

309.223
S375

PN-HDP 74
71575

SCHOTT & ASSOCIATES INC.
Consultants in International Affairs

MAIN STREET, FRANCISTOWN, NEW HAMPSHIRE 03043 • (603) 547-2030

October 17, 1974

Office of Program & Methodology
Bureau for Technical Assistance
Agency for International Development
Washington, D.C. 20523

Att: Dr. Abraham M. Hirsch

Gentlemen:

I am pleased to transmit herewith five copies of a report entitled "Some Notes and Suggested Readings on Intermediary Institutions" in fulfillment of Contract No. AID/ta-C-1054.

It is my hope that your office, and others in A.I.D. concerned with the "role of intermediary institutions in international development" efforts, will find it of interest and use.

Sincerely,


John R. Schott

Enclosures

Some Notes and Suggested Readings on Intermediary...
309.223 Schott and Associates, Inc.
S375 Some Notes and Suggested Readings on In-
termediary Institutions. Oct. 1974.
20 p.
Bibliography: p. 12-20.
AID/ta-C-1054.

1. Development organizations. 2. Institution building.
3. Bibliography - Development organizations. I. Contract.
II. Title. III. Intermediary Institutions in Interna-
tional Development.

Contract No. AID/ta-C-1054

SOME NOTES AND SUGGESTED READINGS ON
INTERMEDIARY INSTITUTIONS

Prepared for

Office of Program and Methodology
Bureau for Technical Assistance
Agency for International Development

by

Schott & Associates, Inc.
Francestown, New Hampshire 03043

The "new realities" in U.S. relations with less developed countries, which recently caused significant amendments to the Foreign Assistance Act, have focused operational attention on host country institutions best able to deploy external resources to benefit the lives of the poorest of the people in aid-recipient countries.

This increased interest in social justice and assistance to the poorest of the world's poor -- in contrast with more exclusive attention once paid macro-economic growth targets -- has led many development agencies to seek to identify or to create institutional mechanisms through which resources can be most effectively channelled to the so-called "lower 40%." It is assumed that such institutions would be closer to the ultimate beneficiaries of technical assistance and financial resources and therefore best positioned to respond to their varying needs. It also presupposes the development value of circumventing, when appropriate, the often heavy-handed, centrally-directed, bureaucratic governmental apparatus which may siphon off or misdirect external resources or needlessly constipate the process of making external resources available to intended beneficiaries.

Militating against an expeditious utilization of such indigenous institutions in development assistance efforts is the paucity of information about their internal workings and the circumstances affecting their viability and effectiveness. Contributing to this problem is the semantic difficulty of determining precisely what sorts of institutions it is about which

information is currently needed.

In large part this is attributable to the fact that all such institutions are looked upon -- and generally referred to -- as "intermediaries," a generic term that is applied to an extraordinarily diverse group of governmental and private, domestic, international, and host country institutions.

A Typology of Intermediaries

If by "intermediary" is meant any agency or institution through which development resources pass as they make their way from the original donor to the ultimate beneficiary, some categorization of "intermediary institutions" is essential to bring a semblance of order out of this potential linguistic chaos. To be sure, no typology of intermediaries can be expected to categorize definitively the vast variety of institutions which act, in one way or another, as "intermediaries." Yet one categorization, however superficial, may be provided which distinguishes between six very different types of organizations, all of which are currently labeled, quite correctly albeit confusingly, "intermediaries."

1. U.S. non-governmental organizations. Among these are a multitude of A.I.D. contractors and grantees along with profit-making corporations, universities, research institutes, foundations, and private voluntary agencies which have their corporate headquarters in the United States but which operate directly or through other institutions in developing countries.

2. Bi-national institutions, the most prominent of which has been the Joint (Sino-American) Commission for Rural Reconstruction in

Taiwan (JCRR), in which both U.S. and Taiwanese officials participated.

3. International organizations, such as the United Nations and its specialized agencies, the World Bank, regional development banks, and several non-governmental agencies and institutions, some of a voluntary (often religious) nature.

4. Host government agencies acting as implementing arms of government policy, among which would be included a variety of national development banks as well as more single-purpose agencies like the Philippine Rice and Corn Production Coordinating Council. Local and state governments and their agencies would also fall into this category.

