
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, 239
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, 24-31
- 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, 34, 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
trickle-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

- 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
- Haiti
 - indirect effects in, 139-140
 - obstacles in, 115, 118-119, 120
- Haq, Mahbub ul, resignation of, 230
- 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
- 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, 93, 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, 34, 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, 29-30
 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
 confusion 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
 and land tenure, 101-102, 103-105, 107-108, 116-119
 "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, 153-154
 - 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

- 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, 229-230, 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