land titling, 118
in reformist change, 13
and RWG approach, 80, 89-90
in slum upgrading, 159
in urban implementation, 182-185
World Bank disregard for, 56, 88-89, 250-251
Popular participation, in urban implementation, 185-189, 200
Population, Health, and Nutrition Department, 6
Population, research on, 28
Poverty
absolute, 76-77
end-of-century projection on, 26, 245
relative, 77
rural, 92
urban, 5, 148-149, 153-154
Poverty alleviation. See also Rural antipoverty development; Urban antipoverty development
BHN strategy for, 83-89
Clausen attitude toward, 237
and country allocation, 72
and country economic work, 37-41
as defensive modernization, 226-228
and development, 22, 38, 78-79, 212, 214-217, 232-233, 235
divided approach to, 66
and financial probity, 62-64
future continuation of, 237-238, 241, 243-246, 251-252, 254-255
international dimension of, 80-83, 253-254
intra-Bank conflicts over, 209
McNamara on, 22-23, 24
and McNamara era, 1, 4-6, 7-8, 9-10, 232-235
vs. "moving money," 10, 52, 90-91
non-Bank programs for, 8-9
in post-McNamara years, 229-230
recipients' commitment to, 213-217
RWG approach to, 76-80
spread effects of, 220-223, 224-225
"tail wags dog" in, 214-217
as tokenism, 219-220, 223, 224-226
through trickle-down strategy, 8, 208
and unfavorable government attitudes, 56-57, 211-213, 224-226
and World Bank ideology, 75
and World Bank organization, 64-66
World Bank role in, 1, 5, 9-10, 54
PPAR. See Project performance audit report
Private sector, future role of, 238-239, 241-243
Private voluntary organizations (PVOs), and future Bank role, 247-248
Project activities, 41-50. See also Rural antipoverty development; Urban antipoverty development
Project activities (continued)
appraisal reports in, 45
and country economic work, 21, 40–41
criticism of, 46
institution building in, 47–50
lists of, 259–261 (Appendix C, D)
phases of, 44
and policy environment, 43–44
and PPAR, 46
technical assistance in, 46–47, 50
Project appraisal reports, 45
Project performance audit report (PPAR), 46
PVOs. See Private voluntary organizations

Radical critique of World Bank, 11–13, 14, 58, 227, 252, 254
Reagan administration
and IDA replenishment, 60
on loans to Korea, 72
and World Bank, 7, 12, 57, 229
Recipient countries. See also Developing countries
agricultural policies in, 106–108
antidemocratic regimes in, 54–57, 210–212
antipoverty commitment of, 56–57, 213–217, 224–226
bureaucratic politics in, 217–219
corporatist regimes in, 224–226
defensive modernization in, 226–228
largest listed, 258 (Appendix B)
projects listed, 259–261 (Appendix C, D)
and rural implementation problems, 112–121
spread effects in, 220–223, 224–225
urban housing policies in, 164–166
Redistribution with Growth (RWG), 5, 76
Reformism
and BHN approach, 86, 87
and defensive modernization, 227–228
in RWG approach, 80
in World Bank evaluation, 13–14, 15
and World Bank role, 10–11, 15–16
Regional development approach, 207
Relocation. See Resettlement
Reports
country economic, 31–32
World Development, 20, 26–27

Research
agricultural, 28, 97
vs. operations, 29–50
World Bank programs of, 27–31
Resettlement
in rural implementation, 124–126
in urban implementation, 191–193
Reshaping the International Order, 9
Rural antipoverty development. See also Implementation, rural poverty projects
and absolute rural poverty, 92–93
beneficiaries of, 102–103, 133–137
causal model of, 100–101
components of, 96–99
conglusion over, 110–111
and crop use, 133
definition of, 94–96
effectiveness of, 146–147
goals of, 99–100
impact analysis of, 101, 128–129, 136
indirect effects of, 137–142
internal opposition to, 108–110
“learning by doing” in, 142–144
output gains from, 129–132
project-design faults in, 122–126
project size in, 105–106
projects listed, 259–260 (Appendix C)
and “push” to cities, 149
and recipient-country policies, 106–108
and regional development, 207
regions chosen for, 93–94
types of, 95, 96
wider impact of, 144–146
World Bank lending for, 5, 18–19, 93, 96–97
Rural poverty, 92
RWG. See Redistribution with Growth
RWG approach to poverty alleviation
and absolute poverty, 76–77
factors in victory of, 89–91
and growth, 78–79
shortcomings of, 79–80
strategy of, 79, 89