5. Semi-independent host country institutions, including some regional development authorities. One much-studied example of this type would be the East Pakistan [now Bangladesh] Academy for Rural Development at Comilla; another would be the Chilalo Agricultural Development Unit in Ethiopia.

6. Non-government host country institutions. This category encompasses an increasingly wide spectrum of institutions, including research institutes and some universities, national development foundations, leagues of various sorts of cooperatives, federations of farmers' associations, financial institutions serving local credit unions, youth and women's organizations, and indigenous "voluntary" agencies or consortia thereof.

Despite the appearance of a clear-cut distinction between each of these six types, there are a variety of financial and administrative interrelationships between agencies appearing to fall into distinct and different categories. These blur distinctions between categories

like those suggested above. Also, some intermediaries have achieved a level of corporate and administrative complexity, often transcending national boundaries and the popular public/private sector dichotomy, to leave doubt as to which category or type they would most appropriately fit into.

The fact is that the suggested typology in no wise exhausts the possibilities. Indeed, a variety of additional typologies or sub-types are suggested by such variable factors as: administrative proximity to beneficiary or target group; principal source of funding or, if relevant, membership composition; purpose, operational focus, programmatic approach, or method of operation (project implementation, lending, advisory, coordinative); degree of participation of the ultimate beneficiaries in the organization, planning, and implementation of activities; geographical or substantive focus (urban or rural, sex or age group, farming or agro-business, crafts and small industry, educational, credit or marketing or consumer cooperatives, or community development); administrative autonomy or extent of program coordination and establishment of functional linkages with other public and private intermediary institutions.

Which of these or other factors to emphasize in developing a useable typology is dependent upon the operational concerns of the development agency commissioning such a typology and the consequent purpose it is designed to serve. What is clear from an examination of the literature on intermediaries, however, is that to date no one has even begun to explore the possibilities.

The Focus of A.I.D.'s Interest

A recognition of the variety of types of "intermediaries" and the several categories into which they may fall is important owing to the widespread proclivity to employ the term. This terminological problem becomes especially troublesome when the World Bank refers to itself in its recent Annual Report as an "intermediary" (as well it is) at the same time that a small farmers cooperative in Uganda does so (with equal justification). We are not far from the unhelpful tautological dilemma in which there are no agencies or institutions in the development business which cannot be called "intermediaries."

There is, however, a particular type of intermediary which has become of special interest to A.I.D. By focusing upon this type, a salutary narrowing of the field can be effected and the usefulness of any inquiry, for A.I.D.'s purposes, can be enhanced.

These intermediaries are (1) indigenous, (2) largely in the private sector, (3) capable of receiving external resources more or less directly, and (4) of sufficiently well-established viability and administrative proximity to the intended beneficiary to be able to use external resources effectively in the interest of the so-called "lower 40%." Focusing on intermediaries of this type often provides more manageable units for analysis and program control, facilitates the tailoring of projects to available resources and local needs, stimulates the participation of beneficiaries in the activities supported by the intermediary, ensures greater autonomy from bureaucratic procedural restraints emanating from the central government, and tends

to foster innovation and flexibility.

Several points should be noted, however, in connection with any discussion of this type of intermediary.

Contrary to the impression of many students of development, there exist an almost infinite number of indigenous intermediaries, of varying viability, which generally satisfy the above criteria. Many of these are small, more are untested, yet a great number have direct and unexcelled ties to the poor. On the other hand, most are subject to the prevailing winds of political fortune and changing government policies, some are distressingly paternalistic, others do not practice the best of accounting procedures, and few have been the subject of any analytical or evaluative attention by disinterested parties.

Such intermediaries not only do exist, but, indeed, many are known to donor agencies as potentially important instruments of development. Less often, however, are they known to A.I.D. officials, since A.I.D. has not, until recently, focused much attention upon them except indirectly through the operations of A.I.D.-supported U.S. intermediaries (such as the Pan American Development Foundation, U.S. voluntary agencies, the Asia Foundation, and the Cooperative League of the USA, to name but a few). Moreover, what is known about them is more the subject of conversation than of the available literature on development.

Secondly, there often exists a welter of "layers" or "levels" of intermediaries through which external resources may pass as they make their way to the rural and urban poor of the developing countries. Several optional paths may therefore exist to reach the same ultimate beneficiary. Knowing at what level the most effective donor agency input

can be made, determining which of several potential routes to take to reach the ultimate beneficiary, and establishing criteria of broad applicability to make these decisions, has not yet received much systematic attention (although an A.I.D.-sponsored study by Development Alternatives, Inc., which is still in progress -- see citation below may begin to compensate for this relative neglect).

Thirdly, there will always be encountered some difficulty in reaching this type of intermediary with external resources without going through other donor nation and host country intermediaries which may exist far above the level of the ultimate beneficiary. Correspondingly, it must be noted that other intermediaries may well exist at an even lower level than those to which A.I.D.'s attention may most appropriately be directed, as with the individual farmers associations which constitute the membership of a federation of farmers associations.

The suggestion that this intermediate level and type of indigenous intermediary is currently the most important for A.I.D. to concentrate analytical attention upon is not meant to denigrate the need to know as much about the layers of intermediaries which may exist above and below those meeting these restrictive criteria. It would only suggest that those of this type may now be worthy of special attention given: (a) current appreciation of rapidly developing host country institutional capacities at the local level; (b) increased host government sensitivities to the direct involvement of U.S. personnel in foreign assistance field activities; (c) legislative interest in seeing A.I.D. carry out its programs through private sector instruments which often are able to

establish fruitful relationships with indigenous intermediaries at this level; and (d) policy directives which emphasize the need to seek more effective means to reach the rural poor -- means which these institutions may well provide.

Available Literature on Intermediaries

Virtually no published material of a serious analytical nature which deals with intermediaries, as defined above, exists. Generally what can be found in the way of written material on intermediaries falls into four categories:

1. Promotional material in the form of descriptive brochures and funding appeals and reports addressed to the general public. This is necessarily popular, superficial, uncritical, and can be treated no more seriously than similar literature emanating from one's favorite charity in the United States. For most indigenous intermediaries, such descriptive material constitutes an unconscionable luxury for which there is little audience; therefore relatively little of this sort of material actually exists. When it does exist, it tends to be available only in the country of origin and often written in the local language (which may or may not be English).

2. Unpublished proposals requesting assistance from external donors. This material is, of course, self-serving and usually not available except to officers of the organization or agency to which the proposal has been submitted. Such material can be useful, particularly when written to the specifications of the donor agency. But its reliability is sometimes questionable, and it is often more descriptive of the problem to be overcome (for which funding is sought) than of the

intermediary which intends to cope with the problem (and employ the funds).

3. Unpublished government documents and in-house agency memoranda and reports, some long-forgotten and irretrievably stored away and others still in current use and hence restricted in their availability. Material of this sort is becoming voluminous owing to a burgeoning interest in intermediary institutions among development agencies. Ironically, for that very reason, access to it is often difficult to obtain. (One expected source of useful information of this type are the large financial institutions -- especially development banks -- through which resources are made available to program intermediaries. Yet reports of such organizations tend more to evaluate collateral than people and programs, and seldom analyse what local financial institutions do with external resources for fear of provoking charges of interference in matters of local discretion.)

4. Articles, monographs and books by academics which only peripherally and briefly touch upon the subject matter. This renders them of virtually no immediate operational relevance and hence may be of use only as general background information.

What does not exist is precisely what is now most needed -- analytical, multidisciplinary and operationally-relevant case studies which would enable external donors to extrapolate generalizations of broad applicability to use in making decisions respecting the circumstances under which, the manner in which, and the extent to which, external resources can be made available to various types of intermediaries. Additionally, such literature would assist in determining what type of

external resources can best be provided at various stages of an intermediary's development, and the standards of performance, if any, which should be, at various times, expected of them.

One notable exception to the dearth of information about intermediary institutions is a review of "program intermediaries" conducted by A.I.D.'s Technical Assistance Bureau in 1971. The background documents for this review consisted of case studies of five different institutions -- the JCRR in Taiwan, the Servicios of Latin America, the Comilla Academy in East Pakistan, IBAM in Brazil, and the Philippine Rice and Corn Production Coordinating Council. A paper derived from these studies, entitled "Findings and Implications" (see citation below), constitutes the sole work to date which seeks to develop systematically certain conclusions about the various factors which affect the performance of a wide variety of different types of intermediaries as development instruments.

Possibly complementing this group of studies will be a United Nations publication, currently in preparation, which is expected to contain case studies of innovative forms of local (grass roots) organizations in such countries as Pakistan, India, Tanzania, and Thailand; it will also include an overall conceptual study which may prove of special value and usefulness.