Sector policy papers, 20, 24–26
Sector program lending, 207–208
Senegal, affordability in, 194
Sewerage services, in urban development, 169–175
Sites-and-services component, urban projects, 156–158
Slum upgrading, 158–160, 177, 192–193
Small-country bias, in loan allocation, 67–68
Small-scale enterprises (SSE’s), in urban development, 151
Specialized Research Advisory Panels, 29
Speeches. See Addresses, McNamara’s; Clausen, A. W., addresses of
Spread effects, of poverty alleviation, 220–223, 224–225
SSE’s. See Small-scale enterprises
Structural adjustment lending, 42–43
Structural critique. See Radical critique of World Bank
Structural reform, and country economic work, 34–37

Tanzania
beneficiaries in, 135
cost recovery in, 197
economic and sector work in, 37
implementation problems in, 114–115, 120, 180, 199, 204, 271 n.2
indirect effects in, 140–141
land tenure in, 105
“learning by doing” in, 143–144
output gains in, 131
wider project impact in, 145

Technical assistance
importance of, 54, 250
and institution building, 47
in project work, 50

Thailand
cost recovery in, 198
wider project impact in, 204

Trade, McNamara on, 23

Transportation
policy paper on, 24
in rural-development projects, 98, 99

Trickle-down development strategy
failure of, 8
as pre-McNamara course, 110
suggested return to, 208

Upper Volta, maintenance problems in, 120–121
Urban antipoverty development
and absolute urban poverty, 148–149
and affordability, 162–163, 193–197
basic urbanization projects in, 150–151
beneficiaries of, 193–197
causal models for, 155–156
city strategy in, 206
community-facilities component in, 161
cost recovery in, 163, 197–199
critique of, 205–208
difficulties in, 154, 157–158, 159
employment components in, 160–161, 166–169, 205–206
goals for, 154
housing development in, 150, 156–158, 176–177, 178, 205–206
impact of, 176–178
impact analysis of, 156
and income distribution, 164
industrial policy in, 151–152
institution building in, 161–162
and Interim Report on Urban Poverty, 155–154
intra-Bank tensions over, 173–174
projects listed, 261 (Appendix D)
and recipient-country policies, 164–166
and regional development, 207
replicability of, 163–164
sites-and-services component of, 156–158
slum upgrading in, 158–160, 177, 192–193
strategies for, 149–150, 152–153
water supply and sewerage services in, 169–175
wider impact of, 202–205
Urban decentralization, as response to urban problems, 149

Urban poverty
and development projects, 153–154
extent of, 148–149, 153
and World Bank lending, 5

Urban Projects Department
creation of, 6
and slum upgrading, 158
on urban employment, 166–167, 168
and urban poverty lending, 152
and water-supply projects, 170, 173, 174

U.S. Foreign Assistance Act of 1973, 9

U.S. government, and World Bank, 57, 59. See also Reagan administration

Vietnam, World Bank lending to, 57
Index

Water supply
policy paper on, 25
and urban antipoverty work, 169-175
World Bank. See also Financing, World Bank; Lending, World Bank
antipoverty orientation of, 1, 5, 7-8, 9-10, 52, 54 (see also Poverty alleviation)
in "Bank Group," 17
Clausen's agenda for, 238-241
Clausen's concerns for, 235-238
as consciousness raiser, 19-21, 24-31
(see also Addresses, McNamara's)
conservative critique of, 11-12, 13, 14-15, 58, 75, 230-232
country economic work of, 21, 31-41, 234-235
debt of, 61
development-vs.-banking tensions in, 4, 10
economic-financial context, 52-54, 58
and IDA, 18, 19, 67, 73
ideology of, 74-75, 90, 226, 235
and IMF, 52-53
McNamara years at, 4-7, 232-235, 254 (see also McNamara, Robert S.)
organization of, 64-67, 250, 256-257 (Appendix A)
original functions of, 1
political context, 54-58
post-McNamara, 229-250, 232
and poverty alleviation vs. growth, 38, 78
pre-McNamara views of, 2, 3-4
project work of, 21-22, 41-50 (see also Project activities)
radical critique of, 11-13, 14, 58, 75, 227, 252, 254
and Reagan administration, 7, 12, 57, 229
reformist evaluation of, 13-14, 15
as reformist institution, 10-11, 15-16
staffing of, 4, 6, 65
suggested future functions of, 246-252, 254-255
World Development Reports
impact of, 210
McNamara initiation of, 20
themes addressed by, 26-27

Zambia, affordability in, 194