It should be noted that there are also a variety of U.N. publications on local governmental institutions, based upon meetings of experts, working groups, symposia, and seminars held over the past decade or more by the U.N., its specialized agencies, and other international bodies (including the ECA, CENTO, and IULA). While not directly germane to

an analysis of largely private-sector intermediaries, they can provide useful background to any study of local intermediaries. In countries where distinctions between public sector and private sector are blurred, if not irrelevant, local governmental institutions may provide the closest approximation to the type of intermediary which should be of special interest to A.I.D. Publications regarding such institutions will soon be supplemented by an A.I.D.-sponsored study of local governing institutions, now in progress by Cornell University.

Although not cited below, there are an increasing number of volumes which catalogue indigenous organizations, primarily voluntary agencies, some of which act as intermediaries for the receipt and local distribution of external resources. Guatemala's National Institute of Development, as just one example, has recently published such a guide to some eighty development institutions in Guatemala; the United Nations Economic Commission for Africa is preparing a directory of indigenous voluntary organizations engaged in rural development on that continent; the U.N.'s listing of organizations having consultative status with the United Nations is another source for the names of organizations performing roles as intermediaries; and for a listing of U.S. intermediaries, some of which act through local intermediaries, there is the well-known volume, U.S. Non-Profit Organizations in Development Assistance Abroad, published in 1971 by the American Council of Voluntary Agencies for Foreign Service.

Directories, however, are far removed from analytical case studies and systematic evaluations of A.I.D.'s (and other donor agencies') past experience with intermediaries. These are in short supply, although it may be presumed that some of this invaluable material, now tucked

away in the dark recesses of filing cabinets, may see the light of day only because its omission from the following select bibliography is noted by some observant reader.

Indeed, the bibliography which follows does not pretend to be definitive. What it may only indicate by the items selected is the breadth of the potential field and the variety of possible inclusions in a bibliography dealing with the subject.

The following therefore constitutes only a selection of moderately accessible written material which relate to intermediary institutions of the type considered of principal importance to A.I.D. at this time. It specifically excludes, for instance, the vast literature on development banking, which is included in the massive publication of the Inter-American Development Bank entitled Development Banking: A Research Source Book and Annotated Bibliography on International, Regional and National Institutions (May, 1973). It further restricts itself to English-language publications and documents.

In short, it seeks only to indicate the type of material which, however peripherally, may relate to intermediaries while, at the same time, indicating the regrettable dearth of known material which directly and specifically focuses analytically on the subject.

Select Bibliography

Adams, Dale. Agricultural Credit in Latin America: External Funding Policy. Economics and Sociology Occasional Paper No. 9. Department of Agricultural Economics and Rural Sociology, Ohio State University. April 15, 1970.

Adler, Robert W. and R.F. Mikesell. Public External Financing of Development Banks in Developing Countries. Eugene: University of Oregon, Bureau of Business and Economic Research, 1966.

Agency for International Development. "A.I.D. Assistance to Cooperative Development in Latin America; A Task Force Report." December, 1971.

. A.I.D. Spring Review of Small Farmer Credit. Vols. I-XX, June, 1973. [I. Mexico and Central America; II. Costa Rica; III. South America; IV. Ecuador; V. Columbia; VI. Africa; VII. Kenya; VIII. Ethiopia; IX. West Africa; X. South Asia; XI. East Asia; XII. Thailand; XIII. The Philippines; XIV. HYV in Pakistan; XV. Informal Credit; XVI. Additional Papers; XIX. Analytical Papers; XX. Summary Papers.]

. "Conceptual Overview Paper on Rural Development." (In draft.) [Four additional papers are being prepared on (a) financial development, (b) regional planning, (c) rural small industry, and (d) base level organizations.] Working Group on the Rural Poor, 1974.

. A New Emphasis on Building People's Democratic Institutions. Cooperative Month Seminar. International Cooperative Development Service, October 20, 1966.

. "Report on Intra-Agency Conference on Program Intermediaries for Local Development, December 8, 1971." [Office of Development Administration, Technical Assistance Bureau,] n.d.

. "The Role of Local Institutions and Joint Organizations in Less Developed Countries as Program Intermediaries for Foreign Assistance." Technical Assistance Bureau, 1971.

Case No. 1. The Servicios of Latin America, 1942-1965 (E.G. Alderfer).

Case No. 2. The Joint Commission on Rural Reconstruction (JCRR) Taiwan (E.G. Alderfer).

Case No. 3. The Pakistan Academy for Rural Development (PARA) Comilla, East Pakistan (E.G. Alderfer).

Case No. 4. Instituto Brasileiro de Administracao Municipal (IBAM) Brazil (E.G. Alderfer).

Case No. 5. Philippine Rice and Corn Production Coordinating Council (Jerome T. French).

Findings and Implications (Jerome T. French).
Summary of the A.I.D. Review (July 30, 1971).

. Spring Review of Intermediate Credit Institutions: Effect of AID Supported ICI's on Overall Development. July, 1969.

Allen, Harold B. Rural Reconstruction in Action: Experience in the Near and Middle East. Ithaca: Cornell University Press, 1953.

American Technical Assistance Corp. [Washington, D.C.]. "Evaluation of AID and AID Contractor Programs in Promoting Cooperatives in Latin America." [Includes separate field background reports on Bolivia, Columbia, Costa Rica, Ecuador, Honduras, and Peru.] Contract No. AID/1a-649, Task Order IV. November 1971

- Anschell, K., E. Smith and R. Brannon (eds.). Agricultural Cooperatives and Markets in Developing Countries. New York: Frederick A. Praeger, 1969.
- Ashford, Douglas E. "Organization of Cooperatives and the Structure of Power in Tunisia." Journal of Developing Areas, Vol. I, No. 3 (April, 1967), pp. 317-332.
- _____. "Patterns of Group Development in a New Nation: Morocco." American Political Science Review, Vol. LV. No. 2 (June, 1961), pp. 321-332.
- Choldin, Harvey M. "Urban Cooperatives at Comilla, Pakistan: A Case Study of Local-level Development." Economic Development and Cultural Change, Vol. XVI, No. 2, Part 1 (January, 1968), pp. 189-218.
- Cohen, John M. "The Chilalo Agricultural Development Unit as a Program Intermediary for Foreign Assistance in Ethiopia." Prepared for the Technical Assistance Bureau, A.I.D. 1972.
- Cornell University. "Role of Local Government in Rural Development." (In progress.) Contract No. AID/cm/asia-G-73-41.
- Davenport, Robert W. Financing the Small Manufacturer in Developing Countries. New York: McGraw Hill, 1967.
- de Wilde, John C. Development of African Private Enterprise. 2 vols. Report No. AM-31. International Bank for Reconstruction and Development (IDA). December 10, 1971.
- de Wilde, John C. et al. Experiences with Agricultural Development in Tropical Africa. 2 vols. Baltimore: Johns Hopkins Press, 1967.
- Development Alternatives, Inc. [Washington, D.C.]. "Determinants of Effective Local Action." Contract No. AID/cm-ta-C-73-41. (In progress; to be completed early 1975.)
- _____. "Implementing the U.S. AID - McNamara Mandate: What Big Foreign Donors Can Do About Getting the Benefits of Rural Development to the Small Farmer." Prepared by Elliott R. Morss, Donald R. Mickelwait, and Charles F. Sweet. Twelve-month status report: Research on Effective Local Action. Contract No. AID/cm-ta-C-73-41. July 11, 1974.
- Diamond, William. Development Banks. Baltimore: Johns Hopkins Press, 1957.
- Dorner, Peter (ed.). Land Reform in Latin America: Issues and Cases. Land Economics Monograph No. 3. Madison; University of Wisconsin, 1971.

- Drake, George F. "Elites and Voluntary Associations: A Study of Community Power in Manizales, Columbia." Research Paper No. 52. Madison: University of Wisconsin, Land Tenure Center, June, 1973.
- Dublin, Jack. "Foreign Assistance Through Private Investment: A New Challenge to Credit Unions and Other Cooperatives." The Journal of International Law and Economics, Vol. 6, No. 1, (June, 1971), pp. 27-58.
- Engelmann, Konrad. Building Cooperative Movements in Developing Countries. New York: Frederick A. Praeger, 1968.
- Ferguson, Ben R. and Edgar Owens. "Revolutionary Development in South Vietnam: The Next Step." USAID/Vietnam. January, 1967.
- Flores, Xavier. Agricultural Organizations and the Social and Economic Development of Rural Areas. International Labor Organization, Studies and Reports. New Series No. 77. Geneva: ILO, 1970.
- Food and Agricultural Organization [FAO]. "Report on the Second Ad Hoc Consultation on Agricultural Cooperatives and Other Farmers' Associations in Africa." 1970.
- Frankel, Francine R. India's Green Revolution. Princeton: Princeton University Press, 1971.
- French, Jerome T. "Participative Aspects of Community Level Programs." Bureau for Program and Policy Coordination, A.I.D. March, 1969.
- Geertz, Clifford. "The Rotating Credit Association: A 'Middle Rung' in Development." Economic Development and Cultural Change, Vol. X, No. 3 (April, 1968), pp. 241-263.
- Grunig, James E. "Communication and the Economic Decision-Making Processes of Columbian Peasants." Economic Development and Cultural Change, Vol. 19, No. 4 (July, 1971), pp. 580-597.
- Hough, Richard Lee. "AID Administration to the Rural Sector: The JCRR Experience in Taiwan and its Application in Other Countries." A.I.D. Discussion Paper No. 17 [Office of Program and Policy Coordination, A.I.D.]. April, 1968.
- Houk, J.T. Dock. Financing and Problems of Development Banking. New York: Frederick A. Praeger, 1967.
- Hunter, Guy. The Administration of Agricultural Development: Lessons from India. Fairlawn, N.J.: Oxford University Press, 1970.
- International Bank for Reconstruction and Development. "International Comparative Study of the Performance of Employment-Creating Public Works Programs." John W. Thomas et al. Prepared by the Harvard Institute for International Development. (In progress.)

- _____. "Operation Evaluation Report: Development Finance Companies." Washington, July 26, 1974. (Not for Public Use.)
- International Cooperative Alliance. International Financing of Co-operative Enterprise in Developing Countries. Geneva: International Labour Office, 1974.
- International Development Foundation. "Identification of Opportunities for Social and Civic Development; Chile: Urban Sector." Contract No. AID/1a-591. August, 1969.
- International Labour Office. "The Role of Co-operatives in the Economic and Social Development of Developing Countries." Report of the International Labor Conference, 49th Session, 1965, and 50th Session, 1966. 2 vols. Geneva: ILO, 1965-1966.
- Iverson, Kenneth R. "The Servicio in Theory and Practice." Public Administration Review, Vol. XI, No. 4 (Autumn, 1951). Reprinted by the Institute of Inter-American Affairs.
- Jacoby, Neil H. U.S. Aid to Taiwan: A Study of Foreign Aid, Self-Help, and Development. New York: Frederick A. Praeger, 1966.
- Kekby, Benkt. CADU: An Ethiopian Experiment in Developing Peasant Farming. Stockholm: Prisma Publishers, 1971.
- Khan, Akhter Hameed. Community and Agricultural Development in Pakistan. East Lansing: Michigan State University, Asian Studies Center, January, 1969.
- King, John A. World Bank and Cooperatives. Washington: International Bank for Reconstruction and Development, March 15, 1971.
- Kirby, Richard M. "The Uganda Cooperative Movement as an Intermediary Institution." Agency for International Development. November 30, 1971.
- Kwoh, Min-Hsioh. "Farmers' Associations and their Contributions toward Agricultural and Rural Development in Taiwan." Bangkok: FAO Regional Office for Asia and the Far East. October, 1964.
- Lionberger, H.F. Adoption of New Ideas and Practices. [A Summary of the Research Dealing with the Acceptance of Technological Change in Agriculture with Implications for Action in Facilitating such Change.] Ames: Iowa State University Press, 1960.
- Lodge, George C. Engines of Change: U.S. Interests and Revolution in Latin America. New York: Alfred A. Knopf, 1970.
- Lodge, George C. and Stephen F. Gudeman. The Veraquas Report: A Study of the Organization of Change in Rural Latin America. [Contract

- No. AID/1a-131.] Boston: Harvard University Graduate School of Business Administration, 1967.
- Loomis, Charles P. et al (eds.). Turialba: Social Systems and the Introduction of Change. Glencoe, Ill.: The Free Press, 1953.
- Luche, Thomas C. "A Report on the HACHO [Haitian American Community Help Organization] Project based on an Evaluation of its Activities and Including Recommendations for Future Operations." (Contract No. AID/1a-710. May 18, 1972.
- McKinnon, Ronald I. Money and Capital in Economic Development. Washington: The Brookings Institution, 1973.
- Marotta, George R. "Developing Democracy at the Rice-roots Level: Case Study of Local Self-Government in Rural Northeast Thailand." Prepared for the Senior Seminar in Foreign Policy, Foreign Service Institute. April, 1966.
- Miracle, Marvin P. and Ann Seidman. "Agricultural Cooperatives and Quasi-Cooperatives in Ghana, 1951-1965." LTC Paper No. 51. Madison, Wisc.: University of Wisconsin, Land Tenure Center, July, 1968.
- Montgomery, John D., Rufus B. Hughes and Raymond H. Davis. Rural Improvement and Political Development: The JCRK Model. Washington: American Society for Public Administration, July, 1966.
- Morley, J.A.E. "Some Political Aspects of Central Cooperative Organizations," in Year Book of Agricultural Cooperation. The Plunkett Foundation for Cooperative Studies. Oxford: Basil Blackwell, 1970.
- Mosher, Arthur T. To Create a Modern Agriculture: Organization and Planning. New York: Agricultural Development Council, 1971.
- _____. Getting Agriculture Moving. New York: Frederick A. Praeger, 1970.
- Naylor, Harry L. "An Assessment of the Pan-American Development Foundation and its Affiliated National Foundations in the Dominican Republic, Guatemala, Ecuador, and Chile." Bureau for Latin America [Office of Population and Civic Development]. May 7, 1969.
- Neal, Ernest. "Programs of Community Development Assistance." Agency for International Development [AID/TCR]. August, 1964.
- Newberg, Richard R. "Evaluation of Agricultural Programs." Agency for International Development [USAID/Ecuador]. August, 1969.
- Nicholson, Norman K. Panchayat Raj, Rural Development and the Political Economy of Village India. Rural Development Occasional Paper No. 1. Ithaca, N.Y.: Cornell University Press, 1973.

- Nisbet, Charles T. Supervised Credit Programs for Small Farmers in Chile. Land Tenure Center Reprint No. 29. Madison, Wisc.: University of Wisconsin, Land Tenure Center, [1967].
- Ohio State University. "Analysis of Programs for the Development and Improvement of Agricultural Credit Institutions and Services: Terminal Report." Contract No. AID/csd-463. May, 1968.
- Organization for Economic Co-operation and Development [OECD], Development Centre. "Case Studies prepared for Seminar on Development Projects Designed to Reach the Lowest Income Groups, Paris, 17-19 June, 1974."
 J. Barres, An Example of an Integrated Development Project for Low-income Rural Population--Development Project of the Maradi Region (Niger)
 J.-M. Deleze, Experience of Swiss Technical Cooperation Agency in Projects Designed to Reach the Lowest Income Groups
 G. Eriksson, Experience of S.I.D.A. in Projects Designed to Reach the Lowest Income Groups
 E. Fernandez, Fundacion Dominicana de Desarrollo (Dominican Republic)
 J. Hammock, Credit and Technical Assistance Program for Small Enterprise in Northeast Brazil
 P. Weisel, Vihiga Special Rural Development Project (Kenya)
 S. Williams and J. Alao, Isoya Rural Development Project (Nigeria)
 M. Windey and T. Nagender Swamy, Village Reconstruction Organisation (India)
 M. Yudelman, Mauritius Rural Development Project
 H. Kotter, FAO's Approach to Integrated Rural Development
- [Owens, Edgar.] Farmer Cooperatives in Developing Countries. Washington: Advisory Committee on Overseas Cooperative Development, October, 1971.
- _____. "The Local Development Program of East Pakistan." International Development Review, Vol. IX, No. 1 (1967), pp. 27-30.
- Owens, Edgar and Robert Shaw. Development Reconsidered. Lexington, Mass.: D.C. Heath, 1972.
- Pan American Development Foundation. Credit for Marginal Groups [A Study of principal private sector credit institutions providing loans to marginal groups in the D.R., Chile, Ecuador, Columbia, and Guatemala]. Washington, D.C., December 1, 1969.
- _____. Establishing National Development Foundations. Washington: Pan American Development Foundation, February, 1969.
- _____. "Title IX and National Development Foundations." Washington, D.C., July 6, 1967.
- Perera, Phillips. Development Finance Institutions: Problems and Prospects.

New York: Frederick A. Praeger, 1968.

Phillips, Hiram S. "Guide for Development: Institution-building and Reform." [Agency for International Development?] 1969.

_____. "Handbook for Development: Changing Environments and Institutions." [Agency for International Development?] June, 1967.

Raper, Arthur, et al. Rural Development in Action. Ithaca: Cornell University Press, 1970.

Rose, Paul W. Community Mobilization: Its Role in the Transfer of Technology. Agency for International Development, Technical Assistance Study Group. Fall, 1962.

_____. Community Mobilization and Democratic Political Development in the New Nations. Agency for International Development, Technical Assistance Study Group. July, 1963.

_____. Cooperative Mobilization for Development and Democracy: A Proposal. Agency for International Development, Technical Assistance Study Group. August, 1963.

Ross, James E. Cooperative Rural Electrification: Case Studies of Pilot Projects in Latin America. Special Studies in International Economics and Development. New York: Frederick A. Praeger [in cooperation with the National Rural Electric Cooperative Association], 1972.

Schickele, Rainer. Agrarian Revolution and Economic Progress: A Primer for Development. New York: Frederick A. Praeger, 1968.

Schuman, Howard. Economic Development and Individual Change: A Socio-psychological study of the Comilla Experiment in Pakistan. Occasional Paper No. 15. Cambridge, Mass.: Center for International Affairs, Harvard University, 1967.

Seminar on National Development Foundations [Pan American Development Foundation?]. "National Development Foundations: Private Sector Response to the Development Needs and Opportunities within Latin America." Report of a Seminar in Washington, D.C. November 18-21, 1968. (Mimeographed.)

Shafer, Robert J. "The Servicio Experience: The Past and Prospects of Joint Operations in Technical Assistance." Syracuse University, Maxwell School of Citizenship and Public Affairs, June, 1965.

Shen, T.H. The Sino-American Joint Commission on Rural Reconstruction. Ithaca: Cornell University Press, 1970.

Sherper, K.W. and Jerome T. French. "AID Report on Small Farmer Product-

ion Programs Observed During Trip to Mexico, October 3-9, 1971." Technical Assistance Bureau, A.I.D. n.d.

Sherwood, Frank P. Institutionalizing the Grass Roots in Brazil: A Study in Comparative Local Government. San Francisco: Chandler Publishers, 1967.

Sills, David L. "Voluntary Associations: Instruments and Objects of Change." Human Organization, Vol. 18 (Spring, 1959), pp. 17-21.

Sobham, Rehman. Basic Democracies Works Programme and Rural Development in East Pakistan. Karachi: Oxford University Press, 1968.

Stanford Research Institute. "Participatory Democracy Through Effective Institutions--New Approaches to Program Planning." [Includes country studies of Ecuador, Philippines, and Somalia.] SRI Project No. IV-7437. December, 1970.

Thomas, John W. "Rural Public Works and East Pakistan's Development." Harvard Development Advisory Service, Economic Development Reports 112. Harvard University, Center for International Affairs, [1968?].

United Nations, Department of Economic and Social Affairs. Local Participation in Development Planning: A Preliminary Study of the Relationship of Community Development to National Planning. New York, 1967.

_____. "Popular Participation in Decision Making for Development." Prepared by the Institutional Development and Popular Participation Section, Social Development Division. (Draft MS; not yet published.)

_____. Report on the World Social Situation (1965), with Special Reference to Popular Participation and Motivation for Development. New York, 1966.

United Nations Industrial Development Organization. Nature and Role of Industrial Cooperatives in Industrial Development. Report of Ad Hoc Expert Group Meeting on Industrial Cooperatives, New York, November, 1969. Vienna, UNIDO, 1969.

United Nations Research Institute for Social Development. A Review of Rural Cooperation in Developing Areas. 2 vols. UNRISD Series on Rural Institutions and Planned Change. Geneva, May and June, 1969.

_____. Rural Cooperatives and Planned Change. 6 vols. 1970-1972. Raymond Apthorpe (ed.), Rural Cooperatives and Planned Change in Africa: Case Materials. UNRISD Report No. 70.15, 1970.

_____. Rural Cooperatives and Planned Change in Africa: An Analytical Overview, UNRISD Report No. 72.4, 1972.

_____. Orlando Fals Borda, Cooperatives and Rural Development in Latin America: An Analytic Report, UNRISD Report No. 71.1, 1971.